2015 Strategic Initiative Program: Improve Employee Availability

Meeting With the Interim General Manager
March 9, 2015
What is Employee Availability?

• Definition:

The expectation that each member of the MBTA team will be in place, on time and available to work on a regular and consistent basis.

Perfect Availability is the maximum amount of days an employee comes to work on scheduled days with no absenteeism:
• No Sick
• No Vacations
• No Holidays
• No Other Absences, paid or unpaid
Absence Type & Examples

• **Contractually Provided**
  ▫ Vacation
  ▫ Sick Paid
  ▫ Holidays (as applicable)
  ▫ Personal (as applicable)
  ▫ Jury Duty
  ▫ Court Ordered
  ▫ Military
  ▫ Bereavement

• **Excused Leaves**
  ▫ FMLA
  ▫ ADA
  ▫ SNLA
  ▫ MMLA
  ▫ Worker’s Comp
  ▫ Suspended
  ▫ Disqualified

• **Unexcused Leaves**
  ▫ Reported Injury
  ▫ Sick Unpaid
  ▫ Miss/Lateness
  ▫ AWOL
How is it measured?

- **Start** with the employee’s potential days in a given month or year
  - Total days less days off
- **Count** the amount of time absent by reason
- Then **subtract** from the potential days
- The **result** is the amount of time an employee was ready and available to work
  - Measured in days per employee

What is considered **baseline** “contractual” Employee Availability?

365 days
- 104 days off
= 261 potential days

Less:
- 20 days vacation (4 weeks)
- 12 holidays
- 12 paid sick days
- 1 paid personal day

= 216 days per employee
**Employee Availability: Reporting Evolution**

- Scarce or None (before 2012)
  - Manual compilation from Off-duty Cards, Timekeeping Reports

- Spreadsheet Tabulation (2012 – 2014)
  - Manual extracts from multiple sources

- Data Warehouse Development (April 2014)

- Employee Availability Reporting (Oct 2014)

- Dashboard End User Training (Nov-Dec 2014)
Employee Availability: Reporting Structure

- **MBTA**

  - 8 Employee Groups with **29 Individual Job Categories**
    
    1A-1F: Executives/Managers
    1G: Administrative Supervisors
    1H: Transportation Supervisors
    1I-1J: Maintenance Supervisors
    2A-C: Professionals
    3A-C: Technicians
    4A: Protective Service
    5A: Paraprofessionals
    6A-B: Office/Clerical
    7A: Mechanics & Repairer
    7B: Steel and Construction Trades
    7C: Electrical Trades
    8A: Surface Operators (FT & PT)
    8B-C: Motorpersons, Streetcar (FT & PT)
    Motorpersons & Train Attendants
    8D: Customer Service Agents
    8E: Track Positions
    8F: Maintenance and System Support

- **Job Title**
- **Union/Non-Union**
- **Work Area/Location**
- **Employee**

*Based on EEO-4 Categories. These job groups are subdivided below the Job Group level; multiple Availability groupings exist within the Job Group.
MBTA360: The Dashboard Today

Employee Availability Analysis
Date: Nov-14  Area: 123,122,125,126,128,129,132,138,837

Overtime Analysis

Dropped Trips Analysis
# FY2014 Employee Availability
With Major Absence Categories

<table>
<thead>
<tr>
<th>45% of MBTA Employees</th>
<th>Trans Supv (1H)</th>
<th>F/T Bus Operators (8A)</th>
<th>F/T Motor Persons (8B-C)</th>
<th>Maint Supv (1I-J)</th>
<th>Machinists (7A)</th>
<th>Maint Support (8F)</th>
<th>ALL MBTA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg # of Emp</td>
<td>430.6</td>
<td>1296.3</td>
<td>247.5</td>
<td>310.7</td>
<td>350.2</td>
<td>172.7</td>
<td>6275.2</td>
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<tr>
<td>Days per Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract/ Benefit Leaves</td>
<td>35</td>
<td>31</td>
<td>34</td>
<td>33</td>
<td>35</td>
<td>31</td>
<td>30</td>
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<tr>
<td>Baseline</td>
<td>226</td>
<td>230</td>
<td>227</td>
<td>228</td>
<td>227</td>
<td>230</td>
<td>231</td>
</tr>
<tr>
<td>FMLA</td>
<td>9.3</td>
<td>13.9</td>
<td>12.0</td>
<td>4.8</td>
<td>2.8</td>
<td>5.2</td>
<td>7.6</td>
</tr>
<tr>
<td>SICK</td>
<td>4.8</td>
<td>9.5</td>
<td>5.9</td>
<td>4.6</td>
<td>4.6</td>
<td>4.6</td>
<td>6.3</td>
</tr>
<tr>
<td>WorkComp</td>
<td>1.3</td>
<td>4.3</td>
<td>3.4</td>
<td>2.9</td>
<td>9.1</td>
<td>5.8</td>
<td>3.7</td>
</tr>
<tr>
<td>Other Scheduled / Unscheduled Absences</td>
<td>9.2</td>
<td>9.6</td>
<td>13.0</td>
<td>6.6</td>
<td>2.4</td>
<td>4.6</td>
<td>9.5</td>
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<tr>
<td>Available</td>
<td>201.11</td>
<td>192.89</td>
<td>192.90</td>
<td>209.16</td>
<td>207.56</td>
<td>209.52</td>
<td>203.74</td>
</tr>
</tbody>
</table>

**Contract / Benefit Leaves** include Vacation (by CBA by seniority), Holiday (12), Personal (1), Paid Sick (1/month);

**Other Scheduled & Unscheduled Absences** include Jury Duty, Military Leave, Required Training, Maternity/Paternity, Union Business, Suspension, Court Ordered Appearance, Small Necessities Leave Act, ADA, AWOL, Other Excused & Unexcused absences.
What Do We Do With the Data?

<table>
<thead>
<tr>
<th>Policy Change</th>
<th>Process Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Data now supports change</td>
<td>• FMLA Leave Management</td>
</tr>
<tr>
<td>• Specific Areas Identified</td>
<td>• Apply “Worker’s Comp Case Management” process to other absenteeism categories</td>
</tr>
<tr>
<td>▫ Organizational</td>
<td>• Reduce # of earning codes</td>
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<tr>
<td>▫ Topical</td>
<td>• Sample Process Improvements*:</td>
</tr>
<tr>
<td>• Absenteeism Control</td>
<td>▫ Payroll Adjustment e-form</td>
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<td>▫ Short-term Actions</td>
<td>▫ Lost Trips Entry Mobile App</td>
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<tr>
<td>▫ Long-term Actions</td>
<td>▫ Automate Car Count Notification</td>
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<tr>
<td>• CBA recommendations and</td>
<td>• AM/PM Peak Performance</td>
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<tr>
<td>effectiveness verification</td>
<td></td>
</tr>
<tr>
<td>• Decisions based on data rather</td>
<td>• Timekeeping Training</td>
</tr>
<tr>
<td>than opinion</td>
<td></td>
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<tr>
<td>• Predictive Analytics for</td>
<td></td>
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<tr>
<td>Preventive Actions</td>
<td></td>
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<tr>
<td>* Requires funding for development</td>
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</tbody>
</table>
Process Change: FY16 Transportation Budgeting

- **Methodology:** ZERO BASE BUDGET
- **Input:** Annual Service Schedules
- **Input:** Employee Availability for Sufficient Contractual Leave Coverage
  - Vacation (projected liability),
  - Holiday @ 12 days,
  - Paid Sick @1 day/month accrual,
  - Personal @ 1 day
- **Benefit:** Avoid beginning the Fiscal Year with a built-in deficit due to insufficient headcount needed to operate the service plan.
- **Benefit:** Provides a method for quantifying full cost/savings of service changes implemented throughout the year
Impact to Budget

• **The Real Cost of Absence**

  1) If Paid absence (i.e. sick),
     
     Employee Payment = 8 hours x Pay rate
     
     B/O = 8 x $34.14 = $273.12

  2) If a qualifying title that requires coverage
     
     Coverage Payment = 8 + 4 hours OT bonus
     
     = 12 hours x Pay rate
     
     + 8% (OT fringe rate)
     
     = 12 x $34.14 = $442.45

  **Net Cost = $715.57 for each employee absence per day**

  (If Unpaid absences, then cost is offset by REG pay under-run. Net Cost = $442.45)
Dept of Labor (DOL) Reports (2013)†:
24% of FMLA Leave is Intermittent (<2% for a day or less)

<3% of covered worksites report suspicion of misuse (<2% confirmed)

U.S. Department of Labor (USDOL, 2007) identified the transit industry as being among the most affected by FMLA regulations on *unscheduled intermittent leaves associated with serious medical conditions*.

†DOL 2013 Survey Fact Sheet

**Government Sector***
- 36% of employee population on FMLA leave
- 11.1 days per employee per year on Intermittent leave
- 41% of leave time is intermittent
- 57% of leave time is continuous
- 25.1 days per claim is Avg Length of Time of Continuous Leave
- 23.6 days per employee is Avg Time off on FMLA

* Whitepaper – 2013 ComPsych Corp

**MBTA Current State**
- 1,800+ certifications
- =30% of Workforce
- 30-40 requests/day
- 96% intermittency
- 14% Denial Rate (FY14)

Avg Time Off on FMLA (FY14: 7.5 days/emp - All, 13 - F/T Trans, 4.3 – P/T
FMLA - Industry Trends

Maryland TA**
CY09 to CY13  +155%, CY13 - 7.7 FMLA days/employee @ 1221 Bus Trans

Madison, WI (Metro Transit)*
2009 +40% FMLA in 1 year, impacting high OT expenses

Chicago TA†
Average of 19 days (all) unscheduled absences @ 7,882 Bus & Rail
(2.5x greater than privates)
At one garage, 1/3 of workforce is approved for FMLA has the highest cancelled run rate (lost trips).

NYCT-Bus‡‡
CY13 – 8.6 FMLA days/employee @ 9,994 Bus Operators
(includes NYCT Imposed FMLA for Long Term Comp & Sick)

MBTA‼
FY13 – 12.6 FMLA days/employee @ 1293 FT Surface Operators (7.3 All MBTA)
FY13 - 29 days (all) unscheduled absences @ 1293 FT Surface Operators (18.7 All MBTA)

** MDOT-MTA StateStat Mtg 4/7/14  ‡ 2009 Metro Transit Annual Report
† Chicago Tribune 10/4/11  !! SBII Employee Availability Reports  ‡‡ NYCT Unified Timekeeping Sys (UTS)
Addressing the Business Problem

• **Roadmap to Capable Program Management**
  - **Software System & Hardware Upgrade**
    - **Purpose:** Bring IT Support Systems to Program Support Capability

  - **HR Absence Policy Director**
    - **Role:** Point person for Field Supervisors & Case Managers

  - **RFP for HR Consultants**
    - **Purpose:** Bring MBTA to Capability of a Scalable and Proficient Level Meeting the Needs of our Employees