

November 30, 2022

Personnel and Compensation Committee Meeting



Agenda

- Organizational Updates
- Workplace Diversity
- Culture
- HR Policies and Benefits (Employee Manual)
- STI Program
- FY23 Goals
- Closed Session

Organizational Updates

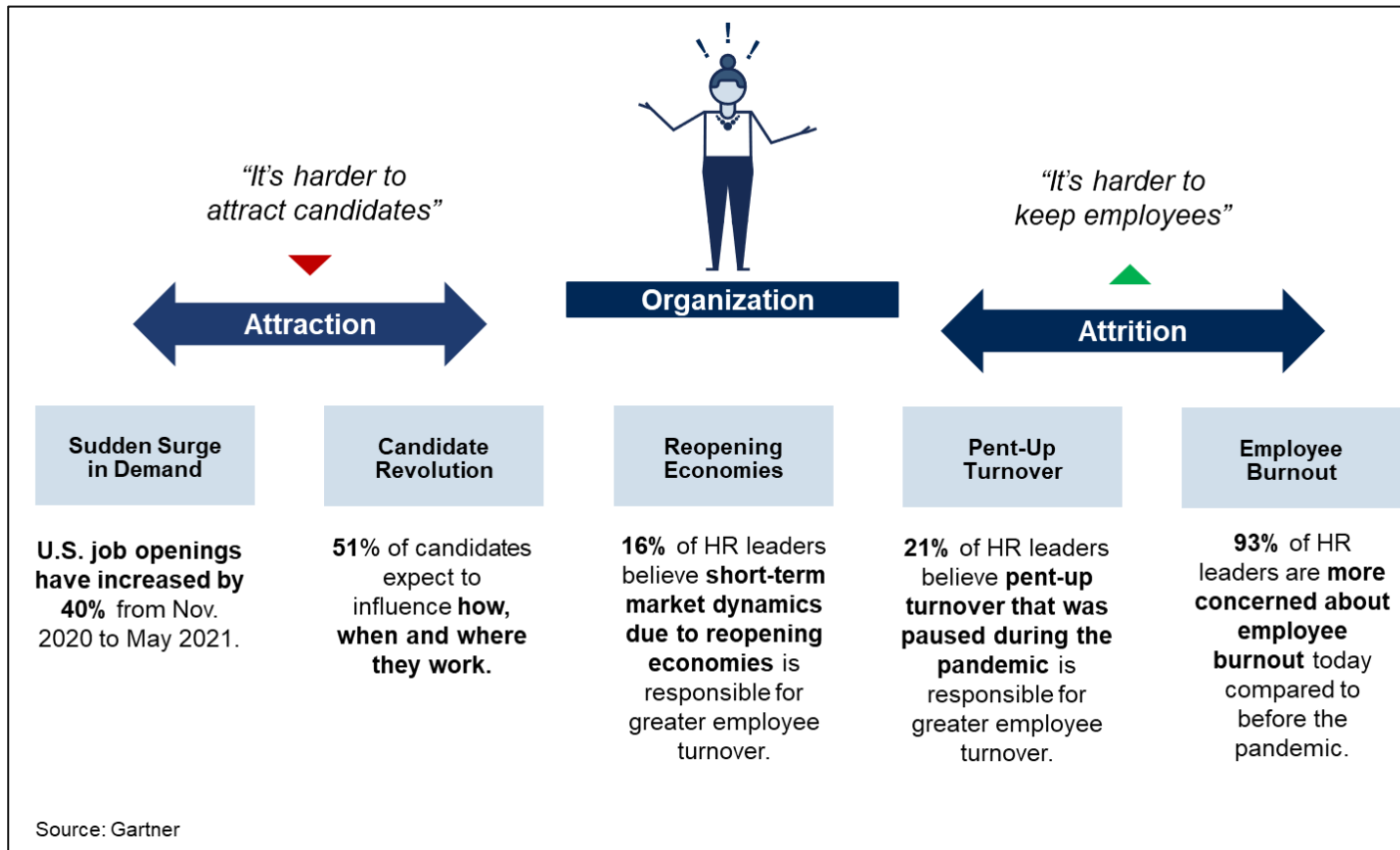
Staffing (as of 11/28/22)

- Employee Count: 36 FTEs, 1 PTE
- Current Openings: 10 FTEs
- Offers Accepted: 2
- Offers Extended: 1

Attrition

- Involuntary Separations: 3
- Voluntary Separations: 2

War for Talent



- **Harder to attract candidates**

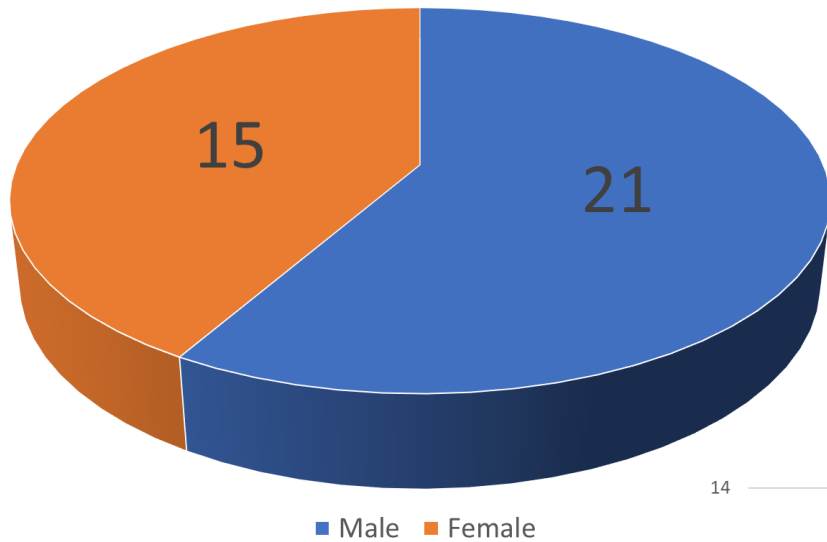
- Competing offers
- Significant dollars
- Expectations for remote work

- **Harder to keep employees**

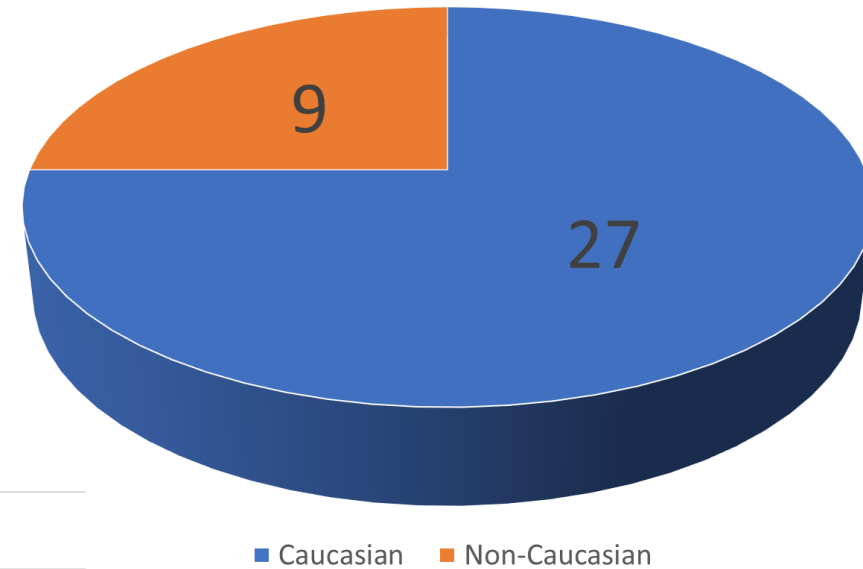
- Manageable workload
- Supporting positions
- Investments in individual development

Workforce Data

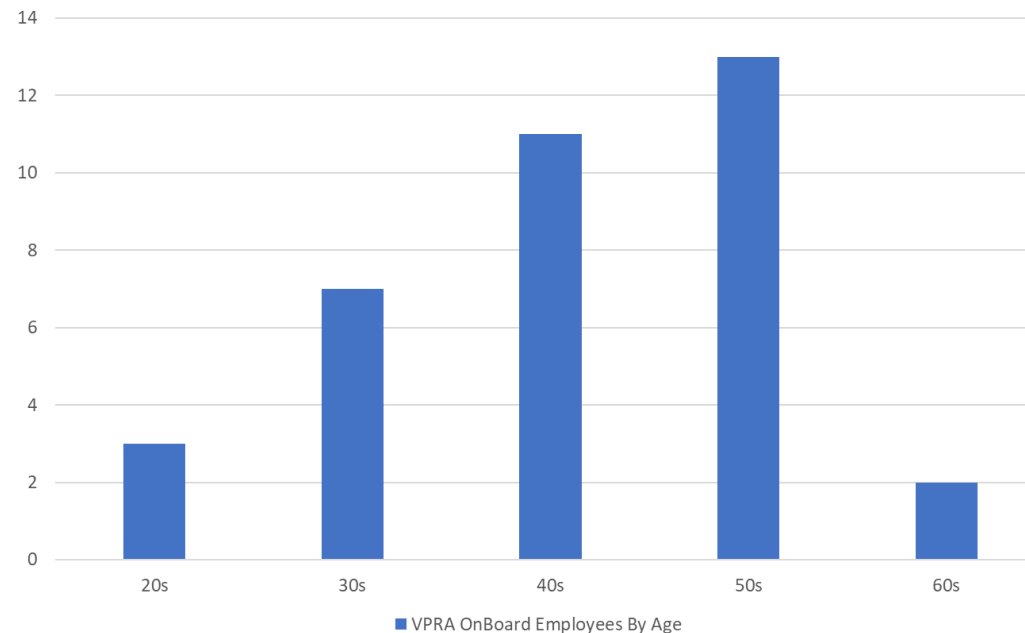
VPRA OnBoard Employees By Gender



VPRA OnBoard Employees By Race



VPRA OnBoard Employees By Age



Data includes employees on board as of **11/10/2022**. Data does not include those who have accepted offers but are not yet on board.

Workplace Diversity

Definition

- Workforce diversity is the bringing together of a variety of people to one workplace. This workplace would be comprised of people with a wide range of experiences, backgrounds and characteristics.
- Those key characteristics that make workforce diversity include: race, ethnicity, gender, religion, age, ability and sexual orientation.

Benefits

- Inspires creativity
- Encourages varied perspectives
- Welcomes open communication
- Fosters trust
- Improves teamwork
- Supports innovation
- Improves decision-making
- Improves conflict resolution
- Fosters empathy and compassion
- Increases productivity
- Boosts employee morale
- Improves employee engagement
- Increases employee retention
- Creates a positive reputation



Champion Equity
and Inclusion



Foster Leadership
and Public Service



Demonstrate
Financial Stewardship



Promote Innovation
and Excellence

Racial Diversity Goal

- We currently have a total staff of 36, not including interns.
- Non-Caucasians currently comprise 19% of the entire group (7 of 36).
- Over the next year, we're looking to hire ~24 people, not including contractors/consultants.
- Hitting a long-term target of 35% Non-Caucasians would require recruiting 58% Non-Caucasians (14 out of 24 recruits).
- Since this recruitment rate seems unrealistic, the recommendation is to set the racial diversity target at 25% Non-Caucasians, requiring a recruitment rate of 33% (8 Non-Caucasians from 24 recruits).
- Goal will be assessed annually.

	Short-Term Goal	Long-Term Goal
Caucasian	75%	65%
Non-Caucasian	25%	35%

Gender Diversity Goal

- We currently have a total staff of 36, not including interns.
- Women currently comprise 47% of the entire group (17 of 36).
- Over the next year, we're looking to hire ~24 people, not including contractors/consultants.
- Hitting a long-term target of 40% women would require recruiting 29% women (7 out of 24 recruits).
- Since this recruitment rate seems unrealistically aggressive, particularly for an organization hiring primarily in Engineering and Construction, the recommendation is to set the gender diversity target at 35% women, requiring a recruitment rate of 16% (4 women from 24 recruits).
- Goal will be assessed annually.

	Short-Term Goal	Long-Term Goal
Male	65%	60%
Female	35%	40%

Posting Disclosure

- Men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100% of them.
- Men are often hired or promoted based on potential, women for their experience and track record.
- Imposter syndrome is when someone doesn't see the positive qualities in themselves that others do.

Effective October 1, 2022:

Don't meet every single requirement? At VPRA, we are dedicated to building a talented team and an inclusive, authentic workplace. So if you're excited about this role but your experience doesn't align perfectly with every qualification in the job description, we encourage you to apply anyway. You may be the right candidate for this or other positions.

Our Culture

Mission

- Our mission is to promote, sustain, and expand the availability of passenger and commuter rail service in the Commonwealth.

Vision

- Our vision is to deliver passenger rail service as an integrated, affordable, convenient travel option that benefits the Commonwealth.

Employee Value Proposition

- VPRA is transforming passenger rail in the Commonwealth. We are a team focused on cultivating an environment where individuals can succeed professionally and personally. At VPRA, you can expect to make a difference through your work and have a direct impact on a truly meaningful mission.

VALUES



Foster Leadership
and Public Service



Ensure Safety
and Reliability



Demonstrate
Financial Stewardship



Promote Innovation
and Excellence



Advance Environmental
Sustainability



Champion Equity
and Inclusion

Values in Action



**Ensure Safety
and Reliability**

Idea	Update
Create a wallet card with important numbers	Completed
Offer basic rail and personal safety for employees; share interesting stats	Completed
Offer CPR training for employees	Completed
Install mirrors for office corners with obstructed views	Completed
Encourage safety briefings at start of meetings	Completed
Establish procedures if an employee has a car accident	In process
Offer Rail Safety Training for VPRA employees working in the rail right of way	Pending
Offer incident response training for employees	Pending

Values in Action

Performance Management
Goals
Development Plans
Leadership Development Opportunities



Rail Safety Month / Education
Brainstorming Action Items

Budget Process Timelines
Realistic Scheduling & Budgeting



ERP
Website Consolidation

Board Meeting Changes
Train CO2 Emissions Reduction
Minimize project footprint



Scheduling to Diversify Ridership
Station Accessibility
Posting Disclosure

Updated HR Policies and Benefits (Employee Manual)

Notable Revisions

Pre- and Post-Employment Activities	Includes more comprehensive background check at time of hire, credit check for certain positions at time of hire and on-going, and drug testing at time of hire and on-going
Performance Management	Updated rating scale
Religious Compensatory Time	Provides flexibility for religious observance
Parental Leave	Provides 12 weeks instead of 8 weeks
Bereavement Leave	Provides up to 5 days for immediate family member
Commuter Reimbursement	Offers monthly reimbursement to use public transportation and vanpooling for regular commute

Performance Management Rating Scale

Rating	Definition
Exceptional Performance	Consistently delivers outstanding results and exceeds expectations and accountabilities. Exceeds aggressive targets and objectives. Results add significant value to team, business, and partners. Excels in demonstrating competencies and values required for the role.
Successful Performance	Consistently delivers all agreed upon results. Meets and sometimes exceeds expectations and accountabilities. Adds value to team, business, and partners. Broad strengths across many competencies required for the role. Consistently demonstrates organizational values.
Developing Performance	Sometimes meets agreed upon results but does not meet all expectations and accountabilities. Demonstrates several competencies required for the role but not the full range. Improvement is required in the role.
Unsuccessful Performance	Performance falls below agreed upon results and expectations on multiple critical accountabilities. Does not consistently demonstrate many of the competencies required for the role. Significant improvement is required.
Too New to Rate	Typically less than 3 months in the role.

Short-Term Incentive (STI) Program

- Annual bonus program
- Aligned with market and VPRA philosophy
- Rewards organizational performance
- Payout based on goal accomplishment
- Partial payouts are possible
- Lump sum payment as a percentage of annual salary

Level	Sample Title	STI Target
E3	Executive Director	Determined by Board
E2	Chief	20%
E1	Vice President	15%
M4 / P5	Senior Director	15%
M3 / P4	Director	12%
M2 / P3	Senior Manager	12%
M1 / P2 / S4	Manager	8%
P1 / S3	Coordinator / Specialist	8%
S2	Senior Assistant	5%
S1	Assistant	5%

FY23 STI Goals

- Increase ridership by 10% (state FY23 ridership compared to state FY19 ridership) while achieving a cost recovery goal of 60%, which is 11% higher than the Board-adopted budget
- Advance key milestones for Long Bridge
 - Execute contract for Long Bridge project support by February 28, 2023
 - Achieve 30% design by May 1, 2023
 - Release both Northern and Southern RFQs for Long Bridge no later than June 30, 2023
- Achieve 30% design of Franconia Bypass by June 30, 2023
- Ensure the organization can deliver against its goals with the right staffing and resources
 - Secure dedicated office space in Northern Virginia by May 31, 2023
 - Implement the first phase of our Enterprise Resource Planning (ERP) initiative by July 31, 2023
 - Establish bench contracts for Finance, Engineering, and Planning no later than March 31, 2023



Closed Session

