

# Executive Suite for hundreds

**Sylviane Delmas**

*General Inspector, RATP*

*Paris, France*



2011 Annual Meeting & EXPO



# RATP, an international urban transport group

- leader PT in the Paris Region
- multimodal operator on 4 continents
- 12 million passengers a day
- 59 000 employees worldwide



# RATP in Paris : one of the largest multimodal networks in the world

Metro



Bus



Trams



Regional Railroad



# RATP, all professions of PT business

- project design and management
- operations and maintenance
- 25% managers
- 75% operators (drivers, workers)

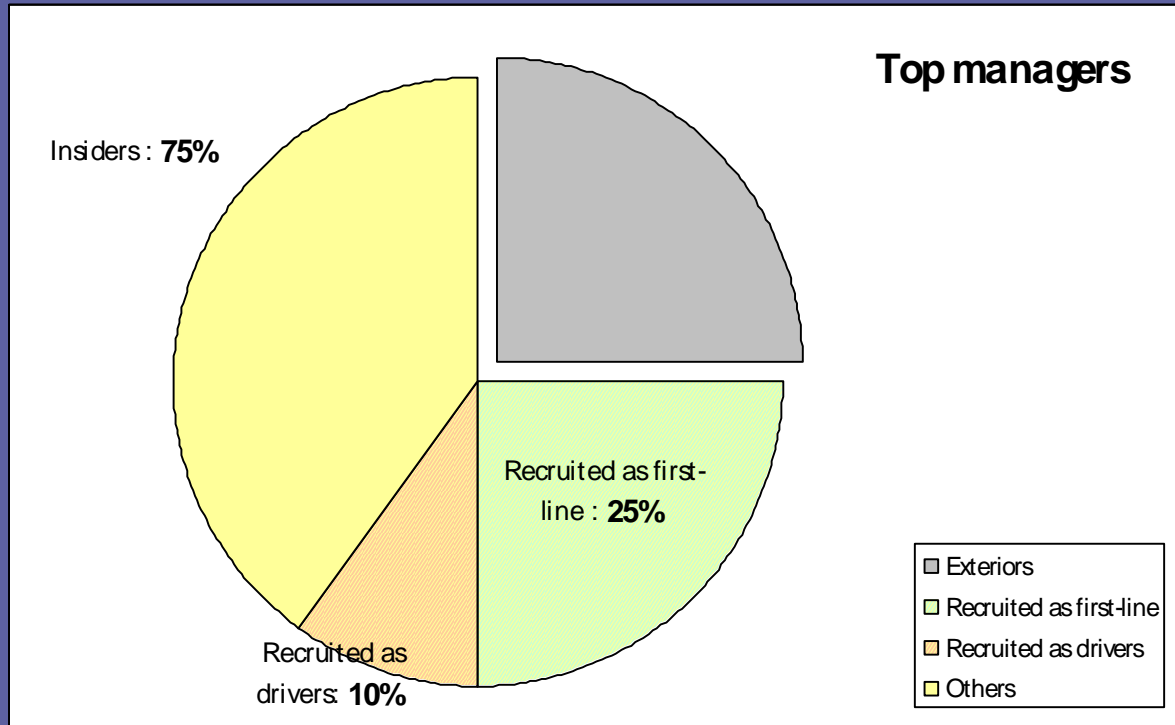


# RATP, a life-long employer

- 75% top managers insiders
- 50% engineering school
- 25% recruited as first-line
- 10% recruited as drivers



# RATP, a life-long employer



- 50% engineering school



# How Harry the driver get to the Executive Suite

- competitive exam for promotion
- opportunity to become a trainer
- took the risk of a key position
- then business unit manager
- now international expert in HR





# The key steps for success

- internal competition procedures
- dedicated training for top motivated
- transversal review of appraisal
- occupational mobility
- continuous learning along career
- increasing responsibility





# Practices from MTR Hong Kong

- 5000 vacancies from 2010 to 2015
- sophisticated manpower planning tool
- fast-track development for staff
- mitigate risk of loss of knowledge
- face-to-face discussions with staff
- pay and benefits benchmark



# Practices from Germany

- positions are classified
- employees performance appraised
- various careers committees
- pool of talent in different activities
- yearly updated succession plans
- potential leadership assessed

