



Executive Committee

Information Item IV-A

July 11, 2024

Semiannual Talented Teams Report

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☐ Action ☒ Information

Document
Number:
207813

Resolution:
☐ Yes ☒ No

Presentation Name:

FY2024 Semi-Annual Talented Teams Report

Project Manager:

Jordan Holt

Project Department:

Planning and Performance

Purpose/Key Highlights:

Update the Board on Metro's progress towards meeting the Talented Teams goals and objectives in the Strategic Transformation Plan, including sharing results on key performance indicators (KPIs).

Interested Parties:

The Interested Parties in this matter.

Background:

Adopted in February 2023, Metro's Strategic Transformation Plan (STP), ***Your Metro, The Way Forward***, guides the organization in its response to the changing world and Metro's own operational Strategies. The STP defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives to drive progress, enhance transparency, and build trust with Metro's customers, staff, and stakeholders.

Talented Teams is one of four strategic goals in the plan and aims to attract, develop, and retain top talent where individuals feel valued, supported and proud of their contribution. Objectives include:

- **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

The STP defines 16 KPIs to monitor progress against the Talented Teams goal and objectives.

The twice annual Talented Teams Report provides transparency and monitors progress on efforts to improve recruitment, retention, engagement, empowerment, recognition, and professional and technical skill development. This is the second progress report on the Talented Teams strategic goal and presents data on Talented Teams KPIs for the first 10 months of fiscal year (FY) 2024 (July 1, 2023, through April 30, 2024) as well as the results of the most recent annual Employee Survey, conducted in June 2024. Progress is tracked relative to the targets set in the Strategic Transformation Plan, which define expected performance levels at the completion of the plan in FY2028.

Discussion:

Metro has made progress on the objective to improve recruitment and retention:

- Time-to-hire for non-represented and Local 2 staff fell by an average of 10 days in the first ten months of FY2024 compared to FY2023
- The vacancy rate fell from a high of 11.3 percent in December 2022 to a low of 8.1 percent in February 2024. As a result of a hiring freeze implemented in February 2024, the vacancy rate rose to 9.0 percent in May
- The overall turnover rate fell to 6.8 percent, driven by fewer staff retiring and lower voluntary turnover.

Budget uncertainty has impacted vacancy rates and employee morale. The vacancy rate has fallen from highs in FY2023 and FY2022, although rose from 8.1 percent in February to 9.0 percent in May due to a hiring freeze. Employee morale also fell in 2024 compared to 2023. 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, fell three points from 1 to -2, stemming from a decrease in the share of Promoters and an increase in the share of Neutral responses. As part of their responses to the annual survey, several staff noted the lack of raises in 2024 due to budget issues.

Despite uncertainty over Metro's funding future, retention remains strong with some improvement since FY2023. Overall turnover rate is low at 6.8 percent, with the voluntary turnover rate falling in FY2024 to 2.6 percent. Eighty-one percent of respondents to the June 2024 employee survey said they anticipate continuing to work at Metro over the next year, similar to responses in the 2022 and 2023 versions. To continue to retain staff and mitigate the risk of turnover, Metro is launching Metro Elevate, a succession management program focused on director-level positions and higher.

About 65 percent of respondents to the 2024 employee survey agreed or strongly agreed that Metro actively seeks to enhance diversity, equity and inclusion across the organization, up from 59 percent in 2022 and 2023. The biggest increase is in the percent of respondents who *strongly agree* – up from 23 percent in 2022 to 37 percent in 2024. Over this timeframe, Metro hired its first Chief Diversity, Equity and Inclusion officer and launched four new employee resource groups, bringing a total of seven employee resource groups at Metro.

Staff sentiment regarding learning and development, empowerment, and recognition remained steady in FY2024 with no significant change from FY2023. About half of respondents to the 2024 employee survey agreed that they receive the help needed to learn and grow professionally, with just under half agreeing they feel empowered to make decisions. About 42 percent of respondents agreed that teams who perform well are recognized, consistent with FY2023 results and a big improvement from the 2022 employee survey when only 34 percent of staff agreed. In FY2024, Metro launched a revamped leadership training program focused on emerging, mid-level, and high-potential leaders. Sixty staff are in the 2024 cohort, graduating this summer. Staff also launched a consolidated Metro Awards program, with 115 staff recognized for contributions to the organization's mission, vision and values.

In 2025, staff will develop an engagement strategy and Technical Training and Development will begin implementing the roadmap for the Center of Excellence Training Academy. The operating model for developing the Center of Excellence Training Academy identified four key capabilities to achieve its objectives and fulfill its mission: digital infrastructure, effective instructors, physical space, and learning principles. Digital infrastructure encompasses learning and content management systems, self-service capabilities and analytics. Effective instructors combine subject matter and adult learning knowledge, develop effective curriculums, and are data-driven decision-makers. Physical space refers to physical facilities and resources that support modern learning and up-to-date equipment. Learning principles support modern learning modalities for today's adult learners and a data-driven approach to feedback, change, and improvement. By adopting a more holistic strategy, the Center of Excellence supports sustainable learning and Metro's adaptability, service quality, and staff growth. Other drivers for success include leadership that fosters a culture of excellence, compliance, continuous learning, and collaborative relationships, as well as engagement and collaboration with key stakeholders such as partner departments, learners, People, Culture, Inclusion, and regulators and oversight.

The largest opportunity for improvement continues to be in increasing collaboration, reducing duplication, and streamlining administrative processes. Results from the 2024 Annual Employee Survey show a small improvement in employees' perception of collaboration compared to 2022, and minimal changes in employee perception of streamlined administrative processes and duplication. Metro is continuing to take steps to adjust its organizational structure to reduce silos, consolidate similar functions, and drive collaboration.

To streamline administrative processes, Metro has launched initiatives that digitize

paper process and reduce duplication. Some examples: an electronic ticketing system for Metro Transit Police Officers, the Customer Service Tablet project, MetroTravel, and digitizing classroom paperwork for Rail Training. The Customer Service Tablet replaces paper forms and manual data entry. As a result, station managers and Metro ambassadors are able to support customers outside of kiosks with new functions, including trip planner and translation, while generating readily available data for operational analysis. MetroTravel is a digital travel authorization platform that was rolled out in June 2024, which simplifies travel request and expense processes and tracking. Rail Training has begun digitizing classroom paperwork, including sign-in sheets, to reduce reliance on paper.

Hiring is 10 days faster in FY2024 compared to FY2023, with 341 non-represented and Local 2 staff recruited between July 2023 and April 2024. Metro is making a large investment in a new enterprise resource planning software system for human capital management and financial management, called MetroSync. MetroSync aims to improve efficiency by automating and streamlining core business processes and reducing duplication of processes by linking multiple systems and reporting on an integrated digital platform. Preparation has started to begin implementation of MetroSync in July 2025, which replaces PeopleSoft.

Funding Impact:

There is no funding impact for this report.

Previous Actions:

February 2023 – Board adoption of “Your Metro, the Way Forward” as Metro’s Strategic Transformation Plan

November 2023 – Transformation Update: Human Capital; Procurement; Diversity, Equity, and Inclusion; Enterprise Resource Planning

February 2024 – Semi-annual Talented Teams report

Next Steps:

FY25 Talented Teams report

Recommendation:

Information Only

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



Overview of Talented Teams Metrics

	Metric	2022	2023	2024	Trending in the right direction?
Overall	Staff perception of WMATA as great place to work (Net Promotor Score, scale: -100 to 100)	n/a	1	-2	--
Recruitment & retention	Time to hire (days)	125	129	119	✓
	Voluntary turnover rate	3.0%	2.8%	2.6%	✓
Engagement, empowerment, and recognition	Staff sentiment about working for WMATA in the future (% positive)	80%	81%	81%	--
	Staff perception of Diversity, Equity, and Inclusion (% positive)	59%	59%	65%	✓
	Staff perception of empowerment (% positive)	n/a	44%	46%	--
	Staff perception of recognition (% positive)	34%	44%	42%	--
	Staff perception of process efficiency (% positive)	33%	35%	32%	--
	Staff perception of collaboration (% positive)	24%	n/a	29%	✓
	Staff perception of duplication of activity (% positive)	23%	24%	22%	--
Professional and technical skill development	Involuntary turnover rate	1.5%	1.6%	1.95%	X
	Staff perception of learning and development (% positive)	49%	52%	51%	--

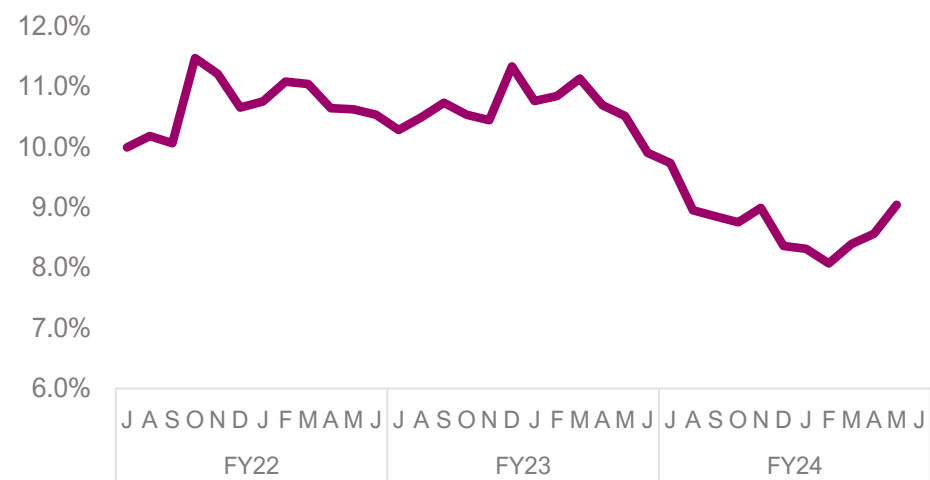
Metrics for “Offer Acceptance”, “Absenteeism Rate” and “Internal Customer Satisfaction” are still under development and will be included in next report
Workforce demographics are reported on annually, see February 2024 report



Recruitment and retention

Budget uncertainty has impacted vacancy rates and employee morale

Vacancy rate has fallen from highs in FY23 and FY22, although rose in March, April and May due to the hiring freeze



- Top 5 reasons new hires choose Metro:
- 1. Opportunity for advancement
 - 2. Salary
 - 3. Benefits
 - 4. Opportunity to serve community
 - 5. Reputation of Metro



Quote

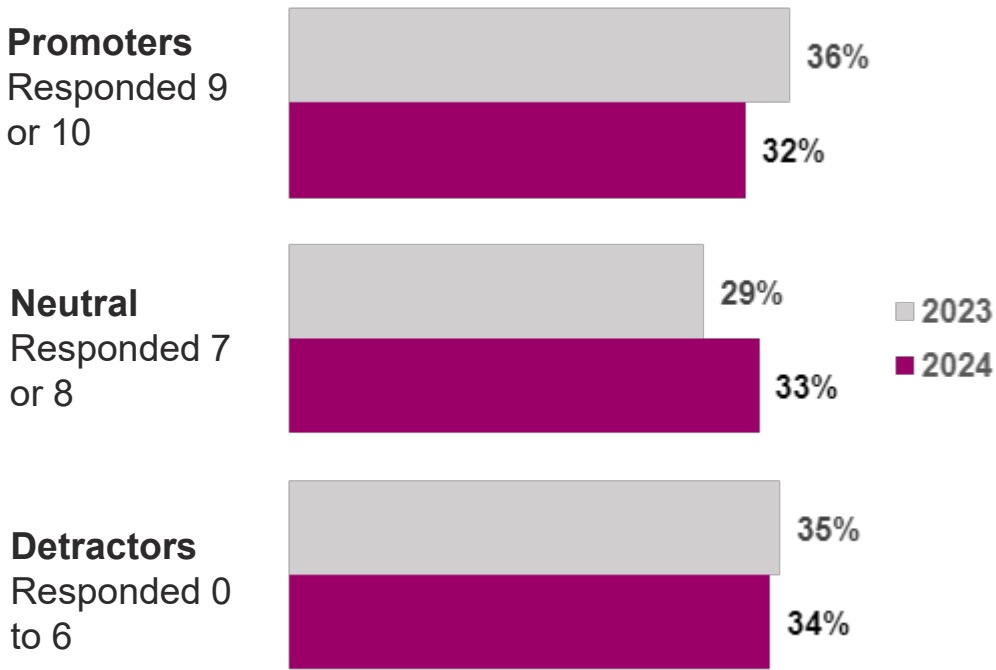
“I understand the budget challenges but am concerned about the lack of raises this year. Inflation has been very high so it's challenging to stay in a job where wages do not keep pace with inflation...”



“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 2024)

Benchmark: US average score of 14 on a scale of -100 to 100



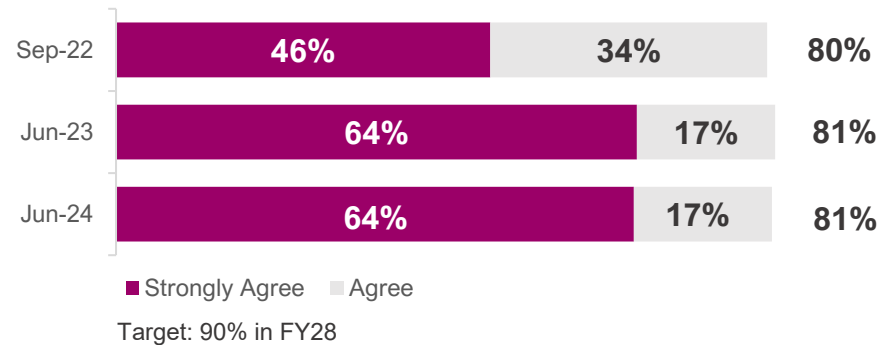


Recruitment and retention

Despite uncertainty over funding future, retention remains strong with some improvement over FY23

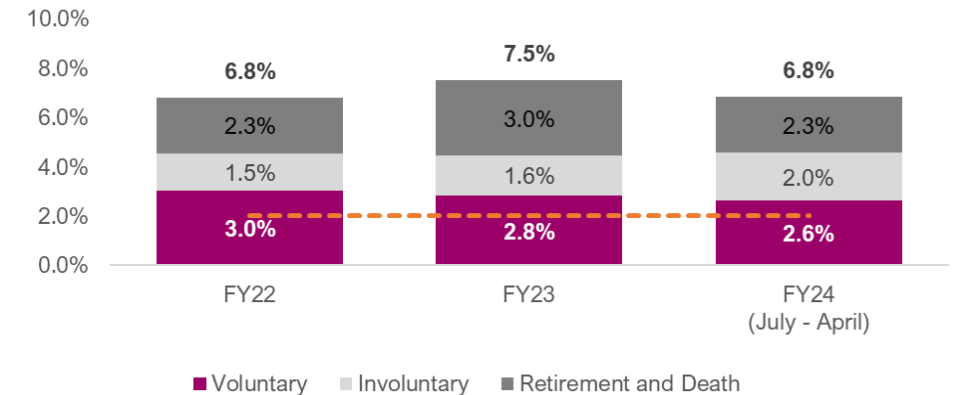
“I see myself working at WMATA in one year”

Consistent in past year



Turnover rate remains low, with voluntary turnover rate falling in FY23 and FY24

Target: 2.0% Voluntary Turnover Rate by FY28



Metro Elevate: Succession Management Program

- Focus: Director-level and higher
- Objective: Improve retention rates, boost employee morale and job satisfaction
- How: Four-step process establishes a pipeline of qualified employees

- Step 1** Identify and Prepare **Positions**
- Step 2** Identify **Successors**
- Step 3** Develop **Successors**
- Step 4** Monitor and Evaluate



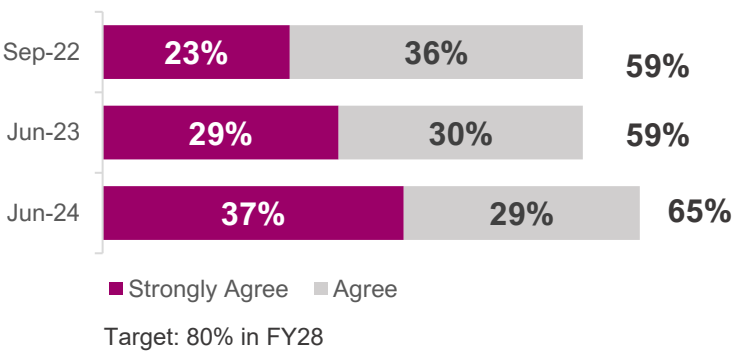
Engagement and Empowerment

Positive improvement in perception of Diversity, Equity, and Inclusion



"WMATA actively seeks to enhance diversity, equity, and inclusion across the organization"

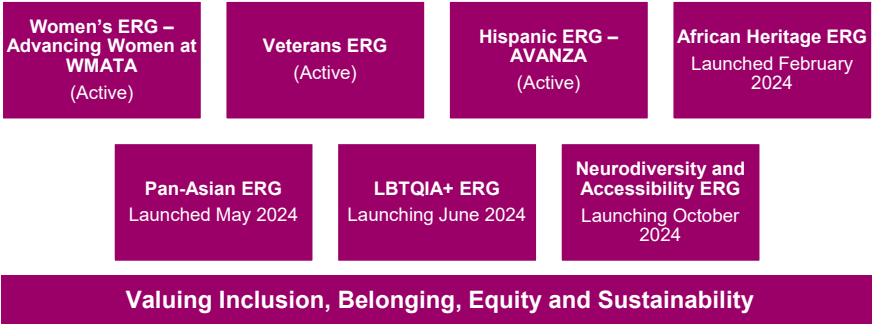
Consistent improvement over past 2 years



Employee Resource Groups (ERGs)

Seven groups launched by end of CY2024

- Feb. 2024: African Heritage
- May 2024: Pan-Asian
- Jun. 2024: LGBTQIA+
- Oct. 2024: Neurodiversity and Accessibility





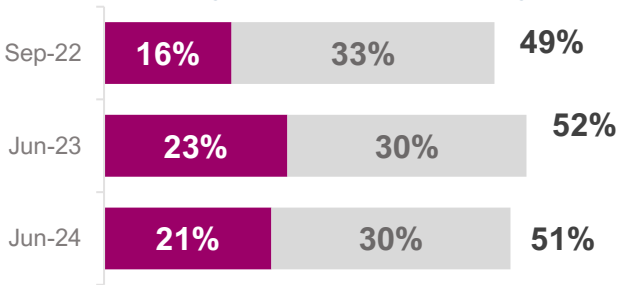
FY24 showed similar performance levels as FY23 for empowerment, recognition, learning, and growth

Engagement and Empowerment



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

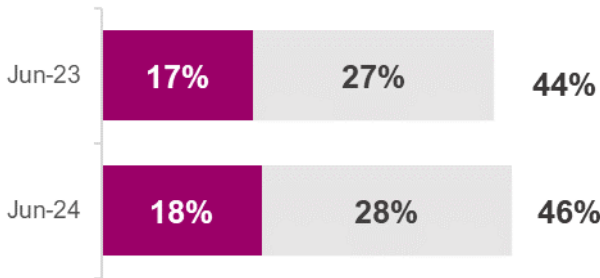
Consistently at approximately 50% agreement



Target: 75% in FY28



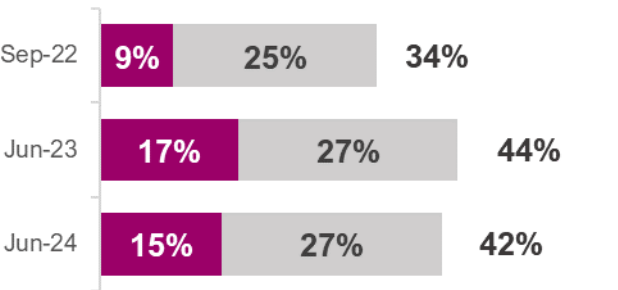
“At WMATA, I feel empowered to make decisions”
2 percentage point increase in 12 months



Target: 65% in FY28



“Teams who perform well are recognized for it”



Strongly Agree Agree

Target: 60% in FY28



Leadership Training Programs

In 2024, 60 Metro staff participated in leadership training, including 30 in the emerging and mid-level leaders' programs.





Spotlight: Center of Excellence Training Academy

Academy will enhance existing training programs for technical skills, maintenance, bus operations, rail operations, and safety and certification

Four key capabilities:

Digital Infrastructure

Learning & Content Management Systems, Self Service Capabilities, Analytics

Effective Instructors

Instructors combining subject matter & adult learning knowledge, effective curriculum developers, data-driven decision-makers

Physical Space

State-of-the-art building, modern labs with up-to-date equipment, innovative platforms (simulators, AR, VR)

Learning Principles

Designed for today's adult learners, modern learning modalities (hands-on, digital-first), data-driven feedback, change and improvement



Blueprint for success

- Support **sustainable learning** and Metro's **adaptability, service quality, and staff growth**
- Leadership that fosters a **culture of excellence, compliance, continuous learning, and collaborative relationships**
- **Engagement and collaboration** with key stakeholders: partner departments; learners; People, Culture, Inclusion; and regulators and oversight



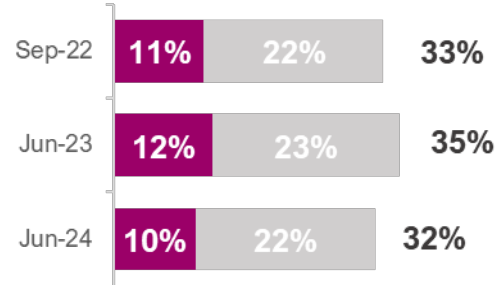
Engagement and Empowerment

Investments in FY25 aim to improve collaboration, reduce duplication, and streamline administrative processes



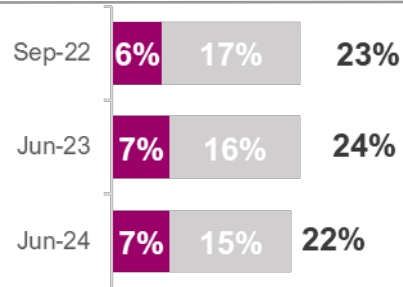
“Our processes make it easy to work well across different offices and departments”

Target: 60% in FY28



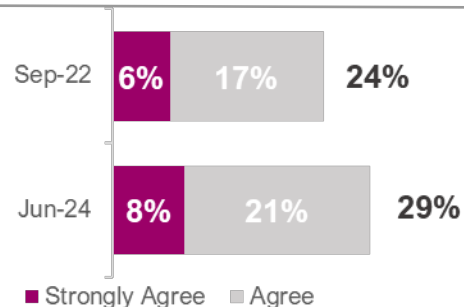
“I rarely observe duplication of activities”

Target: 65% in FY28



“Communication between departments/offices is efficient at WMATA”

Target: 65% in FY28



Digitizing workflows and reducing paper

Metro staff are identifying opportunities to digitize paper processes, reduce duplication:

- Metro Transit Police ticketing/citations: procurement underway for an electronic ticketing system (50 units)
- MetroTravel: digital travel authorization platform that simplifies travel request and expense processes and tracking rolled out in June 2024
- Rail Training classroom paperwork: digitized class sign-in sheets in March 2024



Spotlight: Customer Service Tablets

Metro is completing the rollout of tablets for Station Managers and Metro Ambassadors

The program helps staff support customers outside of kiosks with new functions, including trip planner and translation. The changes are part of a move to improve frontline operations by digitizing paperwork and streamlining processes.

Customer Centric Tools	Wayfinding applications and maps
	Translation applications to assist limited English proficiency customers
Digital Management	Complete paperwork digitally
	Manage faregates from devices
Tracking and Transparency	Operationalize data collected from station managers
	Station work order transparency for station managers via real-time dashboard
	Digital tools enable better analysis of trends and interventions to address issues



Metrorail Station Checklist

Date/Time11/13/202305:32

Station/MezzanineA01-Metro Center-Mezz 1

Logged on Station Terminal & PC?☒ Yes

Logs ✓/d (Main/ELES)?☒ Yes

AFC Config ✓/d?☒ Yes

All station systems and equipment shall be inspected for proper operation, availability for use, proper calibration, and proper security.

Kiosk EquipmentStation EquipmentAncillary Rooms/Beyond End GatesSubmit Checklist

Kiosk Equipment

* Station PA

☒ Satisfactory☐ Unsatisfactory

* Kiosk Intercom

☒ Satisfactory☐ Unsatisfactory

* Kiosk Telephone

☐ Satisfactory☒ Unsatisfactory

* Fire/Intrusion Panel

☐ Satisfactory☐ Unsatisfactory

* Kiosk Telephone Unsatisfactory

* Kiosk PC

☐ Satisfactory☐ Unsatisfactory

* CCTV Monitors

☐ Satisfactory☐ Unsatisfactory

* First Aid Kit

☐ Satisfactory☐ Unsatisfactory

* Station Terminal

☐ Satisfactory☐ Unsatisfactory

* Spare Master Locks (x2)

☐ Satisfactory☐ Unsatisfactory

* AED

☐ Satisfactory☐ Unsatisfactory

10

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

Page 21 of 22



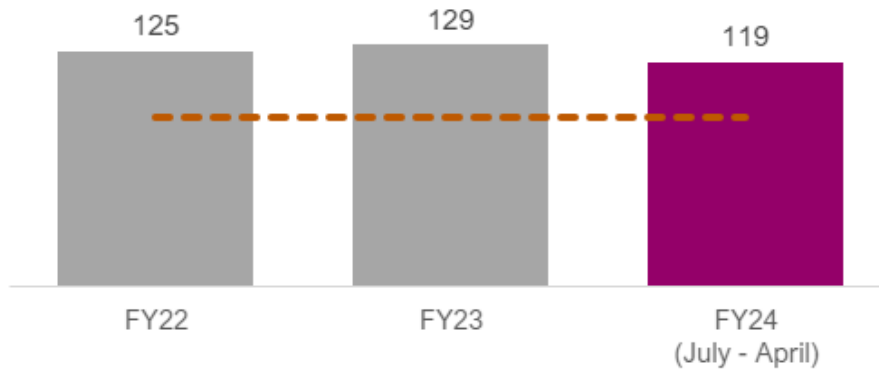
Focused staff efforts on reducing time-to-hire are seeing results

Hiring is 10 days faster in FY24 compared to FY23, with 341 non-represented and Local 2 staff recruited between July and April

Recruitment and retention

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

----- Target of 90 days by 2028



MetroSync

New Enterprise Resource Planning software system for Human Capital Management and Financial Management

- Improve efficiency by automating and streamlining core business processes
- Reduces duplication by linking multiple systems and reporting on an integrated digital platform
- Implementation starts July 1, 2025, and continues through FY26

