



**Executive Committee**

**Information Item III-A**

**January 30, 2025**

**Transformation Update:  
Semi-Annual Talented Teams Report**



## Board Document

OVERVIEW			
PRESENTATION NAME	Transformation Update: Semi-Annual Talented Teams Report	DOCUMENT NO.	300014
ACTION OR INFORMATION	Information		
STRATEGIC TRANSFORMATION PLAN GOAL	Talented teams;		
RESOLUTION	No		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Dickerson, Sherri T.;		
ORGANIZATION	People, Culture, and Inclusion		
DOCUMENT INITIATOR	Garrett,Lynnea C Garrett		
OTHER INFORMATION			
COMMITTEE	Executive Committee (Others)	COMMITTEE DATE	1/30/2025
PURPOSE/KEY HIGHLIGHTS	Update the Board on Metro’s progress towards meeting the Talented Teams goals and objectives in the Strategic Transformation Plan.		
DISCUSSION	<p>Metro’s workforce of roughly 12,900 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>In response to budget uncertainty, Metro implemented a hiring freeze between February and June 2024. The effects of this freeze are still being felt with elevated vacancy rates and time-to-hire. The</p>		



## Board Document

	<p>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. While Metro has stabilized the vacancy rate by aggressively posting and hiring to fill roles, we anticipate that it will take an additional seven to 11 months to return to February 2024 levels or below.</p> <p>Metro has set an ambitious target to reduce the time-to-hire for external recruitments to 90 days by FY28. The FY25 average (July – November) is 129 days, driven by long timeframes for staff hired in July (176 days). The staff hired in July filled positions that were originally posted in January or February, when recruitment paused due the hiring freeze. Excluding staff hired in July results in an average of 117 days in FY25, a small improvement over FY24. Time to hire has steadily decreased over the course of the fiscal year, reaching a three-year low of 97 days in November. This means that staff joining Metro in November filled jobs posted in August.</p> <p>Metro’s expanded Wellness and Employee Assistance Programs are two examples of how we are providing support and promoting healthy habits with a goal of reducing absenteeism, improving engagement, and boosting retention.</p>
<b>INTERESTED PARTIES</b>	Personify Health, LabCorp, LifeSpeak, United Health Care, Kaiser, CareFirst
<b>RECOMMENDATION/NEXT STEPS</b>	July 2025 – FY25 Talented Teams Report
<b>FUNDING IMPACT</b>	No funding impact

# Semi-Annual Talented Teams Report

Executive Committee





## Talented Teams, a Strategic Goal From *Your Metro, the Way Forward*

Focus  
today



### Service excellence

*Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.*



### Talented teams

*Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.*



### Regional opportunity & partnership

*Design transit service to move more people and equitably connect a growing region.*



### Sustainability

*Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.*

### 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



## Summary

- Vacancy rate and time-to-hire recovering from February 2024 hiring freeze
- CY2025 focus on Administrative Transformation and improving employee engagement, including:
  - Wellness
  - Employee Assistance Program

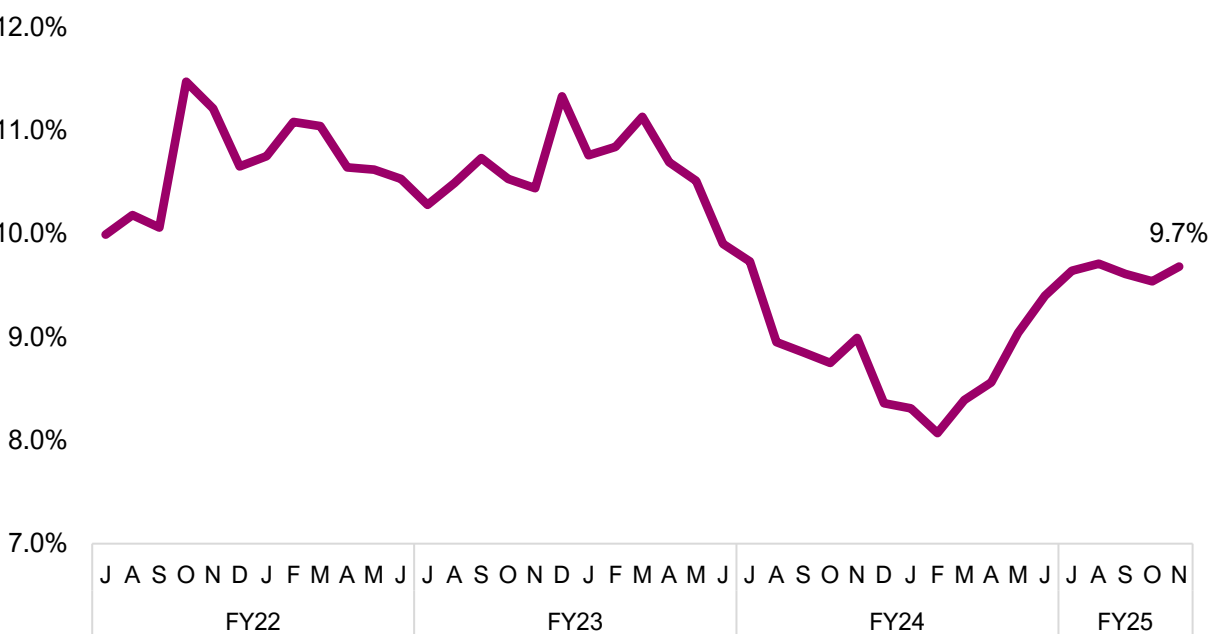




Recruitment and retention

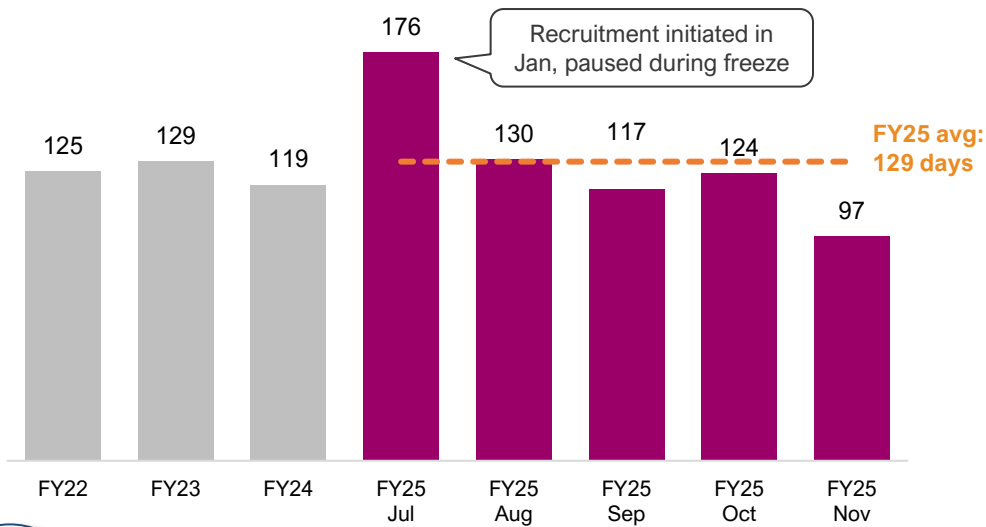
Vacancy rate, time to hire elevated as Metro recovers from hiring freeze

Anticipate 12–18-month recovery timeline from the 5-month hiring freeze in February 2024



- Over 380 postings since July, covering 850+ vacancies
- Over 410 new staff between July and November 2024, including 200+ bus operators;
- Additional 200 staff promoted into new roles
- Overtime used to cover vacancies

Time to hire (Non-represented and Local 2) steadily decreased to 97 days in November, best in 3 years



Critical vacancies as of January 2025

- 20 technical trainers
- 5 recruiters
- 130 police roles
- 20 dispatchers (bus, rail, police)
- 175 mechanics (bus and rail)
- 80 bus operators





## Administrative Transformation: Wellness & Health Strategy

Engagement and  
Empowerment

### Current Corporate Activities

- Annual Physical Fitness Activities
- Annual Flu Clinic
- Onsite Fitness Classes
- Health Fairs
- Wellness Platform

### Onsite Wellness Activities

- Financial Wellbeing
- Nutrition Education
- Mental Health/Stress Management
- Preventive Health Education

### Upcoming Initiatives

- Onsite Health Screenings
- Participation = Rewards
- Data Driven Programs

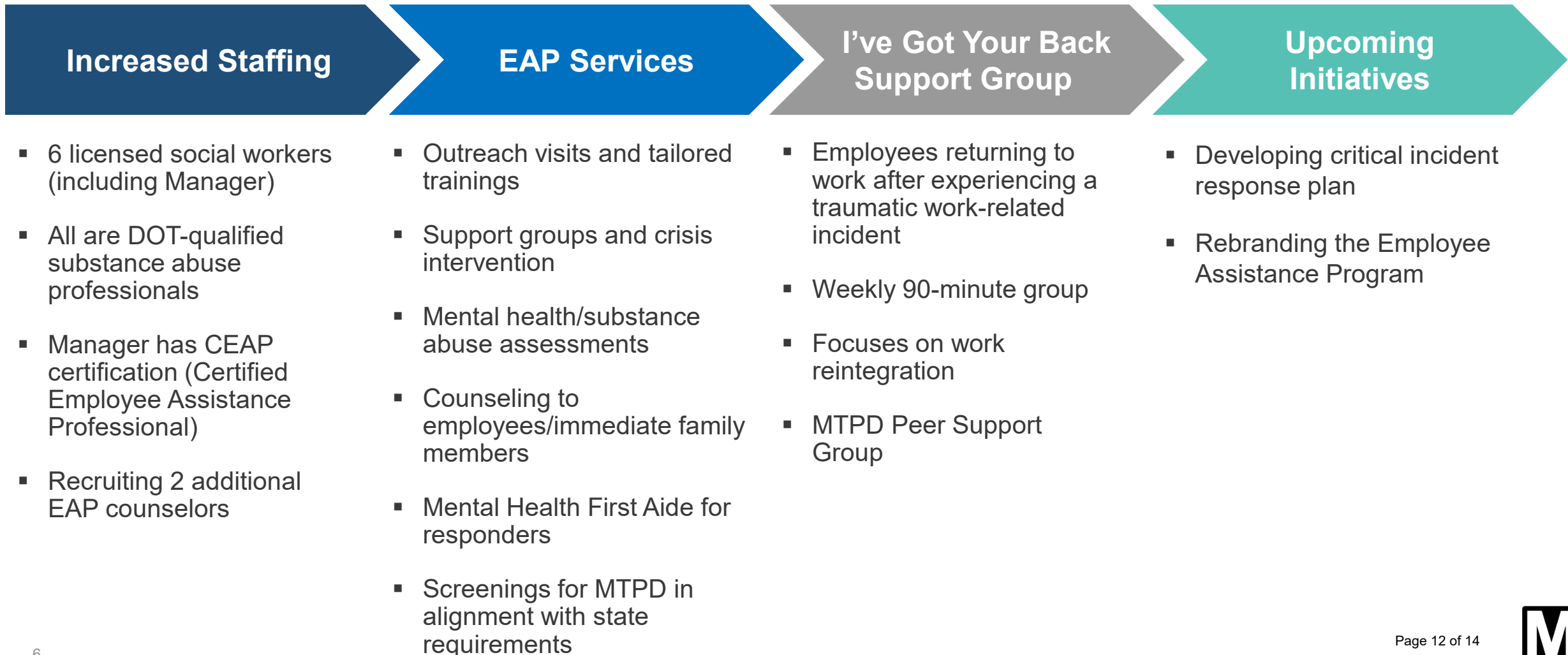
### Proactive Employee Wellness Results

- Wellness ROI potential is 6:1
- Reduce Absenteeism
- Reduce Healthcare Claims Costs
- Increased Employee Engagement





## Administrative Transformation: Employee Assistance Program





# Appendix





## Talented Teams Metrics

Metric	FY22 Result	FY23 Result	FY24 Result	FY25 Jul – Nov Result	FY25 Target	FY28 Target
<b>Overall</b>						
Staff perception of WMATA as great place to work	n/a	1	-2	June 2025	≥ 1	≥ 14
<b>Objective 2A: Recruitment and retention</b>						
Time to hire (days)	125	129	119	● 129	≤ 111	≤ 90
Voluntary turnover rate	3.0%	2.8%	2.6%	● 2.7%	≤ 2.85%	≤ 2.0%
<b>Objective 2B: Engagement, empowerment, and recognition</b>						
Staff sentiment about working for WMATA in the future	80%	81%	81%	June 2025	Improve	≥ 90%
Staff perception of empowerment	n/a	44%	46%	June 2025	Improve	≥ 65%
Staff perception of collaboration	24%	n/a	29%	June 2025	Improve	≥ 65%
Staff perception of process efficiency	33%	35%	32%	June 2025	Improve	≥ 60%
Staff perception of duplication of activity	23%	24%	22%	June 2025	Improve	≥ 65%
Staff perception of recognition	34%	<b>44%</b>	42%	June 2025	Improve	≥ 60%
Staff perception of Diversity, Equity, and Inclusion	59%	59%	<b>65%</b>	June 2025	Improve	≥ 80%
<b>Objective 2C: Professional and technical skill development</b>						
Involuntary turnover rate	1.5%	1.6%	2.0%	● 2.2%	≤ 1.5%	≤ 1.5%
Staff perception of learning and development	49%	52%	51%	June 2025	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. Data for FY25 will be collected in June and presented in the next semi-annual report scheduled for July 2025.