



**Safety and Operations Committee**

**Board Information Item III – C**

**Learning & Development “Metro U” Update**



# Board Document

OVERVIEW			
<b>PRESENTATION NAME</b>	Metro U: Taking Training and Employee Development to the Next Level	<b>DOCUMENT NO.</b>	300089
<b>ACTION OR INFORMATION</b>	Information		
<b>STRATEGIC TRANSFORMATION PLAN GOAL</b>	Talented teams;		
<b>RESOLUTION</b>	No		
EXECUTIVE OWNER			
<b>EXECUTIVE TEAM OWNER</b>	Johnson, Jayme;		
<b>ORGANIZATION</b>	Safety & Readiness		
<b>DOCUMENT INITIATOR</b>	Kiev T. Richardson		
OTHER INFORMATION			
<b>COMMITTEE</b>	Safety and Operations Committee	<b>COMMITTEE DATE</b>	2/12/2026
<b>PURPOSE/KEY HIGHLIGHTS</b>	<p>This is an information briefing on one of the priority projects in Metro's Strategic Transformation Plan (STP). Staff will provide the Board with an update on the current state of Metro's plans to enhance and improve its learning and employee development functions. Metro U stands for "Metro University" and is the strategic approach to building more robust, coherent and coordinated delivery of learning across Metro.</p> <p>This presentation outlines the current state of learning and employee development, opportunities for growth and improvement, what Metro U means and how it is structured, and the initial steps that staff has taken to implement change across multiple areas. Metro U has three pillars and three faculties (Corporate, Technical</p>		



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	<p>and Policing). Staff will also provide an update on the new training center and a preview of what to expect from the next priority project update in May.</p>
<b>DISCUSSION</b>	<p>Metro strives to be a national and global leader in transit, and in the public sector across the region. The way Metro delivers learning and development for its employees directly impacts service, safety, and public trust in the Metro system.</p> <p>Metro U represents an opportunity to unify Corporate, Technical, and Police training standards and improve workforce competency, safety and service delivery. Metro delivers a significant amount of training across multiple fields and departments, to align with industry best practices. But Metro is somewhat disjointed as internal training providers have evolved over time, and the learning provision lacks the sophistication, technology and latest 21st century learning techniques and capabilities to be the best across the board.</p> <p>In the future state Metro will align learning and employee development across the agency by standardizing instructional design and delivery and modernize equipment and facilities. Metro U will build a rigorous curriculum with state-of-the-art technology, with clearing demarcated career pathways for different tracks and specialisms.</p> <p>Metro U comprises three pillars:</p> <p>Competency-Based Approach (What we train for)</p> <ul style="list-style-type: none"><li>• Build training around what employee must be able to do, not just what they must know</li><li>• Standardize competency expectations across roles and functions</li><li>• Validate safety- critical skills to proficiency before on-the-job performance</li></ul> <p>Technology-Enabled Delivery (How training is delivered and tracked)</p> <ul style="list-style-type: none"><li>• Apply technology where it adds value</li><li>• Enable tracking, certification, analytics, and flexible delivery</li><li>• Support on-the-job training, simulation, and immersive technology</li></ul> <p>Career Pathways &amp; Standards (Who training is built for)</p> <ul style="list-style-type: none"><li>• Align training to clear career and skill pathways</li><li>• Connect training to progression and qualifications</li><li>• Establish consistent, defensible standards across Metro</li><li>• Improve visibility for leadership and operations</li></ul> <p>Staff defines the first steps to raise and unify standards around Corporate, Technical, and Police training.</p> <p>The primary goal of Metro U is to drive up standards in learning</p>



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	<p>design, instruction and continuous improvement. But a crucial supporting element – which acts to both catalyze and optimize resources and results – is the Metro Training Center. It will house much of Metro U’s modernized learning and provide a state-of-the-art facility to accommodate the various specialisms from emergency management to rail infrastructure and bus transportation, using simulation, and augmented or virtual reality, alongside hands on practicals where appropriate. The presentation provides an overview of the construction project timeline, expected to complete in Summer 2029.</p> <p>Metrics to assess and track the impact of these improvements cut across staff attitudes as well as safety management system or service data.</p> <p>As this is a Strategic Transformation Plan Priority Project, the next projected update will take place at the May 2026 Board Meeting.</p>
<b>INTERESTED PARTIES</b>	The following consultants are engaged on the Training Center design and construction project - Johnson, Mirmiran & Thompson; WSP; HNTB; K&J Safety; Deloitte; Gannett Fleming.
<b>RECOMMENDATION/NEXT STEPS</b>	Next update in May 2026
<b>FUNDING IMPACT</b>	Approved budget for the Training Center is \$98.6M

# Metro U: Taking Training and Employee Development to the Next Level



**Safety & Operations Committee**  
Washington Metropolitan Area Transit Authority  
February 12, 2026

# Delivering Your Metro, the Way Forward



## Service Excellence

Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust across all modes.

### *Objectives of Service Excellence Goal*

- **Safety and Security**
- **Reliability**
- **Convenience**

Focus Today



## Talented Teams

Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.

### *Objectives of Talented Teams Goal*

- **Recruitment and Retention**
- **Learning and Development** 
- **Customer Service Mindset**



## Financial & Organizational Efficiency

Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery.

### *Objectives of Financial & Organizational Efficiency Goal*

- **Financial Responsibility**
- **Organizational Efficiency**
- **Energy Management**

# Training Leads Culture



### Context

- Training touches every role and function
- Readiness develops over time
- Expectations vary across teams

### Impact

- Prepared employees perform more safely
- Consistent skills support reliable outcomes
- Strong preparation builds confidence and trust

*When training is intentional and aligned, it directly strengthens safety, performance, culture, and public trust.*



# What is Metro U?



## Pillar 1: Competency-Based Approach

*(What we train for)*

- Train to job performance, not just knowledge
- Require proficiency before safety-critical work

## Pillar 2: Technology-Enabled Delivery

*(How training is delivered and tracked)*

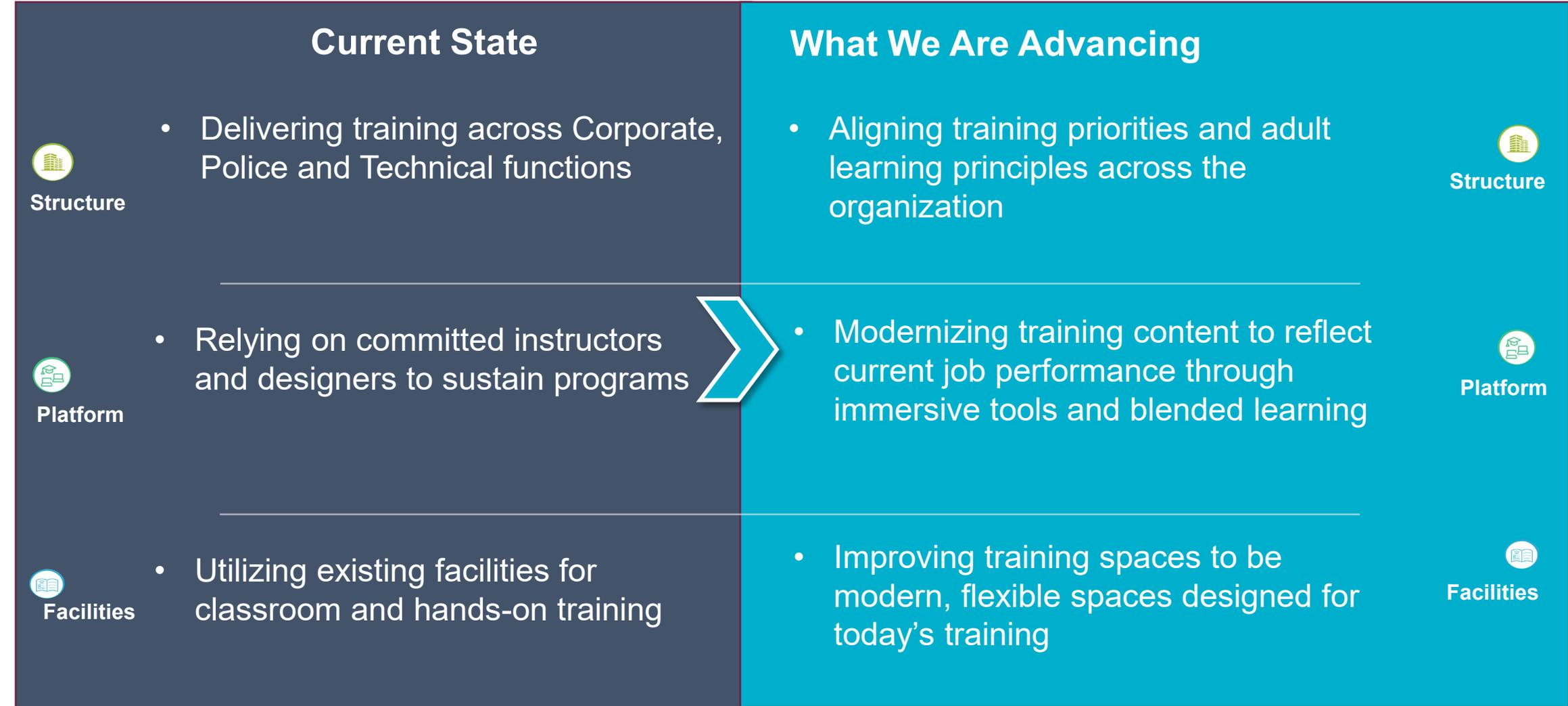
- Integrated Learning Management System to host content, and enable tracking, certification, analytics, and flexible delivery
- Support on-the-job training, simulation, and immersive technology

## Pillar 3: Career Pathways & Standards

*(Who training is built for)*

- Align training to clear career and skill pathways
- Establish consistent, widely-recognized standards across Metro

# Current State of Training



# Agency Learning & Development

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*Preparing a competent workforce that supports safety, service and public trust.*



## Technical

**Focus area:**

Manage systems and infrastructure safely and efficiently.



## Maintenance

**Focus area:**

Inspect, repair, and maintain assets safely.



## Operational

**Focus area:**

Run service safely and reliably and respond in real time.



## Corporate

**Focus area:**

Ensure workforce readiness through new hire onboarding, employee and leadership performance and development



## Police

**Focus area:**

Deliver public safety, compliance, and emergency response.

# First Steps: Corporate Training Faculty

## Metro U Pillars

 Competency-Based Approach

## Corporate Learning and Organizational Development

- Learning culture
- Skills and growth needs identification
- Performance management
- Supervisor and manager standards and development
- Leadership development

 Technology – Enabled Approach

- Learning and development design and delivery
- Blended learning model
- Learning and development technology

 Career Pathways & Standards

- New employee orientation and onboarding
- Mentoring and coaching
- Succession planning
- Continuous learning model

# First Steps: Technical Training Faculty

## Metro U Pillars

 Competency-Based Approach



## Instruction

- Deepen skills in coaching, evaluation, and remediation.
- Support consistent judgment through evaluator training and mentoring.

## Design

- Strengthen expertise in performance-based design and assessment.
- Standardize design practices through shared templates and peer review.

 Technology – Enabled Approach



- Deliver with simulation, digital On The Job Training, and mobile tools.
- Simplify documentation through clearer systems and workflows.

- Build proficiency in learning systems, data, and analytics.
- Apply technology selectively to improve learning effectiveness.

 Career Pathways & Standards



- Recognize instructional excellence and technical expertise.
- Support requalification and continuous skill development.

- Grow expertise in safety-critical design and standards development.
- Provide leadership opportunities through internal and external training and program ownership.

# First Steps: Police Academy

## Metro U Pillars

## Police Academy



Competency-Based Approach



- Tri-state certification to conduct basic police officer instruction and certification
- Authorization to conduct mandatory in-service training
- Defined academy sessions with start and graduation dates



Technology – Enabled Approach



- Multiple academy sessions scheduled across years
- Larger academy classes requiring facility renovation
- In-service training alongside academy training



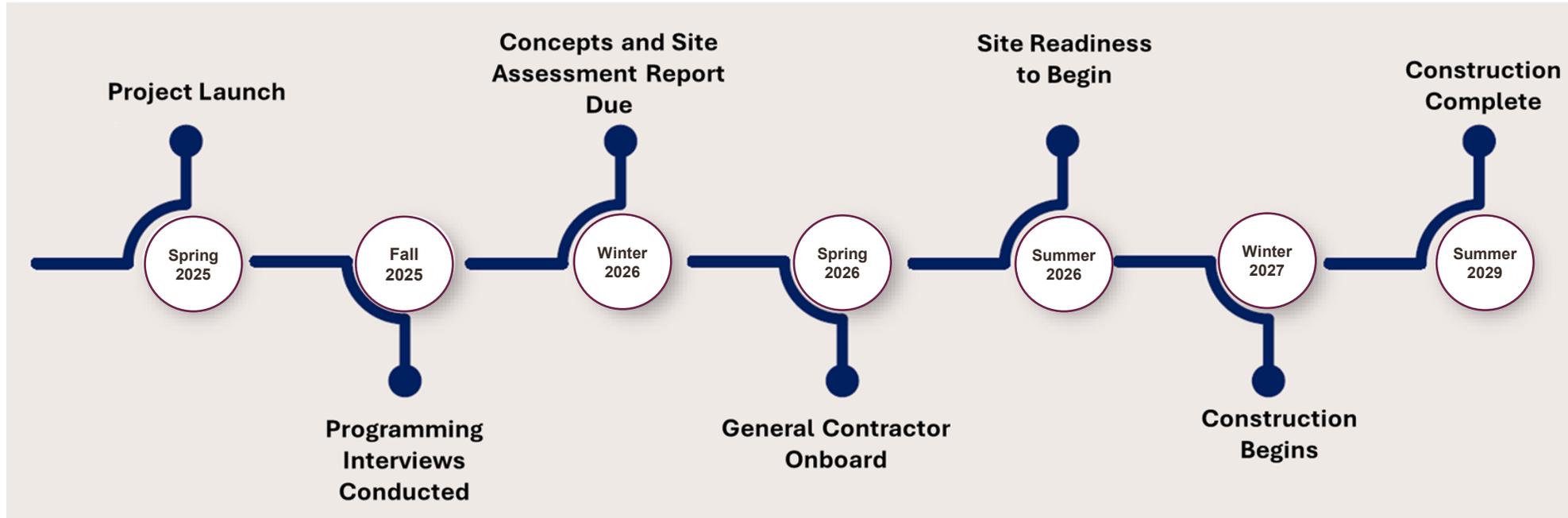
Career Pathways & Standards



- Certification to train and certify police officers
- Expected hiring of approximately 60 officers per year
- Defined graduation timelines tied to academy sessions

# New Training Center

**Vision:** A state-of-the-art facility that consolidates training across the agency, all designed to provide hands-on, immersive and flexible learning environments.



## Opportunities

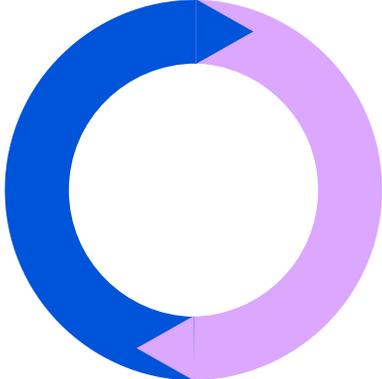
- Facility connection: enable classroom, practical, and hands on learning of safety-critical skills in a purpose- built environment
- Support modern instructional methods where spaces are designed around technology, not adapted to it.
- Creates a single, visible center of excellence (world class) for workforce development.

# Improving Learning and Development Positively Impacts Other STP Goals and Programs

Examples of how the program drives key results across all goals

## Service Excellence

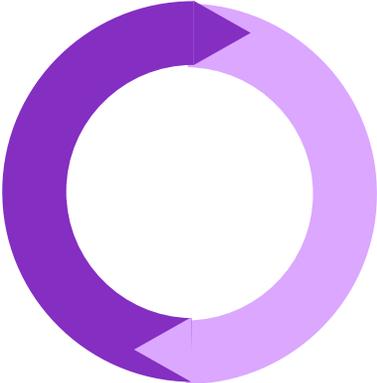
Quality training drives behaviors that support our **safe and customer-centric values**



Modernized training allows efficient execution and optimization of **rail modernization**

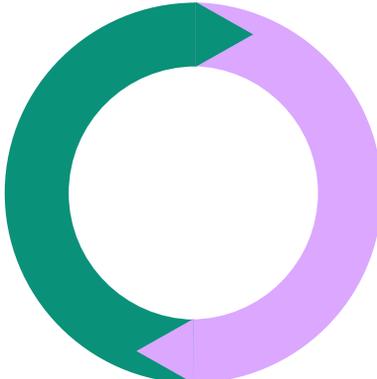
More effective learning and development in modern facilities **improve performance, grow careers, and improve retention**

## Talented Teams



Best-practice curricula and instruction build on **competency frameworks**

## Financial and Organizational Efficiency



Streamlined technology in learning and training **reduces inefficiencies and improves productivity**



# Tracking Impact

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## Training

- Deliver the Milestones for this Priority Project
- Open the Metro Training Center

## Workforce Competency

- Grow Leadership Development Offerings
- Employee Attitudes: 53% of staff say they receive the help they need to learn and grow professionally

## Safety and Service

- Safety Management System and Service Excellence Metrics
- Employee Attitudes: 68% of staff feel supported by their supervisors

# Regular Reporting on this Priority Project

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## Progress on all aspects of the program

- May: Board update
- July: Annual Talented Teams report
- December: Annual Transformation Report

## Status of major capital investment in Metro Training Center

- February: Q2FY26 Financial Report
- September: Q4FY26 Financial Report