


WGA

AGENDA COVER MEMO

AGENDA DATE: August 25, 2004
TO: LANE COUNTY BOARD OF COMMISSIONERS
DEPT.: Assessment and Taxation
PRESENTED BY: Jim Gangle, Assessor 
AGENDA ITEM TITLE: **LEADERSHIP TEAM CHARGE AND AGREEMENTS**

I. MOTION

MOVE TO APPROVE OR AMEND THE LEADERSHIP TEAM CHARGE AND AGREEMENTS AS PRESENTED, BASED ON REVIEW AND DISCUSSION AT THE JULY 27, 2004 LEADERSHIP TEAM MEETING.

II. ISSUE

On July 27, 2004, the Leadership Team for Lane County, consisting of the Board of County Commissioners, the County Administrator, and the Department Directors, assembled for their semi-annual meeting.

One of the agenda topics was to review a draft charge and draft agreements for participation by members of the Leadership Team, as defined by a subgroup of Department Director's, assigned by the County Administrator. After the draft charge and agreements were presented, there was discussion and some recommendations for changes suggested. The attached document includes all suggested changes, per the July 27, 2004 Leadership Team meeting and subsequent review by the Department Directors Subgroup.

III. DISCUSSION

A. Background

The County Administrator asked the Department Directors to assist in creating a more structured Leadership Team environment. The 2003 Leadership Team meeting regarding the FY 2004-05 budget process was a difficult meeting and it was felt that more defined roles, as well as a process for decision-making, would be helpful for future meetings. In addition, the subgroup will continue its work and make recommendations on the FY 2005-06 Budget Process.

B. Analysis

The subgroup met on July 1 and July 14, 2004, to discuss the recommendations to move forward for the Leadership Team. The Department Directors initial subgroup consisted of Tony Black, Lisa Smith, David Suchart, Rob Rockstroh and myself. The subgroup expanded for the second meeting on July 14th to include Ollie Snowden and Dave Garnick.

C. Alternatives

Provide additional input and suggestions towards the finalization of the Leadership Team charge and agreements.

D. Recommendation

The Department Directors subgroup recommends that the Board approve the attached Leadership Team charge and agreements, based on discussion at the July 27, 2004 semi-annual meeting.

IV. IMPLEMENTATION

Once approved, the documents will be provided to each member of the Leadership Team. In addition, a large, laminated copy will be provided at each team meeting.

V. ATTACHMENTS

Leadership Team Charge
Leadership Team Agreements

DRAFT

Leadership Team

The purpose of the **Leadership Team** is to share information and ideas, discuss implications of various policies, work on strategic planning, work on shared mission and values, have active discussions on major policy-level issues that relate to the entire organization, and to make decisions related to those topics.

The **membership** of the Leadership Team would include:

Members - the Board of County Commissioners, the County Administrator, and Department Directors. These members should be viewed as colleagues with input to the decision making process. We recognize that the final decision making authority resides with the Board of County Commissioners.

Attendees - County Administration analyst staff, Internal Auditor, Human Resources Manager, Intergovernmental Relations Manager, union leadership, and the Public Information Officer. The attendees are invited for discussion and/or recommendations, but would not participate in the decision making process.

Additional attendees would be invited to attend as necessary and/or as requested. It was highly recommended that any member of the Leadership Team bring additional attendees only to meet a specific need.

In the event that a Leadership Team member cannot attend a meeting due to an emergency or other reason, it is recommended they would be allowed to send a Proxy.

Further recommendations for the Leadership Team:

- meet on a quarterly basis with meeting dates pre-determined (not in July or August). Set dates would allow members to plan ahead and not have scheduling conflicts. Place meeting dates on the agenda calendar.
- meet for a half-day length of time, suggested timeframe is 10:00 a.m. to 3:00 p.m. with lunch provided. Use the lunch hour as a social time.
- meet off-site.
- develop and use structured agendas.
- provide handouts to all members and attendees in advance of the meeting.
- identify type of agenda item (review, discussion, decision, action, information).
- use a neutral facilitator to conduct the meeting.
- do not allow cell phones, personal computers or electronic organizers. Have a single call-taker be notified of any emergency contact needed with members.

This point-of-contact would then be responsible to contact the member or attendee.

- input to the Board of Commissioners decision making process will occur via polling of the team. The results of the poll, would serve as information and communication to the Board of County Commissioners.
- Leadership Team meetings are public meetings run in accordance with public meetings law and are noticed in the Lane County Board of Commissioners Agenda.

The group defined the purpose of the Leadership Team. It was felt that the Leadership Team meetings held in the past year or two were all centered on the budget and had a negative tone and outcome. It was suggested the Leadership Team meet to discuss other topics that are not solely budget related (i.e. revising the Strategic Plan, County goals and priorities, etc.)

Provide clarification and update the language in the Strategic Plan, in light of this past year's budget process and problems.

Leadership Team meetings should provide opportunities to work in partnership and focus on the similarities versus the differences in Lane County. The importance of having a defined agenda, with input and accessibility to all members of the Leadership Team is highly recommended.

Use Ad Hoc Work Groups to work on specific issues that either the Leadership Team or Department Directors Team may have.

Print, laminate and post the purposes and agreements of the team. Provide and post large copies for viewing by all members and attendees at each meeting.

Encourage members to share opinions, vision and goals for the county. Do not count votes or lobby on proposals or topics, provide constructive input and opinions.

Special groups for items such as budget, performance measures, and the Lane County Strategic Plan should either continue meeting or schedule meetings.

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Leadership Team Agreements

1. As a team member, I view myself as a colleague during Leadership Team meetings.
2. I am there to represent the Lane County Leadership Team, and the goals of the County.
3. I will come to the meeting on time and prepared to participate.
4. When possible, I will support the decision of the team. When not possible, I will tell the team of my non-support, and will provide full disclosure of my position.
5. I will practice respectful communication.
6. As a team member, I will attempt to reach consensus through discussions, but if consensus does not occur decisions will be by majority rule, through the use of a polling process to determine the majority.

Explanation of Agreements:

General – the purpose of these agreements is to define how the team will conduct meetings, make decisions and communicate within the team.

- The agreements are written in the first person. They are “I” statements which we all accept.
- The group needs to be self-monitoring and reinforce adherence to these agreements.
- Emphasis is on the team, not on individuals.
- The equality of the members of this team at the meetings is the basis for these agreements. We know the Board of Commissioners will have to vote and make a final decision among themselves, but in the context of the meetings, we are equals.

- Nothing within these agreements usurps the inherent authority vested in each person's position.

Agreement #1 –

However, the ultimate decisions will be by the Board of County Commissioners. The members should be viewed as colleagues with input to the decision making process via polling of the team. Polling is intended to encourage all participants to provide comments. The results of the poll, would serve as information and communication to the Board of County Commissioners. Commissioners at their discretion may participate in the polling process.

Agreement #2 –

No additional comments.

Agreement #3 –

Because we have put emphasis on the use of an agenda for meeting preparation, we agree that it is important to read the materials and be prepared to discuss and make decisions. The agenda and related materials will be distributed one week before the meeting.

Agreement #4 –

I will not fault another team member for taking a position with which I disagree; disagreeing does not imply bad intentions. I will disagree openly at the time the issue is raised, and I will not continue to discuss issues outside of the meeting without informing the team. "End runs" can't be stopped, but out of respect for other team members, advance disclosure of disagreement is essential. Disclosure may consist of a minority report, which should also include the team's position.

Agreement #5 –

I will make my contributions timely and concisely. I will not interrupt others while they are contributing. I will share information in an open and honest format, and will allow others and myself the opportunity to brainstorm and participate in all discussions. It is acceptable to think aloud and present a position with which you disagree.

Agreement #6 –

I will support the recommendations of the team. The polling process is important to ascertain the position of the group. When an individual disagrees with the position of the group, we will ask the question, "what will it take for you to agree?" It is essential for all to have an opportunity to speak before making a decision. It is important that decisions not be announced prior to active discussion by all participants. The ultimate decisions will be by the Board of County Commissioners.