



**Finance & Administration Committee**

**Information Item IV-B**

**May 9, 2013**

## **Human Capital Plan**

Washington Metropolitan Area Transit Authority  
**Board Action/Information Summary**

<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information	MEAD Number: 200074	Resolution: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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**TITLE:**

Human Capital Program and Initiatives - CY13

**PRESENTATION SUMMARY:**

This presentation provides an overview of the Department of Human Resources (HR) progress to address the 2011 organizational assessment findings and implement strategic human capital initiatives for 2013

**PURPOSE:**

The Finance and Administration Committee will be provided with a progress report on the implementation of the Human Capital Management plan and ongoing strategic human capital initiatives.

**DESCRIPTION:**

To adequately support Metro's human capital requirements, two major initiatives have been launched. The first is a new Human Resources service delivery model which supports Metro's Strategic and Business Plans by meeting staffing goals, and establishing employee development programs and processes that accurately measure employee performance. The second is to upgrade the PeopleSoft System to version 9.1, which will allow for the technological and administrative process efficiencies to support the new delivery model. The HR Organizational Assessment conducted in 2011 identified five key findings. The critical enhancements provide the foundation to address the findings and support ongoing initiatives.

**Key Highlights:**

- The Talent Acquisition was staffed and operational in August 2012
  - 74% of recruiters and sourcing specialists have one or more professional certifications
  - 99% of the 1<sup>st</sup> quarter staffing goal has been achieved with the filling of 442 of 444 positions
  - In April 2013, 210 positions were filled, exceeding the monthly hiring goal of 159 by 32%

- 77.5% of minority hiring goals were achieved as of December 2012. This represents 44% of our affirmative action goal to correct underutilization in 28 of 1,923 job groups by 2014.
  - Two Senior Sourcing Officers hired in the past 90 days are focused on diversity sourcing from the military, Hispanic and multicultural communities
- An Employee Engagement Survey was conducted with a 64% response rate. Among the findings:
  - 85% felt free to report a safety violation or concern
  - 83% felt adequately trained to perform their job safely
  - 79% are proud, highly engaged and would recommend Metro as a good place to work
  - 75% plan to stay with the organization for the long-term
  - 92% feel their work contributes to Metro's success
- A Performance Management system has been developed to better measure employee performance and provide a formal and consistent foundation for succession planning

### **Background and History:**

In 2011, HR recognized its existing service delivery model was insufficient to meet Metro's emerging manpower requirements - to construct the Silver Line, staff critical infrastructure projects and maintain a stable vacancy rate. To this end, an Organizational Assessment was conducted to determine our current state against Metro's emerging and future business requirements.

### **Discussion:**

#### **Key findings from the 2011 HR Organizational Assessment**

- Current infrastructure was not sufficient to meet the business needs
- In 2008 an HR restructure hindered the ability to be proactive and flexible to meet future workforce demands
- HR lacked clarity and organization of roles
  - Interrelationships and dependencies were unclear
- Lack of formal workforce planning strategy
  - HR was unable to provide formal, methodological workforce planning strategies to support the business needs
- Fragmented business processes
  - HR transactions were decentralized and lacked quality assurance oversight
- Underutilization of technology
  - Automation of routine processes, tracking and information integrity required an upgrade to the PeopleSoft system.

The actions taken to address the HR organizational assessment included a restructure of the HR organization and functional alignment to support a new service delivery model. As a result, a phased restructure of the organization began in CY12 to include establishment of the Centers of Expertise, a centralized business transaction service and strategic business partnerships.

### **HR Restructure and Functional Alignment**

Four Centers of Expertise, staffed with professionally trained HR experts were established.

- **Talent Acquisition** develops sourcing and recruiting strategies and screening processes based on workforce requirements. This center was fully functioning by August 2012. As a result, 1,868 positions were filled in CY2012, representing 89% of last year's staffing goal of 2,100.
- **Talent Management** systematically identifies and develops high-performing employees and provides training and development programs linked to career goals. In late October, a Director was hired and critical vacancies within the Talent Management area are being re-assessed and filled. This center launched the Employee Engagement Survey in CY12 and is coordinating all associated actions to address results. A new Performance Management system was designed and launched to measure performance beginning with CY13.
- **Employee Relations** improves employee retention and employee/management relationships through proactive consultation and resolution strategies for workplace issues. Employee Relations is actively engaged and provides consult as needed. Two of five positions are filled; recruiting is underway for the remaining three and refinement of the business model is in progress.
- **Compensation and Benefits** delivers compensation and benefit programs that are externally competitive, internally equitable and aligned to and driven by overarching business need to attract, reward and retain employees. Compensation and Benefits staffing ratio is being reviewed to ensure the appropriate level is available to support the increased recruitment efforts related to the capital program, Silver Line service and other initiatives.

**In addition, the new Human Resources Department includes two other offices.**

**Shared Services** focuses on efficient administrative and technological transaction processing as well as employee and first-line manager communication and customer service. Shared Services also manages the PeopleSoft 9.1 ("HCM") upgrade project where HR business processes are translated into design and deployment of the system. HCM will streamline on and off-boarding processes, enhance the recruitment web presence, automate critical processes, and provide more self-service tools for employees. The HCM upgrade is expected to be complete in early 2014.

**Strategic Business Partners** provide HR consultancy to senior management for the purpose of planning and initiating human capital programs using the Centers of

Expertise. Position descriptions are complete and discussions underway on the appropriate staffing levels and deployment strategies. The office is anticipated to be fully staffed in FY14.

### **Strategic Human Capital Initiatives - CY13**

Human Resource staff is focused on five key program priorities in CY13.

#### **Continue Recruitment**

Efforts will continue to meet the goal of 1,776 hires for CY13 with focus on further refining strategies to position the organization for longer term workforce planning and recruitment needs by implementing military and multi-cultural recruitment strategies, virtual recruitment capabilities, establishing pipelines for niche positions and using existing technology to provide mobile accessibility to the Metro career site.

#### **Develop Action Plan to Address Results of the Employee Engagement Survey Results**

In 2012, Metro conducted an Employee Engagement Survey to measure key aspects of the workplace environment including employee engagement and enablement, safety, customer service, performance management and leadership. Survey outcomes identified strengths and opportunities for improvement resulting in the development of priority actions needed to create a more positive work environment. The overall employee response rate was 64% and four significant key themes emerged to include safety, employee engagement/leadership, job support and performance-based culture. Metro-wide departmental debriefs have been conducted and the resulting departmental action plans are in development, targeted for completion in June 2013.

Key follow up actions to the survey include:

- Communicating an overview of the survey results to employees;
- Providing detailed results to the departments and identify unique strengths, opportunities, patterns and trends;
- Identifying and developing action plans to address priority areas; and
- Building internal capability to support action planning across Metro.

#### **Implement Succession Planning Program**

Succession programs ensure the orderly replacement of key positions within an organization. Effective succession planning builds bench strength, to fill roles as the organization changes and expands or experiences attrition. The Program is in the initial design stages.

**Design and Implement a new Performance Management Program - "PerforMETRO"**

Effective Performance Management programs improve workplace performance and encourage regular performance feedback to clarify duties, goals and expectations, and assess job performance. In early 2013, Metro’s program was redesigned to better measure mid-term and annual employee performance. The program will serve as the basis for staff development and provide the mechanism for succession planning.

**Develop Employee Wellness Program**

The Employee Wellness Program will target the most common health risk issues (i.e. smoking, obesity, disease control, cholesterol, etc.) and offer programs that will assist employees to control and/or eliminate health risks and raise awareness. Targets and key actions will be based on the results of a Health Risk Assessment currently in development. In April, 2013 the Wellness Manager was hired and will focus on planning the program launch following the completion of the health risk assessment slated for June 2013.

**FUNDING IMPACT:**

No impact on funding.	
Project Manager:	Amy-Celeste Quillen
Project Department/Office:	Department of Human Resources

**TIMELINE:**

<b>Previous Actions</b>	CY12 - Quarterly updates to the Board focusing on recruitment
<b>Anticipated actions after presentation</b>	CY13 - Semi-annual updates of Strategic Human Capital Initiatives to the Board

**RECOMMENDATION:**

Information only



Washington Metropolitan Area Transit Authority

# Strategic Human Capital Program and Initiatives

Finance and Administration Committee

May 9, 2013



# Purpose

To update the Committee on:

- Metro's Human Capital Management Program
- CY13 strategic human capital initiatives





# HR Assessment - Key Findings

- Current infrastructure inadequate
- Insufficient clarity and organization of roles
- Fragmented business processes
- Underutilization of technology
- Lack formal workforce planning strategy





# Actions to Address Findings

- Inadequate infrastructure and role clarity
  - New service delivery model
  - Phased HR restructuring
- Fragmented business processes
  - Centralize data transactions
  - Reengineer business processes

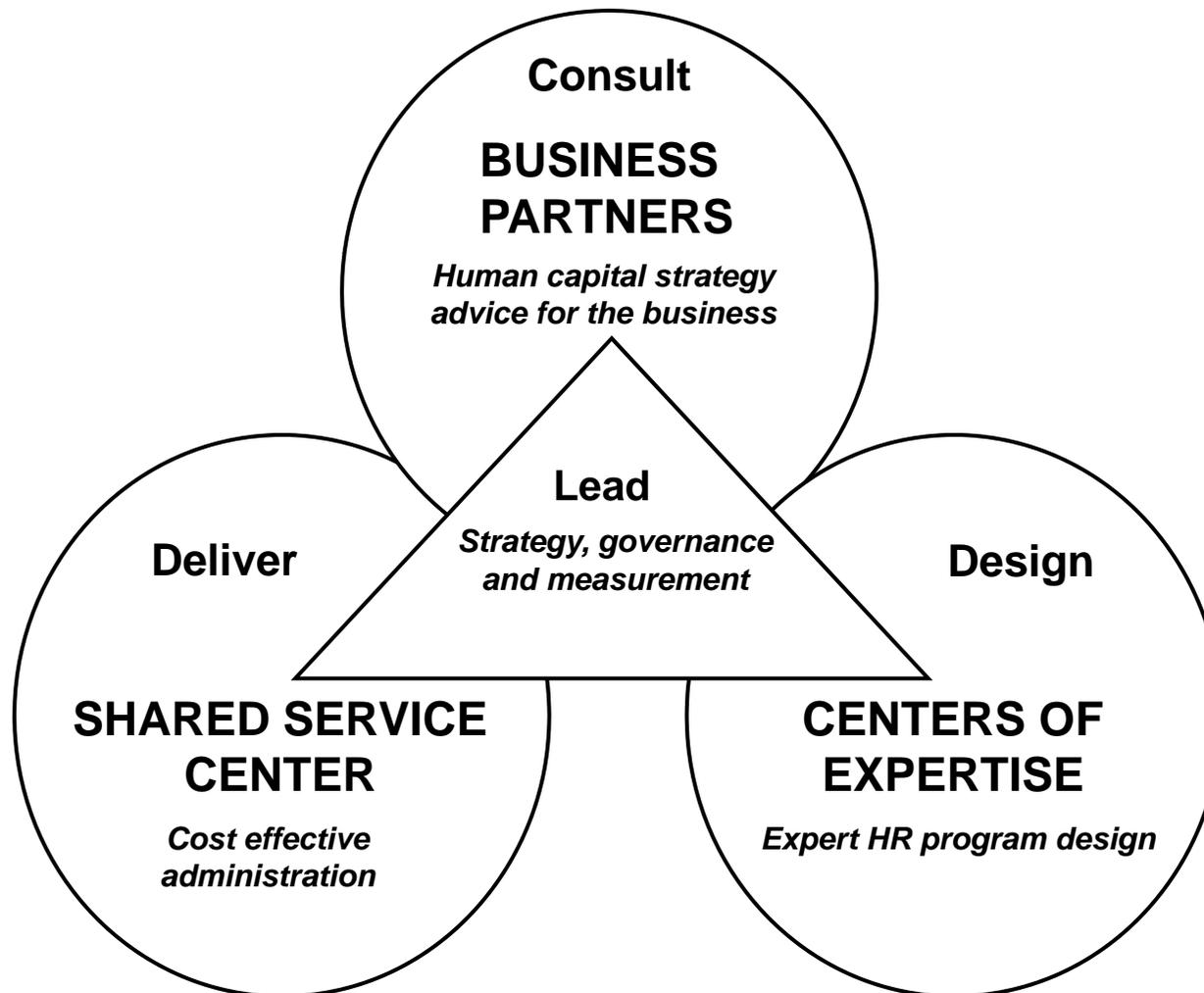


# Actions to Address Findings

- Underutilization of technology
  - PeopleSoft v9.1 upgrade (“HCM”)
- Workforce planning strategy
  - Cross-functional manpower planning team



# HR Service Delivery Model





# Strategic Human Capital Initiatives

## – *Recruit*

Fill 1,776 positions

- 442 of 444 filled 1<sup>st</sup> Qtr-CY13 (99%)
- April goal exceeded by 32%

## – *Develop*

- Succession Planning
  - Identifying key positions
  - Personnel





# Strategic Human Capital Initiatives

## – *Motivate and Retain*

- Performance Management Program
  - Developing Action Plans
- Employee Engagement Survey
  - Focus groups are underway
- Employee Wellness Program
  - Risk Assessment May 2013

