

(This packet was printed on recycled paper.)

Public notice was given to *The Register-Guard* for publication on August 22, 2008.

**LANE TRANSIT DISTRICT
BOARD OF DIRECTORS
HUMAN RESOURCES COMMITTEE**

**August 26, 2008
4:00 p.m.**

**LTD CONFERENCE ROOM
3500 E. 17th Avenue, Eugene
(off Glenwood Blvd.)**

Public testimony will not be heard at this meeting

AGENDA

Page No.

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Dubick _____ Eyster _____
- IV. GENERAL MANAGER EVALUATION PROCESS AND TOOL 02
- V. NEXT MEETING
 - A. Executive Session to Review General Manager Performance Evaluation
- VI. ADJOURNMENT

BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: August 26, 2008

ITEM TITLE: GENERAL MANAGER EVALUATION PROCESS

PREPARED BY: Mary Adams, Director of Human Resources and Risk Management

ACTION REQUESTED: Approval of Evaluation Process and Tools

BACKGROUND: The Board's Human Resources Committee has been responsible for approving and administering the annual evaluation of the general manager. Each fall, the Committee approves a process to be used for that year's evaluation. Once approved, staff will proceed with distributing the evaluation tools.

Attached for Committee approval is the evaluation tool used for the 2007 general manager evaluation. This tool was updated in 2006 to reduce duplication and make the tool easier for the respondent to read. The survey would include a cover sheet explaining how to fill out the tool. Staff are recommending using the same tool. This will provide consistency and allow for trends to begin being established.

Since 2003 the Board has given this survey tool to all Board members each year. In addition, Leadership Council members have filled out the tool on even numbered years and local community leaders have filled out the tool on odd numbered years. Using this model, in 2008 the Board would ask Leadership Council members to complete the evaluation tool.

RESULTS OF RECOMMENDED ACTION: Using this tool will provide consistency with past evaluations, and give data that can be compared with prior years. Upon approval by the Committee, staff will distribute the evaluation tool as directed. Individual responses will be combined for discussion with the general manager during an executive session.

ATTACHMENTS: Evaluation Tool Titled "Assessment of the General Manager"

Q:\Reference\Board Packet\2008\08\Brd HR Committee 08-26-08\agendasum.HRCommittee.GM Evaluation1.doc

ASSESSMENT OF THE GENERAL MANAGER

August 2008

How To Complete the Questionnaire

This questionnaire is designed to help the LTD Board of Directors, your colleagues, and the general manager assess the general manager’s performance. It should take 30 to 60 minutes to complete. *To encourage candor, the questionnaire does not ask for your name.* Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the general manager at a meeting with a small committee of the Board. Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how well the general manager is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the general manager’s performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing “Very Dissatisfied” and 4 representing “Very Satisfied.”

1. Very Dissatisfied
2. Dissatisfied
3. Satisfied
4. Very Satisfied

You also have the option of answering “Not Sure” if you are not certain about a specific answer. If you think a particular question does not apply to LTD, please mark “Not App.” (Not Applicable).

At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, since your responses will be especially helpful when the Board and general manager look for ways to strengthen the manager’s performance and that of the transit system as a whole. After the Board and the general manager have completed the assessments, a meeting will be scheduled to review the results of this assessment. During this meeting, the assessment results will be used to identify areas for personal growth and draft action plans for the general manager’s professional development. This meeting will also be a good opportunity to discuss ways in which the Board can better support or complement the general manager’s work and to discuss mutual hopes for the future of the transit system.

Sample Question

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
2-1	has worked with the Board to develop a clear vision for the transit system and understands his or her own leadership role?						

Section I. Vision, Mission, and Strategies

The general manager's role has both strategic and operational components. Working with the Board, the general manager must develop a shared vision for the future of the transit system, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
1-1	has worked with the Board to develop a clear vision for LTD and understands his or her own leadership role?						
1-2	has worked with the Boardb to translate LTD's mission into realistic goals and objectives?						
1-3	has worked with the Boardb and staff to create an effective process for long-range or strategic planning at LTD?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section V. Effectiveness in Resource Development

The general manager, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The general manager and board use their combined strengths, knowledge, and relationships to help the transit system achieve its objectives.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
5-1	has a clear understanding of the current and future financial resources needed to realize LTD's mission?						
5-2	is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VI. Fiscal Management

Ensuring that income is managed wisely is especially important for a public transit system. It is the role of the general manager to see that solid planning and budgeting systems are in place and that the transit system's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the general manager's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
6-1	is knowledgeable regarding financial planning, budgeting and management of LTD's finances, and understands the place of each in the system's overall financial picture?						
6-2	has established a system linking strategic and operational planning with LTD's budgeting process?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section VII. Operations Management

The general manager is responsible for day-to-day management. The general manager works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
7-1	holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan?						
7-2	acts as a role model and mentor for the professional development of LTD's leaders?						
7-3	ensures District compliance with all legal and regulatory requirements?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section II. The General Manager/Board Partnership

The general manager and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The general manager and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the general manager that is clear and agreed to by all parties.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
2-1	is clear about the differences between his or her role and that of the board?						
2-2	is an effective partner with the board in leading LTD?						
2-3	raises issues and questions and provides adequate information to inform board discussions?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section III. The Board/Staff Relationship

Because many transit system issues require a partnership of board and staff to be addressed effectively, it is important that the board, general manager, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
3-1	has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of LTD?						
3-2	and appropriate staff members have built effective working relationships with the members of the board who are responsible for specific aspects of transit system governance?						
3-3	has a collegial working relationship with the staff and the board?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Section IV. External Liaison and Public Image

The general manager and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
4-1	maintains a positive, professional reputation in the local community and is an articulate and knowledgeable spokesperson and ambassador for LTD?						
4-2	cultivates effective relationships with						
	a. community and business leaders?						
	b. bus riders?						
	c. public officials?						
	d. relevant professional organizations?						
	e. members of the press?						
4-3	is knowledgeable about the public policy dimension of LTD's work?						
4-4	is well regarded by his or her professional peers in the public transportation field?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

Open-Ended Questions

1. What are the three major strengths of the general manager?
2. What are some limitations in the general manager's performance?
3. What have been the most significant achievements of the general manager over the past year?
4. What external factors have influenced the general manager's performance?
5. In the past year, what difficult issues have faced the transit system, and how did the general manager bring them to resolution?

