



Executive Committee

Board Information Item III-A

Semiannual Talented Teams Report



Board Document

OVERVIEW			
PRESENTATION NAME	FY2025 Talented Teams Report	DOCUMENT NO.	300051
ACTION OR INFORMATION	Information		
STRATEGIC TRANSFORMATION PLAN GOAL	Talented teams;		
RESOLUTION	No		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Dickerson, Sherri T.;		
ORGANIZATION	Human Capital		
DOCUMENT INITIATOR	Jordan H. Holt		
OTHER INFORMATION			
COMMITTEE	Executive Committee/Inspector General	COMMITTEE DATE	7/10/2025
PURPOSE/KEY HIGHLIGHTS	<p>Update the Board on Metro’s progress towards meeting the Talented Teams goal and objectives in the Strategic Transformation Plan. This report presents data on Talented Teams Key Performance Indicators (KPIs) for the first 11 months of fiscal year (FY) 2025 (July 1, 2024, through May 31, 2025) as well as the results of the most recent annual Employee Survey, conducted in May 2025. Progress is tracked relative to targets that aim to improve over historical performance, while making progress towards the ambitious performance levels set in the Strategic Transformation Plan.</p> <p>The twice annual Talented Teams Report provides transparency and monitors progress on efforts to improve recruitment, retention,</p>		



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	engagement, empowerment, recognition, and professional and technical skill development.
DISCUSSION	<p>Metro's workforce of roughly 13,000 staff is one of our most critical resources to delivering the world-class transit service that the Metropolitan Washington region deserves. Metro must attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.</p> <p>Employee engagement was positive in 2025, with a small increase from 2024. The Net Promoter Score, which tracks the likelihood that staff would recommend Metro as a place to work on a scale of -100 to 100, rose four points from -2 to 2. The top driver of positive scores is "opportunity for career advancement," which has stayed consistent over the past four years Metro has conducted the survey. Roughly 520 staff (four percent) were promoted or took on new roles in FY25. The amount of stress and the ability to maintain work-life balance are the second and third top drivers. Metro leadership has already taken several actions to respond to employee feedback:</p> <ul style="list-style-type: none">• The ability to telework was the most frequently stated opportunity to improve. In June, Metro changed the telework policy to enable desk-based staff (29 percent of workforce) to continue to work from home one day per week• Relatively few vacation days at new hire, particularly for mid-career professionals, has been identified by employees as a barrier to recommending Metro to friends and family and recruiting staff. In June, Metro leadership increased vacation days for all non-represented employees below Director to 21 days per year in response to this feedback. <p>Between July and September 2025, Metro leadership plans to review detailed, organizational-level survey results to identify additional actions to address employee feedback.</p> <p>The vacancy rate has steadily fallen over FY25 as Metro continues to recover from the hiring freeze implemented between February and June 2024. The vacancy rate reached a three-year low of 8.1 percent in February 2024 but rose to 9.7 percent in July 2024 as Metro continued to have regular levels of retirements and turnover but was not actively recruiting to backfill most roles. By the end of May 2025, the vacancy rate was down to 9.2 percent. Over 1,000 staff joined Metro in FY25 through May 2025 while about 900 staff left Metro or retired during this time period. In addition, about 520 Metro staff were promoted or took on new roles during this time frame. Overall, retention remains strong, with fewer than 2.7 percent</p>



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of staff leaving Metro voluntarily each year. Over 80 percent of staff consistently say that they anticipate continuing to work at Metro next year when responding to the annual survey.

The vacancy rate is lowest (six percent) for front-line personnel that are members of Local 689 and Local 922, the Union that includes bus operators, train operators, station manager and all maintenance staff – about 67% of Metro's workforce. The Human Capital team has expanded recruitment efforts for critical roles, including bus mechanics and police officers. Activities include on-site hiring open houses, where candidates can meet staff in these roles, strategic marketing campaigns, and partnerships with local high schools and community colleges.

Over half of Metro's roughly 1,240 vacancies are among its non-represented and Local 2 staff. The average time to hire an external candidate for non-represented or Local 2 positions was 118 days in FY25 (specifically, the July 2024 through May 2025 time frame), about the same as in FY24 and missing the target to reduce time to hire by about a week. Human Capital held two special hiring events in April 2025 and May 2025 that have significantly reduced time to hire: candidates recruited during these events joined Metro within 20 to 60 days after their application – at least two times faster than other recruitments. Metro plans to build on some of the practices implemented during these events to reduce time to hire in FY26.

Responses to employee survey questions related to engagement, empowerment, recognition, and professional development showed no meaningful change relative to 2024. Culture change can take time, and there are several areas where sentiment in 2025 marks a significant improvement since the first survey was conducted in 2022: professional development (four percentage point improvement), recognition (nine percentage point improvement), and empowerment (four percentage point decrease in disagreement). Eighty-three percent of staff report spending time on professional development activities aligned with their career goals over the past 12 months, and a similar share agree that this time was well spent.

Improving collaboration, reducing duplication, and streamlining administrative processes remain top opportunities to improve. Fewer than a third of staff agree that Metro is doing well in these areas, and results have been consistent over the past four years. Metro started several efforts in FY25 that will continue into FY26 to make progress in this area, including MetroSync (upgrading human capital and procurement software, two processes frequently

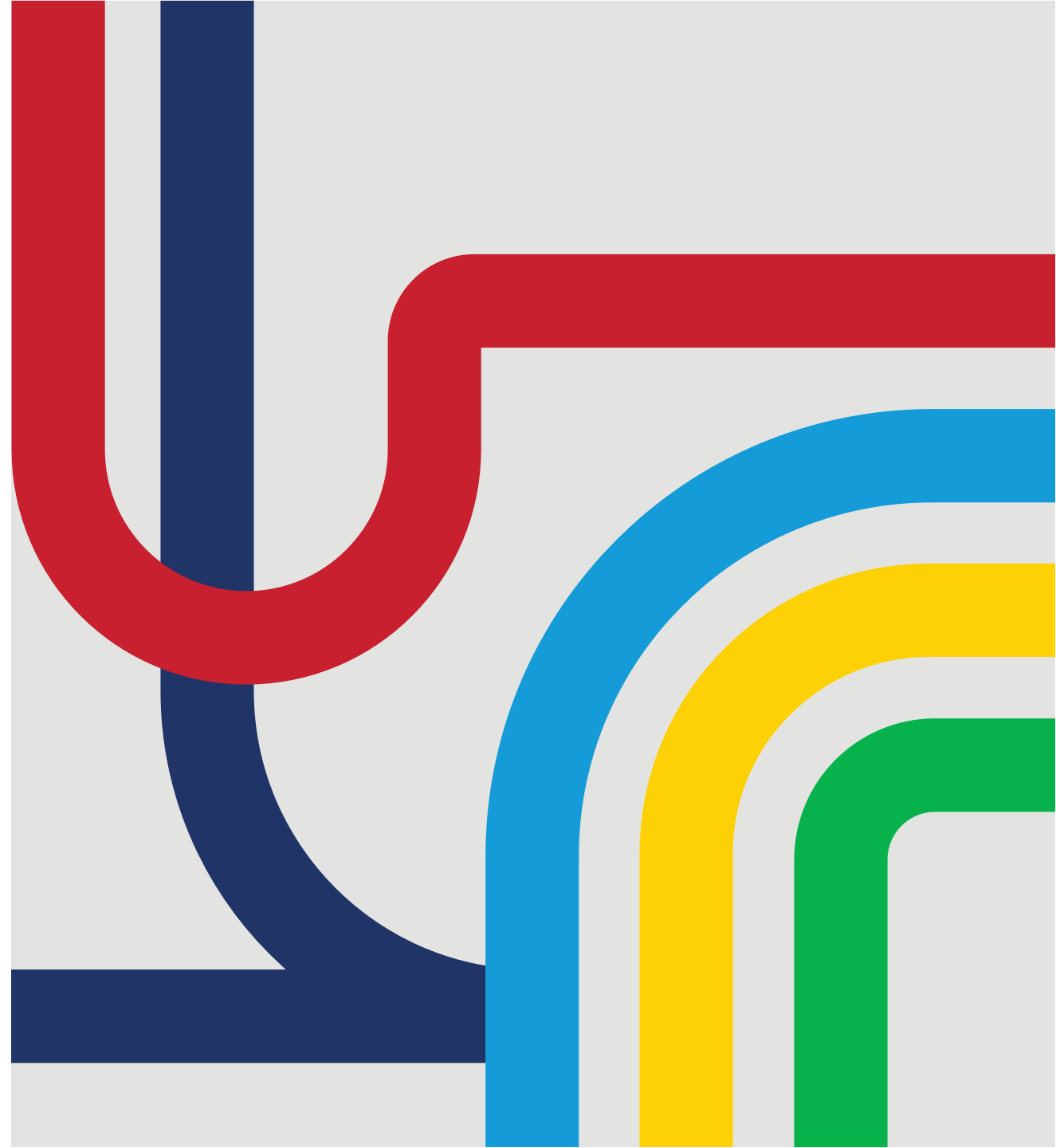


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	mentioned as cumbersome) and workshops with front-line staff to conceptualize tech products that can improve wrench time and make administrative processes more efficient.
INTERESTED PARTIES	None
RECOMMENDATION/NEXT STEPS	January 2026 – FY26 Q1-Q2 Talented Teams Report
FUNDING IMPACT	None

Semi-Annual Talented Teams Report

Executive Committee





Talented Teams, a strategic goal from *Your Metro, the Way Forward*

Focus
today



Objectives of Talented Teams Goal

Recruitment and Retention | Attract and retain the best talent at all levels of the organization to deliver Metro's future Vision

Engagement, Empowerment, and Recognition | Empower employees and promote effective collaboration and continuous culture improvement so employees feel supported, recognized, and engaged

Professional and Technical Skill Development | Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts




Talented Teams Metrics

Metric	FY22 Result	FY23 Result	FY24 Result	FY25 Jul – May Result	FY25 Target	FY28 Target
Overall						
Staff perception of WMATA as great place to work	n/a	1	-2	● 2	≥ 1	≥ 14
Objective 2A: Recruitment and retention						
Time to hire (days)	125	129	119	● 118	≤ 111	≤ 90
Voluntary turnover rate	3.0%	2.8%	2.6%	● 2.7%	≤ 2.85%	≤ 2.0%
Objective 2B: Engagement, empowerment, and recognition						
Staff sentiment about working for WMATA in the future	80%	81%	81%	● 81%	Improve	≥ 90%
Staff perception of empowerment	n/a	44%	46%	● 46%	Improve	≥ 65%
Staff perception of collaboration	24%	n/a	29%	● 28%	Improve	≥ 65%
Staff perception of process efficiency	33%	35%	32%	● 33%	Improve	≥ 60%
Staff perception of duplication of activity	23%	24%	22%	● 23%	Improve	≥ 65%
Staff perception of recognition	34%	44%	42%	● 43%	Improve	≥ 60%
Objective 2C: Professional and technical skill development						
Involuntary turnover rate	1.5%	1.6%	2.0%	2.2%	Monitor	
Staff perception of learning and development	49%	52%	51%	● 53%	Improve	≥ 75%

Metrics for “Offer Acceptance”, “Absenteeism Rate” and “Internal Customer Satisfaction” are still under development. Staff perception metrics are collected via the Annual Employee Survey conducted every June. Values in bold represent a statistically significant improvement relative to the prior survey.

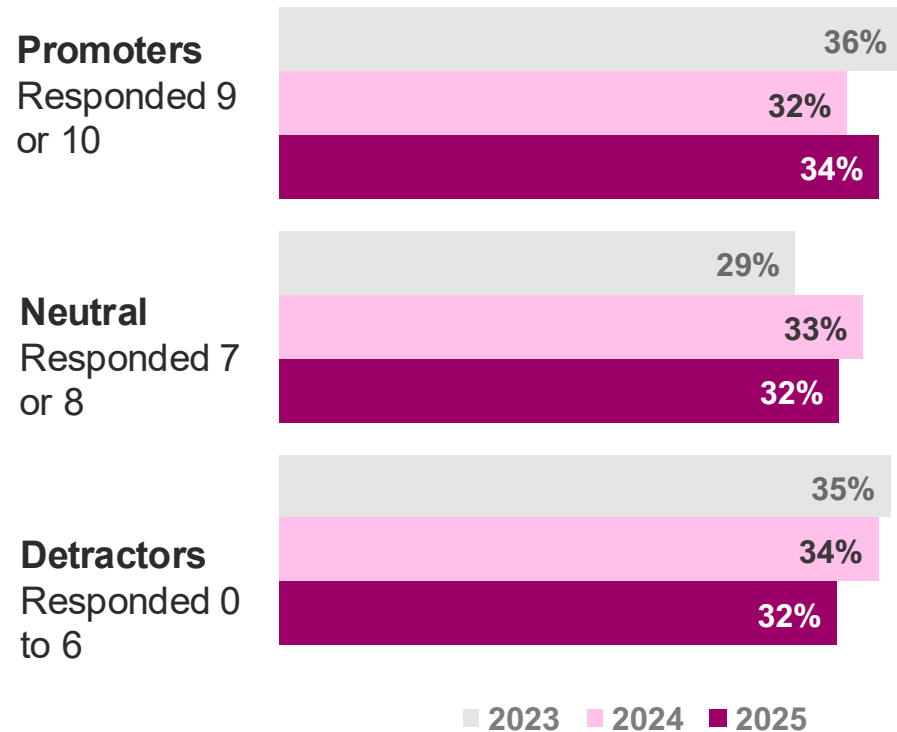


Positive employee engagement in 2025, with small increase from last year

 “On a scale of 0-10, how likely are you to recommend Metro as a place to work to a family member or friend?”

Net score of 2 calculated as “% promoters - % detractors” (June 2025)

 Met FY25 target: net score of 2



Quote

WMATA is a great place to work and we have meaningful work that has a positive impact on the region we serve.



Quote

“The work environment is fast-paced and can be stressful at times, but the expectations are clear.”



Quote

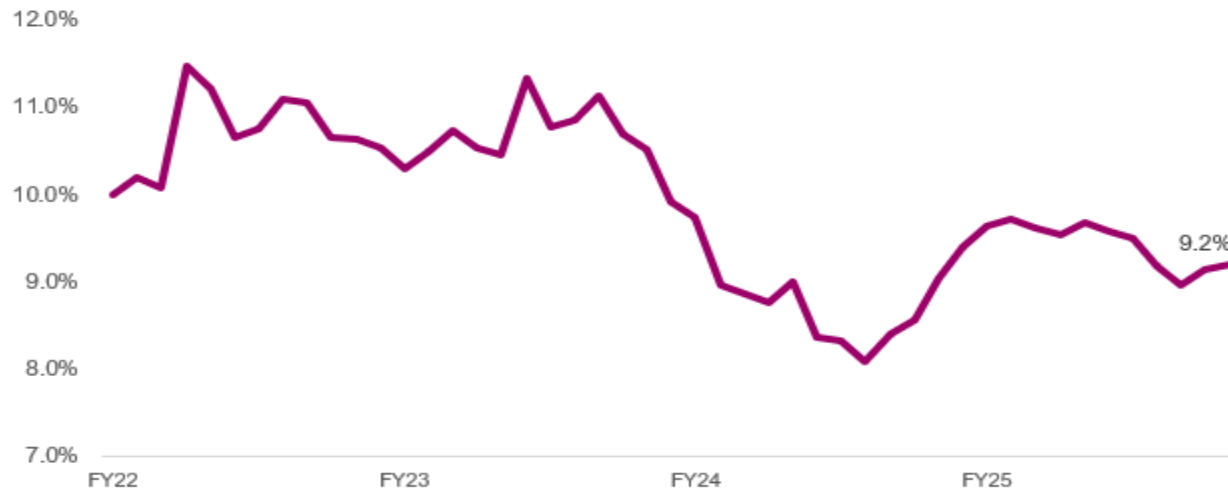
“Metro has exponential space for growth and opportunities.”



Recruitment and retention

Over 1,000 staff joined Metro in FY25 through May

Vacancy rate has fallen over FY25 as Metro recovers from the hiring freeze implemented in FY24 No target was set for FY25



Around 1,240 vacancies in May 2025:

- 40% Local 689 or Local 922 [6% vacancy rate]
- 39% Non-represented [16% vacancy rate]
- 14% Local 2 [13% vacancy rate]
- 8% Local 639/FOP [21% vacancy rate]



Spotlight: Critical Recruitment

Human Capital is expanding recruitment efforts for high demand roles: **bus mechanics** and **police**

- On-site hiring open houses. Next event will be held at a bus garage in July/August 2025
- Partnerships with local high schools and community colleges, including a branding partnership for bus mechanics with Lincoln Tech and police cadet program with Prince George's Community College
- Strategic marketing campaign in partnership with Metro's marketing department

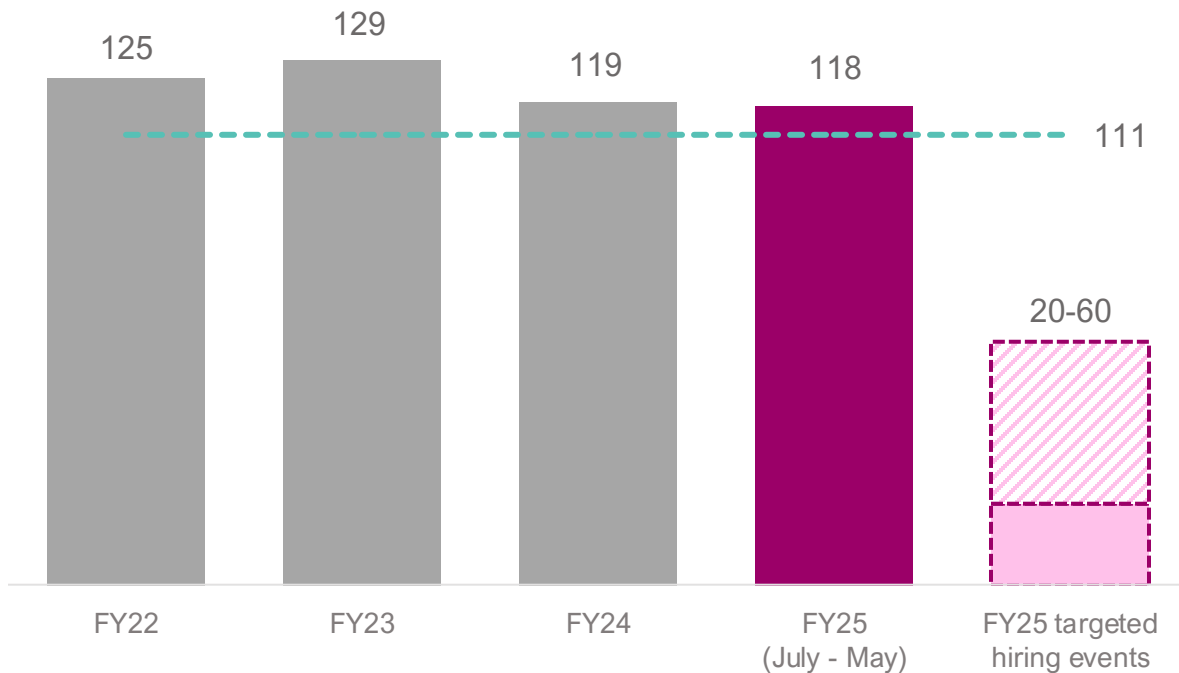




Targeted hiring events speed up process significantly

Average days from job posted to hired for non-represented and Local 2 staff

● Did not meet FY25 target of 111 days or fewer



Targeted Hiring Events

Two special hiring events in April and May 2025 interviewed over 109 staff for 32 positions, significantly reducing the time-to-hire for critical roles by:

- Completing all interviews in one day
- Enabling direct interviews by the hiring manager (vs. panel interviews)
- Pre-approving compensation ranges so conditional offers can be made immediately
- Streamlined EEO concurrence process



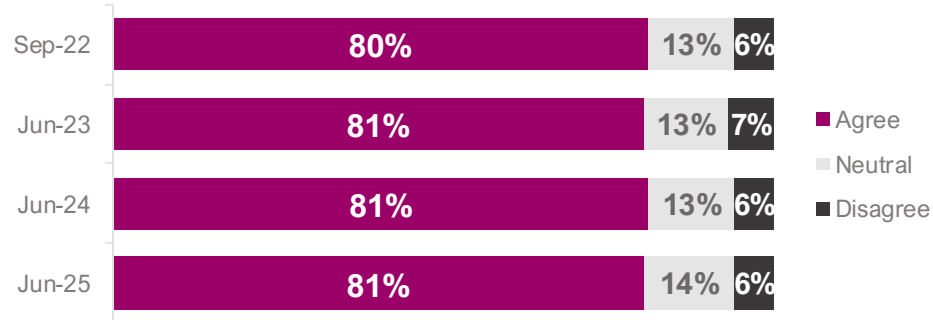
Retention remains strong, with low voluntary turnover



“I see myself working at WMATA in one year”

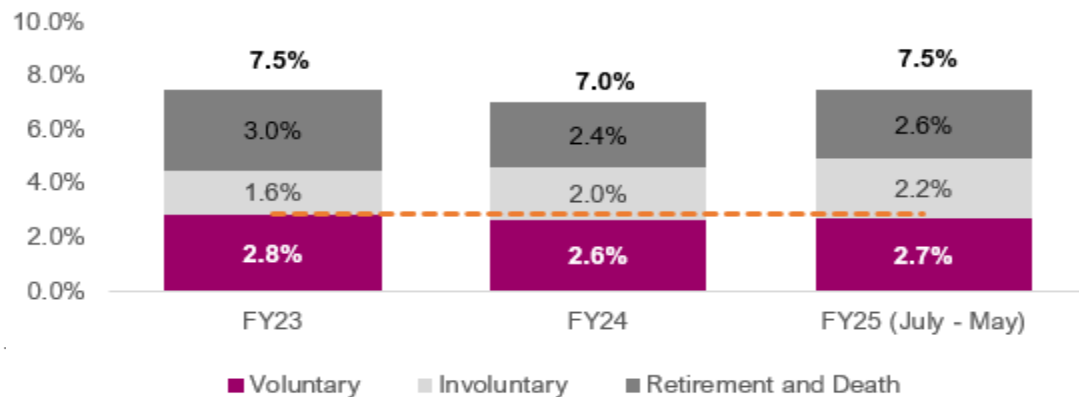
Consistent over past four years

● No significant change from FY24 performance



Voluntary turnover rate performed better than target

● Met FY25 Target: $\leq 2.85\%$ Voluntary Turnover Rate



Eleven Metro staff were recognized as “Giants” at the 2025 Metro Awards ceremony for working at Metro longer than 45 years. Collectively, they have over 500 years of service!

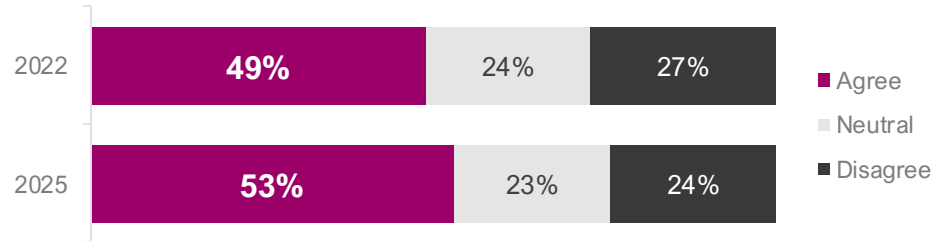


Small but significant improvements since 2022 in some key areas: empowerment, recognition, professional learning and growth



“I receive the help I need to learn and grow professionally”

No significant change from FY24 performance but **four percentage point increase in agreement since 2022**



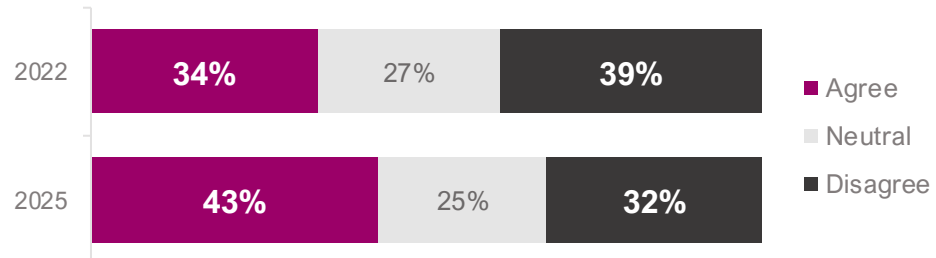
Over 500 staff promoted and/or move to new roles in FY25

	# promotions & lateral moves
Local 689/922	245
Local 639/FOP	24
Local 2	30
NRP	220



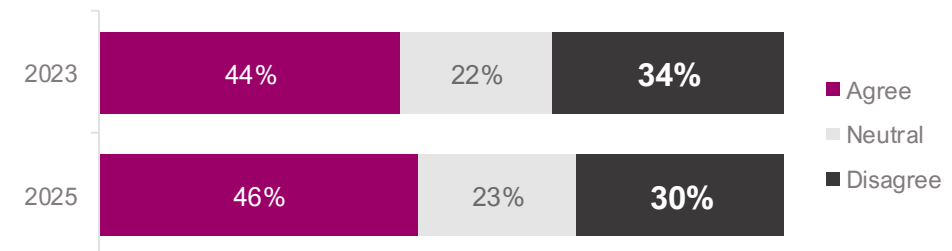
“Teams who perform well are recognized for it”

No significant change from FY24 performance but **nine percentage point increase in agreement since 2022**



“At WMATA, I feel empowered to make decisions”

No significant change from FY24 performance but **four percentage point decrease in disagreement since 2023**



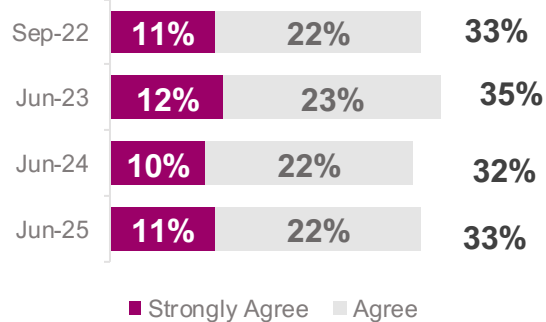


Opportunities remain to improve collaboration, reduce duplication, and streamline administrative processes



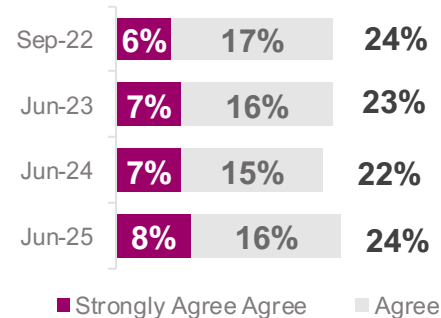
“Our processes make it easy to work well across different offices and departments”

No significant change from FY24 performance



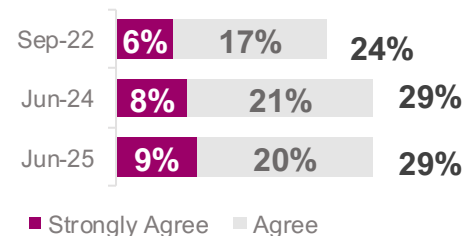
“I rarely observe duplication of activities”

No significant change from FY24 performance



“Communication between departments/offices is efficient at WMATA”

No significant change from FY24 performance



Streamlining processes for front-line

Digital Modernization led workshops with front-line staff in facilities and bus fleet to develop product concepts:

- Tech IQ: Fleet Technician assistant to speed up troubleshooting, data-entry, parts management
- Metro MaxTech: Mobile App with real-time task tracking, instant documentation, voice to text, streamlined work order completion

Both are estimated to result in:

- ~20% wrench time efficiency gains
- ~50% admin process efficiency gains
- ~25% efficiency gains in time spent finding and ordering parts