

**WORKFORCE**

**PLANNING**

RIGHT PEOPLE | RIGHT SKILLS | RIGHT PLACE | RIGHT TIME



**METROPOLITAN  
COUNCIL**



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# Agenda

- Who are we as an employee group and how are we changing?
- What are we doing to address workforce issues?



# Workforce Planning Objectives

- Right people, Right skills, Right place, Right time
- Strategic alignment of human capital with business direction
- Analyze:
  - the current workforce
  - planned work changes or emerging trends/developments
  - future workforce needs
- Create plans to build on strengths of the current workforce and address potential gaps for future work



# MN Workforce

	2010	2020
Asian and All Others	9%	14%
Hispanic	6%	9%
Black	8%	10%
White	77%	68%

*Source: Metropolitan Council regional forecasts, April 2012 release*





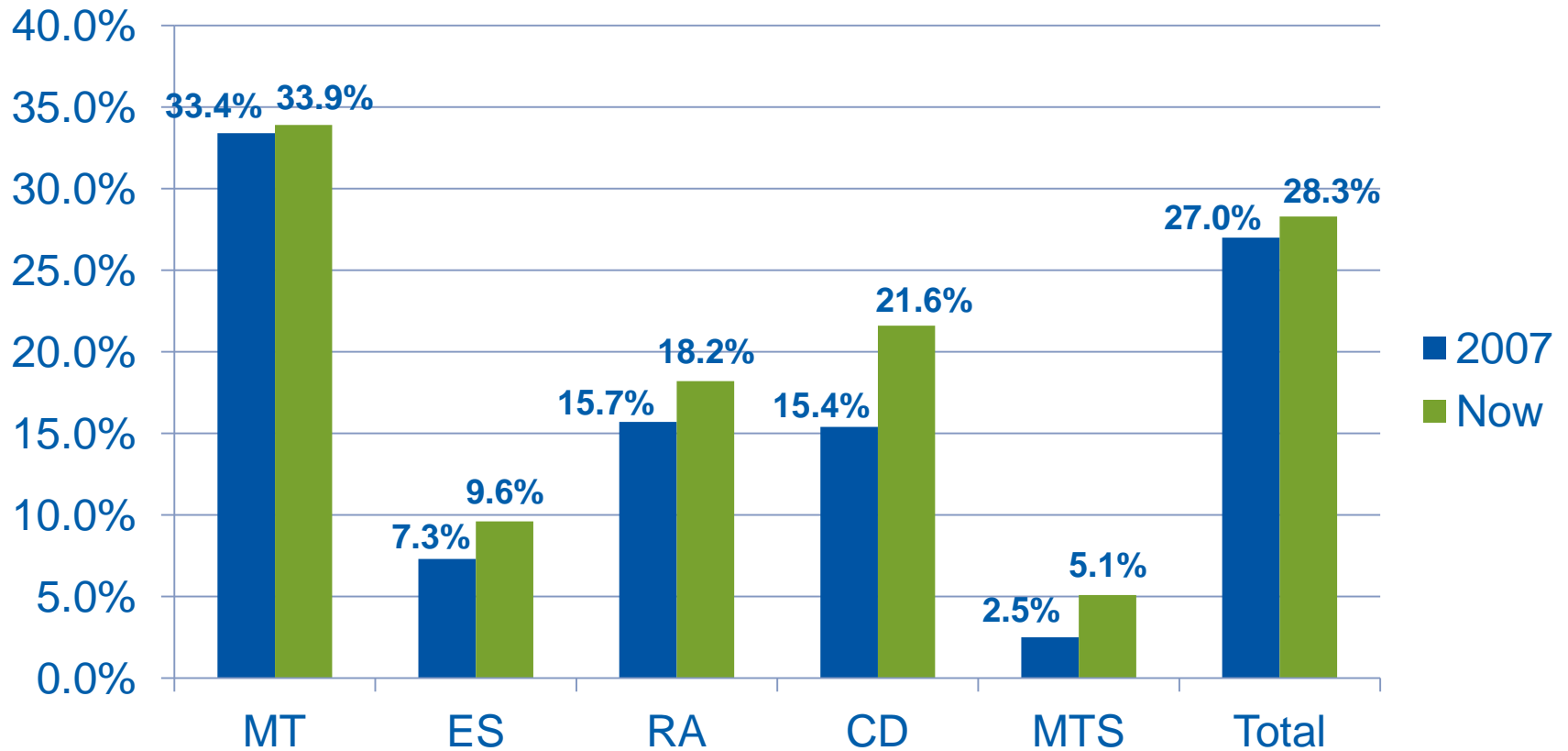
# MN Workforce

	2010	2020	Council
Asian and All Others	9%	14%	6%
Hispanic	6%	9%	2%
Black	8%	10%	20%
White	77%	68%	72%

Source: Metropolitan Council regional forecasts, April 2012 release



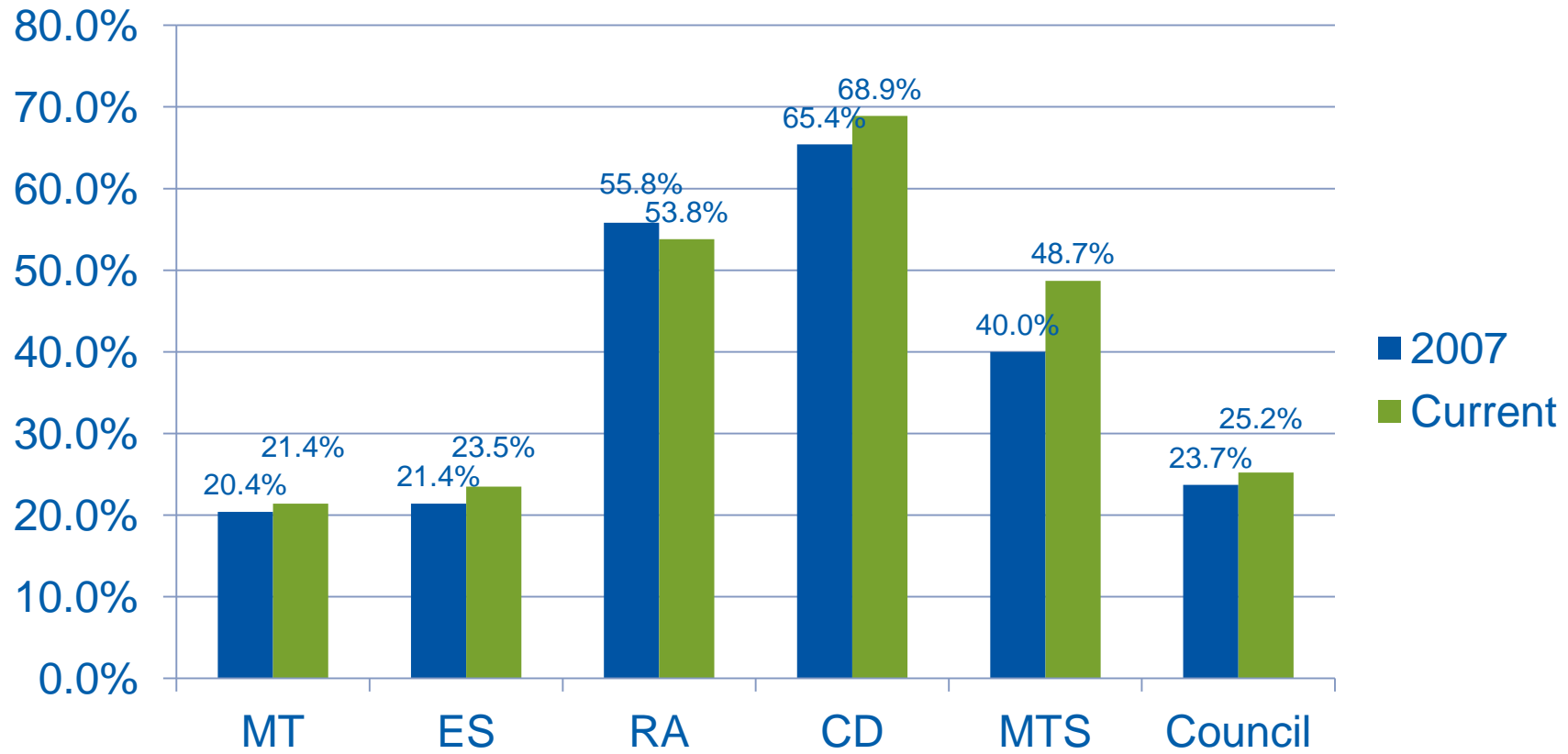
# Minority – by Division







# Percent Female Workforce







# Generations in MN Workforce

	2010	2020
Baby Boomers (1946-1964)	41%	21%
Generation X (1965-1978)	31%	30%
Millennials (1979- 2000)	28%	49%

*Source – Metropolitan Council Forecasts, April 2012 release*



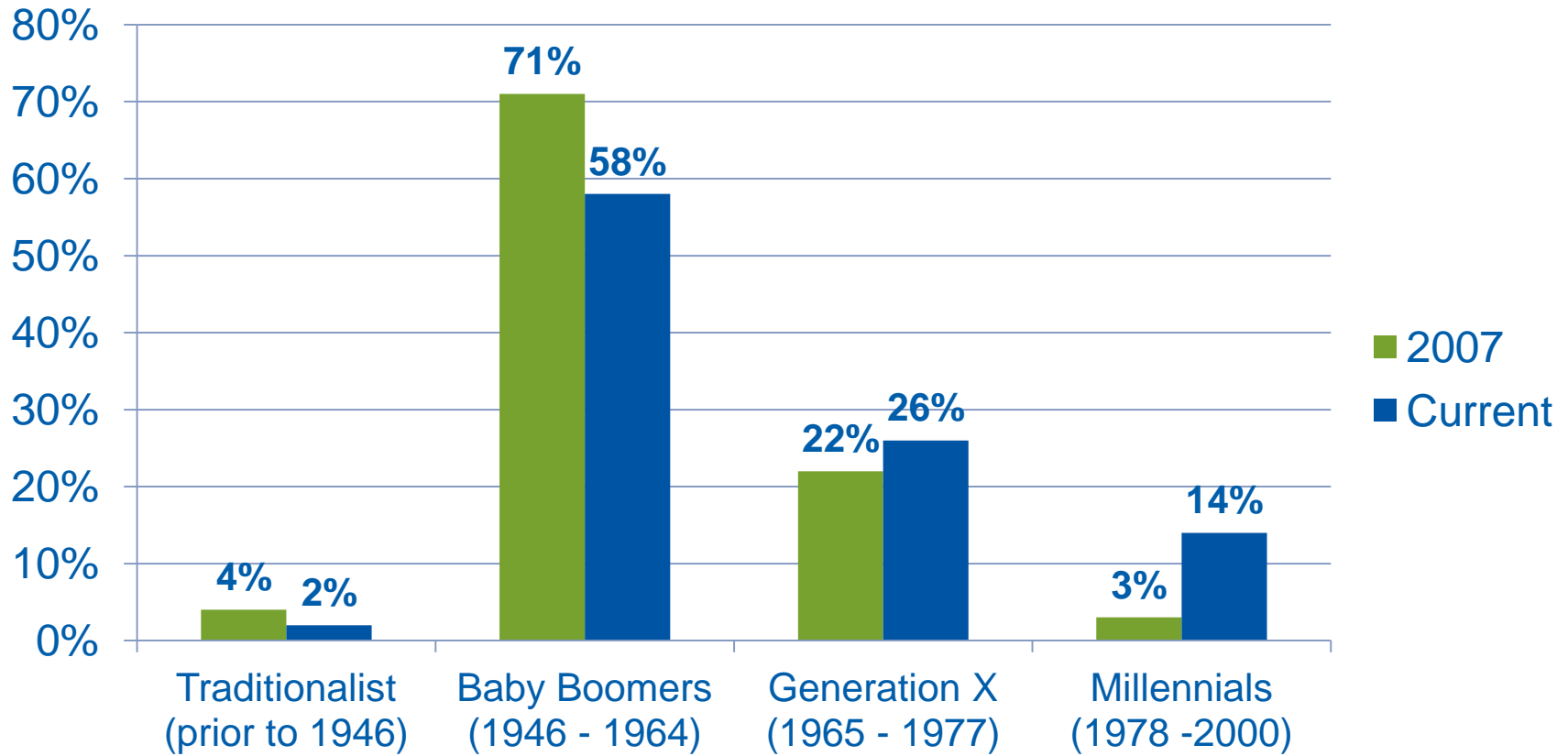


# Generations in MN Workforce

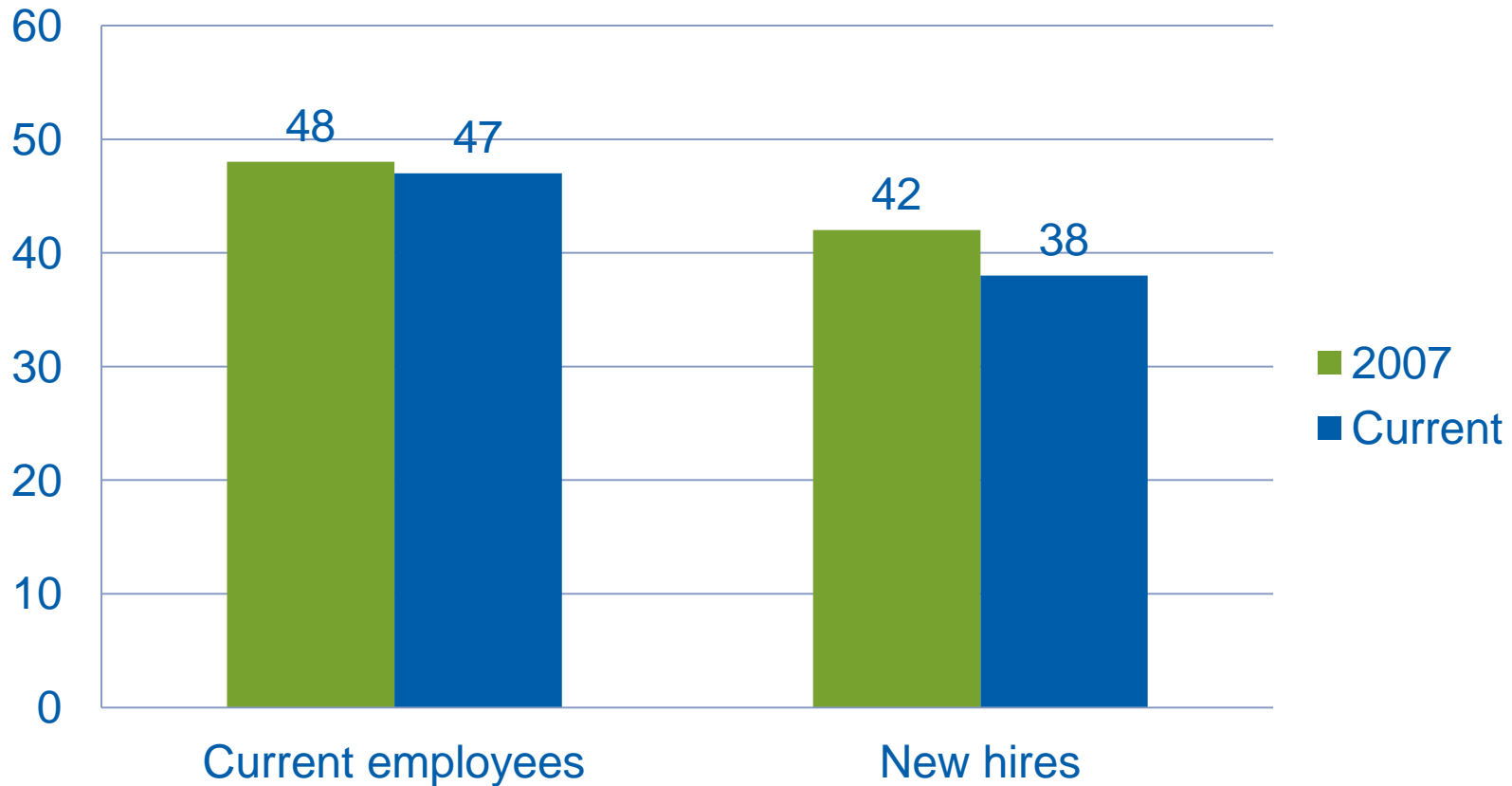
	2010	2020	Council
Baby Boomers (1946-1964)	41%	21%	58%
Generation X (1965-1978)	31%	30%	26%
Millennials (1979-2000)	28%	49%	14%
<i>Source – Metropolitan Council Forecasts, April 2012 release</i>			



# Generations - Council



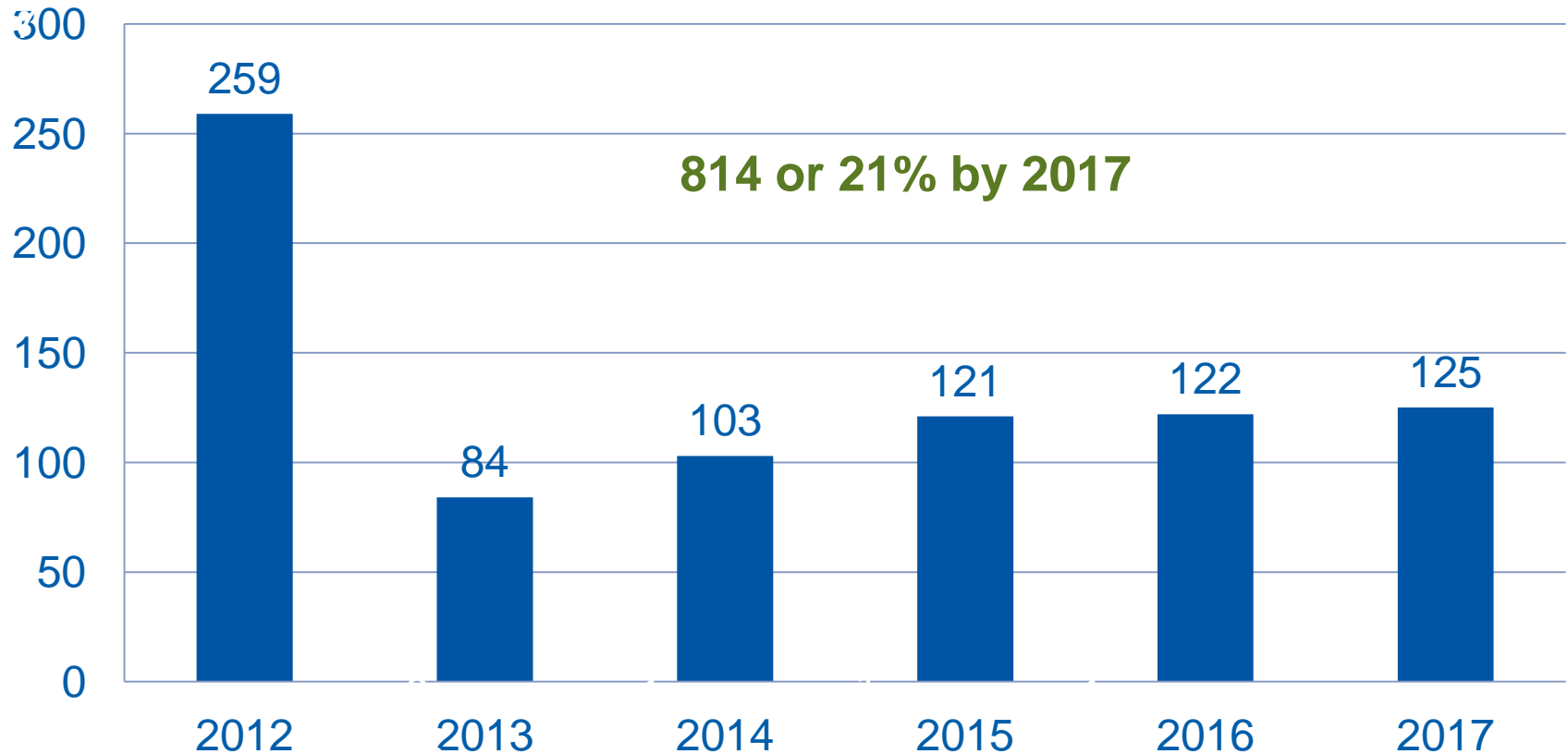
# Average Age – Council



# Retirements



# Projected Retirement Eligible – Council



# Employee Engagement Survey





# Employee engagement impacts:

- Work quality
- Productivity
- Recruitment
- Retention
- Overall work environment
- Council outcomes





# Survey Response Rates

	2007	2013
Environmental Services (2009 survey)	66.7%	45.4%
RA/CD/MTS	70.0%	61.7%
Metro Transit Overall	17.7%	20.3%
<b>Total Response Rate</b>	<b>21.1%</b>	<b>29.0%</b>



# Survey Questions on Engagement Factors

• Respect and courtesy
• Cooperation
• Job/skill match
• Goal connectedness
• Clear expectations
• Growth opportunities
• Recognition
• Manager feedback
• Decision input
• Recommend Council
• Council value and pride



# Survey Questions on Engagement Factors

	Rank Importance/%
• Respect and courtesy	
• Cooperation	<b>2</b> (47.7%)
• Job/skill match	<b>3</b> (46.4%)
• Goal connectedness	
• Clear expectations	
• Growth opportunities	
• Recognition	
• Manager feedback	
• Decision input	
• Recommend Council	
• Council value and pride	<b>1</b> (48.4%)



# Survey Questions on Engagement Factors

	Rank Importance/%	Rank Satisfaction/%
• Respect and courtesy		<b>3</b> (92.0%)
• Cooperation	<b>2</b> (47.7%)	<b>4</b> (91.0%)
• Job/skill match	<b>3</b> (46.4%)	
• Goal connectedness		
• Clear expectations		<b>2</b> (92.5%)
• Growth opportunities		
• Recognition		
• Manager feedback		
• Decision input		
• Recommend Council		
• Council value and pride	<b>1</b> (48.4%)	<b>1</b> (93.2%)



# Survey Questions on Engagement Factors

	Rank Importance/%	Rank Satisfaction/%
• Respect and courtesy		3 (92.0%)
• Cooperation	2 (47.7%)	4 (91.0%)
• Job/skill match	3 (46.4%)	
• Goal connectedness		
• Clear expectations		2 (92.5%)
• Growth opportunities	<b>(17.5%)</b>	<b>(71.8%)</b>
• Recognition	<b>(21.1%)</b>	<b>(71.1%)</b>
• Manager feedback	<b>(22.2%)</b>	
• Decision input		<b>(71.2%)</b>
• Recommend Council		
• Council value and pride	1 (48.4%)	1 (93.2%)



# Overall Job Satisfaction by Division (6 point scale)

Division	Score
Metro Transit	4.56
Environmental Services	4.56
RA/CD/MTS	4.85





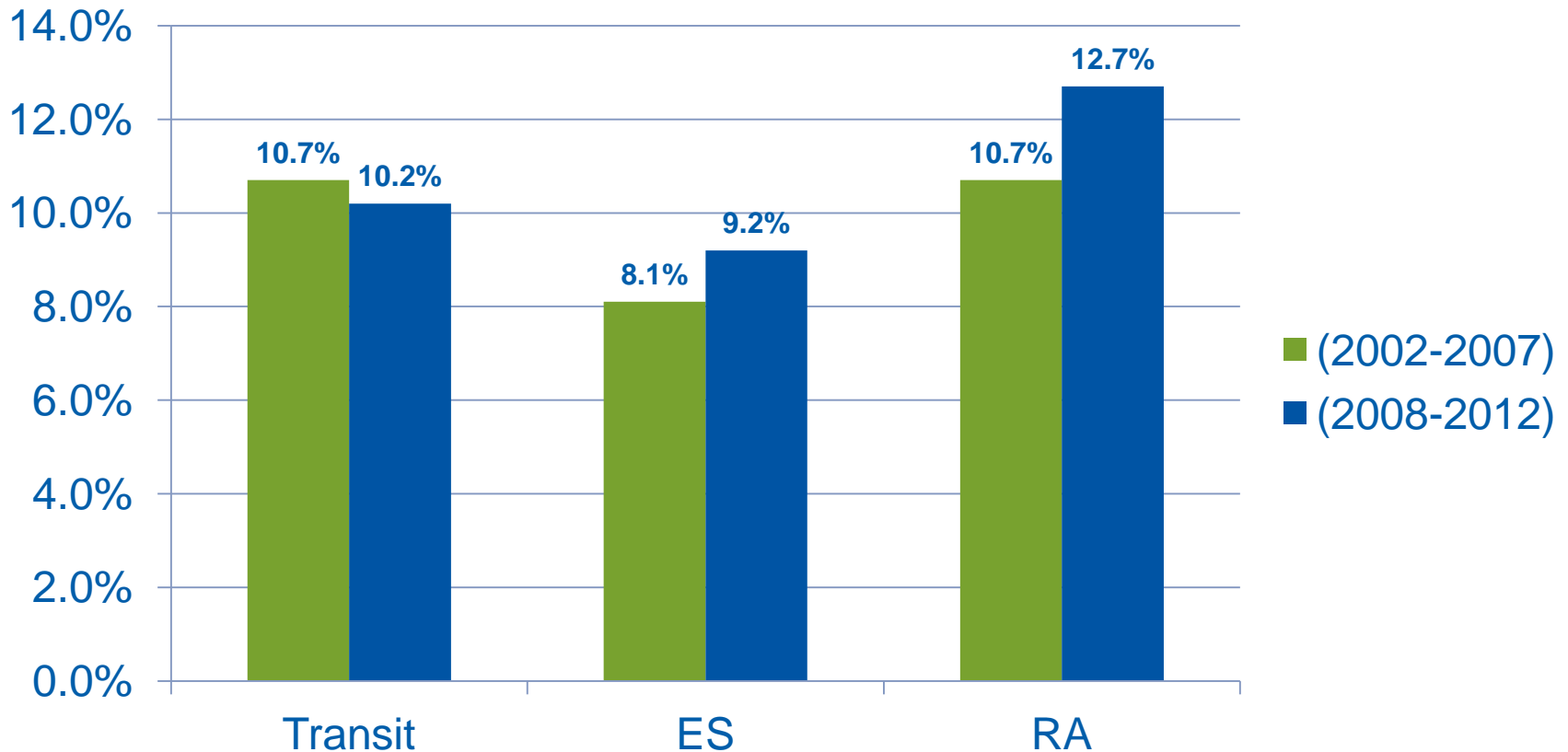
# Workforce Retention by Generations

Answers to questions related to people's interest in staying with the organization



# Annual Turnover (benchmark 12%)

Includes: Retirements, Disability, Voluntary, and Involuntary Terminations



# “It would take a lot for me to leave the organization”

Generation	Score	% Agree
Generation X	4.5	80.3%
Baby Boomers	4.5	79.4%
<b>Millennials</b>	<b>4.3</b>	<b>72.2%</b>



# Interest in and Opportunities for Advancement

	Interest more responsibility	Opportunity for advancement
Millennials	91.7%	61.8%
Gen X	89.7%	60.3%
Baby Boomers	78.9%	51.6%



# Opportunities for Skill Building

	Current job	Different job	For more responsibility
Millennials	81.2%	72.2%	81.2%
Gen X	79.3%	64.0%	72.8%
Baby Boomers	76.0%	63.2%	67.5%





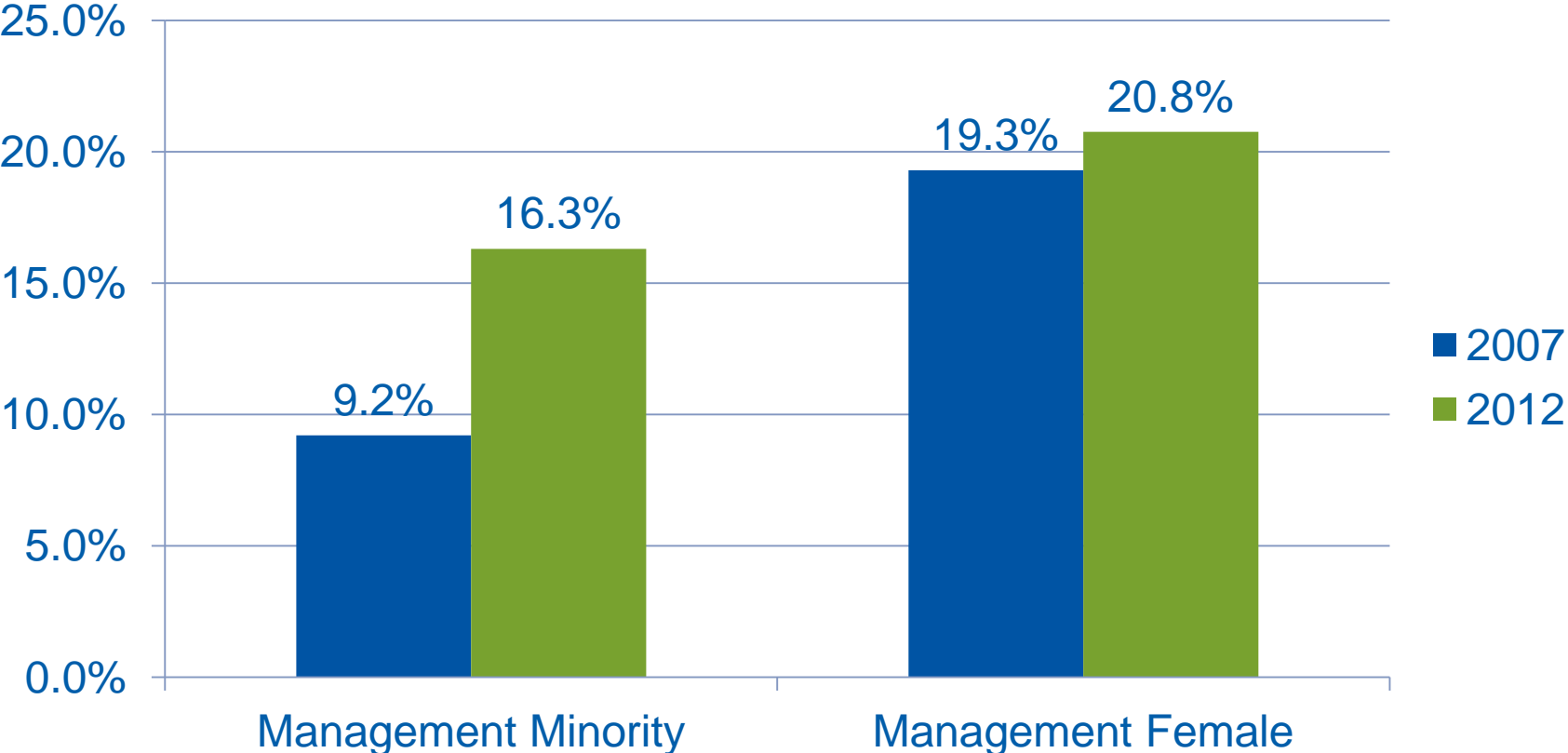
# What have we done to address issues?

*Stakeholders in the effort – HR, Business Units, OEO, Council managers and supervisors*

- Selection process: skill-based, identified need and OEO concur to hire
- Training: leadership, interview panel, TTMS
- Transit maintenance skill certification
- Knowledge retention strategies: SOPs, documentation
- Internship program
- Metro Transit Leadership Academy
- Environmental Services Plant Operator Trainee selection

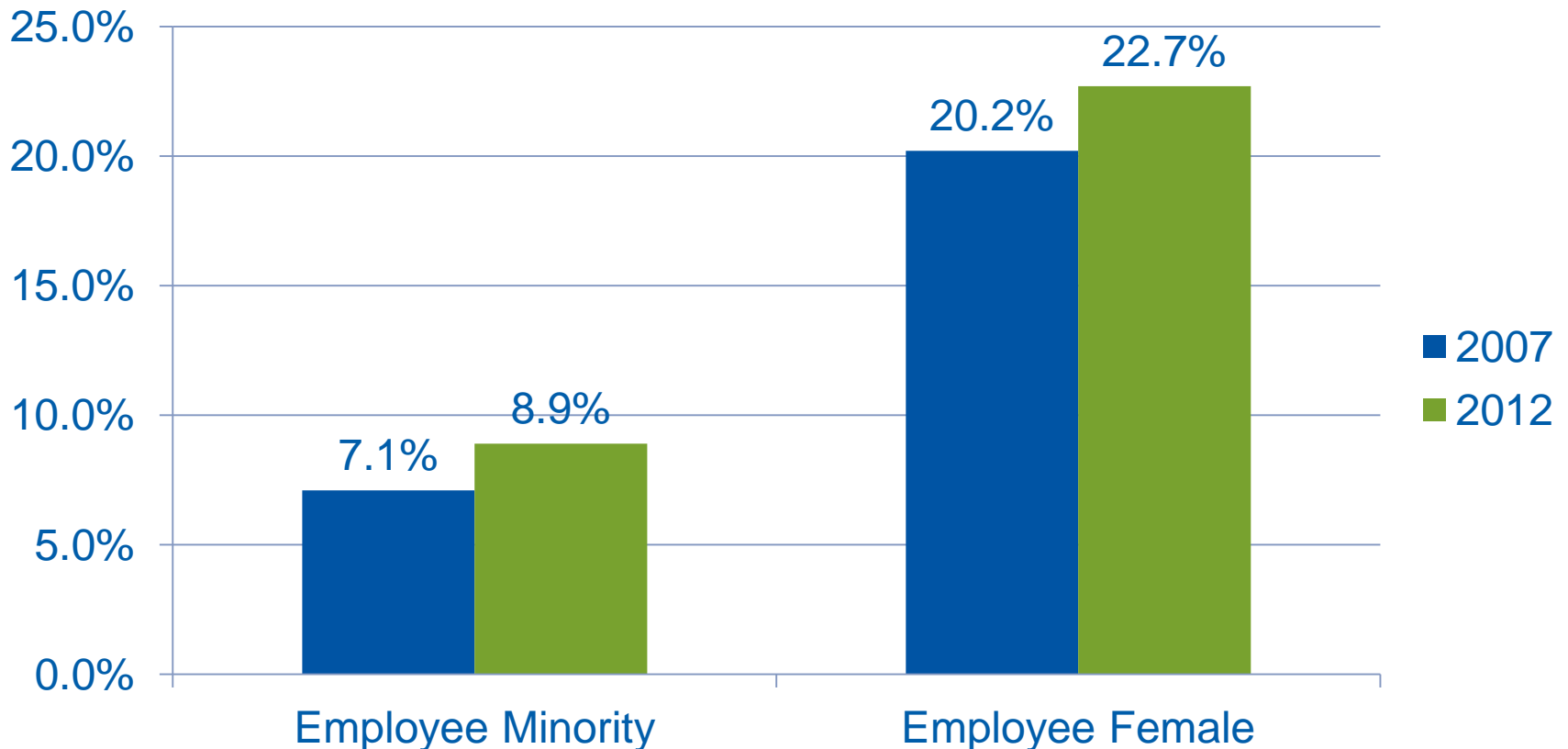


# Metro Transit Management - minority and female (OEO utilization report)





# Environmental Services- minority and female (OEO utilization report)



# HR 2013 efforts to increase candidate diversity

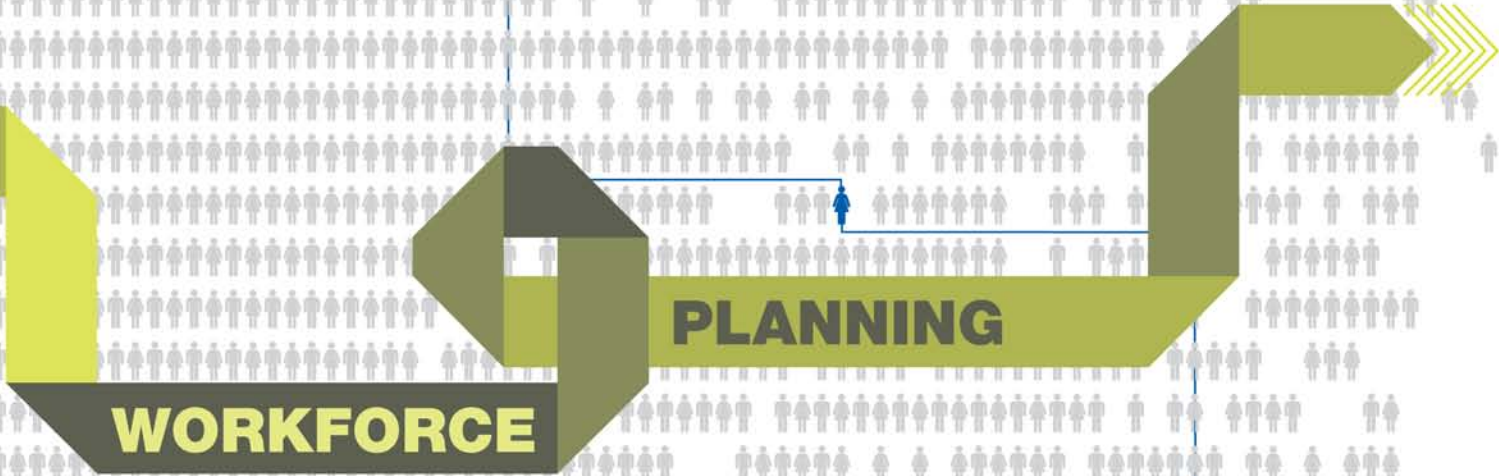
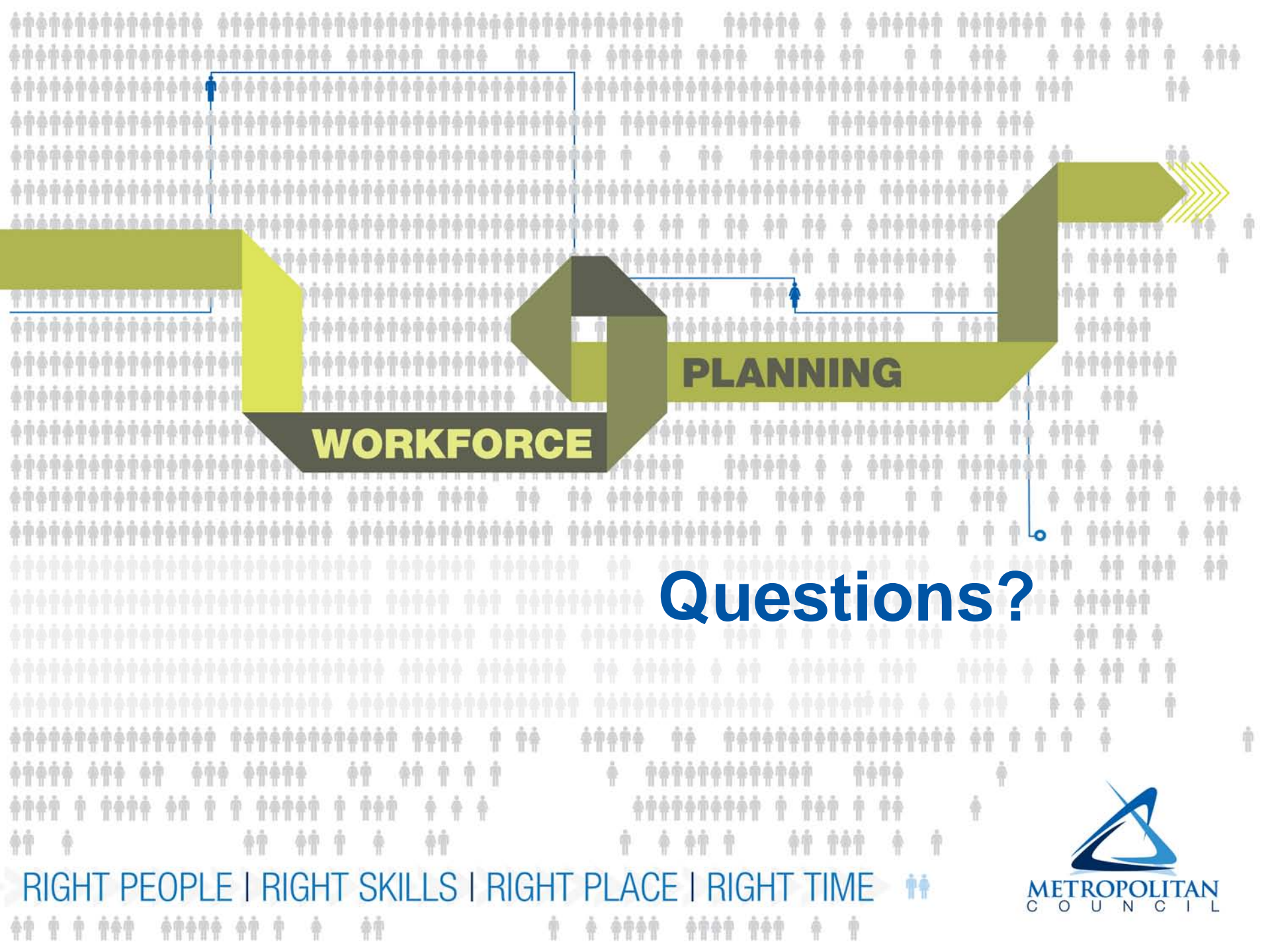
- Develop new candidate networks for outreach
  - Social media
  - Student and professional organizations
  - Access employee networks
- New development for internships, scholars, fellows
- Targeted effort to increase diversity in candidate pools for professional technical positions Council-wide



# Workforce Planning Next Steps

- Analyze details of workforce demographics and employee survey results by division
- Identify areas of concern to employees
- Hold workforce strategic planning sessions by division
- Identify priority strengths and opportunities
- Identify workforce plan: goals, actions and measures





**Questions?**

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