



GoTriangle  
Personnel Committee  
September 27, 2017 9:00 am-10:30 am

- I. Adoption of Agenda  
*(1 minute Ellen Reckhow)*
  
- II. Presentation of Organization Study  
*(30 minutes Jeff Mann)*
  
- III. Discussion of 360 Evaluation Process  
*(45 minutes Jennifer Robinson)*  
  
Competency Framework
  
- IV. Discussion of 457 Plan  
*(10 minutes Jennifer Robinson)*
  
- V. Closed Session - Lawrence et al v. GoTriangle and John Trotman  
Pursuant to NCGS 143-318.11 (a) (3) to consult with an attorney employed by the public body in order to preserve the attorney client privilege between the attorney and the public body, which privilege is hereby acknowledged.  
*(5 minutes Shelley Blake)*
  
- VI. Adjournment  
*(Ellen Reckhow)*

# 360 Feedback

GoTriangle Personnel Committee  
September 27, 2017

S. Freeman

# 360 FEEDBACK

## Purpose:

To allow managers and leaders in an organization gain a better understanding of their strengths and areas needing improvement.

# 360 FEEDBACK

## Overview:

- Input typically includes the employee's manager, peers and direct reports
  - Input is provided anonymously
  - Feedback covers a broad range of workplace competencies
- Feedback forms are usually on a rating scale and also allow written comments
- The individual receiving feedback also completes a self-rating survey with the same survey questions

# 360 FEEDBACK

## Measures:

- Behaviors and competencies
  - Perception by others
- Listening, planning and goal-setting skills
- Subjective areas such as teamwork, character, communication, collaboration, decision-making and leadership effectiveness

# 360 FEEDBACK

## Different from Performance Appraisal:

- Well rounded because it involves additional sources (peers, direct reports)
- Performance Appraisals are driven by pre-set goals.

## 360 focuses on development.

- Performance Appraisals are not anonymous since the reviewer writes the Appraisal
- The 360 is not a replacement for a Performance Appraisal

# 360 FEEDBACK

## Recommendations:

- Review information from Organizational Study focus groups and individual comments
  - Review recommendations from Consultant Study
- Work with consultant to determine appropriate format and content of 360 Feedback

## **360 Competency Framework**

Analytical thinking  
Adaptability/Change Management  
Influencing and Communication  
Developing self and others  
Strategic Awareness  
Team-working  
Commercial and Financial Awareness  
Leadership and Inspiring others  
Integrity and Ethical management  
Planning and Decision Making  
Drive for results  
Conceptual Thinking and Innovation



- **Analytical thinking**

The ability to analyze, investigate & interpret data, issues & situations

Checks underlying evidence, data and assumptions before drawing conclusions

Is able to take multiple pieces of complex information from multiple sources and make sense of them

Makes sure that all the business implications are properly researched and taken into account when considering plans or actions

Sees behind what is going on to identify the dynamics of a situation, process or problem

Understands when an analysis or argument is valid, relevant and appropriate or not

Will test the feasibility of a course of action before implementing it

- **Adaptability/Change Management**

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

Able to cope effectively in situations where there is a large amount of incomplete, complex and/or ambiguous information

Balances conflicting agendas

Balances drivers for change against potential constraints

Can switch easily between different jobs and situations

Finds ways of achieving change without provoking opposition

Is a source of strength in times of uncertainty

Looks for the opportunities that arise during times of change

Prepares the organization to cope with continuous changes

- **Influencing and Communication**

The ability to influence and persuade others and to actively manage the organization's communication processes

Demonstrates understanding through active listening, which shows respect for views and perspectives different from own

Effectively lobbies key people and then uses them to support a position

Encourages and enables others to talk with openness and honesty

Has excellent negotiating skills

Is able to creatively tailor communication in terms of both message and delivery to the audience

Is able to deliver a powerful message which motivates people at difficult times

Makes sure that there is a good two way flow of communication throughout the business

Projects authority without aggression

Uses the informal networks within the organization to influence change

- **Developing self and others**

The ability to improve own performance and to help others to develop into the next job

Creates a broad pool of talent to meet future business needs

Develops successors by accurately assessing the strengths and weaknesses of others.

Encourages people to develop themselves by taking responsible risks

Goes out of the way to put self into new situations in order to learn and enhance his/her own skills

Is open about own personal development as an example to others

Makes sure that people have the support they need to realize their aspirations

Makes sure that people understand that their personal development goes hand in hand with the health of the business

Responds positively to feedback and acts upon it

Sets challenging and stretching goals for self even after having achieved significant personal success

- **Strategic Awareness**

The ability to steer the organization towards a goal using strategic vision to focus business activity

Accurately anticipates emerging trends in the marketplace and associated customer expectations

Balances strategic vision against demands of immediate operational challenges

Chooses and develops strategies that differentiate business from competitors

Creates and communicates an inspiring vision, which wins commitment

Generates a clear vision for the future of the business

Makes sure that the business is driven by the needs of its customers

Translates the organization's vision into successful, new, strategic initiatives.

- **Team-working**

The ability to develop teams at organization level, to improve their effectiveness through personal commitment and to role-model team behaviors

Clearly communicates the contribution that individual teams make towards achieving the corporate vision

Creates a climate of trust and collaboration across the organization

Demonstrates commitment to team-working by personal example

Encourages input and advice from others on organization strategy

Encourages team members to use their diverse skills to complement one another

Encourages teamwork to resolve business problems

Focuses on team objective rather than personal agenda

Promotes a team culture at all levels of the organization

Understands how teams work

- **Commercial and Financial Awareness**

The ability to apply understanding of the organization & industry to improve effectiveness & profitability

Able to organize and marshal resources to drive profitability

Adheres to relevant commercial and financial regulation

Anticipates trends (social, economic, political, technological and regulatory) that potentially impact the business

Constantly takes into account the longer term needs of the business and identifies risks and opportunities which will arise

Demonstrates broad and astute business sense

Recognizes global trends in markets and their relevance for the business

Takes calculated risks in order to achieve significant business gains

Understands the key financial drivers in the internal and external business environment, and looks for cost effective solutions.

- **Leadership and Inspiring others**

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals

Behaves like a high profile leader

Builds teams with appropriate expertise to achieve results, and empowers teams to take action and resolve own issues

Champions empowerment by ensuring that people have the freedom and authority they need

Creates a compelling picture of the organization's vision, consistent with its values, which inspires others to feel a personal stake in its future

Creates an expectation of a high performance culture and stretches others beyond what they thought was possible

Motivates the organization through positive leadership style

Publicly recognizes the contributions of individuals and teams

Says thank you on behalf of the organization

- **Integrity and Ethical management**

The ability to work ethically according to professional & organization values

Makes the right decision for the whole business, rather than own function or department

Performs to high standards, and maintains constructive interpersonal relationships~ when under pressure

Personal behavior exemplifies organization values

Proactively takes ownership of problems affecting the business

Promotes organizational honesty at all levels

Risks unpopularity to make the right business decision

Takes responsibility for own actions and decisions

- **Planning and Decision Making**

The ability to make decisions on the best course of action and then to plan, organize, prioritize and balance resources to achieve that action

Allocates corporate resources to optimize the results of all plans

Can make tough decisions in the absence of complete information

Demonstrates awareness of how decisions and actions impact the profitability of the business~

Encourages bold win-win business planning

Identifies and makes unpopular decisions when necessary

Identifies the critical point, by when decisions must be made

Knows when to take a risk in decision making

Looks at the bigger picture and plans for the long term

Manages to deliver maximum results for the least cost in terms of time and resources

- **Drive for results**

The ability to focus oneself and others on achieving specific outcomes

Articulates expectations for others and communicates the benefits

Constantly reviews and monitors progress of the organization against agreed targets

Creates an ethos of challenge and drives for business success

Drives self and others on when facing difficulty

Encourages continuous improvement across the organization

Promotes a drive for quality across the organization

Pursues new business opportunities and makes them a reality

Responds positively, with commitment and enthusiasm to setbacks and obstacles

Treats major obstacles as challenges

- **Conceptual Thinking and Innovation**

The ability to generate new ideas through original thought

Able to see parallel situations and draw lessons from them

Able to understand and quickly see the key issues in a broad range of subjects

Comes up with and presents new, original and workable business ideas

Good at finding ways of tackling situations they haven't seen before

Is able to work lots of novel ideas into a coherent plan

Looks to different industries and disciplines to find new ideas that may apply

Overthrows conventional views and makes radical changes to achieve business success

Takes decisions that position the business as the market leader ahead of emerging trends

Turns abstract ideas into models that others can understand

Let's Go, Triangle!

Triangle Transit is now



Triangle

MEMORANDUM

TO: Personnel Committee  
 FROM: Human Resources  
 DATE: September 27, 2017  
 SUBJECT: 457 (b) Questions Generated by the Board

This memo is in response to Benefit Questions sent from the Board. Our answer follows each question asked:

- What is a 457 Plan? How does it work? What is the cost to GoTriangle? When is that cost expended?

ANSWER: a 457 (b) is a tax deferral plan that is listed in our benefits as a supplemental retirement savings plan that is available to all employees but each contribution is "employee " funded. It is supplemental because the basic tax deferral plan is the 401 (a) which is employer contributed at 8% of base salary. The only exception is the General Manager position who receives a 16% contribution under our Executive 401 (a) plan. The General Manager is the only recipient under the guidelines of our 401 (a) Executive Plan document.

All retirement savings plans are funded in each employee's retirement account on a bi-weekly basis.

- Who has the 457 (b) Plan at GoTriangle currently?

ANSWER: Approximately 50 (fifty) employees are currently in the Plan based on their own contributions. One executive is in the Plan per contributions made by GoTriangle; the percentage is 2.7% of base pay and the recipient is the CFO.

Funds were never designated as a "bonus." Payments to the 457 (b) were given as a benefit in two circumstances: (1) the past General Counsel made it a negotiable item in his Employment Agreement (2) the CFO was awarded the benefit by a former General Manager because of the employee's additional responsibilities.

- Do we have any record of including the 457 (b) Plan in our offering to the current General Manager or General Counsel?

ANSWER: We do not; implementation of the 457(b) benefit was negotiated by a former General Counsel as part of his Employment Agreement with the Board of Trustees. The current General Manager's retirement savings plan follows the guidelines established by the 401 (a) Executive Plan document. As previously stated, he receives a 16% contribution to his 401(a) Retirement Plan. All other employees receive 8%. He did not negotiate the insertion of additional benefits in his Employment Agreement and neither did the General Counsel.

- Why did we stop including the 457 (b) as a benefit?

ANSWER: It was always a negotiated item and never considered an automatic benefit. Human Resources adheres to the contents of the Employee Agreement and implements all benefits accordingly.

Please let us know if your questions have been answered to your complete satisfaction.

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