



Executive Committee

Information Item IV-A

February 8, 2024

FY2024 Semiannual Talented Teams Report

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☐ Action ☒ Information

Document
Number:
205708

Resolution:
☐ Yes ☒ No

Presentation Name:

FY2024 Semi-Annual Talented Teams Report

Project Manager:

Sherri Dickerson

Project Department:

People, Culture and Inclusion

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:

There are no 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 first progress report on the Talented Teams strategic goal and presents data on Talented Teams KPIs for the first six months of fiscal year (FY) 2024 (July 1, 2023, through December 31, 2023) as well as the results of the most recent annual Employee Survey, conducted in June 2023. 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 six months of FY2023 compared to FY2024
- The vacancy rate fell from a high of 11.3 percent in December 2022 to 8.4 percent in December 2023
- The overall turnover rate fell to 7.1 percent, remaining well below peers such as the Massachusetts Bay Transportation Authority and the Metropolitan Atlanta Rapid Transit Authority. The voluntary turnover rate remained low at 2.8 percent.

These results reflect actions developed during a People, Culture, and Inclusion sprint in 2023: developing FAQs to clarify processes and procedures, provide guidance documents for developing job descriptions and establishing service level agreements that set expectations for hiring, promotion and appointment processes. In addition, to boost attraction and retention, staff completed a comprehensive review of compensation, developing and implementing a market-driven structure that ensured equity among peers. Results from a new hire survey conducted throughout FY2023 and FY2024 identified Metro's salaries and benefits as two of the five top reasons staff chose to work at the organization. Looking ahead, Metro is investing in an Applicant Tracking System to provide staff and applicants further transparency over each step in the process, helping to identify and reduce bottlenecks, and moving Metro closer to the time-to-hire target of 90 days or less. Staff will continue to monitor the impact of budget uncertainty and a hiring freeze on the vacancy and turnover rates.

The June 2023 employee survey showed improvements in several KPIs related to the

objective to improve engagement, empowerment and recognition. These improvements align with the establishment of regular employee town halls, regular recognition of staff by the Board of Directors and Senior Executive Team, and the move to a new organizational structure designed to break down silos and enhance empowerment and ownership at all levels of our teams. To continue to make progress towards the targets set in the Strategic Transformation Plan, Metro has recently re-launched the Metro Awards program with a January 2024 ceremony recognizing over 100 staff for exceptional contributions. Process efficiency remains an opportunity for improvement. The investment in a new Enterprise Resource Planning software system addresses several of the administrative processes identified by staff as having the biggest opportunity for automation and streamlining.

Metro employs approximately 13,000 individuals in various roles: about 40 percent of staff are train operators, bus operators, station managers or their supervisors; about 45 percent conduct or supervise maintenance and engineering functions; about four percent are Metro Transit Police officers or supervisors; and the remainder work in a variety of support functions from Information Technology to Finance. Consistent with this mix of job types, 75 percent of Metro staff identify as male and about 25 percent identify as female. Black employee representation is a longstanding major strength of Metro, with 75 percent of staff identifying as Black.

Metro hired its first Chief Diversity, Equity, and Inclusion Officer in 2023 and established a Metro VIBES (Valuing Inclusion, Belonging, Equity, and Sustainability) Diversity Strategy. As the strategy continues to be implemented in FY2024, we anticipate improvements in staff perceptions of Metro's efforts to actively enhance diversity, equity, and inclusion across the organization.

To advance the objective to improve development of professional and technical skills, Metro is expanding leadership development and applied training programs to support emerging leaders and develop the next generation of Metro leaders. The Technical Training and Development team is currently developing a vision, strategy, and comprehensive road map for a Center of Excellence Training Academy.

Funding Impact:

There is no funding impact for presenting this information.

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

Next Steps:

March 2024 – Annual Transformation Update

Recommendation:

Information Only

Talented Teams Semi-Annual Report

Executive Committee
February 8, 2024





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	Result	Trending in the right direction?
Overall	Staff perception of WMATA as great place to work (Net Promotor Score)	1	--
Recruitment & retention	★ Time to hire (days)	119	✓
	★ Workforce demographics		
	★ Voluntary turnover rate	2.78%	✓
Engagement, empowerment, and recognition	★ Staff sentiment about working for WMATA in the future	79%	✓
	★ Staff perception of empowerment	44%	✓
	Staff perception of collaboration	24%	--
	Staff perception of process efficiency	35%	✓
	Staff perception of duplication of activity	24%	--
	★ Staff perception of recognition	44%	✓
	★ Staff perception of Diversity, Equity, and Inclusion	59%	--
Professional and technical skill development	★ Involuntary turnover rate	1.85%	
	Staff perception of learning and development	52%	✓

★ To be highlighted in this presentation
 Materials on other metrics in appendix
 Metrics for “Offer Acceptance”, “Absenteeism Rate” and “Internal Customer Satisfaction” are still under development and will be included in next report

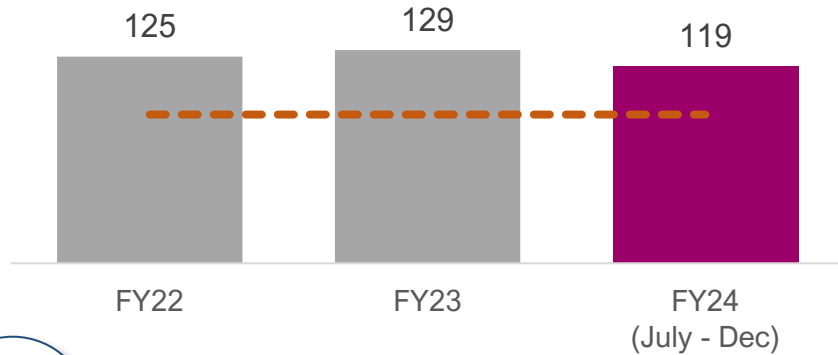


Focused staff efforts on reducing time-to-hire are seeing results

Hiring is 10 days faster in FY24 compared to FY23, with 536 non-represented and Local 2 staff recruited between July and December

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

----- Target of 90 days by 2028



- Aiming for gradual reductions every year; on track to meet target in Strategic Transformation Plan of 90 days by FY28
- Completed FAQs to clarify processes and procedures
- Developed service level agreements for hiring, promotion, and appointment processes



Project spotlight

Applicant Tracking System (ATS) will provide the following features:

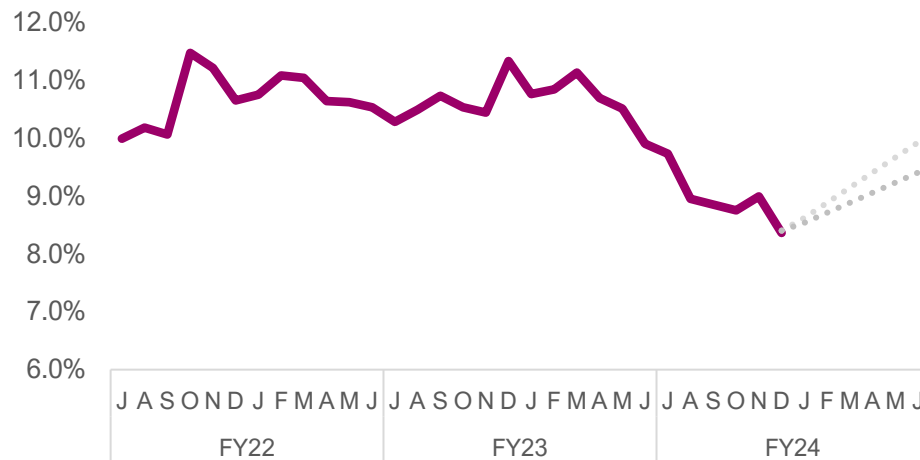
- Ability to measure time to hire and time to fill
- Secure hiring and onboarding forms
- Transparency to Human Capital, Hiring Managers, and Candidates on hiring actions
- Comprehensive end-to-end hiring process – from request, to hire, to onboarding



Recruitment and retention

Metro improved retention into FY24 and remains better than peers, but budget uncertainty and hiring freeze jeopardizes progress

Vacancy rate has fallen steadily since March 2023, averaging 8.9% in FY24 compared to 10.6% in FY23

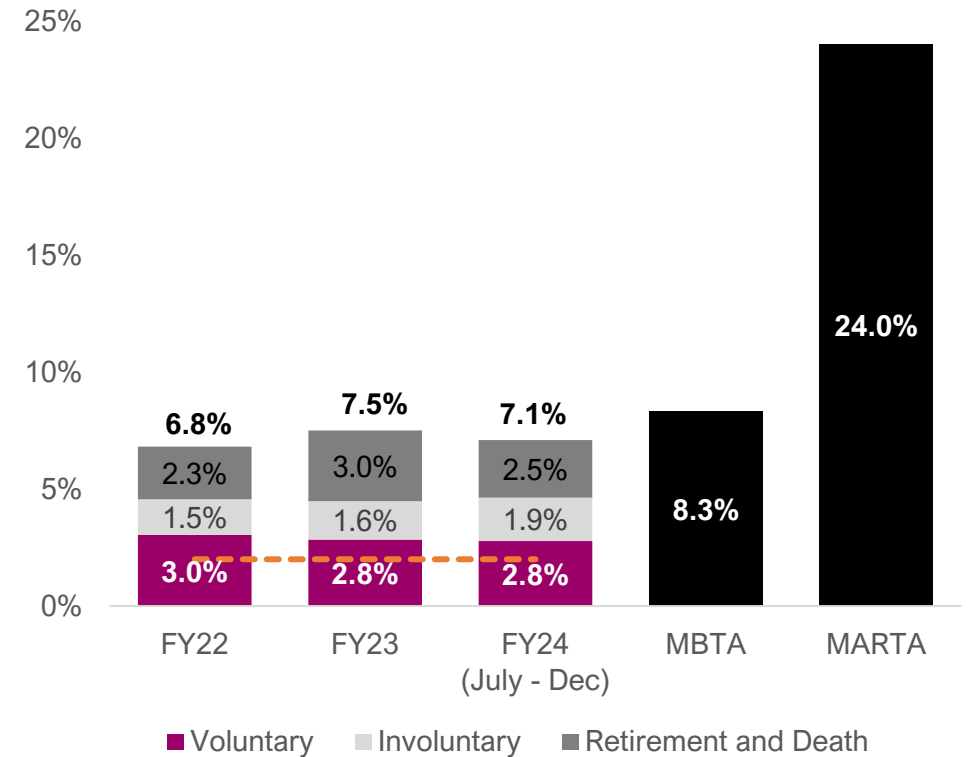


Top 5 reasons new hires choose Metro:

1. Opportunity for advancement
2. Salary
3. Benefits
4. Opportunity to serve community
5. Reputation of Metro

Turnover rate remains below transit peers, with voluntary turnover rate falling in FY23 and FY24

----- Target: 2.0% Voluntary Turnover Rate by FY28



Project spotlight

Completed comprehensive review of compensation

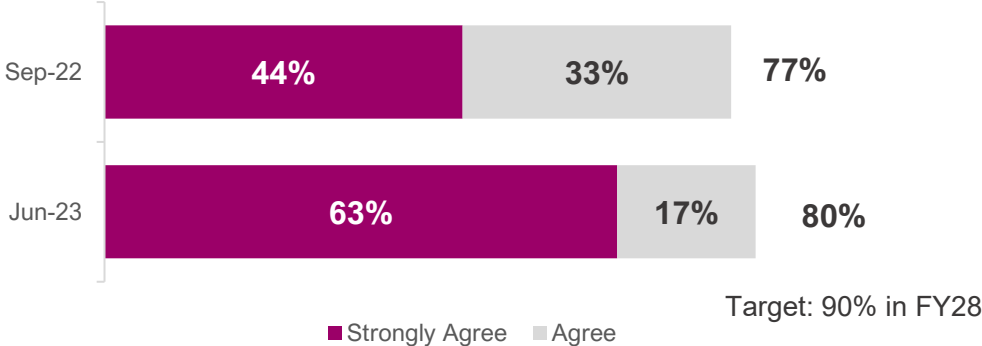
- Developed market driven structure
- Ensured equity among peers



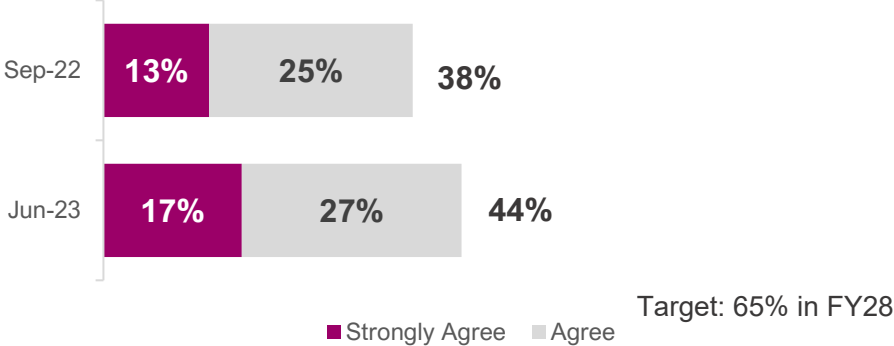
Gains realized in empowerment, recognition with launch of Strategic Transformation Plan, staff all-hands meetings, realignment

Engagement and Empowerment

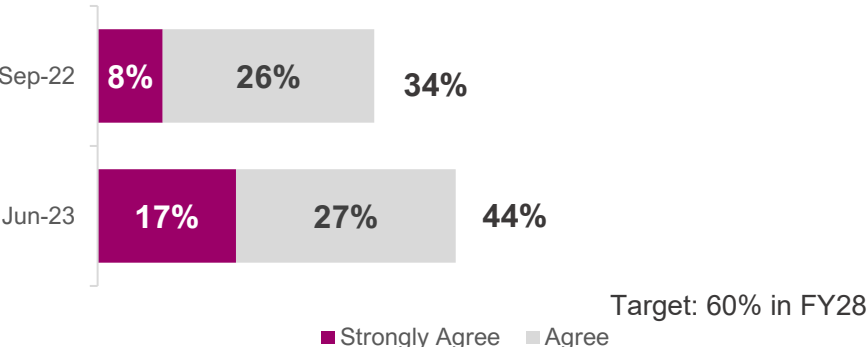
“I see myself working at WMATA in one year”
Almost 20 percentage points more staff strongly agree



“At WMATA, I feel empowered to make decisions”
Six percentage point jump in nine months



“Teams who perform well are recognized for it”
Ten percentage point jump in nine months



Project spotlight

January 2024 Metro Awards ceremony honored over 100 staff for exceptional contributions in 2023





Key activities in FY24 aim to drive improvements in staff perception of Diversity, Equity, and Inclusion

Engagement and Empowerment



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

Similar overall perceptions at the beginning and end of FY23, but more staff strongly agree

Target: 80% in FY28



Project spotlight

Expansion of Employee Resource Groups

- Cultural awareness and education
- Community outreach and engagement

Women’s ERG – Advancing Women at WMATA
(Active)

Veterans ERG
(Active)

Hispanic ERG - AVANZA
(Active)

African Heritage ERG
Launching February 2024

Pan-Asian ERG
Launching May 2024

LGBTQIA+ ERG
Launching June 2024

Valuing Inclusion, Belonging, Equity and Sustainability

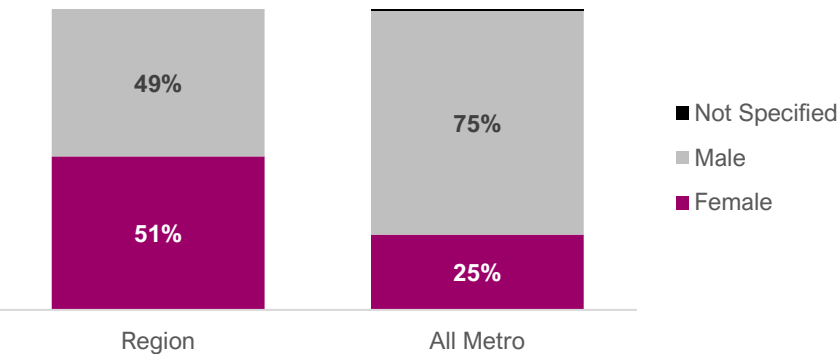




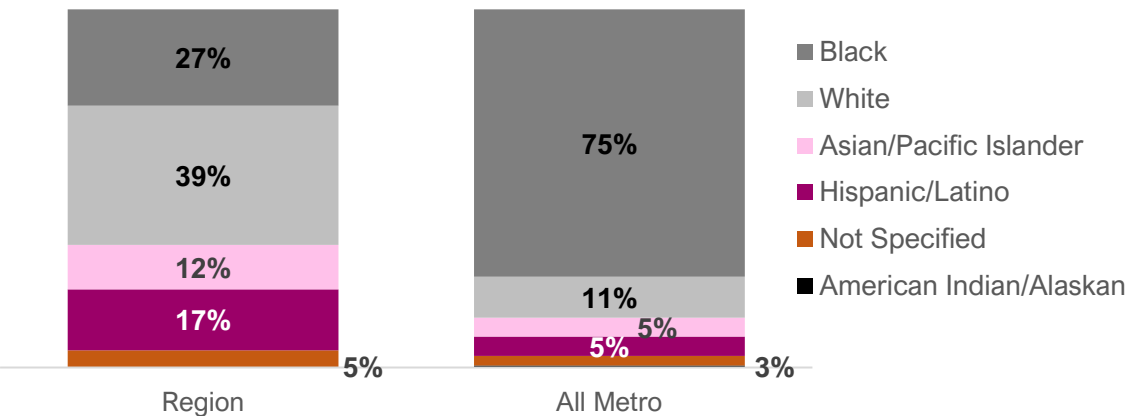
Recruitment and retention

Gender, racial, and ethnic diversity of staff

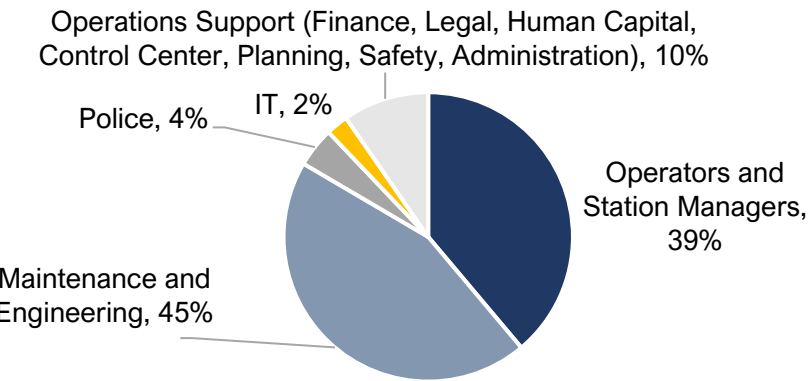
Metro staff are more likely to be male due to mix of job types



Black employee representation is a longstanding major strength



All Metro jobs by type



Project spotlights

- Focused Latino recruitment efforts
- First female Power Maintenance program graduate in Q2FY24





Appendix

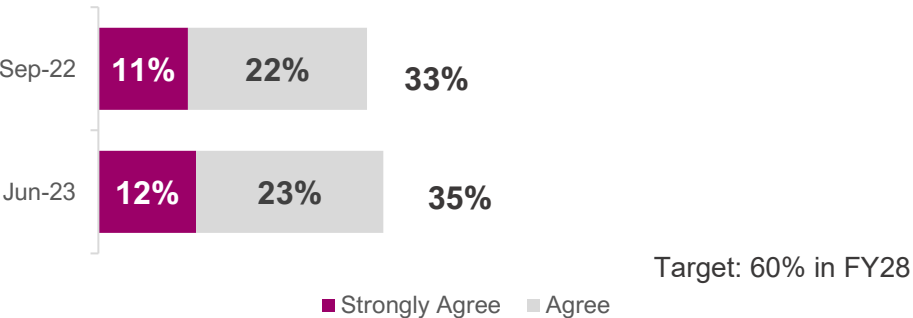


Investments in FY24-26 aim to improve collaboration, reduce duplication, and streamline administrative processes

Engagement and Empowerment



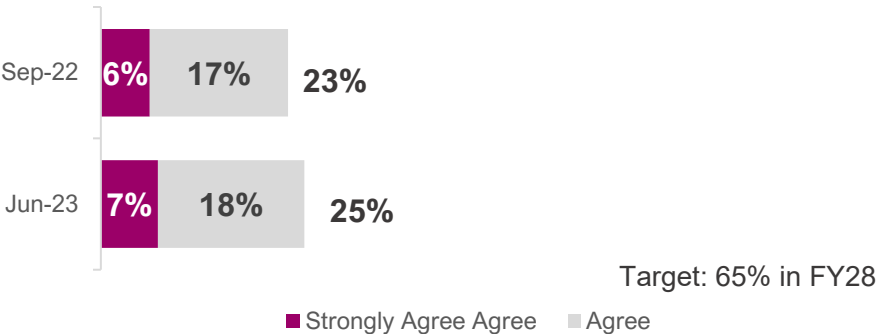
“Our processes make it easy to work well across different offices and departments”



- Administrative processes most frequently identified as needing streamlining
- Continued realignment through FY24, including launch of the Metro Integrated Control Center, aims to address areas of duplication



“I rarely observe duplication of activities”



Project spotlight

Enterprise Resource Planning (ERP) Modernization Program (launch in 2026): major investment in a new software system to automate and streamline core business processes by linking multiple systems and reporting on an integrated digital platform





Activities planned to invest in staff to expand career pathways and develop next generation leadership and experts

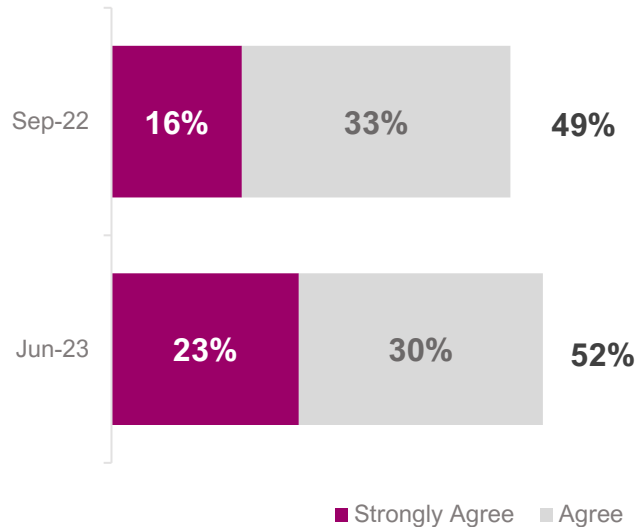
Professional and technical skill development



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

Similar overall perceptions at the beginning and end of FY23, but more staff strongly agree

Target: 75% in FY28



Projects spotlight

Develop a Center of Excellence Training Academy:

- Utilize adult learning best practices to deliver world class technical training in a fit-for-purpose space with up-to-date, modern equipment and technology
- Technical Training and Development is currently developing vision and strategy with a comprehensive road map

Expand Professional Development Opportunities

- Manager 101
- High Potential, Midlevel and Emerging Leader
- Participation in industry Leadership programs: American Public Transportation Association, Eno Center for Transportation, WTS International and others



Activities focused on culture, recruitment and retention aim to improve

Talented Teams



“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 1 calculated as “% promoters - % detractors” (June 2023)

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

