

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING  
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

June 12, 2007

Pursuant to notice given to *The Register-Guard* for publication on June 7, 2007, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 4 p.m. on Tuesday, June 12, 2007, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban  
Mike Eyster  
Gerry Gaydos, Chair  
Mary Adams, Director of Human Resources and Risk Management  
Mark Pangborn, General Manager  
Jeanne Schapper, Minutes Recorder

Absent:

Jo Sullivan, Administrative Services Manager/Clerk of the Board

**CALL TO ORDER:** Mr. Gaydos called the meeting to order at 4:14 p.m.

**APPROVAL OF MINUTES:** Mr. Eyster moved that the minutes of the April 16, 2007, HR Committee meeting be approved as distributed. The motion was seconded by Ms. Ban and was approved by unanimous vote.

**DRAFT GENERAL MANAGER GOALS AND OBJECTIVES FOR 2007-08:** Ms. Adams referred the attendees to the revised General Manager Goals and Objectives for the Committee's review. Mr. Pangborn requested that a copy be sent to Board member Dean Kortge for his review. Mr. Gaydos relayed that Mr. Kortge had reservations about the wording in the Goals and Objectives, saying that it would be unfair for Mr. Pangborn to be solely responsible for following to the letter the Board's interpretation of the Goals. Mr. Pangborn said that a qualifying statement would be added for clarity. Ms. Adams believed that one of the Performance Goals that Mr. Kortge took issue with was item 1(b), "Secure funding," since whether or not LTD receives funding may not be the result of Mr. Pangborn's actions, but due to the efforts of a number of people. Mr. Gaydos reported that the items were still on the Third Draft, but were classified under items for which Mr. Pangborn would be indirectly responsible. Mr. Gaydos suggested that when a copy of the Goals is sent to Mr. Kortge, it should be accompanied with a request that if he has any concerns about the Third Draft, he e-mail those concerns to other Human Resources Committee members. Ms. Adams advised she would follow-up on Mr. Gaydos' request.

MOTION Ms. Ban moved that the Third Draft LTD General Manager 2007 Performance Goals and Objectives be presented to the full Board for approval at the next Board meeting. The motion  
VOTE was seconded by Mr. Eyster and was approved by unanimous vote.

**LOOKING TO THE FUTURE PLAN UPDATE:** Ms. Adams handed out the March 2006 *Looking to the Future Plan* and the *Looking to the Future Progress Report*, dated

June 12, 2007, for the Committee's review. Ms. Adams referred Committee members to the Progress Report, which was designed to bring the Committee up-to-date on the Plan developments since the Committee last discussed the Plan in October 2006. The second document, the Strategic Plan, summarized the Plan and was provided to refresh Committee members' memories since much of the Plan had been discussed in prior meetings.

Ms. Adams brought the Committee's attention to LTD's *Looking to the Future (LTF)* Plan Goal 1: "Develop supportive relationships over time." Regarding the Budget 101 Training this year for the new union officers, officers asked that members of the *LTF* committee bring this resolution to all employees. Ms. Adams stated that this request is a measurement of the progress LTD has made concerning communicating things that the officers thought employees needed to know, but didn't feel that they had the comfort level to teach.

Ms. Adams then referred the Committee to Goal 2: "Provide a workplace at LTD that attracts and retains committed individuals." Ms. Adams pointed out that Board Member Greg Evans has a specific interest in working with diverse communities—particularly concerning the hiring process. Mr. Evans previously provided a number of contacts in those communities; however, these processes take some time to get moving. LTD has had difficulty in the past getting in touch with some groups. LTD now has a connection with Pastor Keith Jenkins with the Jubilee Church, whose congregation is almost exclusively non-white. When a job opening occurs at LTD, Human Resources personnel will e-mail Mr. Jenkins, and he will provide that information to members of his congregation. LTD will establish the same kind of connections with the Latino community through the church system. This is not the traditional approach to recruiting, but it is how recruiting in those specific groups works best. Ms. Ban offered contact information for Bethel Family Temple on 18<sup>th</sup>; the contact person is Pastor Art Shankle. Ms. Adams stated that the *LTF* committee has been working with Hispanic employees in connecting with the communities that they are involved with, which may include many circles in which Mr. Evans may be involved. Mr. Gaydos offered information on the Chamber Hispanic network, of which Nelson Nogales is the Chair. Mr. Pangborn mentioned that he has met the account executive with the local Spanish-speaking radio station, and LTD's next bus operator advertisements will be communicated in Spanish. Contact has also been made with the Central Latino representative, Jorge Novajo. Ms. Adams mentioned that Pastor Jenkins suggested that a clinic be established at his church to provide information to members and others on how to best succeed in the job application process. The employment office offers this free service any time; however, these individuals are not utilizing the service. Nevertheless, they would come to their church, since it provides a closer connection that they are more comfortable with. Ms. Ban mentioned that, through her involvement with the Financial Literacy program, it is apparent that the cultural norm for the Hispanic community is to do things in the home with extended family, and with the church. Doing things of this nature in a public setting is sharing of too much private information.

Ms. Adams then introduced discussion of assessing testing for bus operator candidates. Visual testing that has been done in the past has had a tendency to eliminate a higher percentage of Hispanics than people with non-Hispanic surnames. A few districts in Washington translate some of their application hiring materials into Spanish, and LTD is reviewing that process to see if it will work here. Ms. Adams reiterated that bus drivers need to be able to converse in English. There needs to be a balance between giving minorities an appropriate opportunity to be hired, and hiring personnel who possess the skills and abilities needed to perform the duties of their jobs.

Ms. Adams directed the Committee's attention to Goal 3. Ms. Adams said that she believed LTD has made more progress in attaining this Goal than the others. LTD now has a calendar of events focusing on health and safety, beginning in July and continuing through the end of the year. Each month will focus on a different health or safety issue. During the month of July, for example, the focus will be on blood pressure. There will be screening and education that goes along with the topic. Ms. Adams pointed out that this program is being put together by a committee that includes a cross-section of employees: a mechanic, three bus operators, and two administrative employees. The committee reviews health care data specific to LTD personnel in order to determine which areas would be the most beneficial.

Ms. Adams related that LTD has also done a lot of work in the accident prevention area, including creating an oversight committee. Now each supervisor receives a monthly accident claim report for his/her department, and that person's director receives it as well. Because of these strides in accident prevention, LTD received a significant premium reduction from SAIF this year. Had SAIF charged what they charge a client who is not being progressive in accident reduction, LTD would have had a significant premium increase. LTD will realize far less of a premium increase because of the strides in accident prevention. This translated into approximately \$80,000 in premium reduction for the year, which pays for any of the cost incurred by the program thus far.

Mr. Eyster inquired if there was any difference in sick leave used. Ms. Adams responded that there has been a significant decrease in time loss days—nearly 300 days of time loss last year versus 27 so far this year, and the fiscal year is nearly over. SAIF is willing to put LTD in a lower premium tier because of the advances the company is making with health and safety issues.

Mr. Pangborn said that in Fall 2007, LTD would be collecting progress statistics at the fiscal year end and would create a module based on the data collected. Mr. Gaydos advised that the Board was concerned about the change in attitude observed in employees. Ms. Adams advised that by fall, compiling this fiscal year data should be complete. Ms. Adams said that, aside from the dollar savings to the District, having employees miss fewer days of work is a benefit to other employees, as well. Ms. Adams mentioned that LTD's aggressive return-to-work program, which was created for people who were off work due to non-work related injuries, can be the biggest factor in getting people to work. If employees feel that they are going to get some support when they have a non-work-related injury, they may be less likely to file the injury as a Workers' Compensation claim. Together, these efforts all work together to reduce health care costs.

Ms. Adams added that employees have developed an injury prevention program in coordination with a company called Medfit, which is composed of two licensed physical therapists. LTD contracts for their time to come in and assist an employee whose complaint could benefit from physical therapy and who doesn't want to go the doctor. An LTD staff member makes the appointment for the employee, and the physical therapist (PT) meets the employee in a private room at LTD, respecting the employee's desire for confidentiality. If warranted, the PT will visit the employee's job site to get an understanding of the physical demands on the affected part of the employee's body. During the initial meeting, the PT prescribes exercises or modifications to work duties, and the PT may return for a follow-up visit. The benefit comes from the employee following the prescribed regimen. Eleven or twelve people have requested this service and only one has followed with a Workers' Compensation claim. This program fits well with the Wellness Program and injury prevention emphasis.

Ms. Adams turned the Committee's attention to Goal 4, concerning the learning organization. Training Specialist Pat Rather has spent the bulk of his time on the Maintenance Instructor program, which is helping not only employee development, but also helping deal with an inability to hire persons with the needed skills. LTD now has an instructor on each shift, including the graveyard shift. This program has been very well received by shop personnel.

A presentation on the LEAP program will be provided at next week's Board meeting. Mr. Rather has developed the program to identify people who may be moving into future openings within the organization.

Mr. Eyster asked if the program had any impact on employee morale. Ms. Adams responded that she had received positive feedback concerning Mr. Rather and the program, and some personnel expressed the opinion that Mr. Rather was a valuable resource that they did not want removed. Maintenance Director George Trauger is very aggressive in getting people to attend events, resulting in a considerably higher level of involvement of Maintenance personnel than previously reported. Ms. Adams noted that the highest turnout for health screenings was from shop personnel; and the lowest turnout was from bus operators, and Administration was in the middle.

Mr. Eyster said that it was his impression that night personnel primarily felt disconnected. Ms. Adams responded that an evening event was the next planned event. The last event was a breakfast that would accommodate the graveyard shift, and organizers would be making a major effort through the next event to include Maintenance personnel. A barbeque was planned for the next quarterly event. During the breakfast event, three hours in the afternoon were spent preparing and taking food to CSC personnel, and one hour was spent taking food to the shop. Mr. Trauger also comes in at 10:30 p.m. for pre-scheduled crew meeting activities, just as he does for the day and swing shifts. This, combined with the amount of resources LTD is providing for training and instruction programs, illustrates the emphasis on keeping in touch with what is going on with Maintenance personnel. Ms. Adams said that it would be interesting to do a follow-up on the survey so that LTD can determine if resources are being spent where they should be.

Regarding Goal 5: Reward and Recognition, Ms. Adams stated that a task force was created several months ago to recommend a comprehensive Reward and Recognition program for the District. This group includes one bus operator, two Administration employees, one supervisor, and one member of the Employee Council. The group has spent a fair amount of time creating ways to use the 10 Valued Competencies, which will be criteria for the Employee of the Month (EOM) and the Employee of the Year awards. A nomination for the EOM will include which competencies that person was nominated for. The group is looking at individual awards right now and will soon be moving on to ways to develop group and team awards for the organization. A training package to implement all of these items will follow. It is a sequential process that takes a large amount of time since a significant amount of research has been needed in order to learn what has worked in other organizations.

Regarding Goal 6: Creating an atmosphere of inclusiveness, Ms. Adams stated that in addition to the items on the list, LTD now has developed an events committee, which is focusing on a comprehensive program for events that include all shifts and personnel. This committee is also composed of Maintenance employees, Administrative employees, and bus operators.

Regarding Goal 7, Ms. Adams stated that LTD has not focused as much in this area. Mr. Rather will put together the more comprehensive training modules for the District. One example of such a module highlights the purchasing process and involves Purchasing Manager Jeanette Bailor. Now, whenever someone is given the responsibility of purchasing, there is a module Jeanette can review with the purchaser. This is a systematic way of providing consistent training in many areas. Staff will be doing more of these in the future.

The final goal is about participating in the goals and mission of the organization, which ties these efforts back to the 10 Valued Competencies.

Mr. Gaydos asked if there was anything LTD was not doing and that was not included in these goals. Ms. Adams responded that she felt that nothing is obviously missing. Part of the underlying goal of these programs is to connect people to the organization in ways other than their jobs, and Ms. Adams felt that was being accomplished.

**NEXT MEETING:** It was decided that summer meetings would be suspended. The next Committee meeting was tentatively scheduled for Tuesday, September 11, 2007; an earlier meeting would be scheduled if needed. Continued discussion of the general manager's goals was scheduled for the next meeting.

Mr. Gaydos suggested the subject of Board succession planning as a possible agenda item for the September meeting. Ms. Ban would be leaving probably in the early fall and Mr. Gaydos may be leaving after June 2008. Mr. Gaydos mentioned that Ed Necker might be a good choice as a suggested replacement, and seems like someone the government would appoint as he is a bus rider and has an understanding of diversity issues. Mr. Gaydos also suggested Dwight Collins as a likely candidate, pointing out that he was in Mr. Gaydos' subdistrict.

**ADJOURNMENT:** There was no further discussion, and the meeting was adjourned at 4:51 p.m.

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Recording Secretary