



Admin Update

Joan Panik, Chief Administrative Officer

Organizational Updates

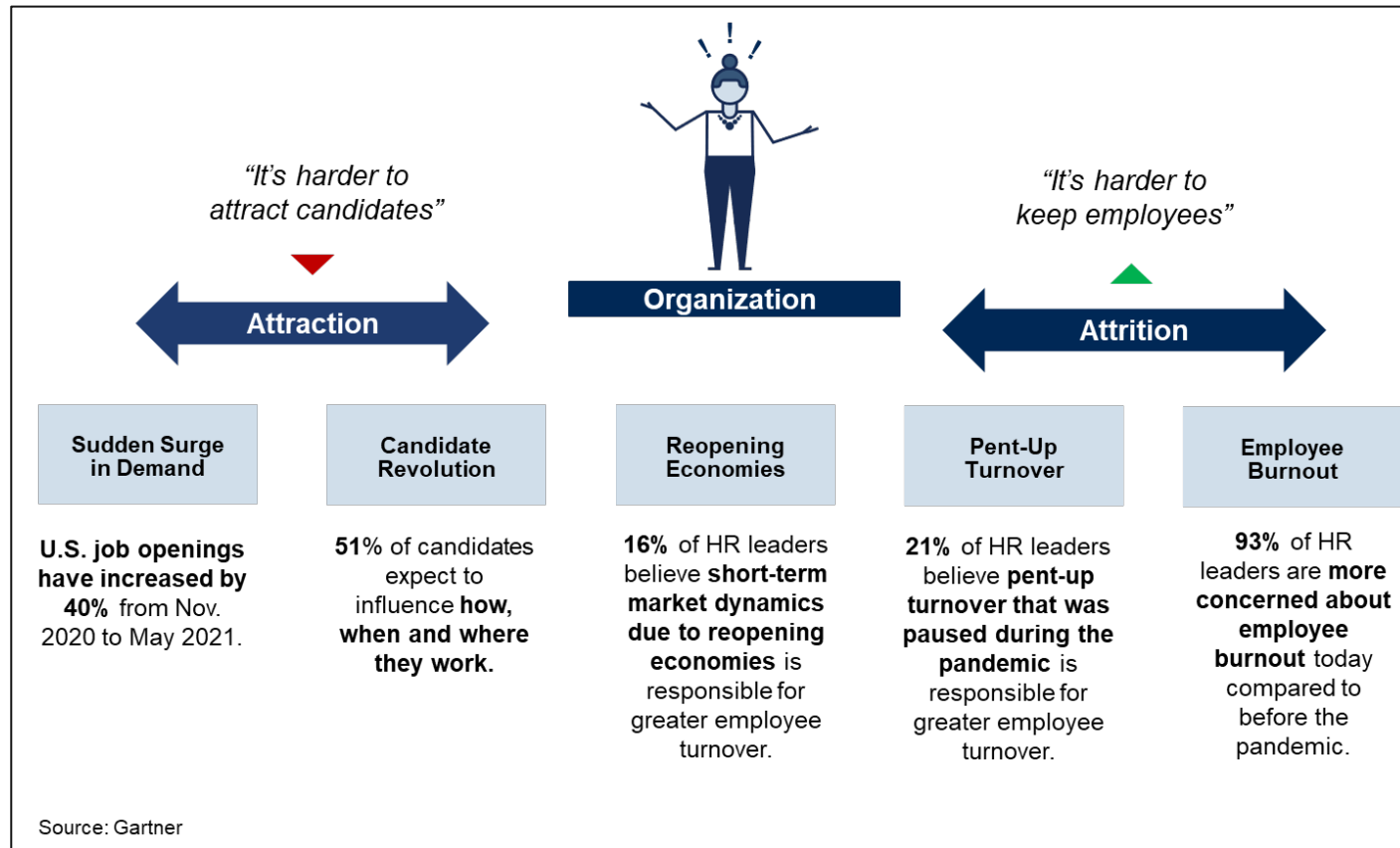
Staffing (as of 1/10/23)

- Employee Count: 39 FTEs, 1 PTE
- Current Openings: 7
- Offer Accepted: 1

Attrition (excluding interns)

- Involuntary Separations: 3
- Voluntary Separations: 2

War for Talent



- **Harder to attract candidates**

- Competing offers
- Significant dollars
- Expectations for remote work

- **Harder to retain employees**

- Manageable workload
- Supporting positions
- Investments in individual development

Workplace Diversity

Definition

- Workforce diversity is the bringing together of a variety of people in one workplace.
- Workplace diversity is comprised of people with a wide range of experiences, backgrounds, and characteristics.

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



Workforce Data: Race Goal

- As of January 1, 2023, VPRA had a staff of 38 full-time employees.
- Non-Caucasians currently comprise 23.6% of the entire group (9 of 38).
- Over the next year, we're looking to hire ~22 people, not including contractors/consultants.
- The recommendation is to set the racial diversity target at 25% Non-Caucasians, which would equate to a recruitment rate of 28% to achieve success (i.e., 6 Non-Caucasians from 22 recruits).
- Goal will be assessed annually.



| | Short-Term Goal (next 12 months) | Long-Term Goal |
|---------------|--|-----------------------|
| Caucasian | 75% | 65% |
| Non-Caucasian | 25% | 35% |

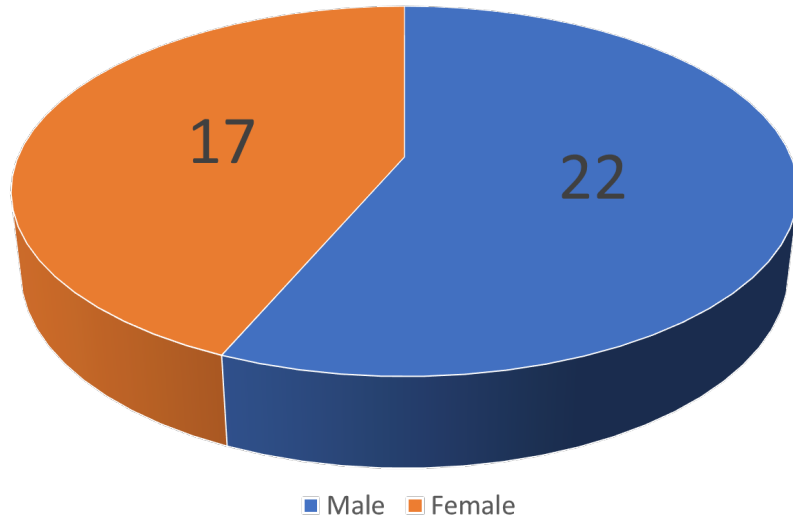
Workforce Data: Gender Goal

- As of January 1, 2023, VPRA had a staff of 38 full-time employees.
- Women currently comprise 44.7% of the entire group (17 of 38).
- Over the next year, we're looking to hire ~22 people, not including contractors/consultants.
- The recommendation is to set the gender diversity target at 35% Females, which would equate to a recruitment rate of 19% to achieve success (i.e., 4 females from 22 recruits).
- Goal will be assessed annually.

| | Short-Term Goal (next 12 months) | Long-Term Goal |
|--------|--|-----------------------|
| Male | 65% | 60% |
| Female | 35% | 40% |

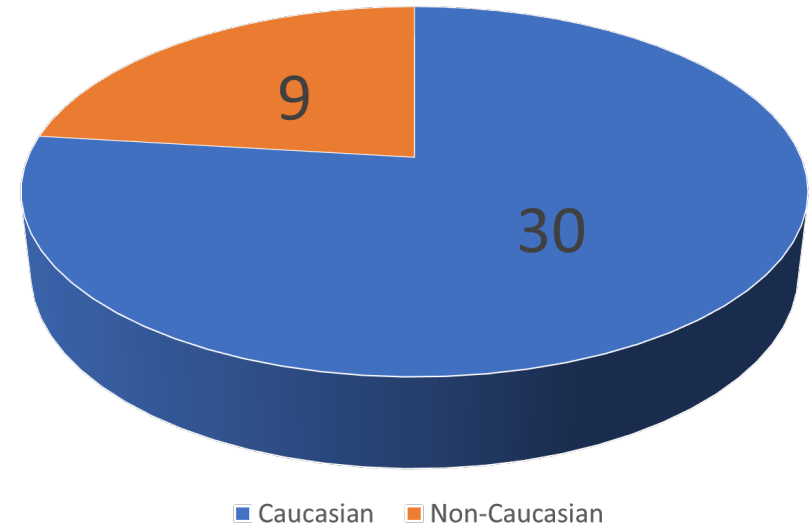
Workforce Data

VPRA OnBoard Employees By Gender



| | Current | Goal |
|--------|---------|------|
| Male | 56.4% | 65% |
| Female | 43.6% | 35% |

VPRA OnBoard Employees By Race



| | Current | Goal |
|---------------|---------|------|
| Caucasian | 76.9% | 75% |
| Non-Caucasian | 23.1% | 25% |

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.

Updated HR Policies 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 or stipend to use public transportation, vanpooling, biking, or walking 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 with the organization. |

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
Mindful Spending



ERP
Website Consolidation

Board Meeting Changes
Train CO2 Emissions Reduction
Minimize project footprint



Scheduling to Diversify Ridership
Station Accessibility
Posting Disclosure



Questions?