



**Fiscal 2007 Proposed Budget**

***Division of  
Workforce Development and Administration  
(WFDA)***

**Budget Committee  
January 26, 2006**



# FY2007 Proposed Budget

The Division of Workforce Development and Administration's (WFDA) mission is to recruit, develop and retain a qualified workforce that is reflective of the diverse demographics of the region by supporting the principles of fairness and equality, provide responsive administrative services and ensure the timely acquisition of goods and services necessary for the business operations of WMATA.

## Division of Workforce Development and Administration

**William F. Scott II**  
Deputy General Manager



Ruth Parks  
Executive Assistant



Kim Thompson  
Budget Officer



Holly Overton  
Office Administrator



**338 Total Budgeted Positions for WFDA**



# FY2007 Proposed Budget - Workforce Development and Administration

## Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 17.3	\$ 17.8	\$ 0.4	
Fringes	5.8	6.2	0.4	
Services	4.3	4.0	(0.3)	
Materials	1.0	1.1	0.1	
Other	1.7	1.5	(0.2)	
<b>Total</b>	<b>\$ 30.2</b>	<b>\$ 30.6</b>	<b>\$ 0.4</b>	<b>1%</b>

	FY 2006	FY 2007	Change
<b>Capital Expense</b>	<b>\$ 6.5</b>	<b>\$ 6.7</b>	<b>\$ 0.2</b>

- Labor related increases reflect inflation adjusted costs
- No position increases
- Non-labor related budgets reduced to meet mandated Budget goals
- Materials budget increased to address historically under-funded requirements

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>338</b>	<b>0</b>

**Change Detail**

---



---



---



---



**Division of Workforce Development and Administration:**

- Provide strategic policy advice on workforce and procurement matters to the GM/CEO and Board of Directors and enforce approximately 70 personnel and 8 procurement policies
- Conduct collective bargaining negotiations /interest arbitration with WMATA's Unions, covering approximately 85% of its employees and impacting approximately 70% of WMATA's yearly operating budget
- Develop, implement, administer and/or monitor 21 Authority-wide compensation and benefit plans (pay, retirement and health) based on internal and external workforce analyses (market-based benchmarking, best practices, trending and forecasting) and WMATA's ability to remain competitive in relevant marketplaces
- Provide strategic policies and plans regarding hiring and recruiting covering approximately 1,000 new hires annually and 240,000 personnel actions while maintaining policy compliance with FTA/DOT drug and alcohol regulations (4,800 medical examinations, 10,000 drug and 2,000 alcohol tests)



**Division of Workforce Development and Administration (cont'd)**

- Provide strategic policy advice on and resolution to EEO, Affirmative Action, Workforce Diversity and Title VI issues to ensure compliance with WMATA policy and applicable federal laws in order to maintain a discrimination-free workplace (Only 10 active cases in a workforce of approximately 10,000 employees)
- Manage, advise and support WMATA staff in the acquisition of goods and services for the Authority's capital, operational and reimbursable requirements to ensure the best value in finalizing approximately 14,000 contracting actions
- Develop and manage employee business processes to ensure proper space planning (4 million sq. feet in 50 buildings), timely delivery of mail services (over 300,000 pieces of mail), cost efficient wireless communication (1,500 users), responsive travel (800 requests), compliant asset management (4,000 property transactions) and comprehensive employee parking program (2,000 employees)
- Program and implement the training, development and assessment of WMATA employees' managerial and professional skills essential to the improved delivery of WMATA's services.



### **Performance Goals and Measures**

- Reduce WMATA vacancy rate to 4 percent and fill vacant requisitioned positions in 45 days or less and meet the number of requested participants for each Bus Operator class
- Oversee comprehensive healthcare analysis to identify and implement areas of cost containment for the Authority to comport with GM/CEO and Board guidance
- Maintain compliance with FTA/DOT regulations regarding WMATA's drug and alcohol program
- Continue with strategic initiatives developed for the CEO/Board in conducting collective bargaining and/or interest arbitration with the various Unions
- Revise policy instruction to determine the appropriate space utilization for the 4 million sq. ft. of space in 50 non-passenger occupied buildings
- Revise policy instruction for wireless communication services and reduce cost by 5 percent through improved service, audit and review of invoices, and implementation of an Office "bill back system"
- Implement WMATA's Affirmative Action Plan to address underutilization of women and minorities, including programmatic initiatives that promote and value diversity and inclusion by completing management level briefings for all WMATA Divisions/Offices and developing a comprehensive diversity plan
- Establish a set of standards for reducing the acquisition cycle for WMATA procurement actions
- Align WMATA organizational structure to maximize WMATA's effectiveness in achieving its goals



## **FY2007 Proposed Budget - Administrative Programs & Services (APAS)**

---

The Office of Administrative Programs and Services (APAS) develops and manages administrative support services for WMATA's workforce.

---

- **Space Planning** - Manages space utilization for 4 million sq. ft. of office/administrative space in 50 non-passenger occupied buildings. For FY07, reduce completion time for a request with improved management, which can represent up to one week depending on the complexity of this project
- **Mail Services** - Delivers 200,000 pieces of inter-office mail per year, in addition to 100,000 pieces of mail to more than 50 different locations throughout the region served by WMATA. In FY07, improve mail delivery and retrieval at the CTF by 1 day
- **Wireless Communication Services** - Has established service for just over 1,500 WMATA employees, including cellular, satellite phones, pagers, and air-cards for laptop computers. For FY07, reduce cost by 10% via improved scrutiny in establishing service, audit and review of invoices and departmental "bill back system"
- **Travel Services** - Manages approximately 800 travel requests per year for WMATA employees
- **Asset Management** - Manages approximately 4,000 Property Transaction Requests per year, for new items being added to WMATA's property inventory. APAS removes from inventory, approximately 18,500 items that are either sold or disposed of each year. For FY07, increase transfer or re-utilization of older items by 10%
- **Parking Services** - Manages employee parking program at the Jackson Graham Building (JGB) and Carmen Turner Facility (CTF). There are approximately 2,000 employees at these two locations



## FY2007 Proposed Budget - Civil Rights (CIVR)

---

The Office of Civil Rights (CIVR) implements and manages WMATA's commitment to the principles of equal employment opportunity, affirmative action, and equal access to services and programs under Title VI through the development and promotion of a diverse, inclusive and discrimination-free work environment.

---

- Ensures adherence to WMATA policy and applicable federal laws regarding non-discrimination in all phases of the employment process
- Investigates and resolves formal and informal complaints through effective, fair and alternative methods of dispute resolution
- Provides management and employee counseling and EEO technical assistance
- Conducts EEO and diversity awareness training programs
- Implements WMATA's Affirmative Action Program to address underutilization of women and minorities in certain jobs of WMATA's workforce
- Increase outreach activities to attract qualified candidates from under-represented groups identified WMATA's Affirmative Action Plan (AAP)
- Increase community outreach programs and partnerships to further AAP goals
- Develops and sustains a culture where diversity is valued and leveraged to achieve business objectives and maximize the potential of all employees
- Maintain compliance with WMATA's FTA-approved Title VI Program





## **FY2007 Proposed Budget - Employee and Labor Relations (LABR)**

---

The Office of Employee and Labor Relations (LABR) provides the following services to WMATA management and its workforce: Conducts Collective Bargaining Negotiations and Leads Interest Arbitration Case Presentations; Union Arbitration & Mediation Administration; and Contract & Grievance Administration and Employee Relations (Ombudsman).

---

- Negotiates or arbitrates terms of labor agreements:
  - Continue FY05 and FY06 wage growth discipline by negotiating FY07 and FY08 settlements with moderate wage increases that support WMATA budget guidelines
  - Reallocate health benefit premium share costs to be at competitive levels in local market
  - Pursue targeted work rule changes which support more flexible utilization of labor
- Promotes productive labor and employee relations:
  - Achieve agreements on relevant selection criteria for customer service positions
  - Minimize workplace violence and interpersonal conflicts by conducting nearly 200 proactive and reactive interventions, investigations and/or mediations to achieve harmonious employee relations
  - Support management's labor contract rights and interests by adjudicating over 250 Step 4 grievance and disposing of 44 arbitration matters in 2005
  - Facilitate ongoing labor-management dialogue to address mutual concerns
  - Provide daily advice and counsel to line managers responsible for contract administration



## **FY2007 Proposed Budget - Human Resources Management Services (HRMS)**

---

The Office of Human Resources Management Services (HRMS) is responsible for planning and implementing the employee recruitment process, collecting and maintaining records and providing medical services for WMATA employees.

---

- Develops and implements recruitment strategies and programs for the workforce that take into consideration: retirements, separations, promotions, transfers and new service expansions
- Develops policies and procedures pertinent to the human resource functions of WMATA
- Serves as a consultant to hiring managers and supervisors regarding the application of policies and procedures
- Manages the hiring (approximately 1,000 new hires), transfer (approximately 300), promotion (approximately 700 including acting assignments) and separation (approximately 400) process
- Conducts 4,800 Occupational Health medical examinations for pre-employment, periodic, return-to-duty and fitness-for-duty. Expands screening and tracking of all employees that require medical clearances and/or sick leave payment approval
- Performs 10,000 drug tests and 2,000 alcohol tests to comply with FTA, DOT and WMATA regulations and policies
- Provides support, assessment and short-term counseling in the area of mental health, stress management, and other social issues for WMATA employees
- Processes 240,000 electronic personnel action records. Maintains electronic file management system for real time data access. In FY07, initiate the Desktop Manager application which will increase the efficiency of processing Personnel Action Requests (PARS) and Separation Personnel Action Requests (SPARS)



## FY2007 Proposed Budget - Compensation and Benefits (COBN)

---

The Office of Compensation and Benefits (COBN) creates solutions designed to attract and retain necessary talent for WMATA while ensuring pay and benefits competitiveness with external benchmark job markets. COBN develops measurements and statistical analyses of WMATA's workforce for business and human resource needs.

---

- Designs, develops and implements compensation and benefit plans and programs (office supports 8 pay plans, 6 insurance plans and 7 pension plans). For FY07, continue cost containment analyses and implement where approved
- Uses economic forecasting models to support negotiation position for union pay and benefit proposals and for both union and non-union employee recruitment and retention proposals
- Determines appropriate market position for WMATA pay and benefit levels using workforce analyses methodology to assess current trends and projections (office participates in 20+ scheduled surveys and numerous ad hoc surveys of competitive marketplace)
- Reviews, endorses and/or approves proposed pay actions to ensure compliance with pay policy (3,300 in 2005). For FY07, reduce processing time by 20%
- Classifies and reclassifies positions in response to organizational changes (221 classifications in 2005). For FY07, reduce processing time by 20%



## FY2007 Proposed Budget - Organizational Development (ODEV)

---

The Office of Organizational Development (ODEV's) fosters organizational effectiveness by providing training, development, and performance improvement programs for WMATA employees that addresses the gap between actual and desired performance.

---

- Plans and implements training programs to enhance supervisory/managerial and professional skills of employees, and to meet federal and WMATA-policy mandatory training requirements
- Plans and implements employee developmental programs:
  - The Senior and Superintendent Succession Programs prepares and places candidates in senior managerial and operating superintendent vacancies
  - The Career Development and Management Certification Programs prepare employees for job and career growth
  - The Tuition Assistance Program supports job-related learning, skill development, and degrees and certifications
- Assists WMATA business-units to improve work team and business process effectiveness through organizational development analyses and interventions.
- Develops and expands training modes and training infrastructure to increase training availability and completion rates for required employee training
- Installs and configures PeopleSoft Learning Management system module to fully integrate ODEV, OPER, SARP and MTPD training activity with the enterprise-wide information technology
- Researches and implements standard training-transfer metrics for the measurement of training effectiveness



## **FY2007 Proposed Budget - Procurement and Materiels (PRMT)**

---

The Office of Procurement and Materiels (PRMT) is responsible for the acquisition of goods and services that support the expansion and maintenance of the system and business operations for WMATA. The Office designs and administers systems to warehouse and distribute WMATA inventory. The Office also manages the Authority's Disadvantaged Business Enterprise (DBE) and Small and Local Business Preference programs.

---

- Provides acquisition services for the planning, formulation, award, administration and close out of about 14,000 purchase orders, contracts and modifications valued at approximately \$900 million annually. This encompasses the management of a contract program with a gross value of \$4 billion overall for an array of services, including construction, engineering, professional and technical, supply, paratransit, escalators, elevators, buses and rail
- Coordinates, develops and implements the Authority's procurement policies in accordance with applicable procurement laws and regulations and streamlines the procurement process for more effective implementation of the various programs
- Leads the initiative to improve the quality and availability of parts for an initial year cost of \$2.9 million. Develops and implements the use of automated methods to improve inventory management and business processes
- Increasing, through the implementation of the Uniform Certification Program, the number and participation of certified DBE firms by 5%
- Resolves major contractual open issues



# APPENDIX

## **WFDA Office Budgets:**

- DGM/WFDA - Deputy General Manager's Office**
- APAS - Administrative Programs and Services**
- CIVR - Civil Rights**
- LABR - Employee and Labor Relations**
- HRMS - Human Resources Management Services**
- ODEV - Organizational Development**
- COBN - Compensation and Benefits**
- PRMT - Procurement and Materials**



## FY2007 Proposed Budget - Deputy General Manager's Office (DGM/WFDA)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change
Labor	\$ 0.5	\$ 0.5	\$ 0.0
Fringes	0.2	0.2	0.0
Services	0.2	0.2	(0.0)
Materials	0.0	0.1	0.0
Other	0.2	0.1	(0.1)
<b>Total</b>	<b>\$ 1.1</b>	<b>\$ 1.1</b>	<b>\$ (0.0) -2%</b>

- Services and Other budgets are reduced to meet mandated WFDA Budget goal

	FY 2006	FY 2007	Change
Capital Expense	\$ 0.2	\$ 0.2	\$ (0.0)

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	9	0

### Change Detail

---



---



---



---



## FY2007 Proposed Budget - Administrative Programs & Services (APAS)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 0.7	\$ 0.8	\$ 0.2	
Fringes	0.2	0.3	0.1	
Services	0.1	0.2	0.0	
Materials	0.1	0.2	0.1	
Other	0.5	0.3	(0.2)	
<b>Total</b>	<b>\$ 1.6</b>	<b>\$ 1.7</b>	<b>\$ 0.1</b>	<b>8%</b>

	FY 2006	FY 2007	Change
<b>Capital Expense</b>	<b>\$ 0.3</b>	<b>\$ 0.3</b>	<b>\$ 0.0</b>

- Labor budget increased to provide strategic space planning services
- Other budget costs reduced to meet WFDA Budget goal

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>19</b>	<b>0</b>

### Change Detail

---



---



---



---





## FY2007 Proposed Budget - Civil Rights (CIVR)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 0.8	\$ 0.8	\$ 0.0	
Fringes	0.2	0.3	0.0	
Services	0.2	0.1	(0.1)	
Materials	0.1	0.1	0.0	
Other	0.0	0.0	(0.0)	
<b>Total</b>	<b>\$ 1.3</b>	<b>\$ 1.3</b>	<b>\$ (0.0)</b>	<b>-3%</b>

- A portion of P&T budget dollars moved to PRMT to support a planned DBE software upgrade

	FY 2006	FY 2007	Change
<b>Capital Expense</b>	<b>\$ 0.3</b>	<b>\$ 0.2</b>	<b>\$ (0.0)</b>

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	15	0

Change Detail

---



---



---



---



## FY2007 Proposed Budget - Employee and Labor Relations (LABR)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 0.7	\$ 0.8	\$	0.0
Fringes	0.2	0.3		0.0
Services	0.7	0.7	(0.1)	
Materials	0.1	0.1	0.0	
Other	0.0	0.0	(0.0)	
<b>Total</b>	<b>\$ 1.8</b>	<b>\$ 1.8</b>	<b>\$ (0.0)</b>	<b>0%</b>

- Services' budget reduced to meet mandated WFDA budget goal

	FY 2006	FY 2007	Change	
Capital Expense	\$ 0.3	\$ 0.3	\$	(0.0)

	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	10	0

### Change Detail

---



---



---



---



## FY2007 Proposed Budget - Human Resources Management Services (HRMS)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 2.3	\$ 2.4	\$	0.1
Fringes	0.7	0.8		0.1
Services	0.7	0.7		0.0
Materials	0.2	0.2		0.0
Other	0.8	0.9		0.1
<b>Total</b>	<b>\$ 4.7</b>	<b>\$ 4.9</b>	<b>\$</b>	<b>0.2 5%</b>

- Signing and referral bonuses have been added in FY07, increasing Other budget

	FY 2006	FY 2007	Change	
Capital Expense	\$ 0.9	\$ 0.9	\$	0.0

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	55	0

### Change Detail

---



---



---



---



## FY2007 Proposed Budget - Organizational Development (ODEV)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change
Labor	\$ 1.0	\$ 1.0	\$ 0.0
Fringes	0.7	0.8	0.0
Services	2.1	1.7	(0.4)
Materials	0.4	0.4	(0.0)
Other	0.1	0.0	(0.0)
<b>Total</b>	<b>\$ 4.2</b>	<b>\$ 3.8</b>	<b>\$ (0.4) -10%</b>

- Non-labor costs were reduced to meet mandated WFDA Budget goal

	FY 2006	FY 2007	Change
<b>Capital Expense</b>	<b>\$ 0.8</b>	<b>\$ 0.7</b>	<b>\$ (0.1)</b>

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	22	0

Change Detail \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



## FY2007 Proposed Budget - Compensation and Benefits (COBN)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 1.1	\$ 1.1	\$	0.0
Fringes	0.3	0.4		0.0
Services	0.1	0.1		0.0
Materials	0.0	0.0		0.0
Other	0.0	0.0		0.0
<b>Total</b>	<b>\$ 1.5</b>	<b>\$ 1.6</b>	<b>\$</b>	<b>0.1 3%</b>

	FY 2006	FY 2007	Change	
Capital Expense	\$ 0.3	\$ 0.3	\$	0.0

- Labor and fringe benefit increases reflect average increase required to maintain market competitiveness.

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	22	0

Change Detail

---



---



---



---



## FY2007 Proposed Budget - Procurement and Materiels (PRMT)

### Operating Expense (\$ Millions) :

	FY 2006	FY 2007	Change	
Labor	\$ 10.3	\$ 10.4	\$	0.1
Fringes	3.2	3.4		0.2
Services	0.2	0.3		0.2
Materials	0.2	0.2		(0.0)
Other	0.1	0.1		(0.0)
<b>Total</b>	<b>\$ 13.9</b>	<b>\$ 14.4</b>	<b>\$</b>	<b>0.4 3%</b>

	FY 2006	FY 2007	Change	
<b>Capital Expense</b>	<b>\$ 3.5</b>	<b>\$ 3.7</b>	<b>\$</b>	<b>0.2</b>

- Services' budget increases for PeopleSoft implementation and maintenance, BizTrak (DBE software) enhancements and implementation of Maintenance and Materiels Management System (MMMS) to improve workflow and business processes in PRMT

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>186</b>	<b>0</b>

**Change Detail**

---



---



---



---