



Finance & Administration Committee

Information Item IV-A

July 10, 2014

Human Capital Update

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
200911

Resolution:
 Yes No

TITLE:

Strategic Human Capital Management Plan 2013-2014

PRESENTATION SUMMARY:

This presentation provides an overview of the Department of Human Resources (HR) progress on the 2013 strategic human capital management initiatives and introduction of 2014 initiatives.

PURPOSE:

The Committee will be provided with a progress report on the results of the CY13 Strategic Human Capital Management Plan and ongoing strategic human capital initiatives for CY14.

DESCRIPTION:

Key Highlights:

CY13 Strategic Human Capital Management Plan milestone achievements:

- Completed the Department of Human Resources reorganization in January 2014 by finalizing the Centers of Expertise, and implementing Strategic Business Partners
- The CY13 recruitment target was exceeded by 11%
- Achieved recruitment targets in job groups underutilized with female representation to include bus operators, laborer and information technology specializations
- Exceeded the overall diversity recruitment target for bus operators by 31%
- Received recognition for CY13 Veteran sourcing and recruitment initiatives resulting in the "Military Friendly Employer" and the "Military Spouse Friendly Employer" designations in 2014
- Launched Metro Wellness Program
- Launched new Performance Management Program for non-represented and Local 2 employees and supported the Board of Directors annual performance evaluation process
- Developed action plan and new initiatives within Human Resources to address the employee engagement survey feedback

Background and History:

In 2011, HR recognized the existing service delivery model was insufficient to meet and

sustain Metro's manpower and employee developmental requirements. To meet Metro's emerging human capital needs, an organizational assessment was commissioned to identify strengths, weaknesses and garner recommendations to maximize Metro and employee potential.

2011 HR Organizational Assessment – Key Findings:

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

The actions taken to address the organizational assessment recommendations included a restructure of the HR organization and functional alignment to support a new service delivery model. As a result, a two-year, three-phased transformation began to position HR to recruit, develop, and retain the best and brightest. The reorganization was completed in January 2014 that ultimately established the Centers of Expertise, strategic business partners and a shared services function for centralized information reporting. Each phase, function and primary responsibility is described below.

Phase I – Completed August 2012

- Office of Talent Acquisition
 - Talent Acquisition designs and implements proactive sourcing and recruitment strategies in support of Metro's workforce requirements, including infrastructure rebuilding, fatigue management and Silver Line staffing. Talent Acquisition works to establish and maintain pipelines of qualified candidates to enable a stable vacancy rate and deploys multi-cultural outreach strategies in support of Metro's Affirmative Action Plan.

Phase II – Completed October 2013

- Office of Talent Management
 - Talent Management establishes strategic training and development programs that are linked to career goals and identifies high-performing employees. Talent Management promotes a performance-based culture to motivate and retain employees and builds bench strength through succession planning and leadership development programs.
- Office of Compensation and Benefits
 - Compensation and Benefits designs and implements compensation and benefit programs that are externally competitive and internally equitable. Employee Wellness Program, a component of Compensation and Benefits, develops strategies to communicate and address common employee health risks.
- Office of Human Resources Information Management
 - Information Management administers and manages PeopleSoft 9.1 data, systems, reporting and personnel transaction processing. Deployed in March 2014, the upgrade to PeopleSoft 9.1 streamlined our on and off-boarding processes, enhanced our recruitment web presence, automates critical processes and provides additional self-service tools for employees

and managers.

- Employee Relations
 - Employee Relations improves employee retention and employee/management relationships through proactive consultation and resolution strategies for workplace issues.

Phase III – Completed January 2014

- Strategic Business Partners
 - Strategic Business Partners, a function within the Office of Talent Management, provide consultative expertise on a wide range of critical departmental issues and recommend strategies to improve business processes and promote efficiency. The solutions encapsulate all HR service offerings to include training, compensation, recruiting, benefits, employee relations and position management, as well as overarching workforce planning and change management.

Discussion:

Strategic Human Capital Initiatives - CY13-CY14

The CY14 Strategic Human Capital Plan supports Momentum by addressing key programs required to recruit, motivate and retain Metro talent. The Strategic Human Capital Plan aligns to the General Manager/Chief Executive Officer's performance plan and Metro's strategic goal to ensure fiscal stability and to invest in our people and assets.

Initiative: Recruitment

The CY13 forecasted recruitment target was 1,776 with actual positions filled totaling 1,971, exceeding the target by 11%. The positions filled beyond the target are attributable to actual v. forecasted attrition, internal promotions and transfers and adjustments to Silver Line staffing requirements.

The CY14 recruitment target is 1800 with 725 positions filled as of May 31, 2014. In CY14, vacancy rate was added to the HR business plan as a performance measure. Vacancy rate is directly linked to workforce planning as an indicator of attrition and staffing health of the organization. The CY14 vacancy rate target is 5.2%; as of May 31, 2014 the vacancy rate holds at 5.2%.

Initiative: Diversity and Multi-cultural Outreach and Recruitment

Metro's 2011-2013 Affirmative Action Plan identified 39 job groups that were underutilized by minorities and/or women. Of these, hiring targets were met in 20 job groups to include female representation in bus operator, laborer and information technology specializations. The overall diversity bus operator target of 10% was exceeded by 31% with 41% achieved.

Veterans represented 8.34% of CY13 new hires, attributable to MissionMetro, an integrated veteran and spouse sourcing and recruitment program leveraging military

and veteran employment networks, Department of Veterans Affairs, Department of Labor, military installations and transition offices. Metro also assists transitioning active duty members and veterans to “translate” their military experience and training to Metro positions by linking military occupational skills identifiers with Metro job openings. These positions include police officers, special police, bus operators, bus mechanics and fleet servicers. Recognized by Victory Media, Metro was awarded both the 2014 “Military Friendly Employer” and the “Military Spouse Friendly Employer” designations.

The Hispanic diversity group represented 6.28% of CY13 new hires, attributable to MetroTrabajo, a community-based outreach program that leverages strategic partnerships with organizations serving the Hispanic community, bilingual information sessions and recruitment materials. Spanish radio, Telemundo and Univision television promote key job fairs, testing sessions and sourcing events. In addition, to promote diversity hiring, initiatives were introduced to assist candidates, for whom English is a Second Language, utilize the Metro Careers portal.

Initiative: Employee Engagement

In 2012, Metro conducted an Employee Engagement Survey to measure key aspects of the workplace environment including safety, employee engagement and enablement, customer service, performance management and leadership. The overall employee response rate was 64% and three significant, overarching key themes emerged to include trust and confidence in leadership and open communications; respect and appreciation; and cross-organizational collaboration.

In CY13, to address the top areas of opportunity for improvement, specific recommendations were endorsed to identify unique strengths, patterns and trends to build internal capability to support action planning as described below:

- Leadership presence and regular visits to each Metro work location to improve “big picture” communications from the top. The ELT members established a goal to visit at least one Metro site per month to meet and talk with employees about their issues and concerns.
- Maintaining internal web sites and organizational charts, and establish monthly communication programs to distribute key information.
- Emphasizing shared responsibilities to improve inter-Departmental collaboration through departmental business plans by identifying shared goals among departments.
- Launching a review of existing recognition programs to establish a Metro Recognition Program.
- Endorsing mandatory leadership training for all supervisors and managers.

Beyond those actions addressed above, each department is addressing opportunities that are specific to their organization.

In CY14, the Metro Years of Service Recognition program will soon launch to recognize employees for their continued commitment to Metro. Additionally, a mandatory First-Line Supervisor training course, with curriculum that began development in CY13, will begin in CY14. Preparations are currently underway to administer a follow-on engagement survey scheduled for release to employees in October 2014.

Succession Planning Program

Succession planning is designed to ensure the orderly replacement of key positions within Metro. It ensures financial stability by investing in employee development and retention to ensure bench strength is readily available to fill new roles as Metro evolves, and/or loses key employees due to promotion, retirement or resignation.

Metro's Executive Leadership Team approved a succession planning pilot focusing on eight to 12 positions at the General Superintendent/Director level emphasizing professional development, coaching, mentoring, shadowing, and education.

In CY13, focus groups encompassing representatives from across the organization were conducted to gather feedback to build on the foundation of the program. As a result, the identification criterion for candidates was established that includes a review of previous performance ratings and the potential and desire to lead.

The deployment of an approved succession planning pilot is scheduled for launch in summer of CY14.

Initiative: Performance Management "PerforMetro"

Metro's performance management program, "PerforMetro" was redesigned and implemented in CY13 to establish formal performance measures, mid-term feedback followed by the annual performance assessment. The program serves to measure workforce performance as the precursor for a "pay for performance" culture and the foundation for succession planning.

Over 80 supervisory training courses were conducted to provide supervisors and managers with an understanding of the new forms and processes, as well as the challenges associated with focusing on business connected "SMART" (specific, measurable, attainable, realistic and timely) objectives and detailed mid-year and annual assessments.

In CY14, the performance management program process is under review for potential modifications based on feedback and lessons learned from the CY13 cycle.

Initiative: Strategic Workforce Planning

Metro is introducing strategic workforce planning as a formal business process and framework to analyze human capital utilization, workforce forecasting capacity, and identifying the resources linked to business needs. As an underpinning principle that drives succession planning, strategic workforce planning realizes Metro's projected loss of knowledge through attrition and the associated risks.

In CY13, HR piloted a workforce planning initiative with CFO and assessed current organizational capabilities against future business requirements, performed a gap analysis and recommended actions to enable CFO to meet anticipated workforce requirements. This initiative served as the strategic workforce planning pilot.

In CY14, as a result of the pilot, HR is refining the key processes and integrating

lessons learned in preparation for full program deployment.

Initiative: PeopleSoft 9.1 Upgrade - “Human Capital Management”

As recognized in the 2011 HR Assessment, underutilized technology resulted in the lack of automation of routine processes, tracking and information integrity.

In CY12, a competitive procurement was awarded to upgrade PeopleSoft to version 9.1, “Human Capital Management” (HCM) to advance the Talent Acquisition Management, Core Human Resources, Enterprise Learning Management and Time and Labor modules. The upgrade was completed and launched in March 2014.

With HCM, recruitment processes are now automated and paperless, using advanced applicant tracking system capabilities and workflow. Managers, through a self-service portal, are empowered to initiate and manage personnel transactions and employees, also through a self-service portal, are able to update personal information. As Metro adjusts to the new system enhancements, process reengineering and additional training aids are being developed to assist users.

Initiative: Employee Wellness “MetroWellness”

Metro’s Employee Wellness Program was established in CY13 to target the most common health risk issues (i.e., smoking, obesity, disease control, cholesterol, physical fitness) and offer programs to assist employees control and/or eliminate risk through awareness and counseling.

MetroWellness offers group exercise programs, health fairs, healthy cooking demonstrations, stress management classes, and biometric screenings.

In CY14, MetroWellness sponsored a "Biggest Loser" challenge/competition. A total of 235 employees participated in the competition and lost a combined 862 pounds. The winner of the challenge lost 47 pounds.

Initiative: Competency Architecture

In CY14, HR is addressing the need to establish a competency architecture that will serve as the common foundation for policies, guiding organizational principles, performance measurement, compensation, recruitment, and employee development. A two-year program, the initiative commenced in early 2014 with full deployment targeted for late 2016. The following competencies will be established to form the basis for job descriptions, recruitment and key measures for performance management:

- Core competencies are those that all employees must possess to enable the organization to achieve its mandate and vision (e.g., Safety and Teamwork). These competencies describe, in behavioral terms, the key values of the organization and represent those competencies that are core to Metro’s principal mandates.
- Leadership competencies are those required of leadership positions at Metro and include executive and senior leaders, managers and supervisors. They are linked to and define the requirements to achieve Metro’s vision, mission and strategic

direction of the organization.

- Technical/professional competencies are specific to roles or jobs and include the specific skills to perform effectively (e.g. ability to use particular software; knowledge in particular professional areas such as finance and engineering).

FUNDING IMPACT:

Board information item only.

Project Manager:	Amy-Celeste Quillen
Project Department/Office:	Human Resources

TIMELINE:

Previous Actions	Strategic Human Capital Management Plan - presentation to the Finance and Administration Committee in May 2013
Anticipated actions after presentation	<ul style="list-style-type: none">- Employee Engagement Survey: Deployment - October 2014- Succession Planning Program: Deployment - August 2014- Strategic Workforce Planning: Deployment - December 2014- Competency Architecture: Deployment - September 2014

RECOMMENDATION:

Information item only.



Washington Metropolitan Area Transit Authority

Strategic Human Capital Program and Initiatives

Finance and Administration Committee

July 10, 2014



Purpose

To update the Committee on:

- Metro's Human Capital Management Program
- CY13 and CY14 strategic human capital initiatives





2011 HR Assessment

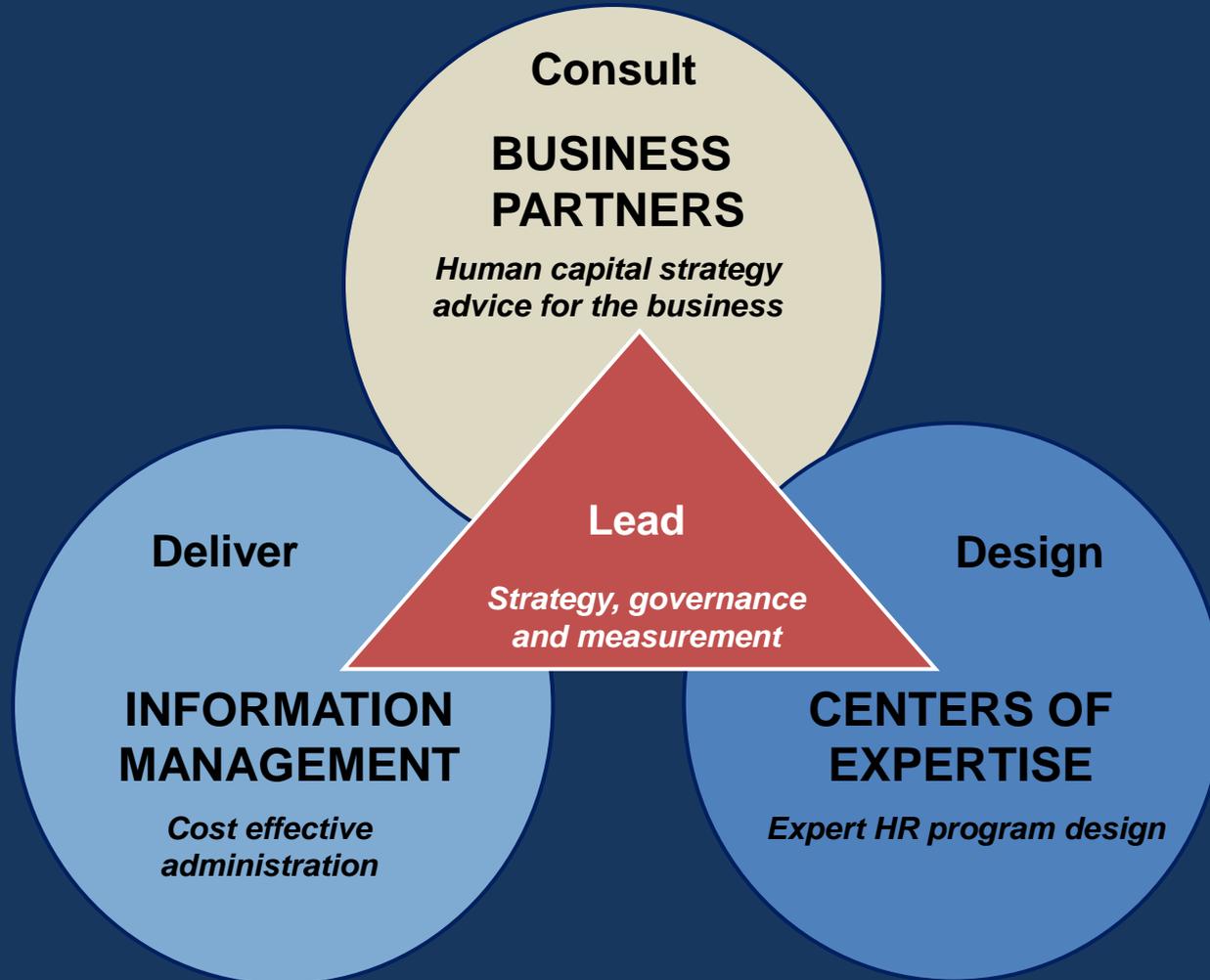
2011 Recommendations – Actions Taken

- New Service Delivery Model
- Phased HR reorganization
- Technology upgrade
- Formalized workforce planning strategies





Service Delivery Model - Strategic





Service Delivery Model - Tactical





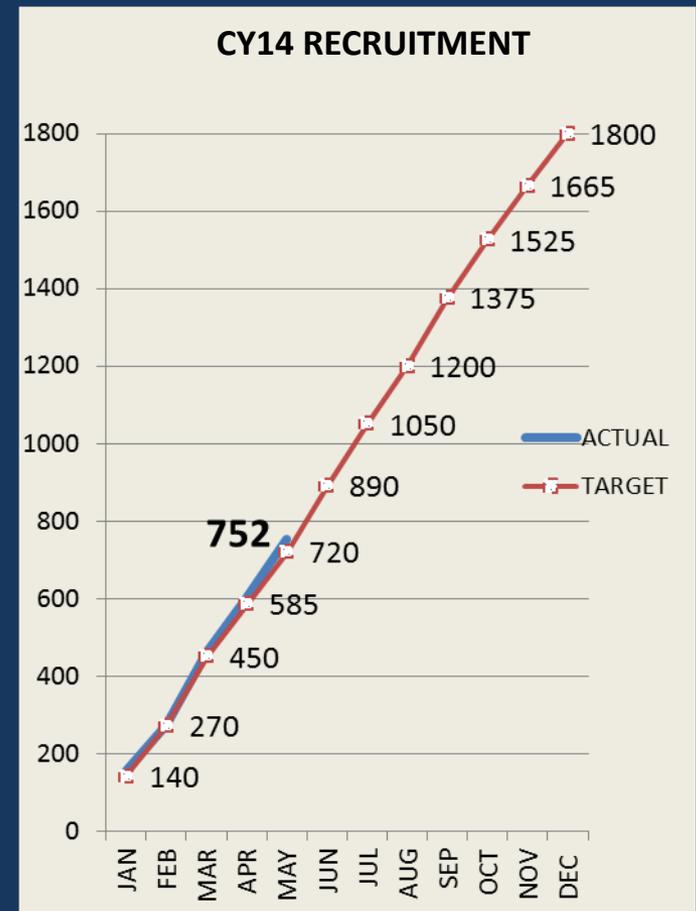
Recruitment

CY13 – Exceeded goal by 195 positions

- Target: 1776
- Actual: 1971
- Vacancy rate: 6.2%

CY14

- Target: 1800
 - Vacancy rate: 5.2%
- Actual: 752 (+32)
 - Vacancy rate: 5.2%





Multi-cultural and Veteran Recruitment

- *MissionMetro* – Veteran recruitment
 - Military and spouse friendly designations
 - 8.34% of new hires in CY13
- *MetroTrabajo* – Hispanic recruitment
 - Telemundo
 - 6.28% of new hires in CY13
- Achieved female diversity hiring goals
 - Bus Operators
 - Laborers
 - Computer specialists





Strategic Human Capital Initiatives

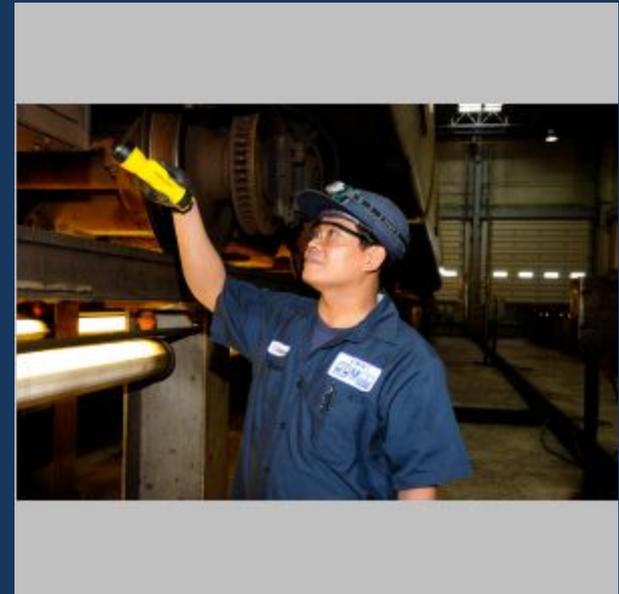
- Employee Engagement
 - CY14 planning
- Performance Management
 - Post-CY13 review and refinement
- Succession Planning
 - Selection based on performance, potential, desire to lead





Strategic Human Capital Initiatives

- Workforce Planning
 - Organizational capabilities and future requirements
- PeopleSoft 9.1 Upgrade
 - Launched March 2014
- Employee Wellness
 - “Metro’s Biggest Loser”





Strategic Human Capital Initiatives

- Competency Architecture
 - Foundation for workforce shaping
 - Core, leadership and technical competency development

