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U.S. Department  
Of Transportation  
**Federal Transit  
Administration**

Headquarters

1200 New Jersey Avenue S.E.  
Washington DC 20590

September 26, 2013

Our File No. FY13-0251

This letter is in response to your letter of August 15, 2013, requesting information under the Freedom of Information Act (FOIA). Specifically, you requested "a digital/electronic copy of the final report(s) produced for the Federal Transit Administration by Booz Allen. The contract number DTFT6008F00030 may be applicable."

A search of the FTA files has disclosed a document responsive to your request which is enclosed. FTA does not have an electronic copy so it is sending you a hard copy. The duplication fee is negligible and is waived pursuant to the FOIA and the Department of Transportation regulations, 49 C.F.R. § 7.44 (c). I hope this information meets your needs.

Sincerely,

A handwritten signature in black ink, appearing to read "Tommy Carter", written over a horizontal line.

Tommy Carter  
Director, Office of Management  
Planning

Enclosure



**Federal Transit Administration**

**Final Strategic Workforce Plan**

July 14, 2009

Prepared By  
Booz Allen Hamilton

This report is confidential and intended solely for the use and information of the organization to which it is addressed.

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## Executive Summary

The Federal Transit Administration (FTA) has updated the 2007 Strategic Workforce Plan to reflect the current challenges and opportunities it faces as its programs continue to expand in both volume and complexity, while its workforce size remains relatively stable. This update is grounded in an organization-wide quantitative workload analysis and evaluation of workforce risks. The key findings are summarized at a high level here and detailed in the following report.

### FTA's Workforce

As highlighted in the previous workforce plan, FTA has identified five mission critical occupational series—a subset of the staff that comprises 50 percent of the organization's total workforce. Of this population of Transportation Specialists (particularly for programs), Community Planners, General Engineers, Computer Specialists, and Contract Specialists, retirement eligibility is of particular concern for the Transportation Specialists. In the next 5 years, more than half of that population will be eligible to retire. This statistic, combined with an attrition rate of 9 percent, indicates that workforce stability is a key risk factor for FTA.

In past evaluations, FTA has also identified several skill areas that must be improved to expand the overall proficiency of the workforce.<sup>1</sup> These include skills such as writing, oral communication, contract management, project management, and IT skills. The current analyses reemphasized these gaps qualitatively, indicating that they have not yet been successfully addressed through current initiatives.

### FTA's Workload

The workforce risks noted above must be considered in the context of the current and projected workload FTA must manage to meet customer and stakeholder requirements. Based on the organization-wide workload analysis conducted for this update, a sizable gap exists between the workload the organization must manage and the workforce resources it has to perform that work.

Two types of workload were calculated—workload associated with the American Recovery and Reinvestment Act of 2009 (ARRA), and workload represented in areas that are currently understaffed. In both analyses, the Full-Time Equivalent (FTE) gaps generated represent a 16- to 17-percent deficit in FTEs required to perform the work (e.g., an 85 FTE gap for ARRA, and a 92 FTE gap representing areas that are understaffed for pre-ARRA workload).<sup>2</sup> These gaps are particularly evident in project and program oversight, technical assistance and guidance, grants administration, and contract administration and management.

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<sup>1</sup> Past FTA workforce analysis studies include: 1) a Delphi study conducted by FTA in 2003 that probed a focus group of senior managers; 2) workforce planning information collected by the Logistics Management Institute (LMI) during its analysis of the FTA workforce in 2002–2003; and 3) information collected for the FTA 2000 workforce plan.

<sup>2</sup> Full-Time Equivalent is a way to measure a worker's number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. For example, if the work year is defined as 2,080 hours, then one worker occupying a paid full time job all year would consume one FTE.

The exact size of this gap in FTE terms may be refined with additional analyses, but the overall magnitude of the gap indicates a significant misalignment between FTA's workforce resources and its workload that cannot be addressed solely through improvements to business process and workforce efficiency and effectiveness. Additional resources will be required to ensure that FTA is adequately staffed to meet customer and stakeholder requirements.

### **Workforce Risk Analysis**

The outcomes of the analyses highlighted above were reinforced by the Workforce Risk Analysis conducted as part of the update.<sup>3</sup> The risk analysis explored four key areas to identify risk associated with misalignment between work and workforce requirements (i.e., Changes in Work, Changes in Workforce Requirements, Health of Current Workforce, and Strength of Current Workforce Management Practices). Key findings from this assessment indicated that risk ratings were moderate to high across the organization, with particularly high risk scores in the work (e.g., change in work volume) and workforce requirements (e.g., need for more workforce and those with new skill sets) areas. These results were highly consistent with the outcomes of the workload analysis and indicated strong agreement across the Executive Management Team (EMT) regarding this issue.

In addition, in the Workforce Health area, the results of the assessment indicated a moderate risk rating, with particular concern regarding Workforce Stability and Proficiency. These results were also consistent with the supply analyses, further indicating that the combination of retirement eligibility, turnover rates, and need for improved skills in key areas must be an area of focus for FTA.

Finally, in the area of Workforce Management Practices, the results of the assessment indicated a moderate risk rate across nearly every practice area (e.g., pipeline, learning and development, alignment of workforce to work, sufficiency of government footprint, knowledge management, and planning capabilities). This finding was of particular concern, because it indicated that these management practices may not be comprehensive, well established, or consistently used to manage FTA's workforce, to meet work requirements, or to respond to current challenges or changing demands. Given the size of the estimated FTE gap, and the workforce health issues outlined above, strong workforce management practices are critical because FTA must work to optimize the workforce it has, shore up needed skill areas, and prepare for future requirements through the adequate growth and development of its workforce.

### **Integrated Gap Analysis**

An integrated gap analysis was conducted leveraging each of the analyses outlined above. The gaps were prioritized, and several key areas of risk were identified for action planning, including project and program oversight, technical assistance and guidance, grants administration, and contract administration and management. The gaps in these areas exist as a result of a combination of increased workload, skill gaps, and lack of strong workforce management practices. In addition, these areas

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<sup>3</sup> FTA used the Booz Allen Workforce Risk Evaluator, a web-based survey to explore four key areas to identify risk associated with misalignment between work and workforce requirements

primarily use mission-critical occupations to accomplish work, further contributing to risk, given the demographic profiles of this population and its projected retirement eligibility.

### **Conclusions**

FTA faces a misalignment between its current workforce resources and work demand that cannot be addressed through organizational and workforce efficiency initiatives alone. Additional resources must be added in the key areas outlined above and/or the scope and volume of program work must be downsized below current statutory mandates. While FTA may receive some FTEs to fill the gap analysis suggested, the organization must further prioritize the gaps and identify those areas most critically in need of additional FTEs.

In addition, because resources are limited, it is important to prioritize and target human capital initiatives to address the remaining gaps, rather than institute organization-wide initiatives.

Finally, FTA must balance near-term requirements with long-term needs, factoring in retirement eligibility and succession/pipeline planning as it makes strategic hires and shores up capability and bench strength in key technical areas.

### **Action Plan for 2009–2010**

The primary goals outlined in the action plan to address the issues and concerns summarized above are:

- To optimize existing workforce by improving skill alignment and proficiency of existing staff to better meet changing work requirements of FTA
- To optimize use of additional FTE in risk or gap areas to address the most significant workload issues and technical expertise deficits.

Table 7-1 in Section 7 outlines in further detail the specific steps of the action plan.



# 1. Introduction

## 1.1 Background

The Federal Transit Administration (FTA), 1 of 11 operating administrations within the U.S. Department of Transportation, employs 515 employees (as of September 30, 2008) with the majority of staff (327) located in the Washington DC Headquarters (HQ) offices.<sup>4</sup> The mission of employees, and the organization as a whole, is to “improve public transportation for America’s communities,” which is achieved by using funds appropriated by the Congress to finance public transportation programs throughout the country.

Like many agencies, FTA must ensure that its workforce is sufficiently sized and skilled to meet ever-changing work demands. FTA has experienced significant program growth over the past several years, including a 200-percent budget increase since 1993 and a 47-percent increase in the number of grants since 2001. Despite these changes and their associated increase to workload, FTA’s workforce has remained constant since fiscal year (FY) 05, with a headcount of about 500. The organization has absorbed the increased complexity and volume of workload for several years while still meeting mission and stakeholder expectations. However, the organization has consistently identified, through various workload studies, the need to increase resources. For example, in 2003, an independent contractor estimated a projection of 542 full-time equivalents (FTE) in FY02, assuming the current staff could continue to meet the current level of demand, and projected that FTA would need 618 FTEs by FY06 to meet organizational goals. The fact remains that in FY09, FTA continues to have staffing levels far short of the projected 618 FTEs for FY06. In addition, a new administration, the implementation of the American Recovery and Reinvestment Act of 2009 (ARRA), and the upcoming FTA reauthorization are already proving to have a notable impact on the complexity and volume of FTA workload, enhancing the need for additional resources.

## 1.2 Purpose

The goal in developing this Strategic Workforce Plan is to ensure FTA has the right number of employees with the right skill sets to facilitate successful completion of the organization’s mission. FTA has updated the 2007 Strategic Workforce Plan to reflect the current challenges and opportunities it faces as its programs continue to expand in both volume and complexity, while its workforce size remains relatively stable. This update is the product of a process used to assess current resource availability, identify current and future resource requirements, and develop detailed, action-based recommendations for mitigating gaps between current workforce supply and workload demand. This plan integrates information from the Office of Personnel Management’s (OPM) Workforce Planning Model, FTA FY 2007 Workforce Plan, FTA Annual Performance Plan, the FY 2009–2013 Knowledge Management Strategy, Logistics

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<sup>4</sup> FTA workforce supply data is based on the FTA FTE on-board report dated as of September 30, 2008, provided by the Office of Human Resources.

Management Institute (LMI) Workforce Planning Analysis (October 2003), FTA Customer Service Survey (May 2009), 2003 Delphi Study, workforce demographic data, and workforce supply and demand data captured during Workforce Risk Analysis<sup>3</sup> and scenario planning exercises using FTA workload models.

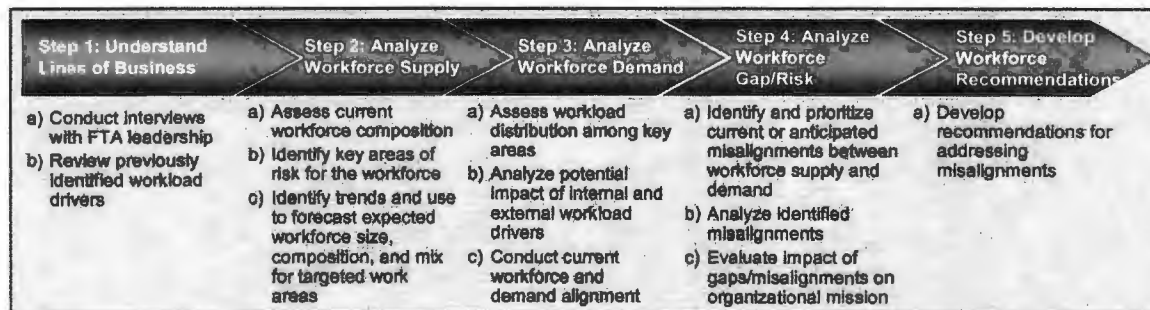
### **1.3 Goals**

FTA used six workforce goals to drive the development of its 2007 Strategic Workforce Plan. These goals included alterations and improvements to organizational structure, improvements to existing business processes, enhancement of critical skills for existing workforce, preparation for retirements and loss of experienced workforce, improvement of management and leadership competencies, and improvement of performance management practices. The majority of these goals are consistent with the goals of this 2009 Strategic Workforce Plan update and represent the range of possible initiatives to address ongoing workforce challenges at FTA.

## 2. Methodology

FTA conducted an in-depth assessment of the workforce, key work areas at risk, and strategies to close mission-critical gaps. The workforce analysis leveraged existing FTA reports and documentation, HQ and Regional workload models, a Workforce Risk Analysis survey, and working sessions with FTA's Executive Management Team (EMT). Figure 2-1 illustrates the process and is followed by a summary description of the activities performed to update the workforce plan.

**Figure 2-1: Workforce Analysis: Five-Step Approach**



### Step 1: Understand Lines of Business

FTA identified drivers (e.g., number of grants, number of congressional committees and hearings, etc.) that affect work requirements and key tasks performed against these drivers. This model of the agency's work was used as the basis for conducting the workforce analysis.

### Step 2: Analyze Workforce Supply

FTA conducted a workforce supply analysis to assess the attributes of the workforce, focusing on five critical occupational series: Transportation Specialists, Community Planners, General Engineers, Computer Specialists, and Contract Specialists. In the workforce supply analysis, current size, mix, and key workforce trends were identified and evaluated. Specifically, FTA reviewed the current personnel data to profile the workforce and evaluate retirement eligibility. In addition, FTA conducted a Workforce Risk Analysis using a structured survey for the EMT to complete. The survey added context to the basic profiles and retirement analysis, providing a more complete picture of the current workforce and the state of FTA's workforce management practices.

### Step 3: Analyze Workforce Demand

FTA conducted a workload analysis to document how work is currently distributed across the organization and to identify changes in work requirements due to shifting demand and existing unmet requirements. Defining this "demand" state for the needed workforce set the stage for comparing demand with current workforce supply and conducting a gap analysis as described in Step 4.

FTA senior leadership developed two distinct workload scenarios to collect and identify baseline and scenario workload risk areas across the agency. FTA ran an Existing

Quality Issues planning scenario to address areas in which FTA is currently experiencing deficits in resources (e.g., areas of work that are currently understaffed to meet requirements) and a Stimulus Package scenario to represent a specific "situational" change that has a significant impact on workload.<sup>5</sup> FTA used workload models agency-wide to run these two scenarios and to analyze and quantify the shifts between HQ and Regions and among functions.

#### **Step 4: Analyze Workforce Gap/Risk**

Using the full complement of data from the steps outlined above, FTA identified workforce gaps and risks, and prioritized them through working sessions with the EMT. These priorities formed the basis for the action plan outlined in this report.

#### **Step 5: Develop Workforce Recommendations**

In this final step, FTA considered the priority gaps and risks and evaluated current human capital and business process improvement initiatives and programs to identify opportunities to leverage and build on existing efforts to address the priorities. An action plan was then developed that included milestones and evidence-based outcomes so that FTA can focus its efforts on priority gaps and risks, and track and manage progress throughout the year.

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<sup>5</sup> **Existing Quality Issues Scenario:** Included a set of conditions related to the quality of work and coverage based on current the state. The goal of this scenario was to "size" the current quality issues by identifying areas that have the most significant risk. HQ Offices and Regions added necessary FTE and/or redistributed existing FTE to shift these work areas from "At Risk" to "Risk Managed." **Stimulus Package Scenario:** Included a set of conditions related to ARRA to "size" the impact of the stimulus package by identifying changes in workload driver levels and FTE distribution in the workload models.

### 3. Environmental Scan

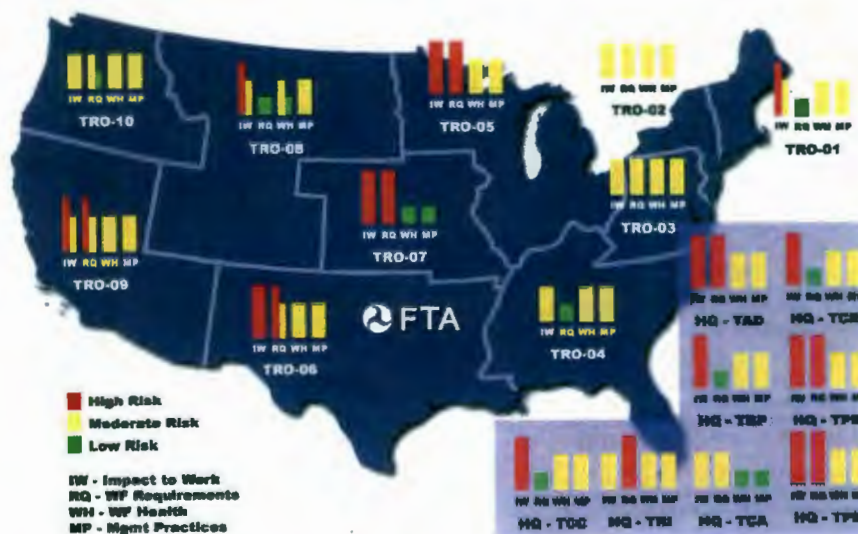
To provide necessary environmental context for this Strategic Workforce Plan, FTA conducted analyses of performance against key metrics, a customer service survey, and a strategic-level workforce risk analysis. These analyses provided additional perspective on FTA's operating environment and helped guide the EMT in its assessment of priorities and the development of the action plan outlined in this document.

#### 3.1 Workforce Risk Analysis—Overview

FTA conducted a Workforce Risk Analysis with the EMT. This analysis was completed using a structured survey that allowed FTA to capture information on a broad set of factors that influence workforce risk, including changes in work requirements that affect the number and type of workforce FTA needs, the stability and proficiency of the current workforce, and the strength of FTA's workforce management practices. The survey enabled FTA to see how these four factors affect the balance between workforce requirements and the workforce available to do the work, and the degree of workforce risk the organization faces as a result of any imbalance.<sup>6</sup>

Figure 3-1 illustrates FTA's aggregated survey results for each of the workforce risk factors. Overall, managers' responses indicated a moderate to high level of risk across the organization regarding the degree of change in work and workforce requirements. The Workforce Health and Workforce Management Practices factors were rated consistently at a moderate level of risk across almost all the offices. In general, Regional participant responses suggested higher risk than HQ office participant responses.

Figure 3-1: Workforce Risk Factor Aggregated Results



<sup>6</sup> The Workforce Risk Analysis survey was completed by 23 of 32 members of FTA's EMT. Of the respondents, 9 were from HQ offices, and 14 were from Regional offices. Most of the Regional offices had two representatives take the survey.

The results of the workforce risk analysis suggested that FTA is not only at risk from significant changes to its work (e.g., increased complexity and volume), but also from existing workforce health issues (e.g., proficiency and experience mix of current workforce) and a lack of strong workforce management practices. This combination or profile of risk suggests that FTA must look to a diverse set of solutions to address the imbalance it is experiencing between the work requirements and the workforce it has available to do that work. Adding resources alone will not fully address the risks identified by this survey. Mitigation strategies must be developed to shore up the skills and experience mix of the current workforce and improve workforce management practices so that FTA has the workforce and the management framework to effectively deal with expanding work requirements. Further details on the workforce risk analysis are presented in Appendix

### 3.2 Customer Service Survey Results

FTA reviewed the findings from its most recent Customer Satisfaction Survey (May 2009) to gain additional perspective for this workforce plan update. The survey found that customers appeared to be generally satisfied with the services they received from FTA, both at HQ and in the Regions. However, during the May 27, 2009, EMT meeting, discussed further in Section 6, managers indicated that FTA's in-house technical expertise, the organization's ability to provide oversight, the Regions' ability to support transit/metropolitan planning, and the Region's ability to manage grants were key areas of concern. The survey results confirm the EMT's concerns and are in line with the workload scenario and Workforce Risk Analysis results showing that FTA does not have sufficient workforce bench strength and is struggling to keep up with changing workload demands. Details highlighting the survey results can be found in Appendix C. These areas of concern were also identified as part of the FTA competency analysis within the 2007 Workforce Plan which can be found in Appendix B. FTA did not update these competency gaps as they are still representative of the types of competency gaps FTA faces today.

### 3.3 Performance Measures

In addition to the risk analysis and customer satisfaction survey, FTA reviewed performance against key measures for additional operational context. To identify workload backlogs and highlight potential gaps between workforce supply and workforce demand, FTA's performance was assessed against four key activities, as identified by the quarterly Transit Trend reports.

Overall, the performance metrics indicated that while FTA was able to meet its grants management performance targets, the organization fell short of meeting performance targets related to report reviews and closing out of report findings. This shortfall signifies a potential workforce gap in the number, proficiency, and/or experience mix of the workforce. Table 3-1 below presents the findings of this analysis.

**Table 3-1: Performance Measures**

Activity	Performance Metrics
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Activity	Performance Metrics
Grants Processing—All grants should be awarded within 36 days.	<ul style="list-style-type: none"> <li>• For the first three quarter of 2008, only 1-2 Regions did not meet this requirement (4Q08, only 1 Region failed to meet this requirement.</li> <li>• In 2008, 4 programs (of 17) did not meet this requirement.</li> </ul>
Grant Closeout—95 percent of goals should be closed out by September 30, 2008.	<ul style="list-style-type: none"> <li>• Only 1 Region and 1 HQ office did not meet this requirement.</li> </ul>
Triennial Report Reviews—95 percent of report reviews should be completed within 30 days.	<ul style="list-style-type: none"> <li>• In 3Q08, 3 Regions failed to meet this requirement.</li> <li>• In 4Q08, 5 Regions failed to meet this requirement.</li> </ul> <p>(Data was not available for 1Q08 or 2Q08.)</p>
Triennial Report Findings—80 percent of findings should be closed out with 30 days of due date.	<ul style="list-style-type: none"> <li>• In 4QQ08 (data was not available for other quarters), 6 Regions failed to meet this requirement.</li> </ul>



## 4. FTA Workforce Supply

As of September 30, 2008, FTA had 515 permanent and temporary employees. While the workforce has remained relatively stable over the past 5 years, an annual attrition rate of 9 percent for FY08 (up from 7 percent in FY07) combined with notable retirement eligibility threatens to put further strain on an already stretched workforce. According to FTA's workforce data, 25 percent of employees are currently eligible to retire, and an additional 21 percent will be eligible in the next 5 years. This means that between now and 2014, FTA could potentially lose up to 46 percent of its workforce to retirement alone.

To better understand the current and future state of FTA's workforce supply, an in-depth analysis of the organization's five mission-critical occupational series, which represent 50 percent of FTA's total workforce, was conducted. At a high level, the analysis revealed that by the year 2014, 41 percent of employees in critical occupational series will be eligible to retire (22 percent are currently eligible). Table 4-1 below summarizes these five occupations, key supply analysis findings, implications, and potential focus areas. More detailed analysis of each critical occupational series can be found in Appendix A.

**Table 4-1: Critical Occupation Key Findings**

Critical Occupation/ OPM Handbook Description	Key Findings	Implications	Focus Area
<b>Transportation Specialist:</b> Advise on, supervise, or perform work that involves two or more specialized transportation functions or other transportation work not included in any other series of the group	Thirty-eight percent of the staff is eligible to retire within 5 years.	Key staff and valuable institutional knowledge could potentially be lost.	Succession Planning, Knowledge Management
<b>General Engineer:</b> Responsible for "managing, supervising, leading and/or performing professional engineering and scientific work."	Very few entry level/early career engineers are on staff. Thirty-three percent of engineers are eligible to retire within 5 years.	Key staff and valuable institutional knowledge could potentially be lost.	Recruiting, Succession Planning, Knowledge Management
<b>Community Planner:</b> Responsible for planning and "developing the art and science of planning" for communities (e.g. cities, counties, regions, etc.). Planners are tasked with the identification the community needs and the design and implementation of programs to address those needs."	The majority of staff is early to mid-career.	There is potential to instill knowledge in entry level/early career employees.	Knowledge Management
<b>Contract Specialist:</b> "Manage, supervise, perform or develop policies and procedures for the	Experience levels and retirement eligibility appear well balanced within this series.	Like many organizations, FTA could struggle with recruiting and retaining qualified Contract	Recruiting Knowledge Management



procurement of supplies, services, construction or research and development using formal advertising or negotiation procedures, the evaluation of contract price proposals and the administration or termination or close out of contracts.”		Specialists.	
<b>Computer Specialist:</b> Responsible for the development, delivery and administration of information technology systems and services.	The workforce is young; and employees are not eligible to retire for at least 20 years.	A focus on training and development will ensure a sufficient pipeline of Computer Specialists.	Training, Development and Succession Planning

The findings of the workforce supply analysis validated the concerns raised by participants in the Workforce Risk Analysis survey. According to the survey results, managers were particularly concerned about the retirement eligibility of staff in critical occupational series, the difficulty in backfilling vacant positions, and the under-utilization of established knowledge management practices. According to the survey, it can take FTA as long as 12 weeks to backfill a vacant position, due in large part to inefficient candidate sourcing strategies. Once appropriate resources are in place, mechanisms for effectively capturing and sharing knowledge are not being used, causing duplication of effort and the potential for significant loss of institutional knowledge. According to FTA's recent Knowledge Management audit, FTA lacks incentives to facilitate information sharing, easy-to-access knowledge management points of contact, and knowledge management education and awareness.<sup>7</sup> The recommendations outlined in Section 7 are designed to address these concerns and facilitate the revisions and improvements to FTA's current recruiting and knowledge management practices.

<sup>7</sup> FTA FY 2009–2013 Knowledge Management Strategy

## 5. Workload Demand Analysis

FTA conducted an organization-wide workload demand analysis to understand the anticipated changes in the nature, type, and/or quantity of the work, such as changes to existing work, new work, and/or increases, decreases, or surges in workload. FTA identified and quantified key work areas experiencing major shifts in workload by running workload planning scenarios to identify the FTE gaps that exists between the workload the organization must manage and the workforce resources it has to perform that work. In addition, FTA integrated the scenario and Workforce Risk Analysis results to examine the workload impact on specific organizations, work requirements, and work volatility.

FTA used the HQ workload model construct to run workload scenarios for both HQ and the Regions.<sup>8</sup> EMT members outlined two distinct scenarios independent of one another to perform course-of-action, “what-if” analysis to understand the nature and size of the gaps and risks FTA may face due to demands on the current available workforce. FTA ran an Existing Quality Issues planning scenario to address areas in which FTA is currently experiencing deficits in resources (e.g., areas of work that are currently understaffed to meet requirements). FTA also ran a Stimulus Package scenario to represent a specific “situational” change that has a significant impact on workload.<sup>5</sup>

Details of the workload planning scenario results can be found in Appendix E.

### 5.1 Workload Scenario Key Results

FTA had an overall FTE gap of 85.6 FTEs for the Stimulus Package scenario and an FTE gap of 92.4 for the Existing Quality Issues scenario.<sup>9</sup> In general, HQ and Regional FTE gaps were similar, indicating the quality of work and coverage at both HQ and the Regions were equally affected. More than half of the HQ and Regional offices identified different core work areas as being “at risk” for the Stimulus Package and Existing Quality Issues scenarios, suggesting that additional workload brought on by ARRA creates new workload imbalances while intensifying existing issues.

While most of FTA is impacted by the Stimulus Package scenario, the HQ offices for Office of Civil Rights (TCR), Office of Program Management (TPM), and Office of Communications and Congressional Affairs (TCA), and Regional offices for Regional Office 1 (TRO-01), Regional Office 10 (TRO-10), and Regional Office 4 (TRO-04) had the highest FTE gaps. These HQ and Regional offices were primarily affected by Stimulus Package scenario conditions that included increased funding amounts, grants, and programs.

The HQ offices for Office of Budget and Policy (TBP Policy), TPM, and Office of Planning and Environment (TPE), and Regional offices TRO-10, TRO-04, and Regional

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<sup>8</sup> FTA used the workload planning model that Booz Allen developed for the HQ offices to support workload analysis and planning scenarios to meet agency priorities, core missions, and strategic objectives.

<sup>9</sup> The FTE gap is a computation of the difference between the organization's total current baseline FTE and total scenario FTE in terms of the FTE count or as the percentage of the FTE gap.

Office 2 (TRO-02) had the highest FTE gaps for the Existing Quality Issues scenario. These HQ and Regional offices were determined to be “at risk” because their program requirements were not being fully met, they had significant work backlog, and their workforce capability was or will be affected. For example, these HQ offices indicated policy research and communications were not often conducted; oversight program implementation was sub-optimal; and guidance, workshops, and technical assistance on planning, new starts, and National Environmental Protection Act (NEPA) requirements were lacking. Similarly, these Regions indicated environmental and grants management and oversight were all lacking; retirement-eligible staff was a concern (e.g., potential loss of financial expertise); technical oversight and assistance was lacking; and financial status reports (FSRs) and milestone progress reports needed to be reviewed.

Based on the planning scenario results, the FTE gaps in the offices with the highest FTE differences as a percentage for each scenario are outlined in Table 5-1. For the HQ offices, only two offices - the Office of Program Management (TPM) and Office of Planning and Environment (TPE) -- had the highest FTE gaps in both scenarios. Conversely, most of the Regional offices (TRO-10, TRO-01, TRO-02, and TRO-04) had the highest FTE gaps for both scenarios.

**Table 5-1: Summary of Workload Scenario FTE Gaps**

<b>Stimulus Package Scenario Results</b>					
Office	FTE Difference	FTE Difference Percentage	Region	FTE Difference	FTE Difference Percentage
TCR	9.6	36%	TRO-01	4.7	33%
TPM	23.7	28%	TRO-10	5.6	32%
TCA	3.2	26%	TRO-04	6.0	22%
TAD Procurement	2.7	17%	TRO-05	4.9	19%
TPE	6.4	15%	TRO-02	4.0	17%
<b>Existing Quality Issues Package Scenario Results</b>					
Office	FTE Difference	FTE Difference Percentage	Region	FTE Difference	FTE Difference Percentage
TBP Policy	2.6	41%	TRO-10	7.7	44%
TPM	27.7	33%	TRO-04	11.1	41%
TPE	12.0	28%	TRO-02	4.8	21%
TAD IT	1.9	17%	TRO-09	6.0	12%
TRI	5.6	13%	TRO-01	1.7	9%

## 6. Integrated Workforce Gap Analysis

### 6.1 Identification of Key Workforce Issues

Using the results of the two planning scenarios (further supported by the Workforce Risk Analysis findings), the EMT met in May 2009 to discuss the key workforce issues and gaps. During this meeting, participants identified four key work areas at risk. The gaps in these areas exist as a result of a combination of increased workload, skill gaps, and lack of strong workforce management practices. In addition, these areas primarily use mission-critical occupations to accomplish work, further contributing to risk, given the demographic profiles of this population and its projected retirement eligibility. Several of these gaps were identified in previous studies, indicating that these are systemic issues at FTA.

Table 6-1 below shows these work areas and key data points, providing context and sources of risk. Appendix E provides more detailed EMT meeting notes and discussions about the HQ and Regional offices at highest risk of FTE gaps.

**Table 6-1: Work Areas with Highest Risk**

Work Area At Risk	Skill Gap	Risk/Concerns	Management Practices	Similar Findings
<b>Project and Program Oversight</b>  Related Workforce: <ul style="list-style-type: none"> <li>• Engineers</li> <li>• Transportation Specialists</li> <li>• Community Planners</li> <li>• Civil Rights</li> </ul>	<ul style="list-style-type: none"> <li>• Writing</li> <li>• Oral Communications</li> <li>• Writing</li> <li>• Analysis</li> <li>• Project Management</li> <li>• Contract Management</li> </ul>	<ul style="list-style-type: none"> <li>• Magnitude of work makes it difficult to provide adequate project/program oversight.</li> <li>• In the past, the FTA staff served as generalists; as programs become more complex, more specialized expertise is required.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor pipeline practices in particular with engineers and a subset of Community Planners that have environmental expertise</li> <li>• Inability of Community Planners in regions to keep current with their skill sets because they are diverted by grants processing</li> <li>• Inability of senior leaders to manage because mid-level leaders do not have enough deep bench strength/expertise</li> </ul>	<ul style="list-style-type: none"> <li>• FTA FY 2007 Workforce Plan</li> <li>• Strategic Plan 2009–2014</li> </ul>
<b>Tech Assistance and Guidance</b>	<ul style="list-style-type: none"> <li>• Writing (e.g., technical documents such as FTA circulars)</li> </ul>	<ul style="list-style-type: none"> <li>• In-house resources are insufficient—too strong a reliance</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge Management practices are not</li> </ul>	<ul style="list-style-type: none"> <li>• FTA FY 2007 Workforce Plan</li> <li>• FTA FY 2008</li> </ul>

Work Area At Risk	Skill Gap	Risk/Concerns	Management Practices	Similar Findings
(e.g., third-party contracting, environmental, project management, and civil rights)  Related Workforce: • Transportation Specialists  • Community Planners to a lesser degree 1102	and guidance, policy, and procedural/rules documents)  • Analysis (e.g., regulatory)  • Oral Communications	on contractors.  • More time needs to be spent on the provision of systemic, agency-wide guidance.  • Need to ensure some basic level of consistent program delivery at regional level	well established  • There is no process or mechanism to search for information held by staff, and capture and transfer institutional knowledge (e.g., lacking consistent guidance across regions, apply global FTA requirements to transit programs, level boarding, special programs, ADA))	Workforce/ Succession Plan Update  • Delphi Study
<b>Grants Administration</b>  Related Workforce: • Transportation Specialists  • Community Planners  • Engineers	• IT Skills (TEAM) • Data Analysis • Writing (e.g., briefings to Congress)  • Oral Communications  • Development and Application of Research (e.g., needs to be current on technologies)  • Project Management and oversight  • Grants Management	• Resources are insufficient to conduct timely, thorough reviews.	• Inconsistent implementation of grants management business process across regions (e.g., how to justify approval for grants, inconsistent application of standards, more complex projects)  • Knowledge Management (e.g., many turnovers, issues framing work deficit, lacking depth of bench strength, unable to review quarterly reports due to workload)	• FTA FY 2007 Workforce Plan  • LMI Workforce Planning Analysis
<b>Contract Administration and Management</b>  Related Workforce:	• IT skills • Writing • Knowledge of FAR	• Additional resources/training are needed in the field to better understand and execute	• Insufficient enterprise-wide Learning and Development for technical and management	• FTA FY 2007 Workforce Plan  • FTA FY 2008 Workforce/ Succession

Work Area At Risk	Skill Gap	Risk/Concerns	Management Practices	Similar Findings
<ul style="list-style-type: none"><li>• All (including 1102s)</li></ul>	<ul style="list-style-type: none"><li>requirements</li><li>• Performance based contracting</li></ul>	responsibilities associated with contract management.	leadership— (e.g., little/no training available on contract management or leadership capabilities)	Plan Update

## 7. Conclusions and Action Plan

### 7.1 Conclusions

As each section in this report indicates, and the integrated gap analysis summarizes, there is a significant misalignment between FTA's current workforce resources and work demand. This misalignment is due to a confluence of factors that affect FTA's ability to meet the increasing complexity and volume of work with the size, composition, and skill levels of the existing workforce.

To ensure FTA can successfully meet the existing requirements, as well as the new demands related to ARRA, additional resources must be added, and/or the scope and volume of program work must be downsized. FTA is currently at risk of not meeting core agency functional responsibilities. The organization must further prioritize the gaps and identify those areas most critically in need of additional FTEs.

In addition, because resources are currently limited (e.g., management time, training budgets, etc.), it is important to prioritize and target human capital initiatives to address the remaining gaps, rather than institute organization-wide initiatives. While FTA has a strong foundation of existing initiatives aimed at improving and expanding upon existing workforce management practices, an increased emphasis must be placed on key areas, with sufficient leadership engagement to ensure that action plans are executed and milestones are reached.

Lastly, FTA must balance near-term requirements with long-term needs. Leadership must factor in the retirement eligibility of its mission-critical workforce and the succession/pipeline planning needed to grow the experienced workforce it needs to administer and manage complex and diverse transit programs—balancing these needs while making strategic hires to shore up capability and bench strength in key technical areas.

### 7.2 Action Plan

The overarching goal of this action plan is to tactically address the key risk areas and gaps outlined in Section 6, leveraging and prioritizing existing initiatives, and meeting near-term needs with the future in mind. Table 7-1 below outlines the goals, objectives, tasks, and milestones that the FTA EMT has committed to undertake during the next year.

**Table 7-1: Action Plan Summary**

Goal 1: Optimize existing workforce by improving skill alignment and proficiency of existing staff to better meet changing work requirements of FTA					
Objective	Tasks	Q1	Q2	Q3	Q4
Leverage and build on existing knowledge management	...e.g. ---use Susan's effort as example—ensure that it has tangible outcomes for involvement and use—tied to performance plans				

initiatives and targeted IDPs to <b>shore up technical depth and bench strength of existing staff</b>	of mid-level and senior managers  ....e.g. pick another element of existing knowledge management strategy/goals to address any one of the deficits (project oversight/civil rights)—helping folks become those specialists through knowledge sharing and targeted growth/development of key staff. For example, Grants A to Z is an effort to compile, distill and adopt the best practices from all over the agency, to present a product which has agency-wide buy-in for how FTA reviews, awards, and manages FTA grants.				
Address <b>organization-wide skill deficits</b> in writing, analysis, and contracts administration and management					
<b>Goal 1: Optimize use of additional FTE in risk/gap areas to address the most significant workload issues and technical expertise deficits</b>					
<b>Objective</b>	<b>Tasks</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Use x% of additional FTE in <b>grants administration and processing</b> to address workload gaps, add to overall bench strength, and ease succession planning constraints	e.g., Validate workload data from scenario exercise and distribute (x) FTEs to Regions X, Y, and Z, and to HQ offices X, Y, and Z  e.g., Re-run scenarios after 6 months to evaluate 1) how much this addition of staff has offset community planners' time in Regions, 2) how much time this addition of staff has offset increased ability of HQ to issue guidance/sops/oversight products in timely way				
Use % of additional FTE to increase <b>technical depth</b> in key areas at HQ and	e.g., Use workload data to validate specific organizations/positions in the Regions and in TPE, TPM, and X that require additional engineering, planning, and environmental policy expertise, 3 <sup>rd</sup>				



Regions	party contracting, project as well as program management, data analysis .....				
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## Appendix A Current Workforce Distribution and Composition

This section describes the FTA workforce supply distribution and composition of the five critical occupational series reviewed for this Strategic Workforce Plan. FTA has 258 FTEs for the five critical occupational series. Within each occupational series, a brief description of the occupational role, breakdown by office, breakdown by age, and retirement eligibility is presented.

Figure A- 1 below depicts the number of employees in each critical occupational series. Most FTA employees (131) are in the Transportation Specialist series with the fewest employees (5) in the Computer Specialist series.

**Figure A- 1: Critical Occupational Series Breakdown**

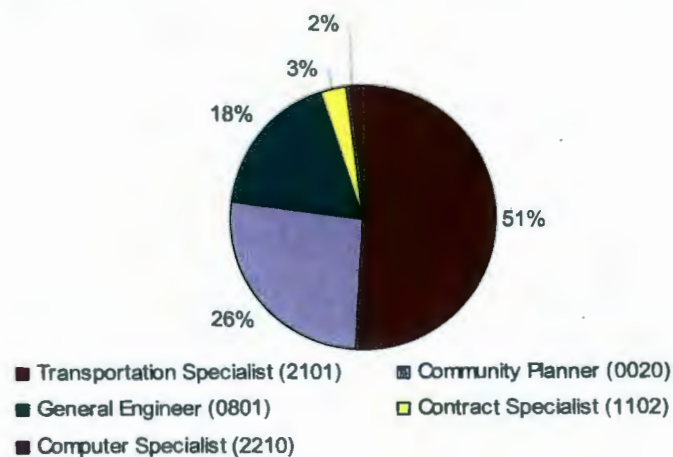
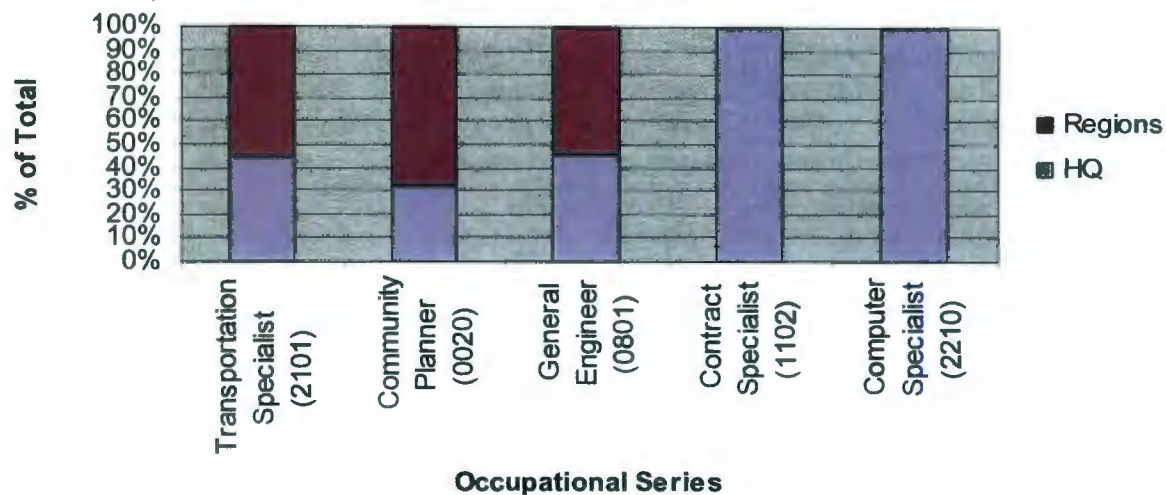
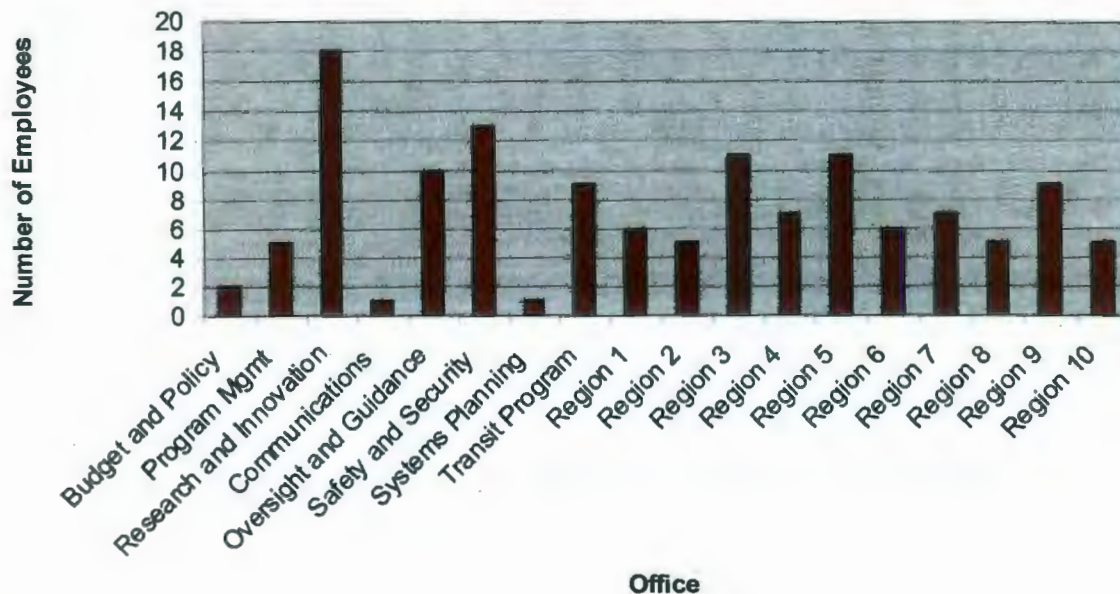


Figure A- 2 below represents the geographic distribution of critical staff. As the graphic depicts, with the exception of Community Planners, the majority of the staff for each occupational series resides at HQ.

**Figure A- 2: Geographic Distribution of Critical Occupational Series*****Transportation Specialists (2101)***

According to the OPM Handbook of Occupational Groups and Families, the role of the Transportation Specialist series is to “advise on, supervise, or perform work that involves two or more specialized transportation functions or other transportation work not included in any other series of the group.”

Figure A- 3 shows the distribution of Transportation Specialists by Office. The majority of Transportation Specialists reside in the Research, Design and Innovation and Safety and Security offices.

**Figure A- 3: Transportation Specialist Breakdown by Office**

Within the Transportation Specialist series, more than 50% of staff are between the ages of 41 and 60 as shown in Figure A- 4. This finding suggests a strong potential for the loss of institutional knowledge if knowledge management practices are not effectively executed.

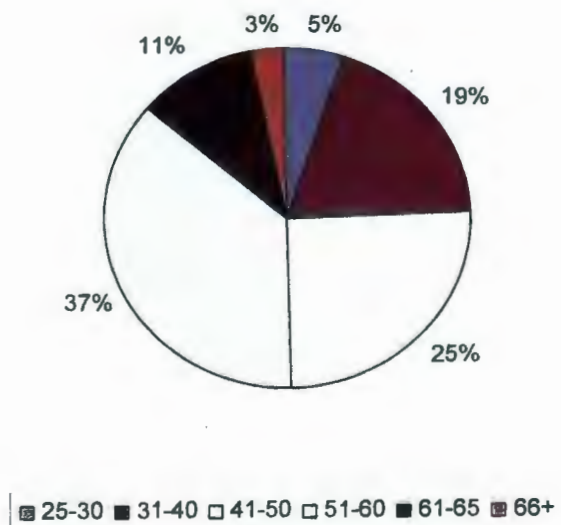
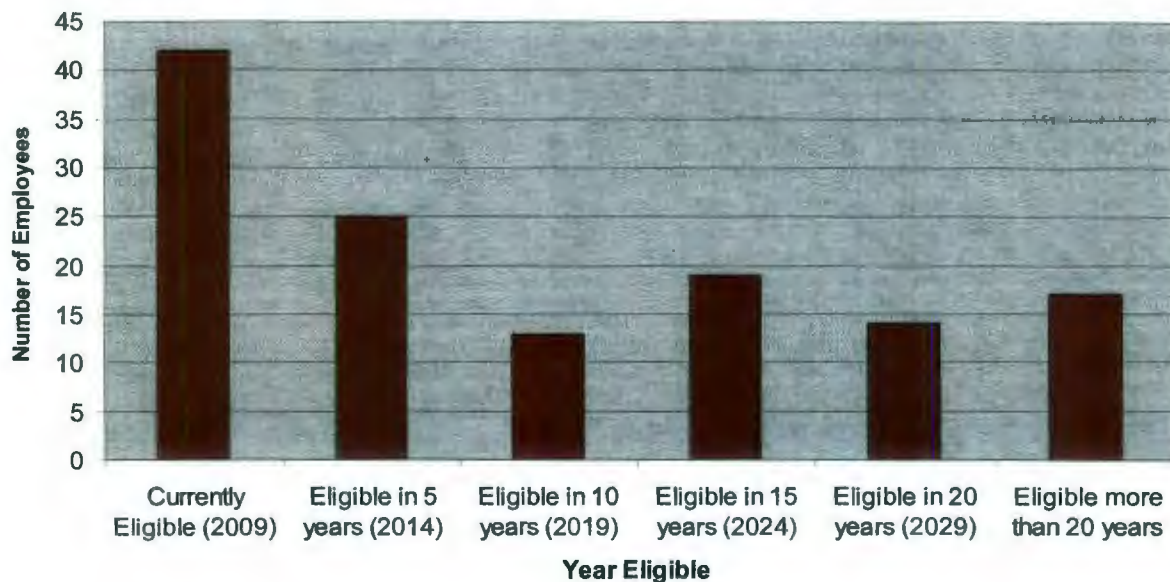
**Figure A- 4: Breakdown by Age – Transportation Specialist**



Figure A- 5 shows 52% of FTA's Transportation Specialists are retirement eligible within the next five years. When age and retirement eligibility is combined, Knowledge Management becomes an even greater risk. If FTA is not able to hire adequately skilled staff to replace retiring employees and transfer institutional knowledge, the organization may not have the resources necessary to meet current, let alone future, work demand.

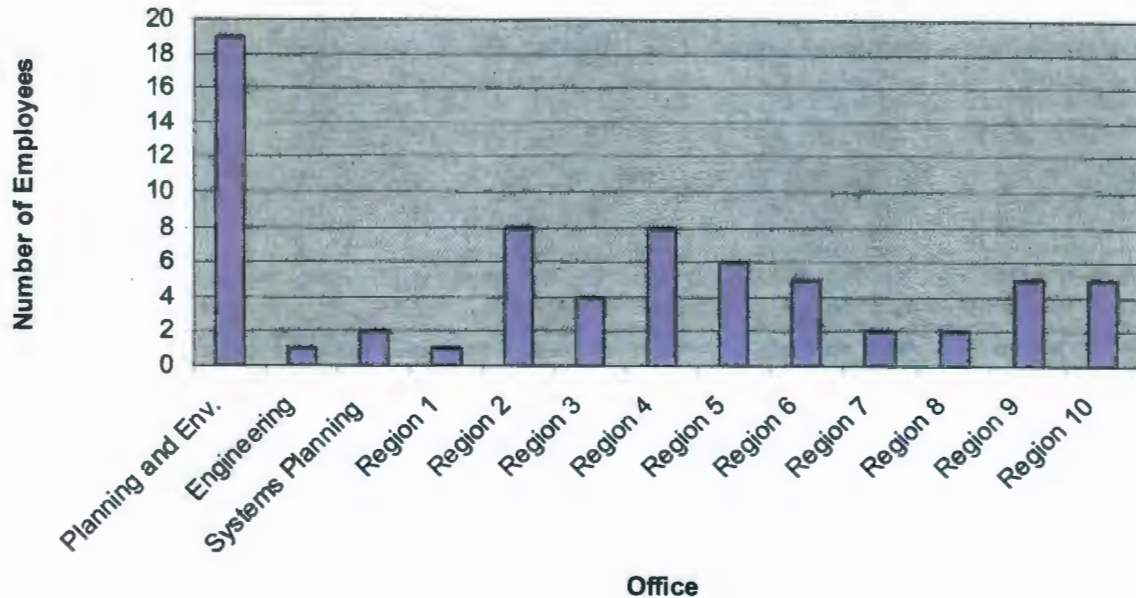
**Figure A- 5: Retirement Eligibility – Transportation Specialist**



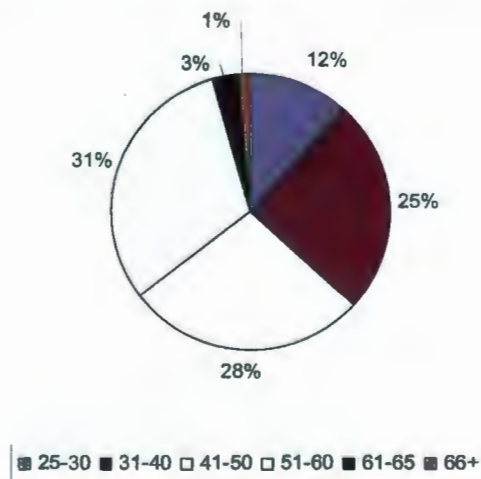
### ***Community Planner (0020)***

According to the OPM Handbook of Occupational Groups and Families, this series pertains to professional positions responsible for planning and “developing the art and science of planning” for communities (e.g. cities, counties, regions, etc.). Planners are tasked with the identification the community needs and the design and implementation of programs to address those needs.

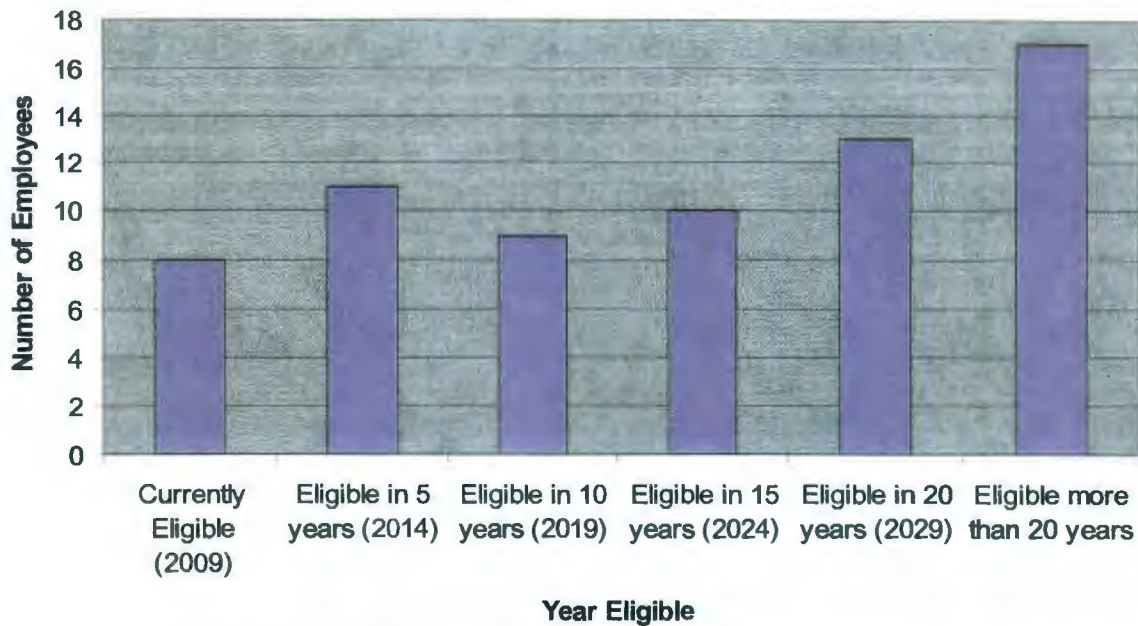
While the majority of Community Planners reside at HQ, in the Office of Planning and Environment, Community Planners are also present in each Region.

**Figure A- 6: Community Planner Breakdown by Office**

The majority of Community Planners appear to be mid-career, that is they are between the ages of 31 and 50.

**Figure A- 7: Breakdown by Age – Community Planner**

As expected, based on the age breakdown depicted in Figure A- 7 above and Figure A- 8 below, only about a quarter of the Community Planners will be eligible to retire within the next five years. This is a positive finding for FTA as it means that the threat of loss of human capital and knowledge is not as severe for this occupational series.

**Figure A- 8: Retirement Eligibility – Community Planner**

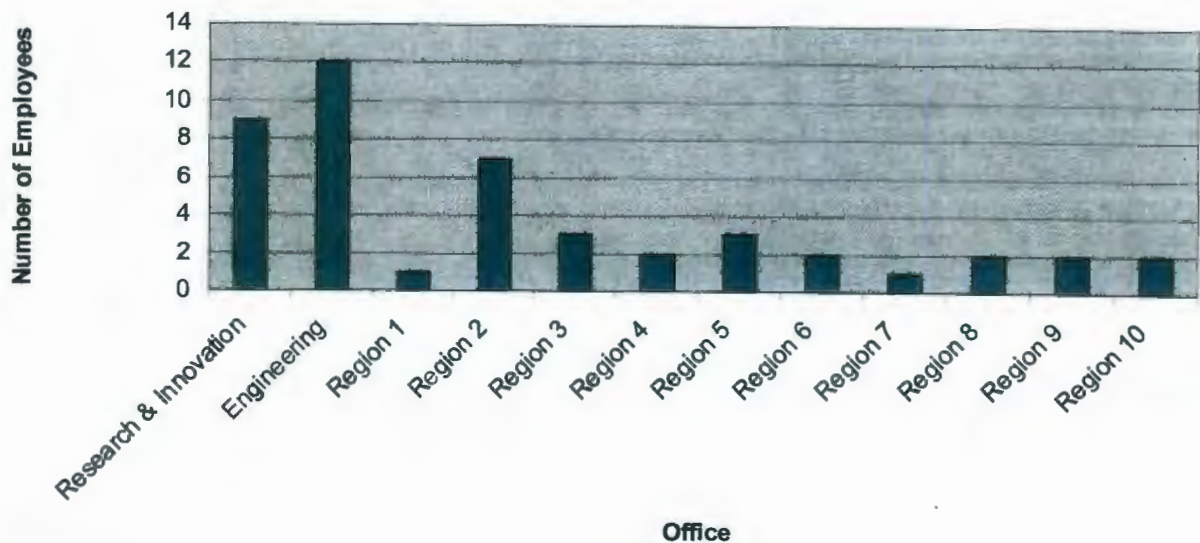
### **7.2.2 General Engineer (0801)**

According to the OPM Handbook of Occupational Groups and Families, General Engineers are responsible for “managing, supervising, leading and/or performing professional engineering and scientific work. These positions require the knowledge and skills of at least two of OPM’s professional engineering series.

The majority of Engineers reside in HQ, more specifically the Office of Engineering and the Office of Research, Demonstration and Innovation. Each Region also has at least one Engineer on staff, while Region 2 has 7. The large number of engineers in Region 2 is likely a reflection of the complex and costly projects managed by the Region (e.g., New York City’s Subway system).

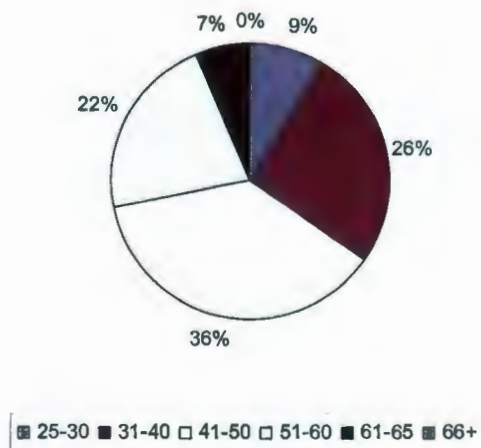


Figure A- 9: Engineer Breakdown by Office



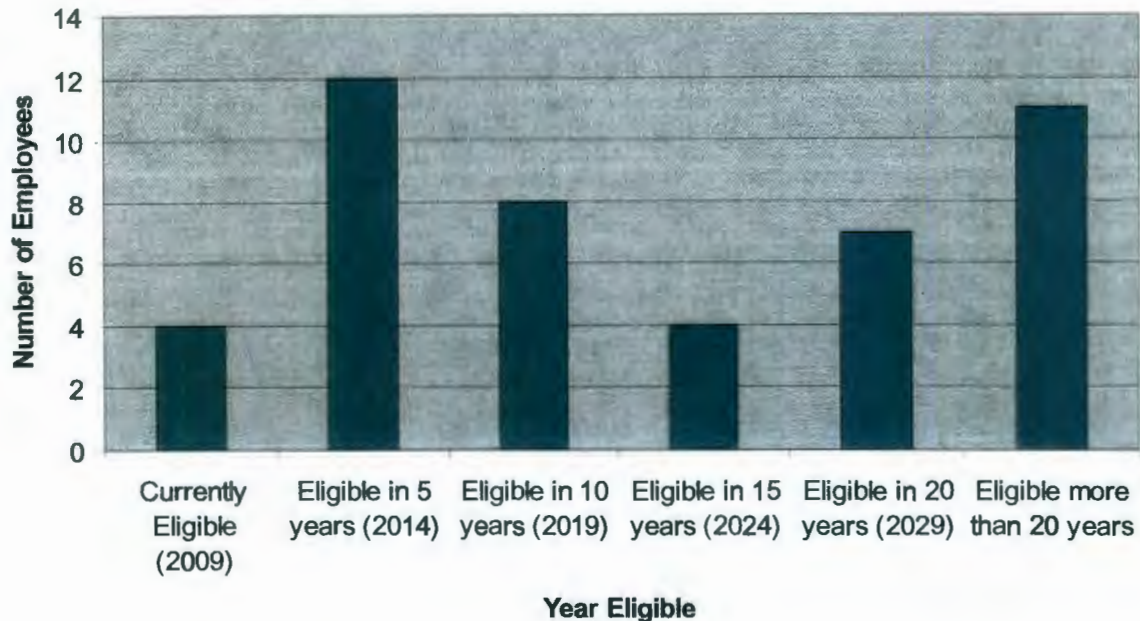
While FTA has a fair number of mid-career engineers (aged 31-50), it has only four early career engineers (25-30 years old) which could indicate or lead to an insufficient pipeline of qualified Engineers.

Figure A- 10: Engineer Breakdown by Office



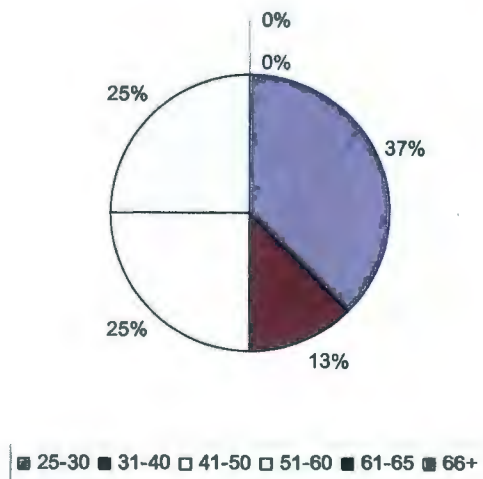
When paired with the number of mid to senior career level Engineers, the retirement statistics for FTA's Engineers are notable. Within the next five years, at least a third of FTA's Engineers are eligible to retire. To prepare for a possible retirement surge, FTA needs to assess its hiring and development of entry level/early career Engineers to ensure the organization's pipeline of Engineers is sufficient to meet current and expected future work demand.



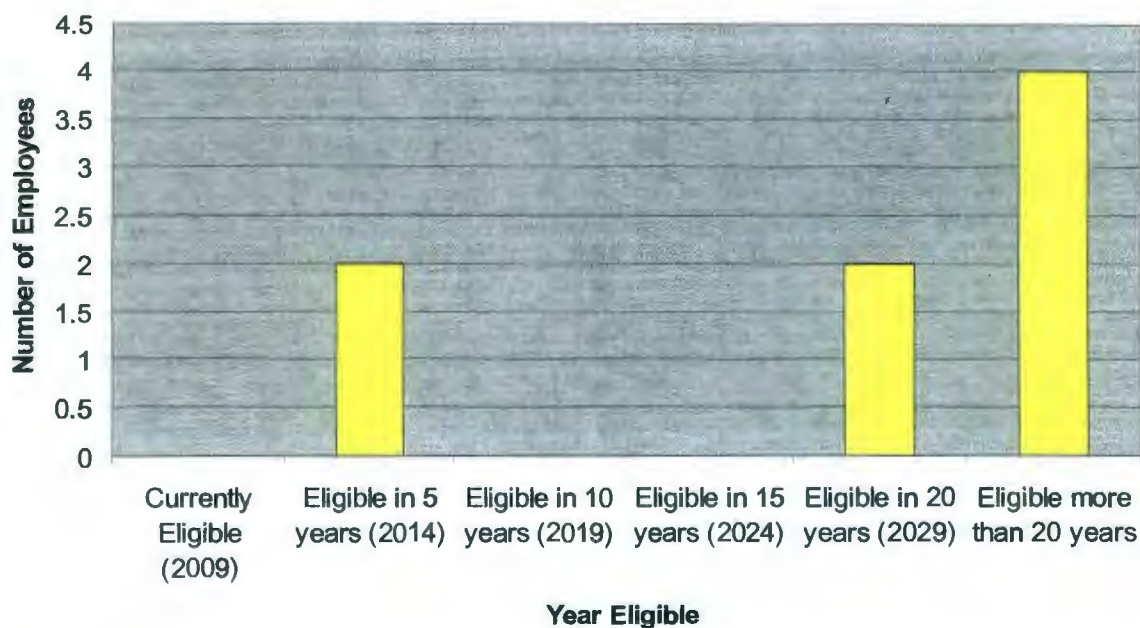
**Figure A- 11: Retirement Eligibility - Engineer****Contract Specialist (1102)**

According to the OPM Handbook of Occupational Groups and Families, the Contract Specialist series pertains to the positions that “manage, supervise, perform or develop policies and procedures for the procurement of supplies, services, construction or research and development using formal advertising or negotiation procedures, the evaluation of contract price proposals and the administration or termination or close out of contracts.”

Procurement requests from both HQ and Regions are handled by the eight person Office of Procurement located at HQ. Based upon the age breakdown shown in Figure A- 12 below, FTA's Procurement workforce appears relatively well balanced. Approximately half of the workforce is early to mid-career (i.e. under the age of 40) and the other half is late mid to late career. This balance would suggest that while the Procurement Office's staffing levels may not be optimal (nearly all Government agencies suffer from a shortage of Contract Specialists) they are well staffed in terms of years of experience. To capitalize on this, it is essential that FTA has in place structured mentoring or knowledge sharing practices that will allow more seasoned workers to teach the younger, less experienced workers as well as key staff in other offices that manage contracts.

**Figure A- 12: Breakdown by Age – Contract Specialist**

Unlike many of the other critical occupational series, the retirement timeline for FTA's Contract Specialists is quite long, however, 25% of Contract Specialists are eligible to retire within five years. This should provide FTA with sufficient time in which to grow and develop its pipeline of qualified Contract Specialists.

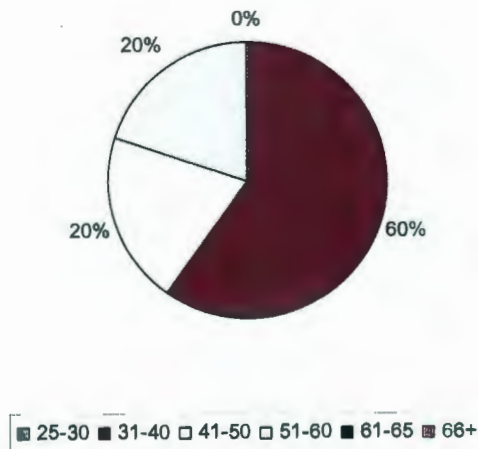
**Figure A- 13: Retirement Eligibility – Contract Specialist**

### **Computer Specialist (2210)**

According to the OPM Handbook of Occupational Groups and Families, Computer Specialists are responsible for the development, delivery and administration of information technology systems and services.

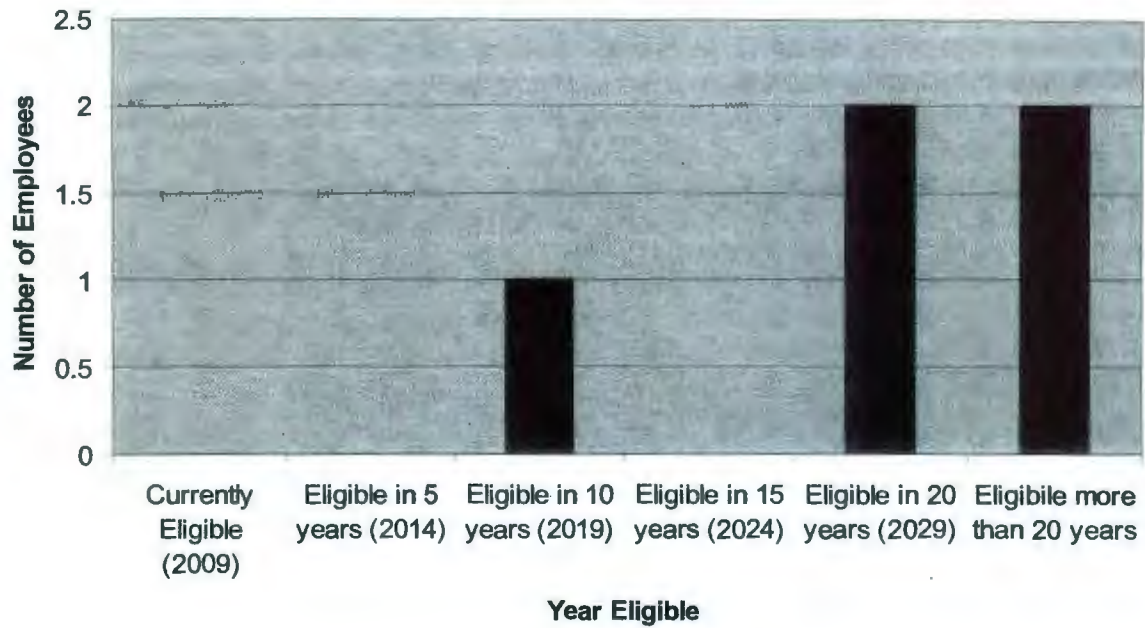
As with the Contracts/Procurement function, the Computer Specialist function is also centralized at HQ, in the Office of Information Technology. This occupational series was also similar to the Contract Specialist series in that the age breakdown of staff appears to be well distributed in terms of age. While there are only 5 Computer specialists, the majority are mid career with an equal number of early and late career specialists. .

**Figure A- 14: Breakdown by Age – Computer Specialist**



The retirement timeline for Computer Specialists is even longer than that of the Contract Specialists. No Computer Specialist is eligible to retire within the next five years and this majority will not be eligible for at least 20 years.



**Figure A- 15: Retirement Eligibility – Computer Specialist**

## Appendix B Core Competencies and Competency Gaps

For this 2009 Workforce Plan update, a separate competency analysis was not conducted. However, previous competency analyses noted in the 2007 Workforce Plan are still representative of the types of competency gaps FTA faces today. The Customer Service Survey results and EMT meeting on May 27, 2009 listed some of the same competency areas as a concern for FTA.

As part of the competency analysis for the 2007 workforce plan, three sets of competency data were analyzed, including information from a manager assessment in 2000, a Delphi study conducted in 2003, and an study completed by LMI during their analysis of the FTA workforce in 2002-2003.

A comparison of the results from these three sources of data shows a significant correlation in the skills and competencies that are deficient in the FTA workforce. Table B - 1 shows this comparison.

**Table B - 1: Comparison of Competency Gap Data Sources**

Core Skill or Competency	2000 Workforce Plan	Delphi Study	2003 LMI Workforce Analysis
Communication skills (analytical writing, technical writing, oral communication)	X	X	X
Contract management	X	X	X
Project management	X	X	X
Problem solving	X		X
Analytical thinking (analysis and interpretation of data)		X	X
Teaming/partnering	X		
IT skills (knowledge and use of current software and systems such as TEAM, FASTTRACK, PRISM)	X	X	

As part of the 2007 study, FTA management designated these core competencies as top priority rating them among the most important for most of the key job series: analytical thinking, written and verbal communication skills, problem solving, and project and contract management.

## Appendix C Customer Service Survey Results Highlights

Table C - 1 provides highlights of the Customer Satisfaction Survey results conducted in May 2009.<sup>10</sup> These survey result details support the concerns communicated by the EMT during the May 27, 2009 meeting. Specifically with respect to the key areas in technical expertise, the organization's ability to provide oversight, and the Region's ability to plan and manage grants.

**Table C - 1: FTA Customer Service Survey Results Highlight**

Q2. Please indicate the type of agency for which you are completing this survey.	
Majority of customers (54.0%) were transit agencies, though responses were received from all customer types (Metropolitan Planning Organizations, State Transportation Agency, Native American Tribe, Other Public Agency, Private Company, Not-for-profit Agency, Other)	
Q4. Please use the following questions to report on your experiences in the last 12 months with your FTA Regional Office	
The overall quality of FTA services to you as a customer?	72.1% were very satisfied or satisfied
The courtesy of FTA's staff?	83.5% were satisfied or very satisfied
The capability of FTA's staff?	75.7% were satisfied or very satisfied
Ease of doing business with FTA compared to other Federal agencies?	56.0% were satisfied or very satisfied
The extent FTA assesses the impact on customer satisfaction when FTA changes a process?	41.0% % were satisfied or very satisfied
The effectiveness of communications between your organization and FTA staff?	71.2% were satisfied or very satisfied
The availability of FTA's technical services?	67.4% were satisfied or very satisfied respectively
The ability of FTA Staff to provide on-site technical services or participate in on-site meetings?	
The quality of FTA's technical services?	
FTA's grant approval process?	60.0% were satisfied or very satisfied respectively
FTA's grant management process?	
The capability of FTA oversight consultant	48.4% were satisfied or very satisfied

<sup>10</sup> The Customer Service Survey satisfaction level response selection included: Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied, and Not Applicable. For the Regional results, customers selected a range between 13% to 46% for either Neutral or Not Applicable for questions in section Q4. For the HQ results, approximately 45% selected either Neutral or Not Applicable for the questions in section Q5.

services?	
<b>Q5. If you have had significant experiences in the last 12 months with FTA's central or headquarters offices, please answer the following questions.</b>	
The overall quality of FTA services to you as a customer?	49.0% for very satisfied or satisfied
The courtesy of FTA's staff?	57.1% were satisfied or very satisfied
The capability of FTA's staff?	52.8% were satisfied or very satisfied
Ease of doing business with FTA compared to other Federal agencies?	39.7% were satisfied or very satisfied
The extent FTA assesses the impact on customer satisfaction when FTA changes a process?	30.4% % were satisfied or very satisfied
The effectiveness of communications between your organization and FTA staff?	46.8% were satisfied or very satisfied
The availability of FTA's technical services?	40.0% were satisfied or very satisfied
The quality of FTA's technical services?	
The capability of FTA oversight consultant services?	49.0% were satisfied or very satisfied

## Appendix D Workforce Risk Analysis

The EMT participated in a Workforce Risk Analysis<sup>3</sup> survey that evaluated several risk factors which impact the balance between work requirements and available workforce. This risk analysis explored four key workforce factors and their sub-factors which are detailed in this Appendix. Listed below in Table D - 1 are the definitions of the Workforce Risk Analysis terms.

**Table D - 1: Workforce Risk Analysis Survey Glossary**

TERM	DEFINITION
<b>Impact to Work</b>	Refers to the specific drivers (i.e. internal/external influences such as budget, customer, etc.) that create a change in work content, volume or how the work is accomplished
<b>Workforce Requirements</b>	Refers to the number and type of workforce needed to do the work (e.g., requires new skill set that does not currently exist, makes some skills obsolete, etc.)
<b>Workforce Health</b>	Refers to the adequacy of the current workforce to support the work of the organization; adequacy is evaluated in terms of <i>stability</i> (e.g., risk of turnover or actual turnover and vacancy), <i>proficiency</i> (e.g., adequate capability in required skill areas), and <i>experience</i> (e.g., adequate depth of skill and appropriate tenure mix of junior-, mid-, and senior-level employees to support work and ongoing development/succession over time)
<b>Experience</b>	As an evaluation factor for workforce health, <b>Experience</b> refers to the degree to which the depth of skill, tenure mix, and distribution of experience in the organization meets the organization's needs
<b>Proficiency</b>	As an evaluation factor for workforce health, <b>Proficiency</b> refers to the degree to which the workforce is adequately skilled and able to master new skills as needed
<b>Stability</b>	As an evaluation factor that influences workforce health, <b>Stability</b> refers to the degree to which an organization experiences changes in the workforce supply due to turnover and/or potential for turnover
<b>Workforce Management Practices</b>	Refers to the policies, programs, and/or activities that an organization employs to manage its workforce and ensure that there are a sufficient number of skilled workforce available to accomplish the work requirements of the organization
<b>Alignment</b>	As an evaluation factor for workforce management practices, <b>Alignment</b> refers to the organization's ability to match the available workforce to work requirements, and realign resources to work as needed
<b>Government Footprint</b>	As an evaluation factor for workforce management practices, <b>Government Footprint</b> refers to how well established and distributed the government (e.g. civilian and/or military) workforce is to provide sufficient technical insight and management oversight for contractor support
<b>Knowledge Management</b>	As an evaluation factor for workforce management practices, <b>Knowledge Management</b> refers to the extent to which the organization utilizes programs and practices to capture, organize, and communicate knowledge obtained by the workforce in the course of their work to ensure retention and transfer of institutional knowledge



TERM	DEFINITION
<b>Learning and Development</b>	As an evaluation factor for workforce management practices, <b>Learning and Development</b> refers to the organization's ability to effectively grow workforce capabilities through a wide range of formal and informal mechanisms
<b>Pipeline</b>	As an evaluation factor that influences workforce management practices, <b>Pipeline</b> refers to the organization's ability to fill vacancies using established sourcing strategies that provide qualified candidates, and the organization's ability to onboard new workforce effectively
<b>Planning</b>	As an evaluation factor that influences workforce management practices, <b>Planning</b> refers to the organization's use of data to plan for and manage workforce alignment and make workforce decisions as part of an established planning process

### FTA Workforce Risk Analysis Detailed Results

FTA's overall results showed a moderate to high level of risk across each workforce risk factors: Impact to Workload, Workforce Requirements, Workforce Health, and Workforce Management Practices.

Regarding the workload drivers that impact their work, a majority of participants (21 out of 23) were in agreement as to the organization's main workload drivers and selected Mission/Priority Change, Budget, Oversight/ Policy/ Stakeholders, and Business Process. Far fewer participants expressed Geography and Organizational Structure as a key workload driver.

Figure D - 1 illustrates the total number of participants that selected each driver.

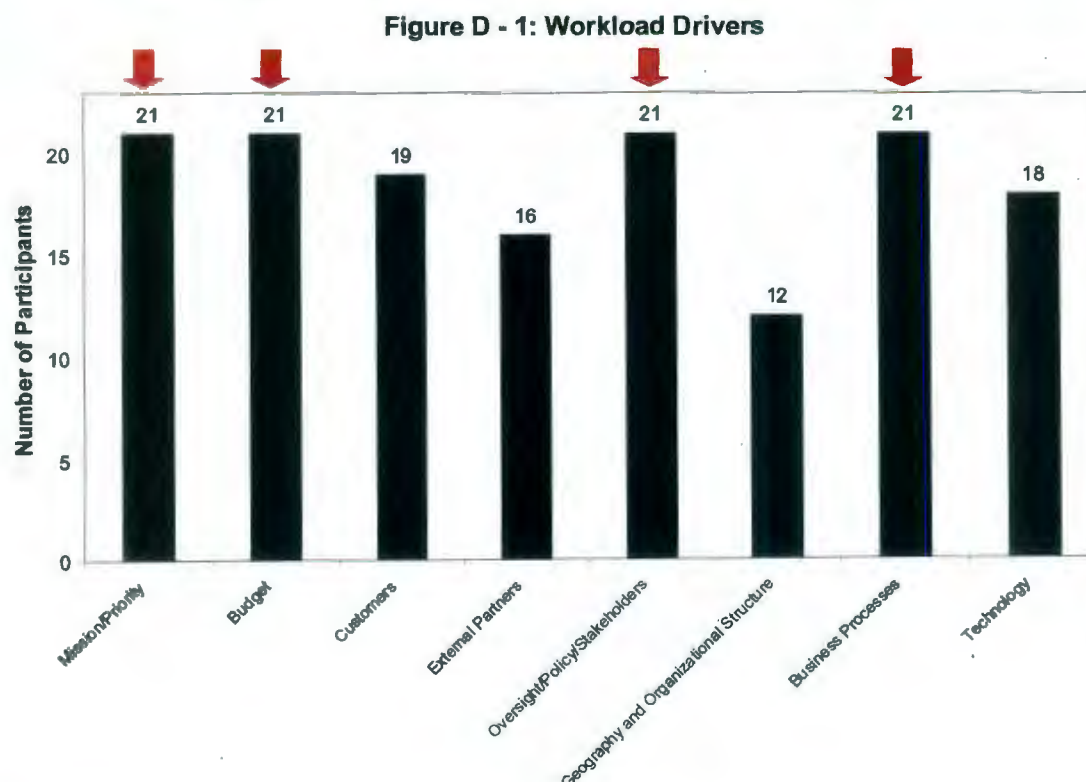
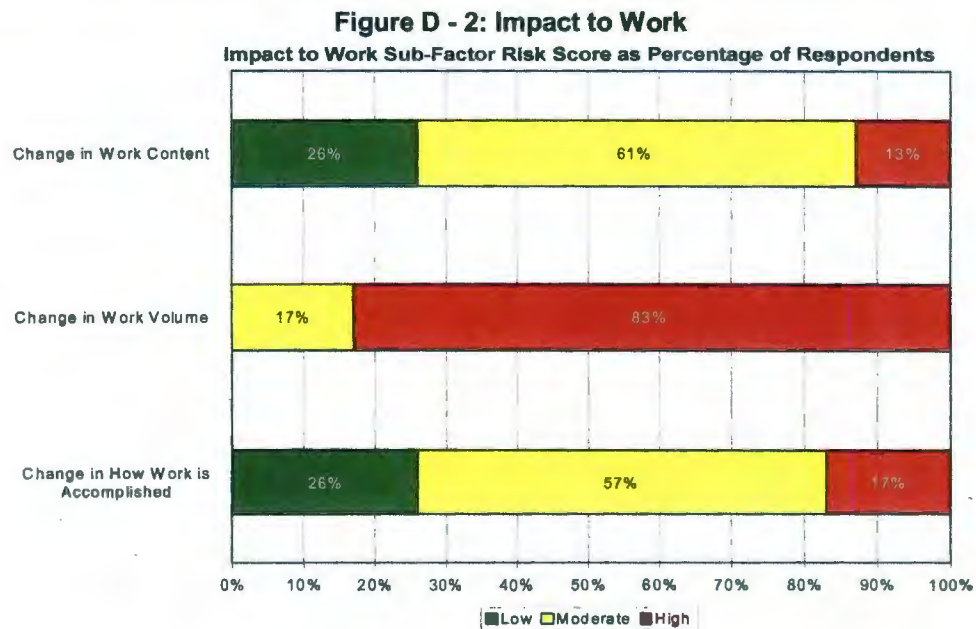


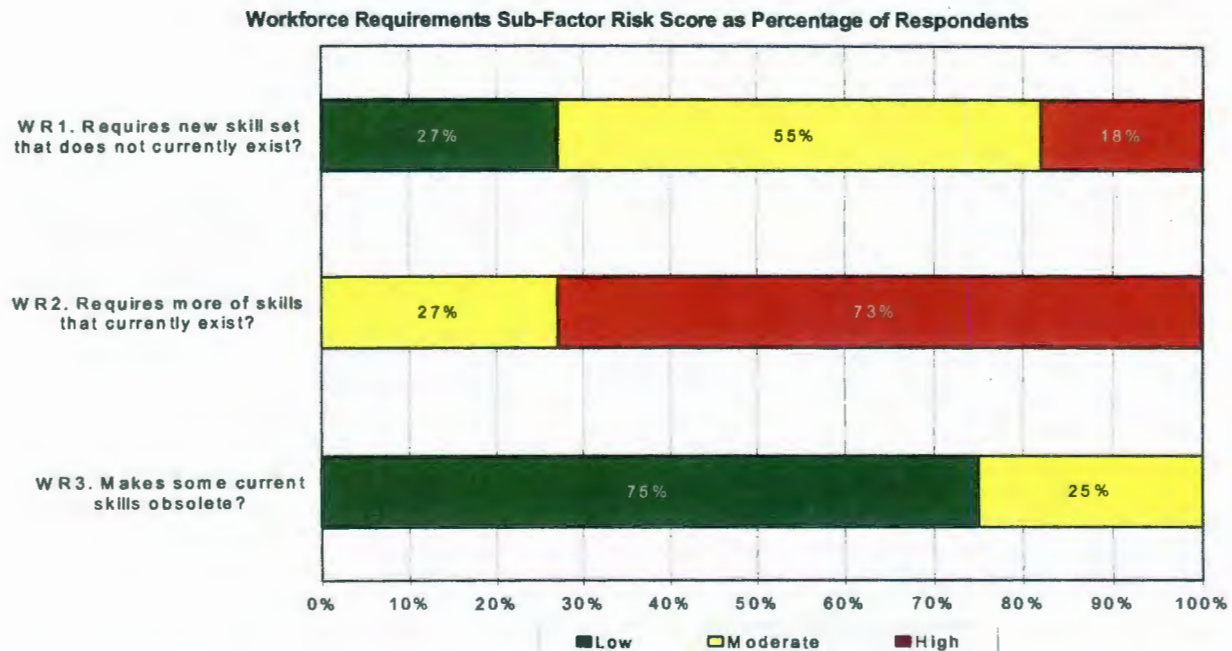
Figure D - 2 presents the results for the Impact to Work factor where respondents specified that the change in work volume was the highest area of risk with 83% of participants designating it as high risk. FTA also rated both Change in Work Content and Change in How Work is Accomplished as moderate to high risk. Comparing HQ and Region responses, the Regions appeared to be more concerned than HQ about the impact of Changes to Work Volume (with a 93% high risk rating) and How Work is Accomplished (with a 29% high risk rating). However, the Region responses for the changes to work content nearly mirrors that of HQ.



A change to the work, particularly in terms of volume, will have an impact on the organization's workforce requirements. In other words, changing workload will require FTA to adapt and shape its workforce to maintain balance between workload requirements and the available workforce. Figure D - 3 below presents the results of the Workforce Requirements factor in the Workforce Risk Analysis. According to participants, the highest risk area was the need for additional staff with current skill sets. In addition, a moderate risk of 55% was also associated with the need for new skill sets; i.e., skills that do not currently exist in the organization. HQ expressed a greater degree of need than Regions for more current skills as well as new skill sets.



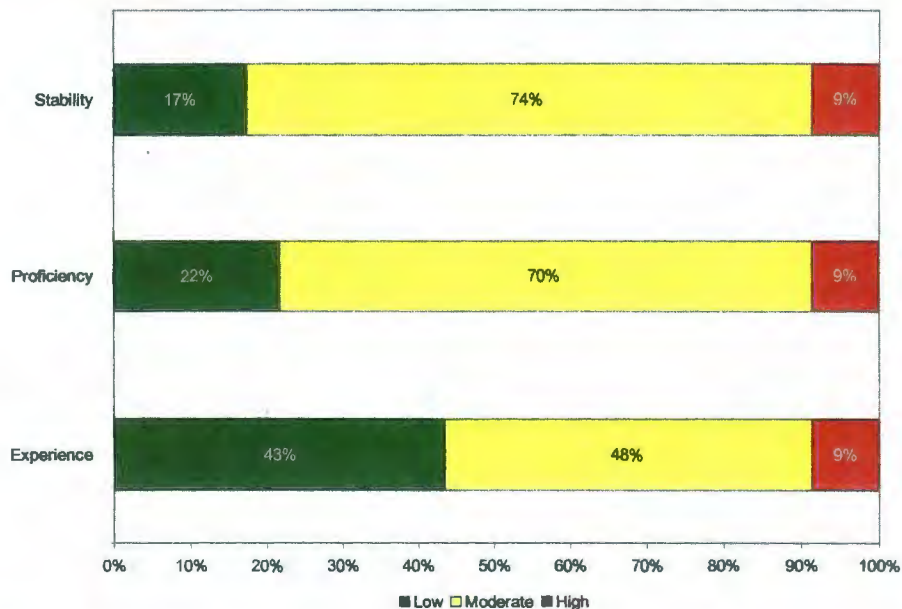
Figure D - 3: Workforce Requirements



Based on the high risk associated with changes to work volume and the need for more of FTA's current skill sets, there is an imbalance between the workload and workforce available to complete the work.

Results for the third workforce risk factor, Workforce Health, revealed that in general, the risks in this area were slightly higher for the regions. Overall, a moderate risk rating was given to Workforce Health with most concerns centering around Stability and Proficiency of staff as shown in Figure D - 4. The response rating for Stability and Proficiency implied a lack of sufficiency in managing attrition/turnover and vacancies as well as in maintaining adequate capability in required skill areas. These concerns suggested that the current workforce might be struggling to meet current and potential future workload demands.

According to survey participants, FTA does experience turnover, as any organization does, but when a position becomes vacant it often takes more than 12 weeks to find a suitable replacement. Furthermore, managers expressed notable concern about the retirement eligibility of staff, particularly in critical occupational series. This latter point reflects the findings of the workforce supply analysis which revealed that retirement eligibility is particularly high for two critical occupational series, Engineers and Transportation Specialists. The fact that FTA could potentially lose a large portion of its workforce to retirement is further complicated by FTA's long lead time for backfilling positions. In order to ensure that the organization has the resources it needs, in terms of both quantity and quality, FTA needs to focus its efforts on the successful and timely recruitment of job candidates.

**Figure D - 4: Workforce Health****Workforce Health Sub-Factor Risk Score as Percentage of Respondents**

FTA rated the last factor, Workforce Management Practices, at moderate risk across all six of the management practices as shown in Figure D - 5. This moderate risk rating indicated concern about the policies, programs, and/or activities employed to manage FTA workforce. In both HQ and Regions, insufficient Knowledge Management was the greatest concern and Learning and Development was of least concern. Furthermore, most of the results for the remaining Management Practices sub-factors Alignment, Government Footprint, Pipeline and Planning were similar in total risk rating percentages with a moderate to high risk rating.

In the area of knowledge management, managers indicated that while knowledge management mechanisms have been established, it is not utilized. This feedback reinforces the findings of FTA's recent Knowledge Management audit which revealed that FTA lacks incentives to facilitate information sharing, easy to access knowledge management points of contact and knowledge management education and awareness.<sup>7</sup> Since knowledge management surfaced as a consideration and implication for nearly all of FTA's critical occupational series, FTA needs to focus its attention on the effective facilitation of knowledge sharing.

When it comes to securing a sufficient workforce pipeline, managers indicated inefficient candidate sourcing strategies that often leave the organization struggling to find candidates for key occupations. This is particularly significant in light of FTA's high retirement eligibility numbers, particularly among Transportation Specialists and Engineers which could potentially lose 45% of their workforce to retirement in the next five years. In order to ensure a sufficient pipeline of qualified and experienced

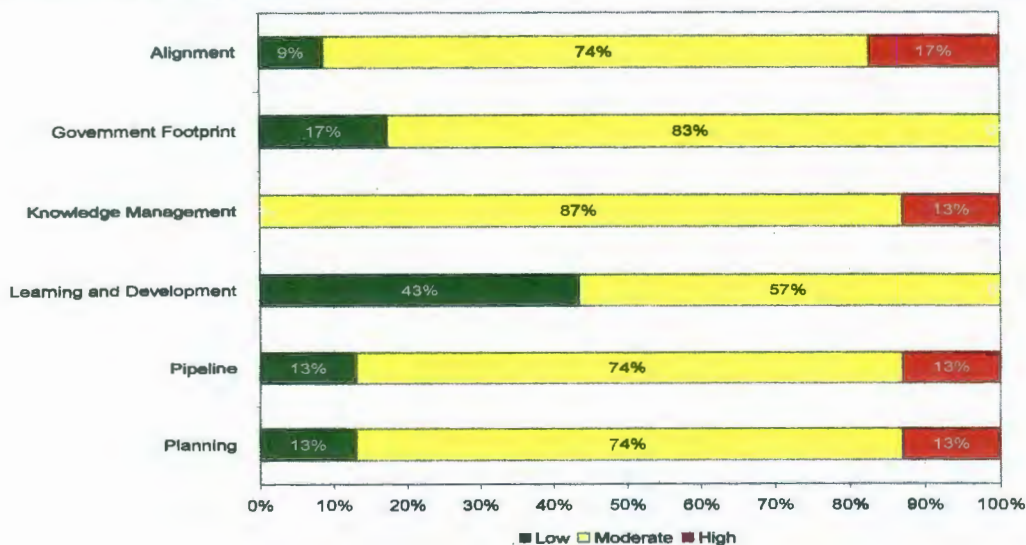


Transportation Specialists and Engineers, FTA needs to shore up its recruiting strategies to facilitate the successful identification and capture of qualified candidates.

On a similar note, managers felt that FTA's workforce planning practices were not well established which explains their lack of confidence in both knowledge management and candidate sourcing. In developing this Strategic Workforce Plan, FTA is helping to solidify its workforce planning practices and update the knowledge management and recruiting practices to optimize the workforce it has, shore up needed skill areas, and prepare for future requirements through adequate growth and development of its workforce.

**Figure D - 5: Workforce Management Practices**

**Workforce Management Practices Sub-Factor Risk Score as Percentage of Respondents**



## Appendix E Executive Management Team Meeting Notes - May 27, 2009

### **Discussion of Risk Areas**

- Need more contract administration in the regions – in particular, more training is required so that regional staff doesn't need to rely as heavily on Contract Specialists and Administrators. Need more COTR expertise in the Regions
- Strong risk in regions and HQ around environmental associated with New Starts – inadequate resources in terms of experience in the regions
- Notable potential loss of institutional knowledge due to retirements
- High Risk - oversight at HQ and regions, data analysis, environmental analysis, succession planning – need for increased skill building
- Regions aren't doing what they are supposed to – they are good at developing and executing grants, but aren't good at managing grants. In addition, they don't do enough planning
- The absence of planning and data analysis capabilities are systemic problems
- Reauthorization is interested in sustainability – capacity for planning in FTA is weak and TPE and Regions will feel it the most
- FTA needs a more strategic and tailored approach to oversight – it's not just in TPM and field, it's across all offices.
- FTA needs to provide more technical assistance to customers – helping customers get into compliance with the requirements that come with the federal dollar
- The Regions need a healthier percentage of total workforce
- FTA needs to consider what it wants to become in the next generation – do they want to continue to do grants or do they want to focus more on regulation?
- FTA needs to address the level of technical experts it has (need more)
- Use of consultants to help support/manage the workload and do core analysis work is worrisome, need to bring that capability in-house
- FTA relies on consultants for routine services however the biggest bang for consulting workforce is specialized and timely expertise – e.g engineering oversight – PMO contracts is the best way to do that – can't keep skills current if you try and do that in-house. Same for IT consultants.
- Need more economists and financial analysts – FTA is dealing with increasingly sophisticated projects – it's a lot of work to figure out how to administer the Public Partnership program – have relied on Contractors in the past, need critical mass in house.
- Agency wants to move towards Malcolm Baldrige principles in terms of how they manage themselves – TAD and TBP would be responsible for designing the processes to enable that – this requires more resources than currently available.
- TAD's workforce has dropped 10% over 12 years and one of the places that they have had systemic brain drain was in the analytical area.
- Federal Human Capital Survey – some advancement, very much tied to Baldrige efforts, need to have people in house that can keep Baldrige efforts going.

- Writing skills – email has made writing worse, skill development in use of Excel, data collection, developing charts
- Need to integrate new talent in a different way
- Need more effective recruiting – need to find a way to screen people to ensure they are skilled in a variety of areas
- Lack of bench strength to allow managers to manage and NOT do tactical work.
- Better use of existing resources – have employees with skill sets that may be underutilized.
- Don't need to be held back by where people are located.
- Quarterly Report Review – Regions do not have enough people to review reports
- Be more efficient with IT systems/processes so that they don't need to have as many FTEs

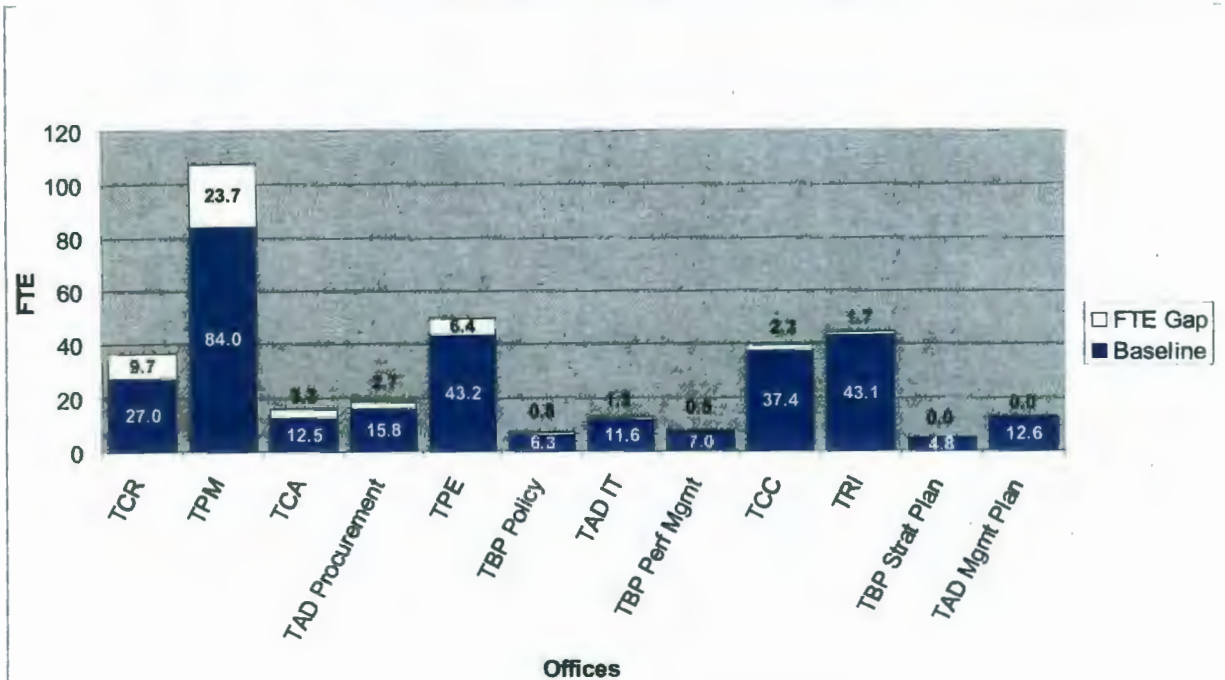
**Prioritization Discussion**

- TCC Rulemaking – Nice to have, but not high priority
- TBP aren't the only ones that need to deal with GAO/IG reports
- Look into TBP audit/GAO/IG function later.
- At HQ – need someone who understands environmental policy – in region, it varies, but in general they need a certain level of environmental expertise that is not necessarily present in the region.
- Tech Assistance and Training – bench strength issue
- Planning – planners in Regions have indicated that % of time spent on planning is much lower than grant making. Also a financial issue – don't have \$ to send people to training. In some regions, planners don't do any grants work so they spend more time on planning. Larger regions with higher workload have planners doing grant work.
- Financial and Economic expertise – FTA wide issue, in terms of understanding sophisticated arrangements (e.g. new start bonding issues) the need is stronger in HQ. In the region the concern may be either the potential loss of capability due to retirement or the absence of the ability entirely. Some regions may need the same capability as HQ due to complex grantees/grantee processes. Regions need accounting expertise to help figure out the financial problems in the field.
- With additional investment, FTA can turn the models into something more user friendly.

## Appendix F Workload Scenario Risk Results

Figure F - 1 through Figure F - 4 provides a summary of the HQ and Regional Stimulus Package and Existing Quality Issues Scenario FTE gaps presented by office. The HQ offices had a total FTE gap of 52.35 FTEs for the Stimulus Package Scenario.

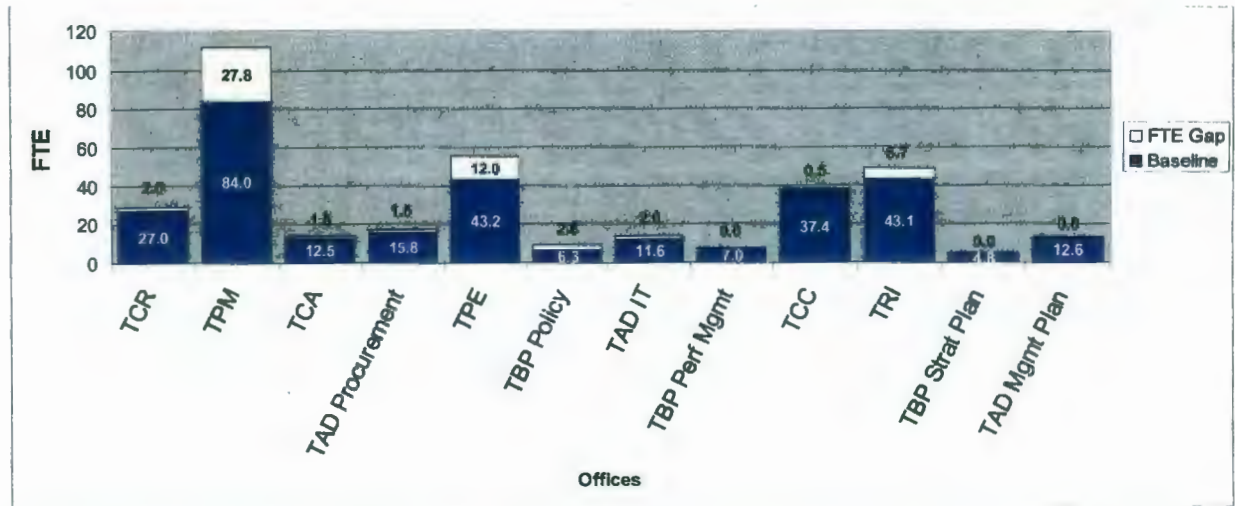
Figure F - 1: HQ Stimulus Scenario FTE Gaps



For the Existing Quality Scenario, the HQ offices had a total FTE gap of 55.53 FTEs.

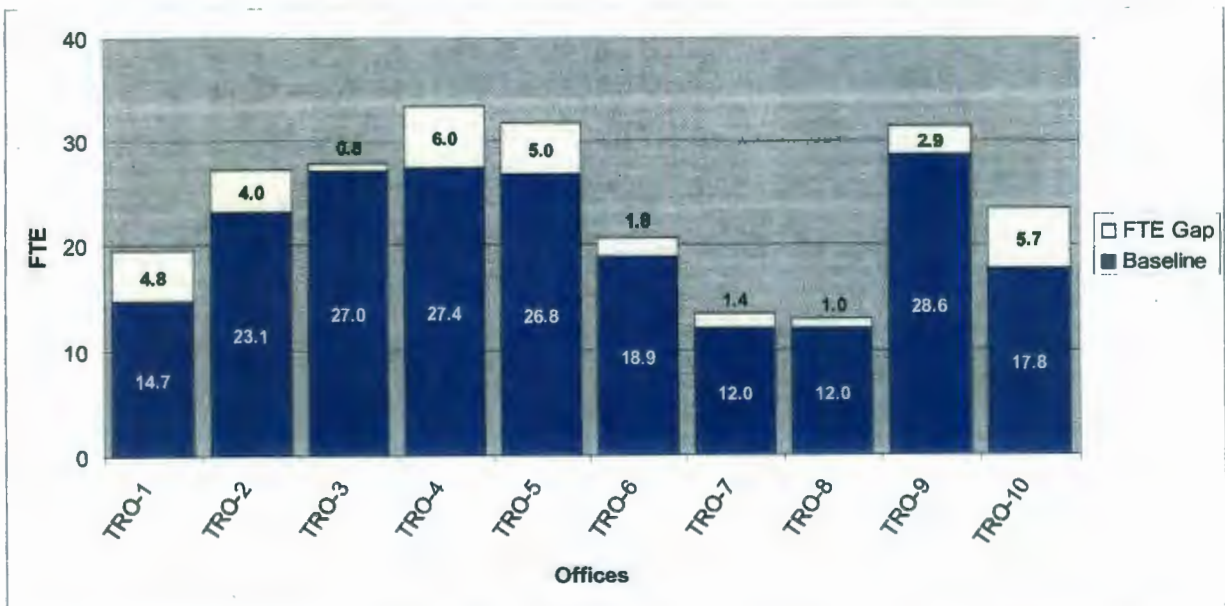


Figure F - 2: HQ Existing Quality Scenario FTE Gaps

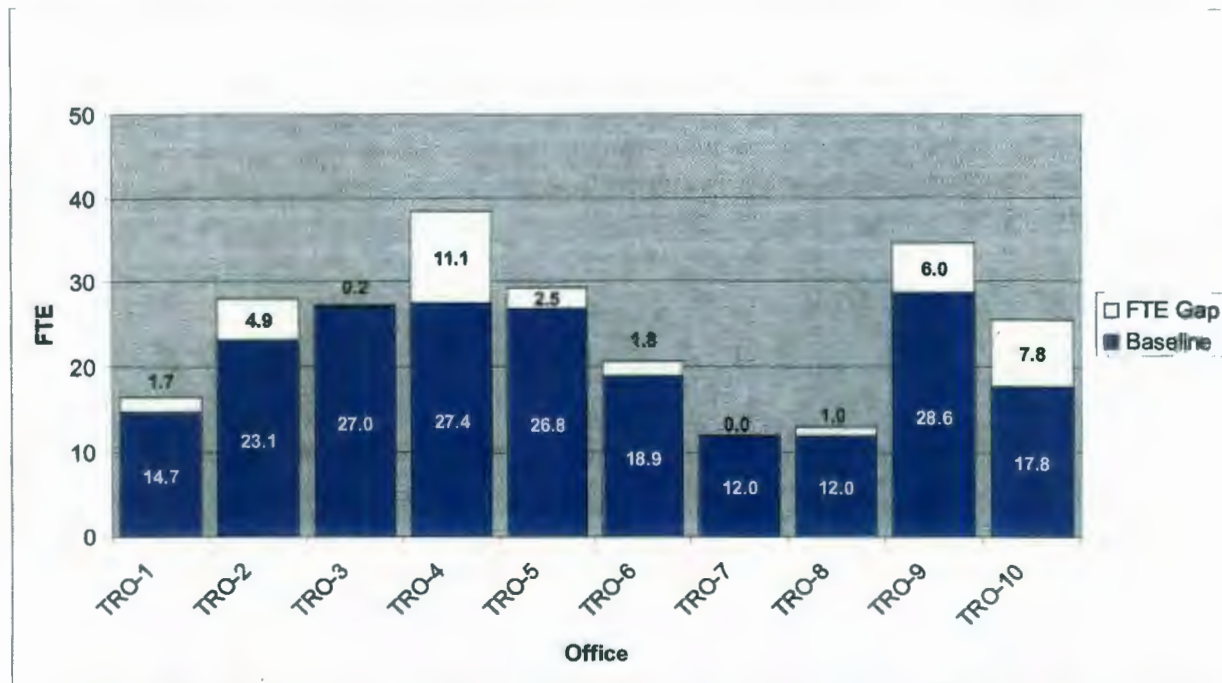


The Regions had a total FTE gap of 33.25 FTEs for the Stimulus Package Scenario.

Figure F - 3: Region Stimulus Scenario FTE Gaps



For the Existing Quality Issues Scenario, the Regions had a total FTE gap of 36.86 FTEs.

**Figure F - 4: Region Existing Quality Issues Scenario FTE Gaps**

In Figures F-1 through F-4, HQ and Regional scenario risk results are presented in the order of the highest FTE gap as a percentage for each office. The "Office Work Areas of Concern" lists the primary workload areas impacted by the scenario and their scenario assumptions.

Table F - 1: HQ Stimulus Package Scenario Risk Results

Offices At Risk			Offices with Total FTE % > 10%		Office Work Areas of Concern
TCR					
OrgTotals			Task Groups		
	FTE	Difference	• Civil Rights Program Reviews and Oversight Activities		
Baseline	27.00	---	Work Categories		
Scenario Demand	37.18	-10.18	• ADA		
Scenario Supply	36.68	-0.50	Scenario Condition Assumptions		
Total FTE Difference as a %			36%		
			• Need People in Regions 4/5/9 to balance for the additional regional employees and increase of grantees. In addition need additional HQ employees to assist in policy development, complaints and compliance reviews.		
			• Since the number of new grants is approximately half of the number of total grants from FY 2008, indicates a 50% increase in grant reviews. Civil Rights must review every grant application, indicating a 50% increase of work. As a result of the increase in number of grants, the number of compliance reviews would increase approximately 50% too.		
			• Response to the increase in number of grants must be done in less time than usual. This could indicate that the level of reviews are not as thorough as should be without additional resources.		
TPM					
OrgTotals			Task Groups		
	FTE	Difference	• Program Management		
Baseline	84.00	---	• Regional Office Tech Assistance		
Scenario Demand	107.72	-23.72	• Guidance, Rules, Regulations		
Scenario Supply	107.72	0.00	• Project Management/Tracking/Reporting		
Total FTE Difference as a %			28%		
			Work Categories		
			• Oversight		
			• Formula Programs		
			• Discretionary Programs		
			Scenario Condition Assumptions		
			• Doubles size of program. In addition, funds are 100 percent Fed match, shifting more risk to FTA		
			• Requires the acceleration of new guidance on allocation of funds, accelerated grants delivery, and reporting		
			• Greater risk plus Administration's focus on transparency and accountability require more diligent oversight		
			Unique Office Assumptions		
			• TIGER Team/OIG/OST/OMB/GAO requires substantial meeting attendance, response to requests, development of ARRA-specific products. Unprecedented accountability and transparency requirements		



Offices with Total FTE % > 10%

Offices At Risk

Office Work Areas of Concern

TCA

OrgTotals		
	FTE	Difference
Baseline	12.50	---
Scenario Demand	15.79	-3.29
Scenario Supply	15.79	0.00
Total FTE Difference as a %		26%

Task Groups

- Communications for Media/Website
- Congressional Affairs for Management of Inquiries

Work Categories

- Public Affairs & Communications

Scenario Condition Assumptions

- Increase of grant approvals, increase of Congressional inquiries and responses, and addition of ARRA webpages will require staff to do work.
- New programs will demand an increase in communications to Congress, media and stakeholders
- TCA has four FTE currently on detail assignments. The work normally done by these people is being absorbed by current staff. Speechwriter is working for S1 until TOA-1 is confirmed and

Unique Office Assumptions

- Have four FTE currently on detail assignments. The work normally done by these people is being absorbed by current staff. Speechwriter is working for S1 until TOA-1 is confirmed and onboard.

TAD Procurement

OrgTotals		
	FTE	Difference
Baseline	15.75	---
Scenario Demand	18.47	-2.72
Scenario Supply	18.47	0.00
Total FTE Difference as a %		17%

Task Groups

- Admin: Contract Administration

Work Categories

- Procurement

Scenario Condition Assumptions

- Due to the increased workload due to Recovery Act., TAD-40 will need 2 additional FTE's.
- Additional oversight will require additional personnel to answer
- The effects of new programs will be felt in the number of inquiries concerning compliance with FTA Circular 4220.1F.

Unique Office

- Four FTE are currently away from the office on detail assignments.

TPE

OrgTotals		
	FTE	Difference
Baseline	43.20	---
Scenario Demand	49.64	-6.44
Scenario Supply	49.64	0.00
Total FTE Difference as a %		15%

Task Groups

- Provide General Technical Assistance
- Respond to Controlled Correspondence

Work Categories

- Human & Natural Environment
- Systems Planning

Scenario Condition Assumptions

- Although only 12 New Starts projects are anticipated to receive
- TIPs may be amended several times to incorporate projects

Offices with Total FTE % > 10%			Office Work Areas of Concern	
Offices At Risk				
TBP Policy				
<b>OrgTotals</b>			<b>Task Groups</b>	
	FTE	Difference	• Manage Policy Product Development	
Baseline	6.30	---	<b>Work Categories</b>	
Scenario Demand	7.12	-0.82	• Policy Review and Development	
Scenario Supply	7.12	0.00	<b>Scenario Condition Assumptions</b>	
Total FTE Difference as a % 13%			<ul style="list-style-type: none"> <li>• New policy guidance for discretionary programs, as well as guidance for the funding, in general, must be implemented through</li> <li>• Policies and guidance will be needed to be decided and implemented in a expeditious manner.</li> <li>• Anticipate new policy development efforts and increase in quick response requests.</li> <li>• New program development will require policy input, plus development/review/implementation of new policies and guidance</li> </ul>	
			<b>Unique Office Assumptions</b>	
			• One FTE is currently on detail to another agency. Her work is	
TAD IT				
<b>OrgTotals</b>			<b>Task Groups</b>	
	FTE	Difference	• Admin: Contract Administration	
Baseline	11.55	---	• Complex and Simple Level Project Management	
Scenario Demand	11.55	0.00	• Contract Creation and Administration	
Scenario Supply	12.80	1.25	<b>Work Categories</b>	
Total FTE Difference as a % 11%			• Information Technology	
			<b>Scenario Condition Assumptions</b>	
			<ul style="list-style-type: none"> <li>• Allows for hiring of additional people</li> <li>• Extra funds for contract modification and additional contractor work</li> <li>• Increased amount of activity on TEAM application and OTRAK</li> <li>• Increased amount of work and contract modifications needed in a shorter amount of time</li> </ul>	



Offices At Risk			Offices with Total FTE % < 10%		Office Work Areas of Concern
TBP Performance Management					
OrgTotals			Task Groups	• Audit Coordination	
	FTE	Difference	Work Categories	• Performance Management	
Baseline	7.00	---	Scenario Condition Assumptions	• Additional GAO, OIG, hotline, and single audits, additional analysis • Number of quick response requests to support reporting will • TBP responds to negative findings, total impact not clear as of yet	
Scenario Demand	7.52	-0.52			
Scenario Supply	7.52	0.00			
Total FTE Difference as a %			7%		
TCC					
OrgTotals			Task Groups	• Grant Application Review & Approval (Analysis/Research, Client Counseling, Outreach/TA)	
	FTE	Difference	Work Categories	• Litigation and Regional Operations	
Baseline	37.40	---	Scenario Condition Assumptions	• In the long run this constraint is not applicable • The increase is creating overtime work in the regional offices	
Scenario Demand	39.66	-2.26			
Scenario Supply	39.66	0.00			
Total FTE Difference as a %			6%		
TRI					
OrgTotals			Task Groups	• Project Administration • Special Projects • Research Dissemination	
	FTE	Difference	Work Categories	• FTEs are allocated under National Research & Technology, but the new work category is TIGGER	
Baseline	43.05	---	Scenario Condition Assumptions	• \$100M Energy (TIGGER) program. • At least one FTE would be needed to carry out existing work and the additional work.	
Scenario Demand	44.70	-1.65			
Scenario Supply	44.70	0.00			
Total FTE Difference as a %			4%		
TBP Strategic Planning					
OrgTotals			Task Groups	• N/A	
	FTE	Difference	Work Categories	• N/A	
Baseline	4.80	---	Scenario Condition Assumptions	• Does not effect the tasks my office performs at this time	
Scenario Demand	4.80	0.00			
Scenario Supply	4.80	0.00			
Total FTE Difference as a %			0%		
TAD Management Planning					
OrgTotals			Task Groups	• N/A	
	FTE	Difference	Work Categories	• N/A	
Baseline	12.60	---	Scenario Condition Assumptions	• N/A, TAD-10 Office of Management Planning FTE Level will remain the same	
Scenario Demand	12.60	0.00			
Scenario Supply	12.60	0.00			
Total FTE Difference as a %			0%		

Table F - 2: HQ Existing Quality Scenario Risk Results

Offices At Risk

Offices with Total FTE % > 10%

Office Work Areas of Concern

TBP Policy

OrgTotals		
	FTE	Difference
Baseline	6.30	---
Scenario Demand	6.30	0.00
Scenario Supply	8.90	2.60
Total FTE Difference as a %		41%

Task Groups

- Conduct & Report on Policy Research
- Manage Policy Product Development

Work Categories

- Policy Review and Development

Scenario Condition Assumptions

- Policy research and communications are not often conducted due to lack of time/staff.
- Communication of policy efforts is often not completed; website is very dated.
- One FTE is currently on detail to an outside agency. Her work (financial analysis) is currently being covered by several other FTA staff in other offices or put on hold until her return.

TPM

OrgTotals		
	FTE	Difference
Baseline	84.00	---
Scenario Demand	111.78	-27.78
Scenario Supply	111.78	0.00
Total FTE Difference as a %		33%

Task Groups

- Program Management
- Project Management/Tracking/Reporting
- Guidance, Rules, Regulations
- Project Management/Tracking/Reporting

Work Categories

- Oversight
- Implementing Agency Initiatives (Special Projects)

Scenario Condition Assumptions

- Modeled FTE levels will substantially eliminate backlog
- Assumptions reflect TPM desire to improve is to double the capacity and quality of its oversight programs and be responsive to an increasing number of agency initiatives and improvements
- Assumed increase in workload also reflective of Administration's priorities and focus on accountability and transparency

Unique Office Assumptions

- Desire to double our oversight capacity and be responsive to an increasing number of agency initiatives and improvements.



Offices At Risk

Offices with Total FTE % > 10%

Office Work Areas of Concern

TPE

OrgTotals		
	FTE	Difference
Baseline	43.20	—
Scenario Demand	47.10	-3.90
Scenario Supply	55.21	8.11
Total FTE Difference as a %		28%

Task Groups

- Prepare/Disseminate Industry Guidance
- Provide Technical Assistance on New Starts/Small Starts
- Conduct Outreach Meetings/Workshops
- Manage Studies/Projects

Work Categories

- Planning Methods
- Project Planning
- Systems Planning
- Human & Natural Environment

Scenario Condition Assumptions

- TPE should be doing significantly more guidance/workshops/tech assist on planning, New Starts, and NEPA requirements; more FTEs are needed. In addition, additional research on planning issues should be performed.
- SAFETEA-LU indicates that DOT shall establish a program to measure and report on progress toward improving the planning and environmental review process. TPE does not currently have the capability to do this.
- TPE should be preparing additional reports to Congress on planning and environmental processes per direction in SAFETEA-LU
- TPE should be doing additional research on travel forecasting and other technical planning methods. This would involve additional contracts.
- Understanding of NEPA in the regional offices is lacking. Expertise resides at HQ and thus more staff needed for guidance/tech assist. Similarly, regional offices do not have time to do planning reviews necessary.

TAD IT

OrgTotals		
	FTE	Difference
Baseline	11.55	—
Scenario Demand	11.55	0.00
Scenario Supply	13.50	1.95
Total FTE Difference as a %		17%

Task Groups

- Similar distribution of additional FTEs across most task groups

Work Categories

- Information Technology

Scenario Condition Assumptions

- Allows for additional hiring actions
- Lack of enough fully qualified contract managers and project managers to meet any additional needs or to allow focus on existing problems other than in a "maintain at current level" amount of LOE
- Security/Audit requirements, budgetary data calls, and Earned Value Management requirements will impact in the coming years
- While backlog is not significant there is a lack of available LOE available to focus on future planning and to get out of "reactive" mode to issues
- Potential retirements
- EVM will be a larger issue

TRI

OrgTotals		
	FTE	Difference
Baseline	43.05	—
Scenario Demand	45.43	-2.38
Scenario Supply	48.71	3.28
Total FTE Difference as a %		13%

Task Groups

- Research Program Management
- Project Management
- Special Projects
- Research Dissemination

Work Categories

- National Research & Technology Program
- National Transit Institute
- Intelligent Transportation Systems

Scenario Condition Assumptions

- There is work that TRI currently does not do that it should be doing, however it is constrained by its current levels of FTE. Information Dissemination is one major area.
- There are some areas where TRI lacks skills that should be developed
- Workforce development and the continued development of research related to environmental and energy issues is expected to grow.
- TRI currently has five supervisors, but would be better suited with 6.
- Major areas of work include workforce development (including National Transit Institute), the Fuel Cell Bus Program (which continues to grow), program management, and research dissemination.



Offices with Total FTE % > 10%			Office Work Areas of Concern	
<b>Offices At Risk</b>			<b>Office Work Areas of Concern</b>	
<b>TCA</b>			<b>Task Groups</b>	
<b>OrgTotals</b>	<b>FTE</b>	<b>Difference</b>	<ul style="list-style-type: none"> <li>• Communications for Media/Website</li> <li>• Congressional Affairs for Management of Inquiries</li> </ul>	
Baseline	12.50	---	<b>Work Categories</b>	
Scenario Demand	12.50	0.00	<ul style="list-style-type: none"> <li>• Public Affairs &amp; Communications</li> <li>• Congressional Affairs</li> </ul>	
Scenario Supply	14.00	1.50	<b>Scenario Condition Assumptions</b>	
<b>Total FTE Difference as a %</b>		<b>12%</b>	<ul style="list-style-type: none"> <li>• Due to increased regular assignments work is being put on hold.</li> <li>• Current work not able to be completed with availability of current number of staff.</li> </ul>	
			<b>Unique Office Assumptions</b>	
			<ul style="list-style-type: none"> <li>• TAD IT has potential retirements</li> </ul>	
<b>TAD Procurement</b>			<b>Task Groups</b>	
<b>OrgTotals</b>	<b>FTE</b>	<b>Difference</b>	<ul style="list-style-type: none"> <li>• Contract Close-out</li> </ul>	
Baseline	15.75	---	<b>Work Categories</b>	
Scenario Demand	17.25	-1.50	<ul style="list-style-type: none"> <li>• Procurement</li> </ul>	
Scenario Supply	17.25	0.00	<b>Scenario Condition Assumptions</b>	
<b>Total FTE Difference as a %</b>		<b>10%</b>	<ul style="list-style-type: none"> <li>• Due to the data provided, TAD-40 will need an additional 2 FTE's.</li> <li>• Suggested increase in personnel will shift this condition from At Risk to Risk Managed.</li> <li>• All program requirements will be met.</li> </ul>	
Offices with Total FTE % < 10%			Office Work Areas of Concern	
<b>Offices At Risk</b>			<b>Office Work Areas of Concern</b>	
<b>TCR</b>			<b>Task Groups</b>	
<b>OrgTotals</b>	<b>FTE</b>	<b>Difference</b>	<ul style="list-style-type: none"> <li>• Similar distribution of additional FTEs across most task groups</li> </ul>	
Baseline	27.00	---	<b>Work Categories</b>	
Scenario Demand	29.46	-2.46	<ul style="list-style-type: none"> <li>• ADA</li> </ul>	
Scenario Supply	29.03	-0.43	<b>Scenario Condition Assumptions</b>	
<b>Total FTE Difference as a %</b>		<b>8%</b>	<ul style="list-style-type: none"> <li>• Additional FTEs are needed to assist in the development of policy, complaint investigations and compliance reviews because of the increase focus of oversight activities per Congress and the current Admin.</li> <li>• Each year # of grants and grantees increase significantly. Without additional FTEs the level of civil rights oversight may not be as thorough as it should be.</li> <li>• On average, TCR receives 160+ complaints a year, but only close about 75 because of the complexity of civil rights compliance.</li> <li>• DOT civil rights regulations are constantly amended, therefore requiring constant technical assistance by TCR to their recipients, so they don't fall behind.</li> <li>• Civil Rights has the unique role of working for the beneficiaries (riding public) as opposed for the recipients (transit properties). This often goes against what regional and HQ offices would prefer.</li> </ul>	

Offices At Risk			Offices with Total FTE % < 10%		Office Work Areas of Concern	
TCC						
OrgTotals			Task Groups			
	FTE	Difference		• Litigation (Analysis/Research, Client Counseling)		
Baseline	37.40	---	Work Categories			
Scenario Demand	37.40	0.00		• Litigation and Regional Operations		
Scenario Supply	37.90	0.50	Scenario Condition Assumptions			
Total FTE Difference as a %				• Litigation is a discrete risk that could be mitigated by an additional .5 FTE.		
1%						
TAD Management Planning						
OrgTotals			Task Groups			
	FTE	Difference		• N/A		
Baseline	12.60	---	Work Categories			
Scenario Demand	12.60	0.00		• N/A		
Scenario Supply	12.60	0.00	Scenario Condition Assumptions			
Total FTE Difference as a %				• N/A, TAD-10 Office of Management Planning FTE Level will remain the same		
0%						
TBP Performance Management						
OrgTotals			Task Groups			
	FTE	Difference		• N/A		
Baseline	7.60	---	Work Categories			
Scenario Demand	7.60	0.00		• N/A		
Scenario Supply	7.60	0.00	Scenario Condition Assumptions			
Total FTE Difference as a %				• Wasn't sure how to enter this but my main problem at the moment is that the one person I have assigned to Audits (GAO, OIG, and hotline complaints) is unable to keep up with the workload. Could use another		
0%				• Definitely short of staff in the audit response area (hotlines, OIG, GAO and single audits)		
				• Am not keeping up with audit requirements, need another staff for this.		
				• Have a work backlog in the audit area, assigned staff is not able to keep up		
				• My staff has the necessary skills		
				• My staff count includes the position I am interviewing for.		
TBP Strategic Planning						
OrgTotals			Task Groups			
	FTE	Difference		• N/A		
Baseline	4.80	---	Work Categories			
Scenario Demand	4.80	0.00		• N/A		
Scenario Supply	4.80	0.00	Scenario Condition Assumptions			
Total FTE Difference as a %				• Does not impact my office, if current FTE allowance is fully staffed, unless additional responsibilities (tasks) are added to the office.		
0%						



Table F - 3: Region Stimulus Package Risk Results

Offices At Risk

Offices with Total FTE % > 10%

Office Work Areas of Concern

TRO-01

OrgTotals		
	FTE	Difference
Baseline	14.70	—
Scenario Demand	19.48	-4.78
Scenario Supply	19.48	0.00
Total FTE Difference as a %		33%

Task Groups

- Pre-application
- Post-award and close-out (e.g., budget revision, qtrly meetings, financial and milestone reports, monitor grantee's fund status)
- Attend meetings
- Conduct pre-award, award, post-award and closeout grant activities and attend/conduct meetings related to non-traditional project issues

Work Categories

- TRO-01

Scenario Condition Assumptions

- Region I has assumed an additional \$500 million in total ARRA funding based on Federal Register Notice and anticipation of discretionary TIGGER and Intermodal funding.
- Region I has assumed that we will process an additional 141 grants as a result of ARRA. Region I has assumed that we will process an additional 25 TIP actions as a result of ARRA.
- Region I has assumed that we will process an additional 15 STIP actions as a result of ARRA.

TRO-10

OrgTotals		
	FTE	Difference
Baseline	17.76	—
Scenario Demand	23.42	-5.66
Scenario Supply	23.42	0.00
Total FTE Difference as a %		32%

Task Groups

- FTE distribution across task groups did not include non-FTA/FTE resources which TRO-10 has used since 1998. Overtime included. FTE base 18.
- Admin; Human Capital
- Pre-award and award
- Schedule reviews, conduct desk audit, attend review, review findings in otrak, work with grantees to close findings and review receipt of a-133 reports and findings with cognizant agency

Work Categories

- TRO-10

Scenario Condition Assumptions

- Baseline does include TRO-10 IPAs we've had since 98 to backfill for lack of FTEs and business plan
- Took TRO10 amt related to ARRA and estimated, plus amount of new ffigs in costs
- Incorporated related to tro10 and business plan
- TIPs are not approved by FTA. Staff currently does not have ability to provide comments and with ARRA would unlikely be able to increase any effort in this area, other than new MPO development and required TIP process
- Region 10 has 4 STIPS with amendments the reviews increased to 48 - 12 amendments per state. Some are higher some are less. Transfer funds from FHWA included. Included UPWP
- STIP reviews doubled. Include UPWP
- Push to complete env't so projects are shovel ready. 2nd wave will be more difficult for larger projects. Currently seeing that schedules are being accelerated so they could have an env't decision to be eligible
- Include double assuming ARRA funds are discretely administered. Included larger assistance to tribes since TRO-10 has the majority nation wide. Additional small starts assistance
- The programs are not new so double the number of relevant grantees

Unique Office Assumptions

- IPA, 6002 staff assistance. Env't laws - ESA increases workload from routine projects, more NS under development

Offices At Risk			Offices with Total FTE % > 10%	
TRO-04			Office Work Areas of Concern	
<b>OrgTotals</b>			<b>Task Groups</b>	
	<b>FTE</b>	<b>Difference</b>		<ul style="list-style-type: none"> <li>• Pre-Award (e.g. Planning) and Award</li> <li>• Discuss type of NEPA Action with grantee, review document, document finding, provide comments and mitigation follow-up</li> <li>• Schedule reviews, gather information prior to review, attend review, write report, and follow-up</li> <li>• In TEAM add new users or modify information; in ECHO establish new accounts, suspend or reject privileges, modify information, assist new grantees in getting DUNS number</li> </ul>
Baseline	27.40	—		
Scenario Demand	35.99	-8.59		
Scenario Supply	33.40	-2.59		
<b>Total FTE Difference as a %</b>			<b>Work Categories</b>	
				<ul style="list-style-type: none"> <li>• TRO-04</li> </ul>
			<b>Scenario Condition Assumptions</b>	
				<ul style="list-style-type: none"> <li>• We need to recruit faster. WE are not fully staffed. Currently, system is slow and has little flexibility in the recruitment process, you can only select from the top three in each grade.</li> <li>• The amount of funding does not always dictate the workload. However, we typically receive process 1/10 of the agency's annual budget in grant funding, grants, but it presents a tremendous learning curve for FTA staff and the grantees.</li> <li>• New grants in these categories has a tremendous effect on the workload</li> <li>• We have several MPOs in Region 4, so this dictates the # of TIPS. However, the # of TIPS is less significant than the # of STIP action is because we do not approve TIPS.</li> <li>• While there are 8 STIPS in Region IV, the workload is more effected by the number of STIP actions. ARRA created more STIP actions because of amendments and modifications that require our review.</li> <li>• We do not allocate funding. However, the number of days to obligate is hard to quantify because it depends on when the clock starts. Does this refer to the agency's timeframe to allocate/apportion funds?</li> <li>• For grantees who do not close findings in a timely basis, we may have to provide additional oversight and trips. Possible 4 to 6 add'l PSR reviews and approx 8-10 return trips (5% of our grantees).</li> <li>• The number of new programs is an excellent trigger to workload. Not only does it create new</li> </ul>
			<b>Unique Office Assumptions</b>	
				<ul style="list-style-type: none"> <li>• We are currently recruiting an General Engineer. TEAM system should be updated, current TEAM format is difficult to review grants. Difficult to capture all activities associated w/the review/approval of UPWPs, STIPs, &amp; PCRs</li> </ul>
<b>TRO-05</b>			<b>Task Groups</b>	
<b>OrgTotals</b>				<ul style="list-style-type: none"> <li>• Grant Awards</li> <li>• Pre-Application</li> <li>• Post Award/Grant Management</li> </ul>
	<b>FTE</b>	<b>Difference</b>		
Baseline	26.75	—		
Scenario Demand	31.73	-4.98		
Scenario Supply	31.71	-0.03		
<b>Total FTE Difference as a %</b>			<b>Work Categories</b>	
				<ul style="list-style-type: none"> <li>• TRO-05</li> </ul>
			<b>Scenario Condition Assumptions</b>	
				<ul style="list-style-type: none"> <li>• I need 6 more FTE's.</li> </ul>



Offices with Total FTE % > 10%

Office Work Areas of Concern

Offices At Risk

TRO-02

OrgTotals		
	FTE	Difference
Baseline	23.10	—
Scenario Demand	29.12	-6.02
Scenario Supply	27.10	-2.02
Total FTE Difference as a %		17%

Task Groups

Work Categories

Scenario Condition Assumptions

- Created subgroups for PreAward, PostAward and Closeout
- TRO-02

**General Comment:** Difference in scenario demand and supply reflects the minimum staff needed to do the job.

- An unconstrained FTE would allow the Region to hire the necessary staff to meet the demand of the ARRA program w/o adverse impact to existing staff.
- The Region will receive a significant portion of these funds thereby requiring additional staff to administer this new program
- The Region anticipates 60 to 70 new grants including 2 for FFGAs. These grants will have a multitude of projects within them requiring additional staff to provide the detailed oversight required
- There are a significant number of new TIP amendments that need to be done as a result of the program. Plnrs have been working with grantees and MPOs to ensure proper vetting and public review.
- Same as stated for the TIPs. 1-2 new planners are needed for this
- The time line requires staff to set aside standard activity and focus on reviewing ARRA related activity. Much of our traditionally scheduled activity has been rescheduled or pushed back until the ARRA grants have been approved
- To properly provide the required oversight for the program additional usage of the PMOC will be necessary along with the hiring of additional staff.
- The new programs require additional staff in order to respond effectively.

TRO-07

OrgTotals		
	FTE	Difference
Baseline	12.00	—
Scenario Demand	13.44	-1.44
Scenario Supply	13.44	0.00
Total FTE Difference as a %		12%

Task Groups

Work Categories

Scenario Condition Assumptions

- Pre-Award and Award
- Discuss of NEPA action with grantees, review document, document finding, provide comments and mitigation follow-up

- TRO-07

- Need one additional person to monitor ARRA Grants requirements.
- Will need an additional person for this activity.

TRO-09

OrgTotals		
	FTE	Difference
Baseline	28.60	—
Scenario Demand	31.45	-2.85
Scenario Supply	31.45	0.00
Total FTE Difference as a %		10%

Task Groups

Work Categories

Scenario Condition Assumptions

Unique Office Assumptions

- Pre-Award (e.g. Planning) and Award
- Post-award and close-out (e.g., budget revision, qtrly meetings, financial and milestone reports, monitor grantee's fund status)

- TRO-09

- Over \$1 Billion comes to Region IX grantees.
- Approx 158 grants will be obligated from the ARRA program addition.
- Additional and more "robust" oversight and monitor needs will be required to follow the added 158 grants.
- A large number to add to the existing model.

- LAMO (Los Angeles Metropolitan Office) reports to the San Francisco Region IX office and handles approx 1/3 the Region IX grant program in LA county. An added 1 FTE in LAMO and 2 FTE's in SF are the anticipated needed folks.

Regional Offices with Total FTE % < 10%

Offices At Risk

Office Work Areas of Concern

TRO-06

OrgTotals	FTE	Difference
Baseline	18.90	—
Scenario Demand	20.67	-1.77
Scenario Supply	20.67	0.00
Total FTE Difference as a %		9%

Task Groups

• Pre-award (e.g., Planning) and Award

Work Categories

• TRO-06

Scenario Condition Assumptions

- Estimated # of new grants: 1 NS, 3 FGM, 73 5307/5311; 25 tribal, 10 energy
- TIP revisions required and STIP revisions
- Actually only 1/2. We will probably need to amend many grants to add second half of funds.
- Assume quarterly meetings for all grantees w/ construction projects, including states
- Same planning requirements, extra grant application requirements, new reporting requirements will need to be addressed

TRO-08

OrgTotals	FTE	Difference
Baseline	12.00	—
Scenario Demand	12.90	-0.90
Scenario Supply	13.00	0.10
Total FTE Difference as a %		8%

Task Groups

• Pre-award (e.g., Planning) and Award

Work Categories

• TRO-08

Scenario Condition Assumptions

- We looked at the level of FTE needed rather than thinking about the FTE being unconstrained.
- Will increase the number of grants we process and the number of open grants.

Unique Office Assumptions

- One FTE is currently on detail to another agency. Her work is currently being handled by a variety of staff from throughout the agency or on hold pending her return.

TRO-03

OrgTotals	FTE	Difference
Baseline	27.00	—
Scenario Demand	27.81	-0.81
Scenario Supply	27.81	0.00
Total FTE Difference as a %		3%

Task Groups

- Grant Processing
- Oversight

Work Categories

• TRO-03

Scenario Condition Assumptions

- Hire additional staff for the extra work 2) Funding for additional work should be taken from this amount 3) Region 3 would expect 60 additional grants and the administrative work and planning work
- Funding for additional work should be taken from this amount
- Region 3 would expect 60 additional grants and the administrative work and planning work associated with each grant. Additional staff is required
- Region 3 would expect 60 additional grants and the administrative work and planning work associated with each grant. Additional staff is required
- The review of the amended STIPs will require additional staff
- Additional Staff review is required
- Guidance to the grantees and training for employees to process the grants
- FTA should hire additional staff to monitor this special program
- Guidance and training on new programs plus new staff to assist in administering the program

Unique Office Assumptions

- Depending on the number of grants to be processed the staff is requested to assist in the grant processing in order to insure the funding for our grantees



**Table F - 4: Region Existing Quality Issues Scenario Risk Results**

Offices At Risk			Offices with Total FTE % > 10%			Office Work Areas of Concern		
TRO-10			Task Groups			<ul style="list-style-type: none"> <li>FTE distribution across task groups do are including non-FTA/FTE resources which are core/critical to TRO-10 operations. FTE includes OT. In 2008 actually had 14.5 FTE but instructions said to report with total authorized,</li> <li>Preaward, award, post award and closeout</li> <li>Discuss type of NEPA action with grantees, review document, document finding; provide comments and mitigation follow-up</li> </ul>		
OrgTotals			Work Categories			<ul style="list-style-type: none"> <li>TRO-10</li> </ul>		
	FTE	Difference	Scenario Condition Assumptions			<ul style="list-style-type: none"> <li>Based on TRO-10 Business plan &amp; existing Practice with IPA, 6002 contractor, students between 98 and 09. Need 3 Env't, 1 financial, 1 grant processor, 1 admin/clerk, 1 TPS, 1 attorney advisor</li> <li>Risk is env't, grants mgmt/osight. Env't in what is developed and having staff expertise to review documentation. Meet regs &amp; currently not doing osight to HQ desire - sampling of certain thresholds. Little osight on bus earmarks. Tribal could be a risk in the future. TRO-10 has the largest amount of tribal grants.</li> <li>Env't regulations, quarterlies, monitor grants per regulations and common rule.</li> <li>Numbers provided initially as baseline were drastically inaccurate. From the base to the scenario huge gaps - hardest hit Env't, osight, tribal, small/rural, planning, New Starts, predevelopment.</li> <li>25% staff eligible to retire today. if so, loose financial expert, cost center manager and primary grant processor. In 3 years (amount of time to become proficient) 38%. 5 years 50%. Drastically need succession planning and cross training.</li> <li>Joint FTA/FHWA projects. Ferry expertise. Alaska uniqueness of Bush projects. IT/Lan troubleshoot.</li> </ul>		
Baseline	17.60	---	Unique Office Assumptions			<ul style="list-style-type: none"> <li>To fill staffing challenges since 98 TRO10 has used IPAs, students, 6002 contractors, and others to compensate for lack of FTEs but still try to do the bare minimum to meet requirements. We rec'd a 2nd engineer in 2009</li> </ul>		
Scenario Demand	25.35	-7.75						
Scenario Supply	25.35	0.00						
Total FTE Difference as a %		44%						
TRO-04			Task Groups			<ul style="list-style-type: none"> <li>Additional FTEs are distributed across the seven standard task.</li> </ul>		
OrgTotals			Work Categories			<ul style="list-style-type: none"> <li>TRO-04</li> </ul>		
	FTE	Difference	Scenario Condition Assumptions			<ul style="list-style-type: none"> <li>If the level is unconstrained, increased personnel can be used to support oversight, visit more grantees, provide more technical oversight and assistance and provide training to new employees.</li> <li>We have many new staff that are new to the Federal Government and to FTA . Routine and grantees priorities must be shifted to accommodate training for few staff.</li> <li>Unable to provide maximum participation in Triennial Reviews and other grantee activities.</li> <li>Work backlog due to retirement of seasoned employees.</li> <li>With recent staff attrition, a lot of time is necessarily spent on training new staff.</li> <li>We currently have a General Engineer vacancy</li> </ul>		
Baseline	27.40	---	Unique Office Assumptions			<ul style="list-style-type: none"> <li>We currently have a General Engineer vacancy; have two recent GE and one Community Planner new hire. This office has sustained significant recent senior employee retirements.</li> </ul>		
Scenario Demand	27.40	0.00						
Scenario Supply	38.50	11.10						
Total FTE Difference as a %		41%						

Offices with Total FTE % > 10%

Offices At Risk

Office Work Areas of Concern

TRO-02

OrgTotals		
	FTE	Difference
Baseline	23.10	---
Scenario Demand	25.04	-1.94
Scenario Supply	27.99	2.95
Total FTE Difference as a %		21%

Task Groups

- Created separate task groups for pre-award, post award, and closeout and reallocated by certain drivers but did not change the drivers

Work Categories

- TRO-02

Scenario Condition Assumptions

GENERAL COMMENT: Increased scenario supply because since driver quantities didn't always change, I needed to reflect areas where extra work is required and to reflect that the 3 megaprojects put a demand on TRO2 not reflected in formula

- An unconstrained FTE would allow us to conduct quarterly progress meetings with all grantees; increase oversight of FFGAs, increase our involvement with MPOs, issue more environmental findings and spend more time on management
- Pre-award-post award review due to high # of 1x grantees; mitigation follow up to NEPA actions; post award oversight on FFGAs; maintain high FTE on grant process; increase FTE on open grant & FFGA
- Review of all progress reports/FSRs; qtrly progress review meetings w/all grantees; performing appropriate oversight reviews; quarterly meeting with MPOs
- With addition of ARRA, regular grants are being deferred to 1Q2010; progress meetings are being postponed, more cursory review of oversight documents, customer service is being directed to ARRA activities
- Recruit new Director of Operations and an Administrative Officer due to potential retirement; 2 newTOMs are needed now to
- PMOC transition; staff training to perform New Starts risk assessments and PEP management, no time for knowledge management, in depth analysis, routine management

Unique Office Assumptions

- There is a present Community Planner vacancy; need for and additional engineer; more TOM training; project management training; may need community planner w/modeling and/or finance background.

TRO-09

OrgTotals		
	FTE	Difference
Baseline	28.60	---
Scenario Demand	28.60	0.00
Scenario Supply	34.60	6.00
Total FTE Difference as a %		21%

Task Groups

- Pre-Award (e.g. Planning) and Award
- Post-award and close-out (e.g., budget revision, qtrly meetings, financial and milestone reports, monitor grantee's fund status)
- Pre-award, award, post-award, and close-out

Work Categories

- TRO-09

Scenario Condition Assumptions

- Not that the program requirements are not fully met, but instead the workload ratios to FTE are such that many requirements are prioritized in accordance to critical path needs, thus may be deferred or tardy, but yet met.
- This is the largest condition that suffers due to workload vs. FTE ratios. The most affected duty that lags before is in the area of oversight with over 110 open grants requiring reporting observation.
- The growing number of New Start projects, plus this region having a combination of 21 NS/SS projects in various stages makes the workloads heavy in this high exposure/OIG viewed area.

Unique Office Assumptions

- The Region IX San Francisco office also has the Los Angeles Metropolitan Office over 300 miles away. LAMO oversees all of LA county, and of which equals approx. 1/3 of this regions grant program.



Offices At Risk

Offices with Total FTE % > 10%

Office Work Areas of Concern

TRO-01

OrgTotals

	FTE	Difference
Baseline	14.70	-----
Scenario Demand	16.40	-1.70
Scenario Supply	16.40	0.00
Total FTE Difference as a %		12%

Task Groups

- Pre-application
- Similar distribution of additional FTEs are across most of other task groups

Work Categories

- TRO-01

Scenario Condition Assumptions

- We have assumed the no increase in FTE.
- We believe that we could meet workload requirements with the additional FTA indicated.
- If our workforce is no longer skilled in areas that are required to do a quality job or retire, we will have to increase training and/or replace these workers with staff that have the skills. We need a highly educated workforce
- We will have to closely monitor these emerging requirements and hire and/or train staff to ensure that they have the needed skills to do a quality job.

Regional Offices with Total FTE % < 10%

Offices At Risk

Office Work Areas of Concern

TRO-06

OrgTotals

	FTE	Difference
Baseline	18.90	-----
Scenario Demand	20.66	-1.76
Scenario Supply	20.66	0.00
Total FTE Difference as a %		9%

Task Groups

- Similar distribution of additional FTEs across task groups: Pre-award and award; Pre-award, award, post-award, and close-out; Schedule reviews, conduct desk audit, attend review, review findings in OTRAK, work with grantees to closeout findings; and review receipt of A-133 Reports (or Report) and findings with cognizant agency; In TEAM - add new users or modify information; in ECHO - establish new accounts, suspend or reject privileges, modify information; assist new grantee in getting DUNS

Work Categories

- TRO-06

Scenario Condition Assumptions

- Increased level of work due to additional grantees in both traditional and non-traditional programs for planners, grant delivery, engineers and grant management.
- Staff insufficient to review all quarterly reports on a quarterly (or annual) basis. Program continues to grow, but current staffing level as not grown in preporition to workload.
- Closeout of grant and oversight findings has significant backlog.

Unique Office Assumptions

- Planner Vacancy

Regional Offices with Total FTE % < 10%

Office Work Areas of Concern

Offices At Risk

TRO-05

OrgTotals		
	FTE	Difference
Baseline	28.00	---
Scenario Demand	30.47	-2.47
Scenario Supply	30.47	0.00
Total FTE Difference as a %		9%

Task Groups

• New Starts (Planning, Development, Oversight)

• TRO-05

Work Categories

• TRO-05

Scenario Condition Assumptions

• I believe we would be able to comply with a majority of program requirements and SOP's if we had a minimum of three more staff on a routine basis.

• We are most at risk in our inability to properly monitor regular grant reporting by grantees. Also, we do not have the capacity to properly manage the large number of grantees that pose a risk to the program.

• Competing priorities are a fact of a manager's work.

• This is very significant in this region. For example, we have the highest number of open grants. This needs to be overcome so we can start managing program effectively.

• Over 50% of our office has less than three years seniority in the FTA or in their current job. Knowledge management, succession planning, training and recruitment are all significant challenges.

• Safety, security, TOD, new programs, understanding of new financial instruments, application of new technologies, innovative transit solutions that emerge from grant recipients but do not fit neatly in current program

Unique Office Assumptions

• We have been down one office manager for half of my 3+ year tenure. We have had a large turnover after years of stable staffing but low staffing so we have had to train a lot of people and also reexamine how we worked.

TRO-08

OrgTotals		
	FTE	Difference
Baseline	12.00	---
Scenario Demand	12.90	-0.90
Scenario Supply	13.00	0.10
Total FTE Difference as a %		8%

Task Groups

• Post-award and close-out (e.g., budget revision, qtrly meetings, financial and milestone reports, monitor grantee's fund status)

• TRO-08

Work Categories

• TRO-08

Scenario Condition Assumptions

• Not applicable - we are constrained by space.

• If we are expected to review all MSRs for timeliness and content we will need to double the effort in this area. In addition, we have many new planners that are new to the Federal Government and to FTA - TL training.

• The Region 8 transportation Program Specialist who has worked in the office is going to retire next January after working here for 30 years - will need extra effort to fill the need for extra effort to maintain quality.

Regional Offices with Total FTE % < 10%		
TRO-03		
OrgTotals		
	FTE	Difference
Baseline	26.00	---
Scenario Demand	26.02	-0.20
Scenario Supply	26.20	0.00
Total FTE Difference as a %		1%
Task Groups		
• Non Supervisory staff		
Work Categories		
• TRO-03		
Scenario Condition Assumptions		
<ul style="list-style-type: none"> <li>• Hire additional planners and engineers, have office of planning separated from grant development</li> <li>• Adding procurement specialist as well as environmental specialist</li> <li>• Change the organization of the office to address the requirements and provide training if necessary</li> <li>• Review of work necessary to accomplish the FTA mission</li> <li>• Provide training and develop and hire employee to address the requirements</li> <li>• Analyze the requirements and determine the needed staff for the requirements</li> </ul>		
Unique Office Assumptions		
• Because of the number of grants processed our planners are doing a lot more grant work than planning		
TRO-07		
OrgTotals		
	FTE	Difference
Baseline	12.00	---
Scenario Demand	12.00	0.00
Scenario Supply	12.00	0.00
Total FTE Difference as a %		0%
Task Groups		
• N/A		
Work Categories		
• TRO-07		
Scenario Condition Assumptions		
<ul style="list-style-type: none"> <li>• Provide for overtime</li> <li>• More training opportunities</li> <li>• Find out what we need, provide training, or hire another person</li> </ul>		

## **Appendix G    Acronyms**

ARRA	American Recovery and Reinvestment Act
EMT	Executive Management Team
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
HQ	Headquarters
LMI	Logistics Management Institute
NEPA	National Environmental Policy Act of 1969
OPM	Office of Personnel Management
TAD	Office of Administration
TAO	Office of the Administrator
TBP	Office of Budget and Policy
TCA	Office of Communications and Congressional Affairs
TCC	Office of Chief Counsel
TCR	Office of Civil Rights
TPE	Office of Planning and Environment
TPM	Office of Program Management
TRI	Office of Research, Demonstration, and Innovation