

MINUTES OF LANE TRANSIT DISTRICT BOARD OF DIRECTORS  
EXECUTIVE SEARCH COMMITTEE MEETING

January 26, 2011

Pursuant to notice given to *The Register-Guard* for publication on Saturday, January 22, 2011, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Executive Search Committee was held on Wednesday, January 26, 2011, in the Conference Room at 3500 E 17<sup>th</sup> Avenue, Eugene.

Present: Michael Eyster, Board President  
Michael Dubick  
Greg Evans  
Gary Gillespie  
Doris Towery  
David Collier, Senior Human Resources Analyst  
Susan Oldland, Administrative Secretary, Human Resources/  
Recording Secretary  
Elaine Lees, Generator Group

Present by Phone: Enrique Washington, Generator Group  
Will Scott, Generator Group

**CALL TO ORDER:** Mr. Eyster convened the meeting at 5:19 p.m. and called the roll. All Board members were present; two members of the Generator Group joined the meeting via conference telephone.

**GENERAL MANAGER MODELING PROCESS:**

Ms. Lees explained that the objective of tonight's meeting is to attain a consensus of the underlying general manager competencies desired by the Committee. This information will go into a success profile that she will deliver to the Committee next week. Once the profile has been developed, the executive search can have a more highly targeted focus. This process also improves Generator Group's performance and provides a better experience for the candidates. She continued with some background information on the process and described the underlying components of performance and the science and history behind studying people in their jobs.

Ms. Lees explained that there are key components that contribute to high job performance. First, decide the desired results, or what the person will be doing; next establish how the person will go about doing those things; finally, determine who will do the job in context of the environment. She gave an example of this process using Starbucks, including how they hire their baristas and the environment they create for each location. In this context, she explained that every job has about 20 underlying competencies, but the difference between high and standard performance is only six or seven of these competencies. She explained that it is the Committee's job tonight to determine these focused competencies, and that they will do so through a series of exercises designed specifically for this reason. The final result will be a list of

competencies that will determine the type of person best fit to be LTD's next general manager.

Ms. Lees began this process by clarifying desired outcomes for the LTD general manager search. To determine these outcomes, she explained that the organization's mission statement must be clear. Then its goals (or how it succeeds in its mission), and what the general manager is responsible for in context of LTD's mission and goals, also must be clear. After Ms. Lees listed the mission statement and goals, she walked the Committee through the process of determining the general manager competencies. Of the goals listed, the Committee agreed that the general manager is held responsible for: providing financial stability; maintaining open and clear communication with the Board (no surprises); effectively managing the entire organization, as evidenced by employee attraction and retention, quality of customer relationships, and labor relations; serving as a resource to other community leaders; providing a positive face for the organization; implementing the vision of LTD by creative and innovative solutions, and growing the organization to meet needs of the community's ridership in the context of the 20-year plan.

Ms. Lees asked if the general manager will be held accountable for implementing the 20-year plan.

Mr. Dubick clarified that the general manager needs to be the keeper of the organization's vision and is ultimately responsible for it.

Mr. Evans agreed and added that the person needs to be adaptable and nimble to be able to respond to conditions.

Mr. Towery added that the person needs to anticipate what's coming.

Mr. Eyster pointed out that LTD provides far more service and resources beyond public transit, and he explained that LTD strives to be the go-to organization for other agencies and entities in the region on land use and other issues.

Ms. Towery agreed that LTD's expertise goes beyond being a transit system, and added that is a regional problem-solving agency that improves the quality of life and health in the community.

Mr. Evans added that regional planning efforts tend to consider transit as an afterthought in their systems development.

Ms. Lees summarized all of the Committee's points and added that LTD is part of the regional movement in land use and economic development and provides expertise to the community.

Ms. Lees moved the competencies exercise to the next step. In this stage, the Committee broke into small groups with a deck of competency cards, also known as a competency dictionary. She explained that the cards delineate what effective performance is, and help organizations look at results. She described how the break-out groups will use the cards to determine those competencies most important to them, then combine the results for a consensus decision by the full Committee. This process took about 40 minutes.

Ms. Lees then tallied each group's desired competencies. General Manager Mark Pangborn had completed the exercise earlier in the day, and his list was included in the tally. Ms. Lees pointed out those competencies that Mr. Pangborn and all of the small groups chose, and one competency was unanimously chosen: political savvy. She relayed some explanation why Mr. Pangborn chose certain competencies, then pointed out the other competencies chosen most often by the Committee.

Ms. Lees asked the Committee to relay why other leaders in the community did not work out well, including one of the past LTD general managers. Ms. Towery stated that these leaders were lacking political savvy and relationship building, and specifically that the LTD general manager appeared aloof and disengaged. She also pointed out that his successor was calm and genuine, a good listener, and well established in the community.

Ms. Lees reviewed the 12 competencies chosen by the Committee: communicativeness, composure, conflict management, drive and energy, high standards, influence, integrity, political savvy, problem-solving, strategic thinking, results oriented, and team management. She noted that of these 12, the Committee keeps coming back to political savvy, strategic thinking that incorporates vision, mission, passion, and a management style that is not slick or bold and includes a great deal of composure. With this summary, Ms. Lees declared the exercise complete. She stated that her deliverable will be a success profile that has requirements, outcomes, underlying competencies tied back to results, and how it all will be measured. From this document, the guides for all the interview panels will be built.

**ADJOURNMENT:** Mr. Eyster adjourned the Meeting at 7:27 p.m.

LANE TRANSIT DISTRICT

ATTEST

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Mike Eyster  
Board President

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Jeanne Schapper  
Administrative Services Manager/  
Clerk of the Board

Date Approved: November 16, 2011