



Executive Committee

Board Information Item III-A

Talented Teams Annual Report



Board Document

OVERVIEW			
PRESENTATION NAME	FY2026 Annual Talented Teams Report	DOCUMENT NO.	300135
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 (Non-OIG)	COMMITTEE DATE	7/9/2026
PURPOSE/KEY HIGHLIGHTS	This report provides the Board with an update on Metro’s progress toward the Talented Teams goal within the Strategic Transformation Plan, with a focus on recruitment and retention, learning and development, and customer service readiness. The report presents Talented Teams key results for fiscal year (FY) 2026 (July 1, 2025, through June 30, 2026), as well as findings from the May 2026 Employee Survey. Progress is measured against targets designed to improve historical performance and advance the ambitious outcomes established in the Strategic Transformation Plan. The report also highlights priority actions and enterprise initiatives intended to accelerate measurable progress across the workforce.		



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DISCUSSION

Metro's workforce of approximately 13,300 employees is one of the agency's most critical assets and central to delivering the world-class transit service the region expects and deserves. Human Capital has repositioned its work from a primarily transactional function to a transformational enterprise partner, focused on building workforce capacity, strengthening leadership and technical capability, improving the employee experience, and ensuring Metro has the talent, systems, and culture required to meet current and future service demands. This strategic posture reflects a deliberate shift toward proactive workforce planning, data-informed decision-making, and integrated talent solutions that support operational excellence and long-term organizational resilience.

Recruitment and Retention

Metro is advancing a more disciplined and forward-looking approach to workforce strategy by improving speed to hire, strengthening retention, and expanding career pathways that support internal mobility. In FY2026, more than 1,200 employees joined the agency, and an additional 1,000 existing employees advanced into new roles. Results from the May 2026 Employee Survey show that more than 80 percent of employees expect to continue working at Metro over the next year, consistent with prior years and reflective of sustained retention strength. Overall turnover in FY2026 was 7.6 percent, also consistent with prior-year performance.

Metro leadership has identified four workstreams to advance efforts to hire staff more quickly, increase employee engagement, and enable internal mobility:

- Technology investments to improve recruitment and internal processes. Metro launched a major upgrade to its Human Capital Enterprise Resource Management software on June 14, 2026. The software streamlines processes for onboarding, position changes, and pay and benefit changes. It activates competency and certification tracking that can support more robust identification of qualified internal candidates. It also enables better recruitment tracking that will help drive down "time to hire" to 90 days. Metro has already made significant strides in this area, shaving 12 days off recruitment timelines for non-represented and Local 2 staff in FY2026 alone.
- Forecasting and succession planning to manage vacancies for critical roles. Throughout FY2026, Metro staff responsible for recruitment, technical training, operations and scheduling met



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monthly to forecast the number of operators and station managers needed to deliver bus and rail service, using this information to determine the size and frequency of training classes. Based on these recommendations, bus operator training doubled in FY2026. Mid-year, this approach was expanded to fleet maintenance staff, with large increases in training class sizes planned for FY2027.

- Workforce policies to enable work-life balance. In response to employee survey feedback received in May 2025, Metro leadership changed policies to enable more leave and the continued ability to telework for non-rep and Local 2 staff. For Local 689 staff, Metro is piloting a 4-day work week beginning this June 2026. Employees have responded positively, with voluntary turnover falling to 2.2 percent in FY2026 (compared to 2.7 percent in FY2025) and a significant improvement in employee engagement.

- Mentoring and development programs to advance careers. With over 1,400 unique jobs, Metro offers opportunities to grow in multiple fields. Strengthening leadership development has been a focus over the last several years aimed at improving the quality of the 2,000+ supervisors on Metro's staff. Metro offers its own leadership development programs and enables staff to participate in programs offered by the Eno Center for Transportation. In FY2026, 70 Metro staff received leadership development training and another 50 participated in a formal mentoring program.

Learning and Development

Learning and development are central to Metro's transformation agenda and serve as critical levers for workforce readiness, safety, compliance, and performance. Technical Training annually reaches approximately 85 percent of Metro's workforce—including mechanics, bus operators, electricians, roadway workers, and other mission-critical roles. In FY2026, Metro began standardizing and strengthening technical instructor capability to support training quality, reinforce safety standards, and support operational reliability. Metro is partnering with the International Transportation Learning Center to train and certify instructors, with 40 employees already certified and an additional 110 anticipated in FY2027. Metro has also adopted a standard, industry-leading approach to curriculum development, applying it to more than 135 trainings in FY2026.

Customer Service Mindset

A major focus in FY2026 was equipping customer-facing employees



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	with the tools, technology, and support needed to deliver a stronger customer experience. New uniforms for bus operators, train operators, station managers, interlocking operators, and Metro ambassadors began shipping on June 1, 2026. Employee feedback directly informed design improvements, including better breathability, more useful pockets, and a greater range of motion. Station managers are now equipped with tablets that enable faster resolution of common customer requests related to farecards and wayfinding, while also improving compliance through digital access to forms, standard operating procedures, and computer-based training. Metro's customer service call center handles nearly 500,000 customer interactions annually, approximately 75 percent of which are calls. In FY2026, Metro upgraded the technology used by call center employees to streamline work and improve service quality. New features include integration of chat, email, social media, and calls in one platform; customer call-back capability; "whisper tones" that provide employees with key information about caller needs; and individualized feedback scores and gamification designed to support performance improvement. In FY2027, Human Capital will continue advancing this transformational posture by expanding investments in front-line employees, scaling the uniform program, digitizing additional forms and processes, and streamlining critical internal business processes in procurement and human capital. These efforts are designed to improve internal customer service, reduce administrative friction, and position Human Capital as a strategic driver of workforce capability, employee engagement, and enterprise performance.
INTERESTED PARTIES	Eno Center for Transportation, International Transportation Learning Center, Association for Talent Development
RECOMMENDATION/NEXT STEPS	July 2027 - FY2027 Annual Talented Teams Report
FUNDING IMPACT	No funding impact.

Talented Teams Annual Report FY2026



Washington Metropolitan Area Transit Authority
July 9, 2026

Supporting Your Metro, the Way Forward

Service Excellence

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

Talented Teams

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

Financial & Organizational Efficiency

Ensure Metro's long-term financial health by streamlining operations and efficiently allocating resources

Focus
Today

Objectives of Talented Teams Goal

- **Recruitment and Retention** | Attract and retain the best talent to deliver Metro's future vision
- **Learning and Development** | Train and equip staff to excel and continuously improve
- **Customer Service Mindset** | Make the process of delivering service as easy as possible for internal and external customers

Highlights

Process improvements are having an impact on recruitment and culture

- Forecasting process increases pace of hiring and training for critical frontline roles
- Time to hire for non-represented and Local 2 staff is 12 days faster
- Employee survey results show improvement in process efficiency, collaboration, and communication
- Record number of applicants to the intern program: 5,559 applicants for 88 positions

Improving recognition, training and staff development continues to be a major focus

- Recognition has improved since 2022
- Launching Metro U

Updated CBAs with four of the five Unions

- 639 under negotiation



Talented Teams Key Results

Metric	FY23 Result	FY24 Result	FY25 Result	FY26 Result (Jul – May)	FY26 Target	STP Target
Goal 2: Talented Teams						
Internal customer satisfaction (perception of efficient communication and collaboration)		29%	28%	● 31%	≥ 31%	≥65%
Operational staff availability						
Bus Operator			95%	● 95%	≥99%	≥99%
Train Operator			100%	● 100%	≥98%	≥98%
Station Manager			96%	● 99%	≥97%	≥97%
Objective 2A: Recruitment and Retention						
Time to hire	129 days	119 days	119 days	● 107 days	≤118 days	≤84 days
Employee Net Promoter Score	1	-2	2	● 8	≥ 8	≥ 14
Perception of internal mobility	61%	60%	59%	● 60%	≥ 62%	≥ 70%
Objective 2B: Learning and Development						
Leadership development – Metro U				<i>Under development</i>		
Staff feel supported by supervisors (trust)	67%	67%	68%	● 66%	≥ 71%	≥ 75%
Staff feel they know the expectations to succeed	83%	N/A	N/A	● 81%	≥ 85%	≥ 90%
Staff perception of support for learning and growth	52%	51%	53%	● 53%	≥ 56%	≥ 75%
Objective 2C: Customer Service Mindset						
Satisfaction with internal business processes				<i>Under development</i>		
External customer satisfaction with staff interactions (complaints on ‘employee conduct’ per 1 million trips)						
Metro Bus			11.9	● 16.9	--	TBD
Metro Rail			4.8	● 4.4	--	TBD
Competency frameworks				<i>Under development</i>		

Recruitment and Retention: Building on Strong Regional Position

Four workstreams advance Metro’s ability to attract and retain the best talent

1	Technology investments to improve recruitment and internal processes
2	Forecasting and succession planning to manage vacancies for critical roles
3	Workforce policies to enable work-life balance
4	Mentoring and development programs to advance careers

FY2026 Highlights:

- 1,200 new hires joined Metro, 800 in critical roles
- 12-day reduction in time to hire
- 6-point increase in employee engagement
- 1000+ employees moved to new roles
- 81% of employees expect to continue working at Metro next year



Metro Sync Upgrades Applicant Experience, Improves Recruitment Tracking and Internal Processes

Major upgrade to Human Capital Enterprise Resource Management software – first since 2019 (ePerformance) – launched June 14, 2026

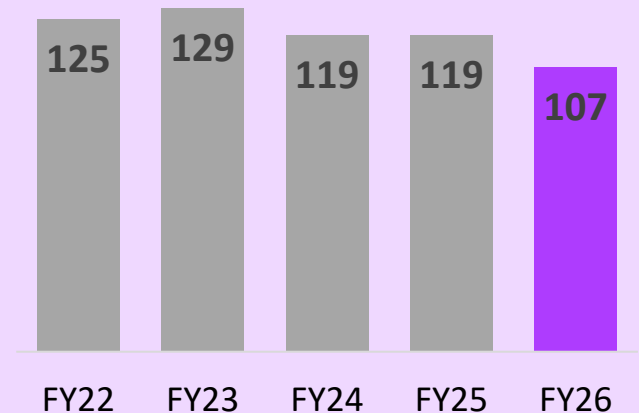
Improved Processes

- Competency and certification tracking helps identify internal candidates
- Streamlined process for onboarding, position changes, pay and benefit changes
- Track performance goals year-round

Future Opportunities

- AI support for candidate screening and qualification reviewing and automated scheduling
- Reduce time to hire to 90 days, building on better coordination between business units and Human Capital

Candidates were hired 12 days faster on average in FY26



Forecasting and Succession Planning Focus on Critical Roles

WMATA has around 90 more fully trained bus operators than in July 2025, with between 120 and 150 expected to graduate training this summer

Front-line Roles

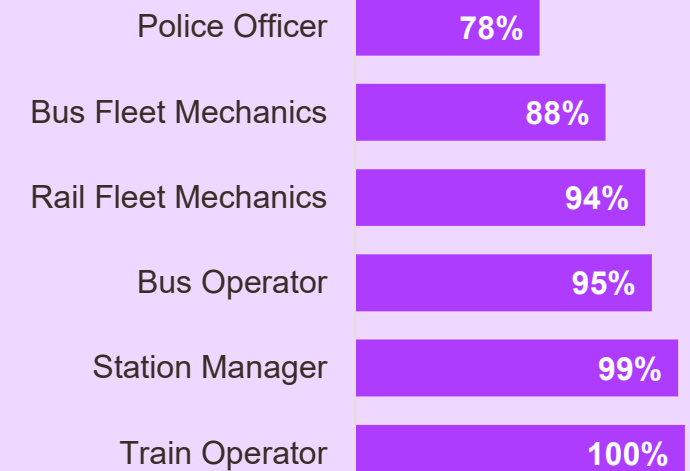
- Monthly forecast meetings determine training class size and pace of hiring
- Approach expanded to fleet
 - Increase rail fleet mechanic training by 3x in FY27, double bus fleet technical training
 - Expand special hiring events
 - Enable rolling start dates
 - Develop MOU with Union to hire staff above entry-level roles
- Comprehensive staffing analysis for key cohorts (incl. Rail Traffic Controllers, MICC communications)

Leadership Roles

- Superintendent preparation/succession programs at Bus, Rail and Supply Chain
- *Metro Elevate* Succession Management Program launched in 2024 focusing on NRP leadership positions
- High stakeholder engagement and broad-spectrum development of program participants



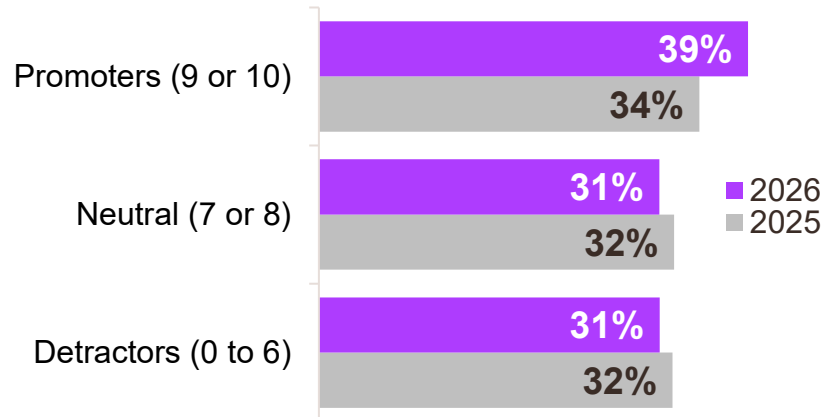
Percent of critical front-line roles filled



Workforce Policies Enable Better Work-life Balance

Voluntary turnover fell to 2.2% in FY26 with a significant improvement in staff who say Metro promotes a healthy work-life balance (50% in 2026 vs. 44% in 2025)

Significant improvement in employee engagement in FY26



“On a scale of 0-10, how likely are you to recommend Metro as a place to work to your friends and family?”

Non-represented and Local 2

- Local 2 CBA includes parental leave
- Non-rep new hires annual leave policy was revised to receive 21 vacation days (increase from 13)
- Staff can telework one day per week
- Performance bonus program for front-line superintendents and assistant superintendents

Local 689

- Piloting 4-day work week for bus operators and train operators: up to 15% shifts at one bus and three rail divisions
- 4-day shifts popular, selected well before picks ended
- Potential to expand: 63% operators and station managers interested

1. I like the stability Metro provides

2. The pay and health benefits are good

Top 5 reasons for working at Metro

3. I like my day-to-day work

4. I like serving the region

5. I like my co-workers

Opportunity to Improve Work-Life Balance for Front-Line Roles: Additional Picks

Changing the schedule more times a year can take advantage of traffic pattern variations to adjust running times and staffing needs

- Bus operators, train operators and station managers “pick” their schedules
- Current state: Timing of picks specified in CBA
 - Two picks per year for Local 689 (June, December)
 - Three picks per year for Local 922 (June, September, December)
 - Additional picks require Union agreement
- Opportunity: Move to more picks per year
 - Potential for more vacation when staff want vacation (holidays, winter and summer)
 - More reliable schedules
 - More flexibility for staff
- Needs Local 689 and 922 agreement to implement



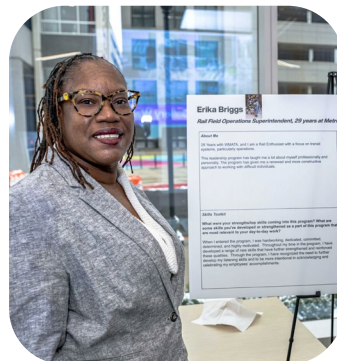
Division: SHEPHERD PARKWAY														Page 5 of 44	
Service: Weekday														Effective : 04/21/2025	
Scenario: June 2025 - RMT_SH - Weekday - 99														Print Date : 04/21/2025	
RUN NO.	BLOCK NO.	TIME ON DUTY	REL PT	TIME ON	TIME OFF	REL PT	TIME OFF DUTY	PLAT-FORM TIME	SUBJECT ALLOW	OT BLOCK TIME	PAY RUN TIME	ALLOW W/O OT	TOTAL PAY TIME	ROUTES	
330054	282	03:58A	G_SH	04:15A	09:37A	ANCOm		8:22	X :05	P :12	5:39	M :42	D :34	P97 C15	
330054	285		ANCOm	10:16A	01:21P	ANCOm	01:47P	3:02	T :28		9:06			C51	
								8:24			8:00	0:42		10:23	
														10:23	
330055	244	03:58A	G_SH	04:15A	06:50A	ANCOm		2:35	X :05	P :12	2:52	M :34	D :20	C51	
330055	244		ANCOm	07:12A	10:32A	G_SH		3:20	T :07		3:20	S :22		C51	
330055	309		DCVSHG	11:09A	01:29P	DCVSHG	01:33P	2:20			8:38			C27	
								8:15			8:00	0:56		9:55	
														9:55	
330056	31	04:00A	G_SH	04:17A	07:57A	ANCOm		3:40	X :05	P :12	3:57	M :30	D :17	C37 C15	
330056	37		ANCOm	08:27A	12:38P	ANCOm	01:04P	4:11	T :28		4:38	8:33		C15 C37	
								7:51			8:00	0:30		9:21	
330057	263	04:03A	G_SH	04:20A	09:57A	CNGHm		5:37	X :05	P :12	5:54	M :37	D :53	C53	
330057	267		CNGHm	10:34A	01:39P	CNGHm	02:25P	3:05	T :48		3:50	9:44		C53	
								8:42			8:00	0:37		11:15	
														11:15	

Mentoring and Development Programs To Advance Careers

60% of Metro staff agree there are opportunities for advancement at Metro that fit their career goals

Metro Compass Mentoring Program

- 6-month program for Non-Represented employees
- Focus: constructive feedback, set and achieve career goals, navigate professional challenges
- Components: 1:1 mentorship, small group, *Mentor Series* panel discussion
- Integration with leadership programs, e.g., HiPo
- 2 cohorts completed, 50 total participants, 100% satisfied



Leadership Development Programs

Program	FY26 Participants
* External Program	
Accelerate Leadership Development (4 months; Transportation and Fleet Superintendents, Assistant Superintendents, and Office Managers)	35
High Potential Leadership Development (7 months; Senior Managers, and Director)	17
EnoMax* (12 months, mid-level Managers)	8
Eno Transit Mid-Manager Program* (1 week, mid-level Managers)	5
Eno Transit Senior Executive Program* (1 week, VPs and SVPs)	3
APTA Leadership Programs*	2

Building Technical Instructor Capability to Improve Safety, Compliance, and Workforce Readiness

Standardizing technical training capabilities to reduce training risk, improve consistency, and support system-wide operational readiness

1	Established standardized technical instructor certification aligned to industry benchmarks through International Transportation Learning Center (ITLC) partnership
2	Scaling facilitation and curriculum design capabilities across technical training workforce through Association for Talent Development (ATD) pilot
3	Implemented internal Standards of Excellence to ensure consistent, compliant delivery of technical training

FY2026 Progress & Upcoming Milestones:

- **38 Certified Instructors**
 - Strong, qualified cohort across Technical Training
- **110 Additional Certified Instructors**
 - Scaling to full enterprise certification by end FY27
- **100+ Training Requests Supported**
 - Reflects high demand/value for standardized training across Metro

Customer Service Mindset: Investing In Our Employees To Provide Better Customer Service

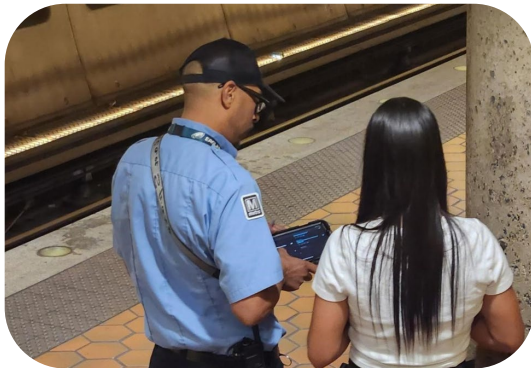
Make the process of delivering service as easy as possible for external and internal customers

Uniforms



- July 1 rollout: operators, station managers, ambassadors
- Better breathability, useful pockets and greater range of motion thanks to employee feedback

Tablets



- Operate faregates, address farecard issues, assist with wayfinding, translate
- Digital forms, SOPs, computer-based training

Call Center Transformation



- Cross-functional teams
- Technology upgrades
 - Integrates chat, email, social media, calls
- Customer call-back, whisper tones, individualize feedback scores

Up next

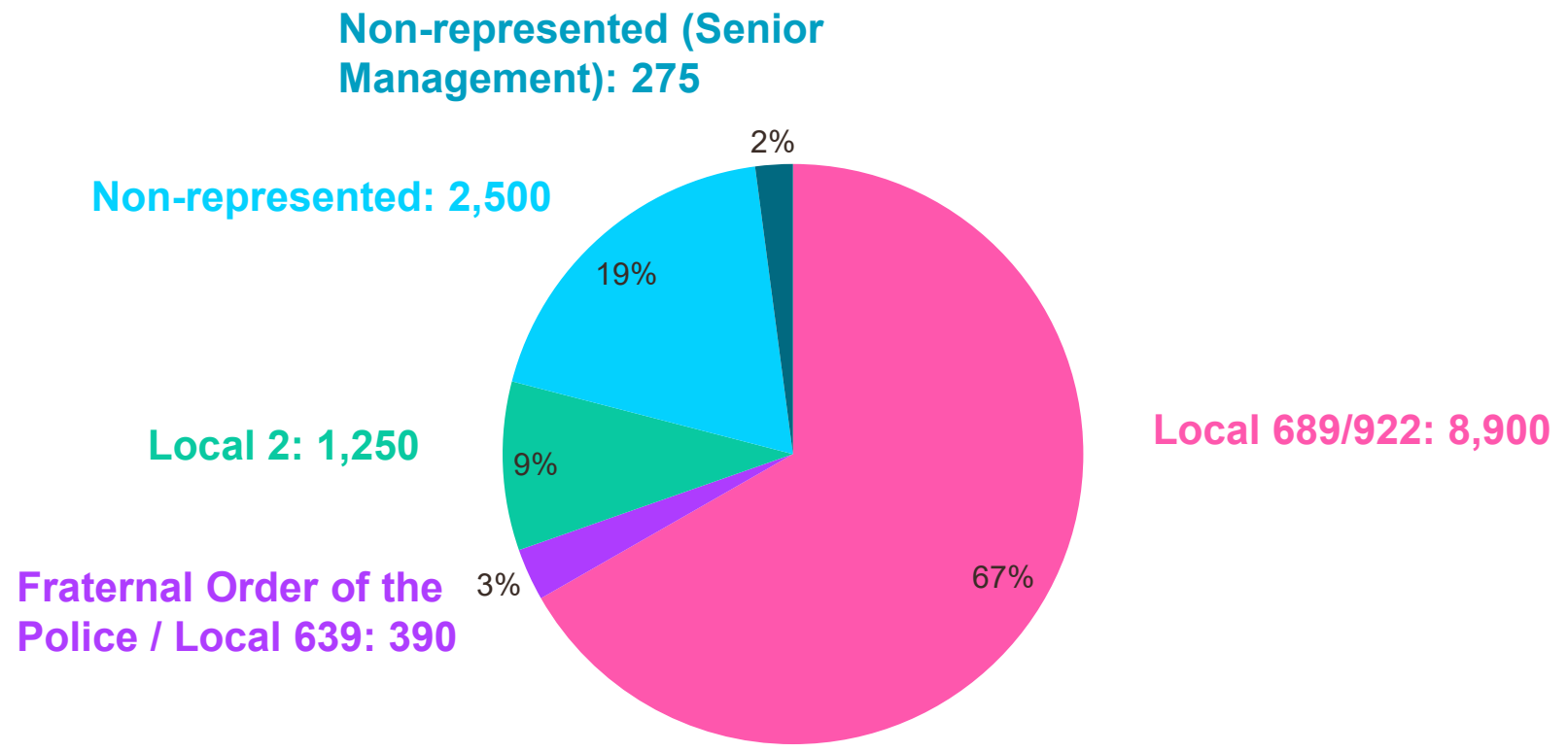
- Advance administrative process improvements for procurement and human capital
- Establish competency frameworks for priority cohorts
- Update customer service standards in recruitment
- Continue digitizing front-line processes
- New uniforms for supervisors and maintenance staff

Appendix



Washington Metropolitan Area Transit Authority

Metro Workforce: 13,300 employees



Talented Teams: Additional Measures

Metric	FY23 Result	FY24 Result	FY25 Result	FY26 Result (Jul – May)	FY26 Target	STP Target
Additional Measures						
Staff perception of empowerment	44%	46%	46%	● 42%	≥ 49%	≥65%
Staff perception of process efficiency	35%	32%	33%	● 37%	≥ 36%	≥ 60%
Staff perception of recognition	44%	42%	43%	● 42%	≥ 45%	≥ 60%
Turnover rate	7.5%	7.0%	7.6%	● 7.6% (thru Apr)	--	≤ 7.3%
Voluntary	2.8%	2.6%	2.7%	2.2%		
Involuntary	1.6%	2.0%	2.1%	2.5%		
Retirement	2.8%	2.3%	2.6%	2.6%		
Offer acceptance rate	Under development					