

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

August 26, 2008

Pursuant to notice given to *The Register-Guard* for publication on August 22, 2008, 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, August 26, 2008, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Gerry Gaydos, Chair  
Michael Dubick  
Mike Eyster  
Mary Adams, Director of Human Resources and Risk Management  
Mark Pangborn, General Manager  
Jeanne Schapper, Clerk of the Board/Recording Secretary

**CALL TO ORDER:** Mr. Gaydos called the meeting to order at 4:07 p.m.

**GENERAL MANAGER ANNUAL PERFORMANCE EVALUATION PROCESS:** Mr. Dubick reported a few needed edits in the survey that had been distributed to Board members. The edits were noted by Ms. Adams.

Ms. Adams explained the annual process for evaluating the performance of the general manager. The Board completes the survey each year, with completion of the survey rotating every year between Leadership Council members and members of the community. This process was now in its third year, and the Leadership Council will complete the survey this year. Next year the survey would return to community members, and with expected turnover among community leaders, survey results should be fresh. She recommended using the same process and tool in order to observe trends.

Mr. Dubick expressed some thoughts regarding the evaluation process as related to succession planning. With Mr. Pangborn's retirement sometime in the future, the evaluation should accurately reflect not only the general manager's job description as it is now, but should also reflect the tasks that the general manager is actually performing. This will enable the Board to accurately evaluate the abilities of any future candidates for the general manager position.

Mr. Gaydos added that this process affords the opportunity to review the job description of the general manager and then continue to periodically review the job description, modifying it over time as needed. Mr. Gaydos also reiterated the importance of the input received from the general manager's self-evaluation.

Ms. Adams mentioned that each year the Board is required to adopt the goals and objectives of the general manager. In the past it has been customary to separate the two processes, but that is not required. Adoption of the goals and objectives has usually been done in the

spring of each year, and during its meeting this past March, the Board emphasized the importance of the document reflecting what tasks the general manager is actually performing and the goals that the general manager is personally responsible for, as compared with what the organization is accountable for. The focus was about defining the job that the general manager was doing.

In response to a question from Mr. Eyster, Ms. Adams clarified that, rather than a job description for the general manager separate from the goals and objectives, the general manager has a contract agreement. She added that perhaps creating such a document would be prudent if the Board wishes to pursue this direction in the process.

Mr. Gaydos added that the development of a job description for the general manager should be a separate future agenda item. In this way, the relationship between the job description and the evaluation process would benefit succession planning. Mr. Dubick added the importance of the self-evaluation in determining the job qualifications and duties of the general manager.

Mr. Gaydos reiterated the importance of emphasizing a culture at LTD of succession planning where employees have an opportunity to advance in the organization; and, in turn, the organization has the obligation to allow employees the opportunity to receive the education required to move in that direction.

Mr. Gaydos raised a concern about the copyright protection of the survey if the document is to be modified. Ms. Adams stated that staff would look into Mr. Gaydos' concerns.

In response to a comment from Mr. Eyster regarding the retirement of the general manager, Mr. Pangborn stated that ideally a union contract would be in place by Winter 2010. He would like to have a union contract in place, the Pioneer Parkway Corridor open, and the West Eugene EmX Corridor in place before he retires. He emphasized that there were capable internal candidates that could be considered for the position as well as external candidates.

Mr. Dubick stated that he felt that the process should allow an internal candidate with training to have an advantage in the recruiting and hiring process. Mr. Gaydos concurred and emphasized the idea of a culture of internal training of candidates at LTD, adding that recruiters cost money.

Mr. Dubick reiterated that having a solid understanding of the job wouldn't preclude an internal candidate from being considered for the position; the candidate would need to display a specific skill set that fits the job. Mr. Gaydos added the importance of having a clear job description and set of objectives for candidates that wish to improve their skill set to meet those requirements, and the organization's activities should support that. He also felt that it was important to acknowledge employees' commitment to the organization and to this community in the selection process. It is a challenge to find key people in management roles that are willing to sacrifice financially to serve this community.

A possible timeline to complete the process was proposed:

- Surveys distributed the first week of September.
- No HR Committee meeting in September.

- September 22 deadline for returning Confidential surveys to Jeanne Schapper.
- All input from surveys combined onto one form, mailed out prior to next meeting, along with General Manager Self-Evaluation.
- Next HR Committee meeting/Executive Session: October 14, 2008, to review combined evaluations; consider whether to recommend change in compensation.
- Executive session with full Board on November 19 or December 17.

**ADJOURNMENT:** There was no further discussion, and the meeting was adjourned at 4:44 p.m.

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Recording Secretary