Massachusetts Bay Transportation Authority

Human Resources Update

Fiscal and Management Control Board

February 10, 2020

Matt St. Hilaire

Agenda

1. Hiring Update

2. Diversity and Outreach

3. 2020 Priorities and Initiatives

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HR Wins 2019

Staffing Team and Hiring

- **Re-organized** our Staffing Team, creating three dedicated verticals
- Created **Hiring Process Steering Committee** to streamline our hiring process & standardize tools
- Engaged with McKinsey to develop **Workforce Planning model** for Capital and Operations
- **Reviewed best practices and aligned processes** with MassDOT
- YTD **Hiring increased +30%** year over year
- Developed hiring plan for **Safety and Infrastructure workforce** positions needed to support Capital program; contracted with SevenStep
- **Multiple Executive Level Key Hires**
- **Leveraging LinkedIn** to increase exposure of open jobs and pro-actively source
- Initiated **RFP for background checks**
- **Increased productivity** by removing staff from low value activities
- Switched from 2 week posting requirement to **continuous posting** to ensure most qualified pool of candidates possible
- **Saved $30k annually by** transitioning from "lottery" to selection hiring for programmed hiring

Org Development & Compensation

- Implemented the **KPI program,** a performance management tool, for non-union workforce
- **Increased internal communications** by creating a newsletter in collaboration with CX, now being sent out to all MBTA employees
- Completed a **physical inventory** of over 445 boxes of paperwork and transitioning documents to be digitized for online accessibility
- **Implemented a Learning Management System**
- **Initiated Project Manager Certificate Training Program for** 30 Capital Managers
- Implemented **1st Merit Program** in at least 7 years for unaffiliated staff
- **Organization development and support** of Capital Delivery, South Coast Rail, Safety, AFC…
- Summer internships increased from 34 students in 2018 to 49 students in 2019
- **Digitized Conflict of Interest** ethics form; currently received 3,026 digital signatures vs hardcopy forms
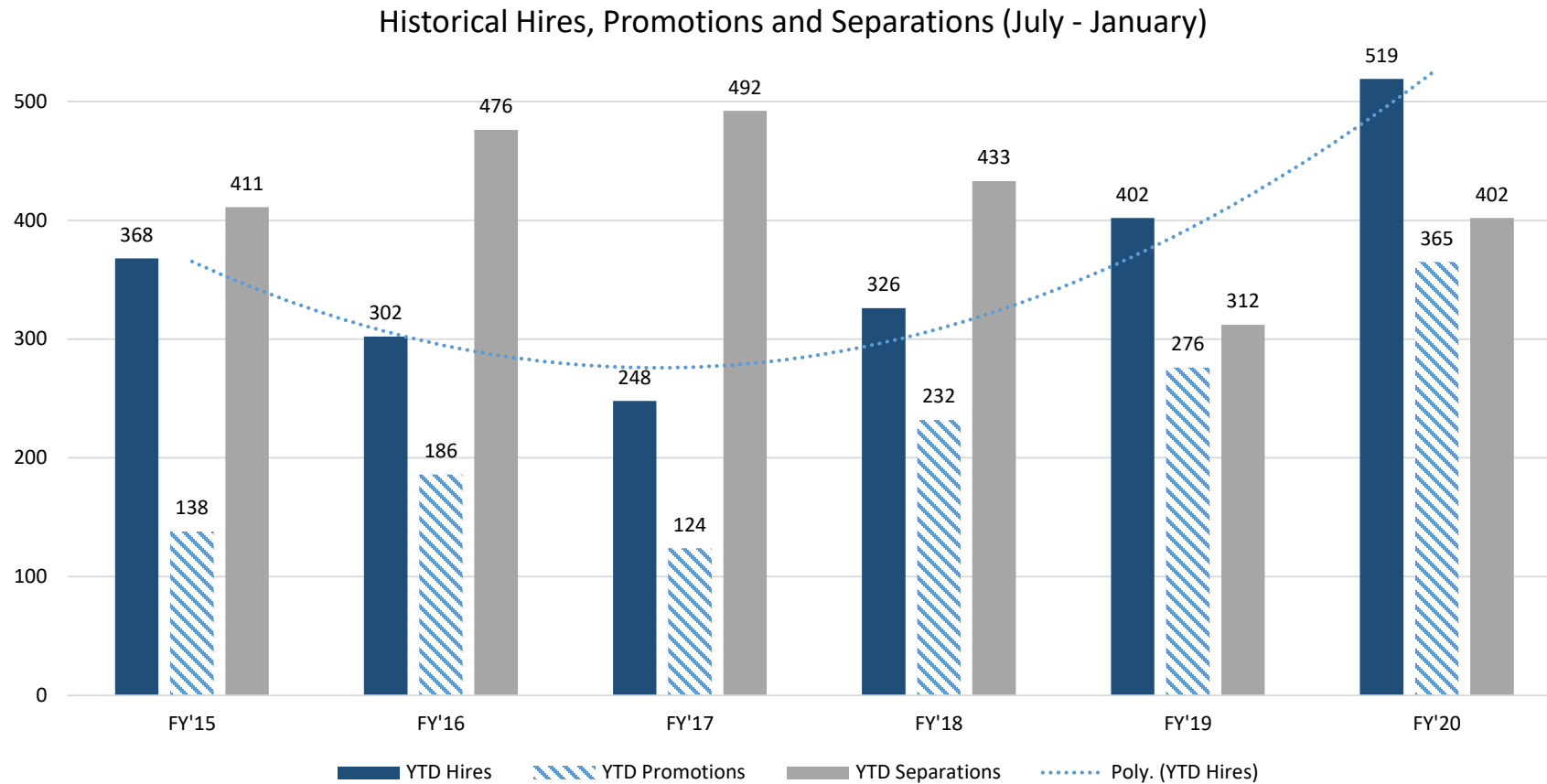
Leaves & HRIS

- Successfully **launched FMLA 2nd & 3rd Opinions** for the first time in MBTA History with a cost savings of 141 days a month/$13,700
- Informed all MBTA employees of the **Paid Family Medical Leave Act (PMFL)** effective January 1, 2021; preparing for implementation on go-live date
- Developed **enhanced analytics** of Leave Reporting, FMLA outlier analysis, pattern absence reporting, and safety sensitive trigger data
- **Centralized all Leave details** by incorporating ADA Leave data into WorkPartners Reporting
- **Created Leave workflows** outlining best practice to ensure consistency and mitigate risk to the Authority
- Created **Standard Operating Procedures** for HRIS function leveraging Lean Six Sigma

Historical Hire, Promotion, and Separation Data (July – January)

+30% increase in Year to Date new hires compared to FY19, on track to meet our FY20 Hiring Goal

Historical Hires, Promotions and Separations (July - January)

Bar chart showing YTD Hires, YTD Promotions, YTD Separations, and a polynomial trendline (Poly. (YTD Hires)) across fiscal years:

	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
YTD Hires	368	302	248	326	402	519
YTD Promotions	138	186	124	232	276	365
YTD Separations	411	476	492	433	312	402

111 New Hires in January FY'20 represented the biggest month of hiring in 5+ years

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Expected Impact of Hiring – Safety and Capital Acceleration

The FY20 Hiring Plan focuses hiring on key positions in Engineering & Maintenance and Capital Delivery. The results have led to a <u>+10% increase in headcount in these key departments</u> since the start of FY20.

Department	Headcount as of June 2019	Headcount as of Feb. 2020	+/-	% Increase
Power Systems Maintenance	216	250	34	15.5%
Maintenance of Way	280	300	20	7.1%
Signals Maintenance & Comms	156	167	11	7.1%
Capital Delivery	177	196	19	10.7%
Total	829	913	84	<u>10.1%</u>

<u>Expected Impact</u>

1. Reduced Overtime (Safety)

2. Increased Preventative Maintenance Inspections (Safety)

3. Increased Right of Way access (Capital Acceleration)

Engineering & Maintenance has developed metrics and a dashboard to track these impacts and we will work together to adjust hiring goals as necessary.

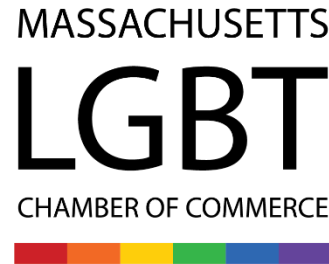Draft for Discussion & Policy Purposes Only

Diversity and Outreach

MassDOT/MBTA Intern Transportation Institute

The MBTA workforce has continued to become more diverse:

- <u>45.2% of the workforce self-identify as people of color.</u>
- 7.0% increase in employees who identify as non-white over last 5 years, 0.4% increase over end of FY19.

However, a review of top 500 salaries at the MBTA confirms that we have work to do to attract diverse talent at senior management levels, which are 70.8% white.
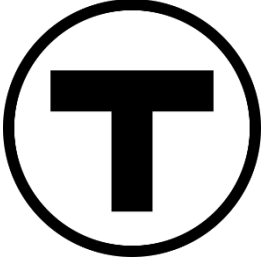
MASSACHUSETTS LGBT CHAMBER OF COMMERCE

PROSPANICA THE ASSOCIATION OF HISPANIC PROFESSIONALS

NSBE PROFESSIONALS National Society of Black Engineers

NETWORKING NIGHT

MIT MANAGEMENT SLOAN SCHOOL

HARVARD UNIVERSITY

WENTWORTH INSTITUTE OF TECHNOLOGY | CO-OPS+ CAREERS

SASE SOCIETY OF ASIAN SCIENTISTS & ENGINEERS

DIVERSITY OPPORTUNITIES FAIR

HANSCOM AIR FORCE BASE

Northeastern University

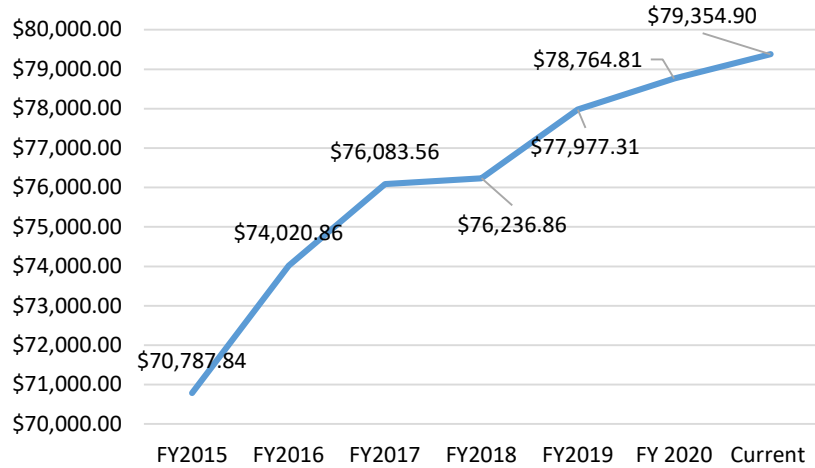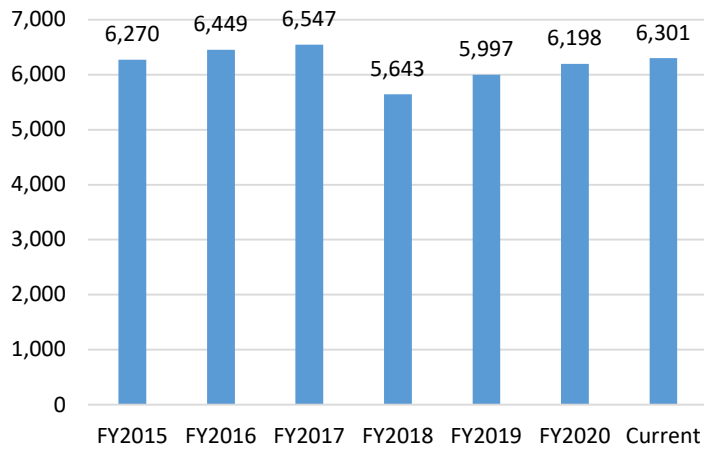»the« BASE SUCCESS LIVES HERE

MBTA HR Dashboard – FY20 Q2 (Oct – Dec '19)

Average Salary: $79,354.90
% Increase Year over Year: 1.0%

Average Salary

- FY2015: $70,787.84
- FY2016: $74,020.86
- FY2017: $76,083.56
- FY2018: $76,236.86
- FY2019: $77,977.31
- FY 2020: $78,764.81
- Current: $79,354.90

Workforce Size

- FY2015: 6,270
- FY2016: 6,449
- FY2017: 6,547
- FY2018: 5,643
- FY2019: 5,997
- FY2020: 6,198
- Current: 6,301

Workforce Gender

- Female: 23.5%
- Male: 76.4%
- 0.1%

Workforce Ethnicity

- AMIND: 0.3%
- ASIAN: 3.4%
- BLACK: 34.5%
- HISPA: 6.9%
- NSPEC: 3.9%
- PACIF: 0.1%
- WHITE: 50.9%

Historical Hires, Promotions and Separations (July - January)

	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
YTD Hires	368	302	248	326	402	519
YTD Promotions	138	186	124	232	276	365
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Legend: YTD Hires, YTD Promotions, YTD Separations, Poly. (YTD Hires)

Workforce Tenure

Tenure (Yrs)	# of Employees	% of Workforce
0-10	3,479	52.2%
10-20	2,019	33.5%
20-30	705	11.2%
30-40	96	0.02%
40-50	6	>0.01%

FY'20 Q2 Turnover

Avg. Workforce	6,200
Separations	402
Turnover %	**6.4%**

Source of Applicants (Q2)

- 45.44%
- 15.79%
- 6.75%
- 9.63%
- 13.20%
- 6.42%
- 0.20%
- 0.26%
- 0.51%
- 0.12%
- 0.59%
- 1.10%

Legend: College Recruiting, Community/State Agency, Internet Job Board, Job Fair, Job Posting, LinkedIn, MBTA Employee, MBTA Website, Other, Printed Advertisement, Walk In, Unknown

Age Breakdown

- 20-29: 5%
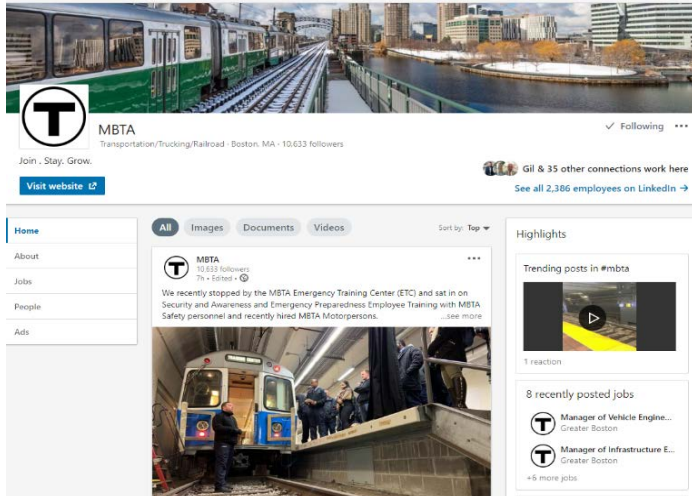- 30-39: 23%
- 40-49: 28%
- 50-59: 32%
- 60-69: 11%
- 70+: 1%
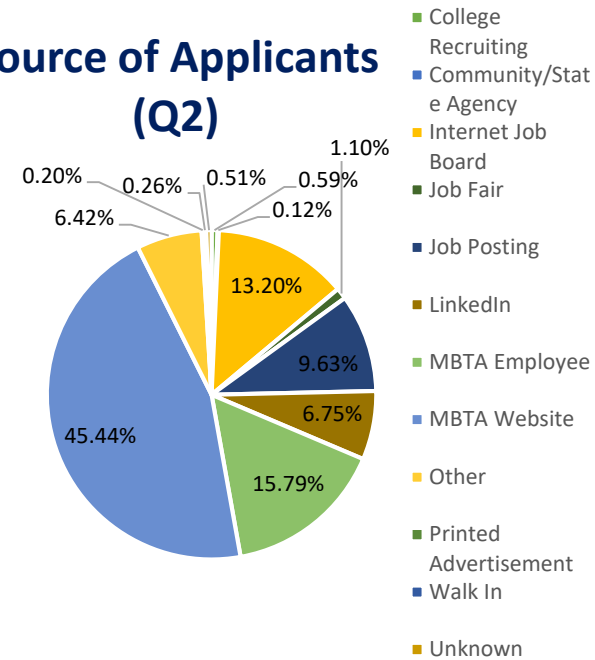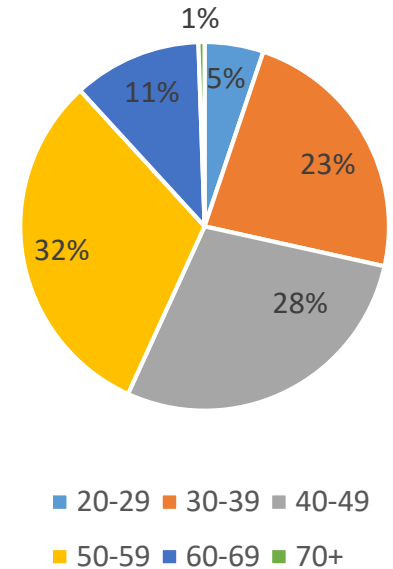
Utilizing Technology

MBTA LinkedIn

Leveraging LinkedIn:

- Actively focused on leveraging LinkedIn starting in September 2019
- 156,563 impressions in 2019
- Followers up 2900+, exceeded 10,000 followers in Jan 2020
- Monthly average: 600 new followers, 110,000 impressions, 100 shares, 40 comments, and 1703 reactions
- Eliminated use of executive search firms by "sourcing" through LinkedIn
- Provided training on internal NeoGov system and LinkedIn searching techniques
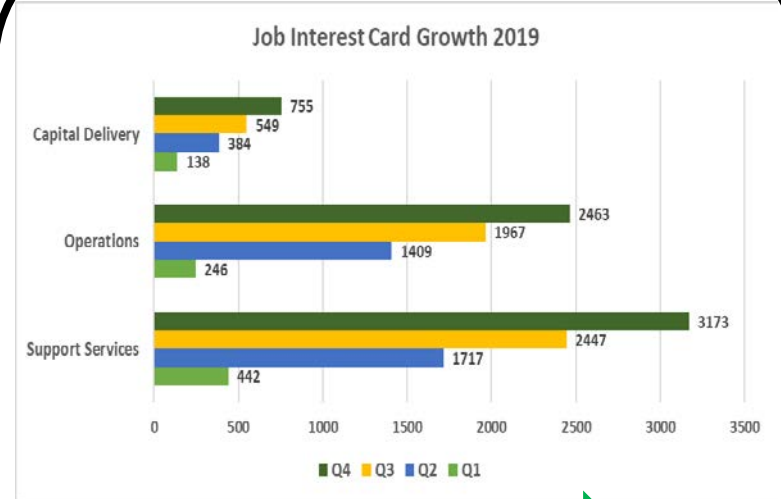
MBTA Hiring Facebook
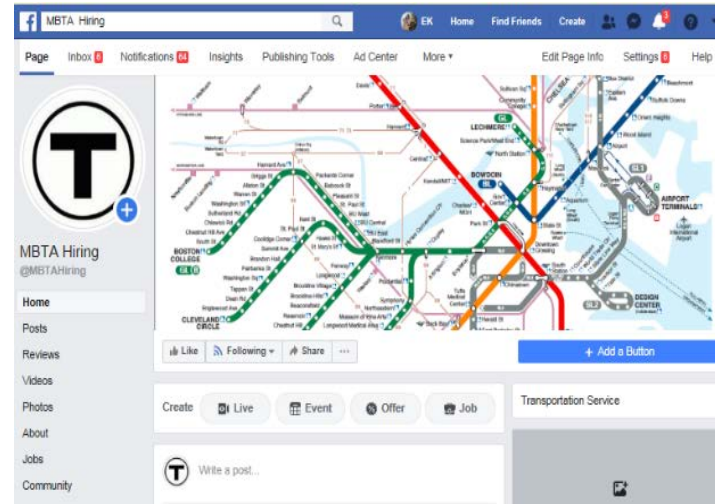
Facebook Metrics:

- 1,460 Followers
- 242 Page Views (+47%) in last 30 days

Posts:

- Streetcar Motorperson Reach: 18,800
- Streetcar Motorperson Reactins: 3,376
- Bus Operator Reach: 22,400
- Bus Operator Reactions: 2,435

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Job Interest Cards

Increased subscriptions by 674% in 2019

Subscriptions send automated job alerts every time we post a new posts

Safety Review Panel Report & Recommendations

Quotes from Safety Review Panel Report

"The MBTA, like other public transit properties, is facing a talent and succession dilemma."

"With no clear succession planning or employee development processes in place, the organization finds itself limited in its ability to effectively run the system."

Safety Panel Recommendations – Human Resources

- Build and update organizational charts
- New Hire Orientation – refresh to include Safety, This is the MBTA, and Emergency Responsibilities
- Site visits for all new employees within first 100 days to learn how MBTA works
- Emergency Preparedness Training for all MBTA employees
- Succession Planning
- Leadership Training for managers/mid-managers, revitalize RCC training, leadership sessions
- Feedback mechanisms to help leaders learn effective communication skills – one on one coaching
- Hire subject matter experts (track, power, signals, vehicles, fire and safety, OSHA)
- Benchmark onboarding against other transit agencies
- Update and administer Dual Employment Policy
- Re-vamp job descriptions to create ownership and accountability to drive safety culture
- Perform equity analysis for key operations and safety positions to attract and retain qualified managers from the employee ranks

HR has a large list of initiatives

Key Initiatives for 2020
Continuing to streamline hiring touchpoints with ODCR
Safety Hiring
Safety and Infrastructure Workforce Hiring
PFML Implementation
Reviewing and revising onboarding process
Improving workforce development programs and succession planning
Compensation - MEPA Analysis on executives
Increasing HR capacity/talent and org re-design
Updating HR policies, including for safety (e.g., dual employment) and better manage FOIA requests

Additional Initiatives
Continuing to streamline hiring to reduce time to hire
Automating background check processes
Document digitization
Improving internal communications with workforce
Recruiter KPI board and overall recruiter training/ development
Streamlining transactional processes
Merit program / employee recognition
Right-sizing pay scales
Automating dashboards and metrics
Better utilizing LinkedIn

Questions?

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Appendix
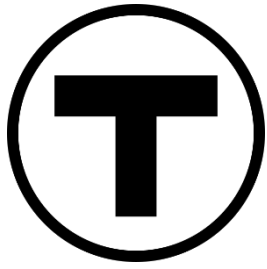
Fiscal and Management Control Board Annual Report

"The battle for talent and retention is real—and is a real barrier toward success. While the FMCB has seen the introduction of new training and certification programs and has had some success with senior management recruitment, these accomplishments have been meager compared to the challenge. Out-of-date recruitment, compensation, and professional development packages represent an urgent situation at the T that must be addressed."

– FMCB Annual Report to Legislature 2020

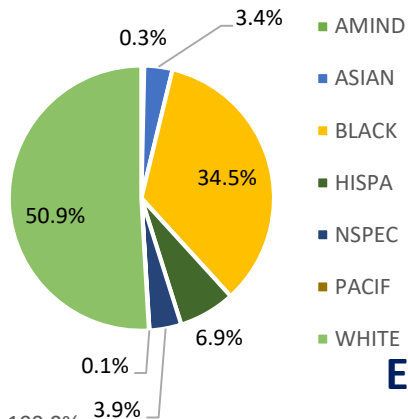## Responding to the challenge requires HR to think differently

1. Sense of Urgency – do it today!
2. Excellent work, done quickly
3. Don't accept "that's how it's always been done"
4. Be accountable to yourself and to each other
5. Embrace change - it's happening!
6. Measure performance (KPI's) – how do you know if you had a good day, week, month, year?
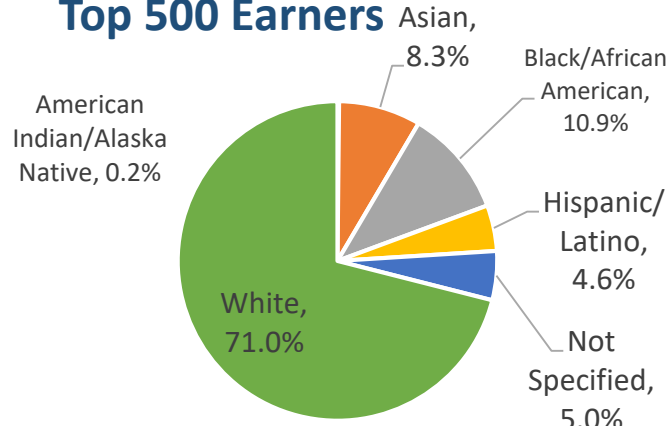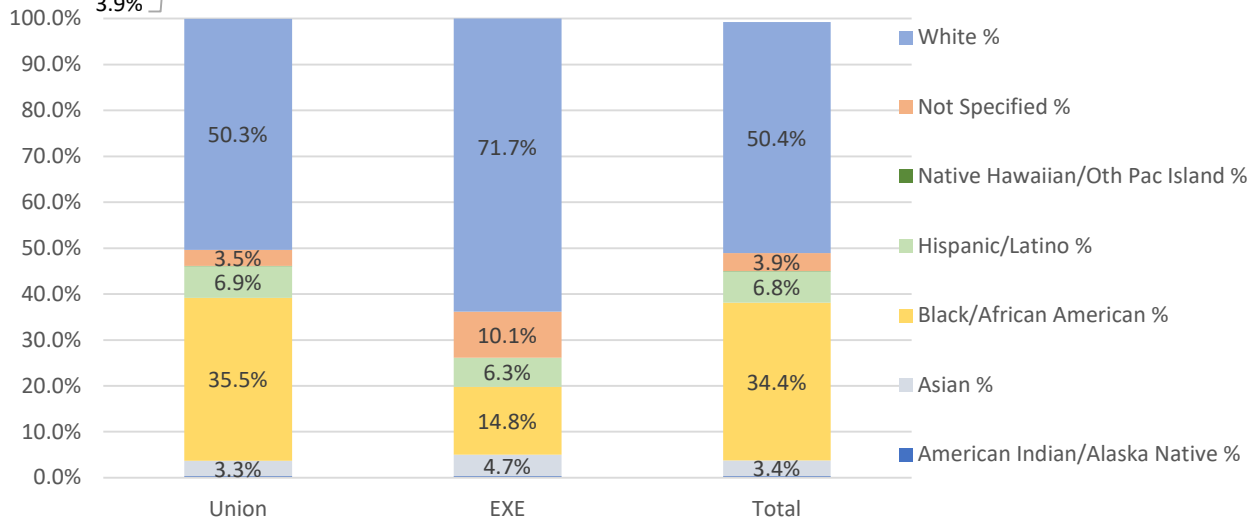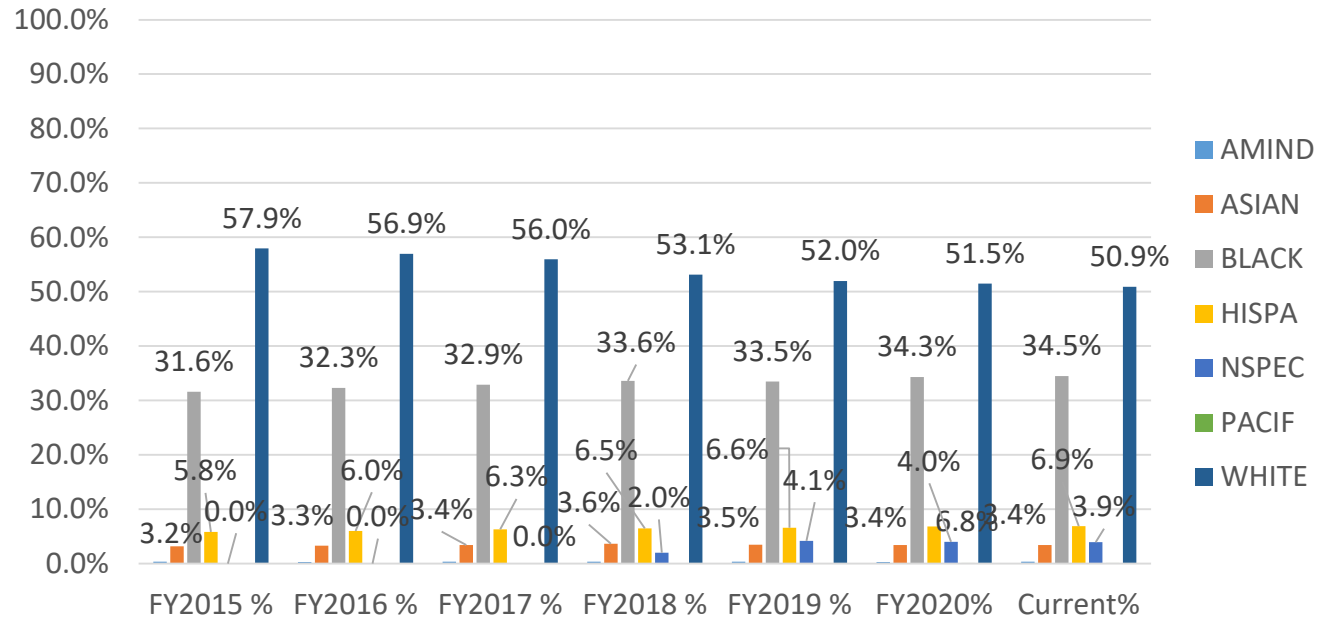
Ethnic Diversity

Workforce Ethnicity

- AMIND 0.3%
- ASIAN 3.4%
- BLACK 34.5%
- HISPA 6.9%
- NSPEC 3.9%
- PACIF 0.1%
- WHITE 50.9%

Top 500 Earners

- Asian, 8.3%
- Black/African American, 10.9%
- American Indian/Alaska Native, 0.2%
- Hispanic/Latino, 4.6%
- White, 71.0%
- Not Specified, 5.0%

Year to Year Breakdown

	AMIND	ASIAN	BLACK	HISPA	NSPEC	PACIF	WHITE
FY2015 %		3.2%	31.6%	5.8%	0.0%		57.9%
FY2016 %		3.3%	32.3%	6.0%	0.0%		56.9%
FY2017 %		3.4%	32.9%	6.3%	0.0%		56.0%
FY2018 %		3.6%	33.6%	6.5%	2.0%		53.1%
FY2019 %		3.5%	33.5%	6.6%	4.1%		52.0%
FY2020%		3.4%	34.3%	4.0%	6.8%		51.5%
Current%		3.4%	34.5%	6.9%	3.9%		50.9%

Ethnicity EXE vs. Union

	Union	EXE	Total
White %	50.3%	71.7%	50.4%
Not Specified %	3.5%	10.1%	3.9%
Hispanic/Latino %	6.9%	6.3%	6.8%
Black/African American %	35.5%	14.8%	34.4%
Asian %	3.3%	4.7%	3.4%

Legend:
- White %
- Not Specified %
- Native Hawaiian/Oth Pac Island %
- Hispanic/Latino %
- Black/African American %
- Asian %
- American Indian/Alaska Native %

Top 10 – Most Diverse Depts.

Dept.	% Minority
CEX	69.6%
T_BUS	68.5%
T_LR	67.3%
ODCR	66.7%
T_HR	62.2%
WH	57.1%
GLT	55.6%
OHS	53.3%
CAPOV	51.7%
PSSCH	51.6%

Top 10 – Least Diverse Depts.

Dept.	% Minority
INTER	0.0%
PUBAF	0.0%
SW_AC	0.0%
CAPPL	0.0%
RROPS	18.7%
GM	19.1%
ENVIR	21.6%
EVE	22.1%
VHENG	22.2%
PSM	22.5%
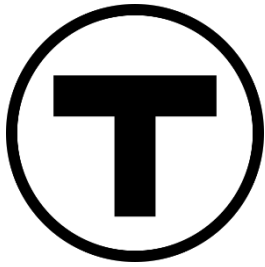
Gender Diversity

Workforce Gender

- Female — 23.2%
- Male — 76.6%
- Unspecified — 0.2%

Top 500 Earners

- Female — 17.44%
- Male — 81.92%
- Unspecified — 0.64%

Gender – EXE vs. Union

	EXE	Union	Total
M %	61.6%	77.6%	75.8%
F %	45.3%	22.5%	23.4%
U %			0.1%

Gender - Historical

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Current
Female	1525	1556	1572	1323	1419	1438	1480
Male	4745	4893	4975	4319	4567	4760	4816
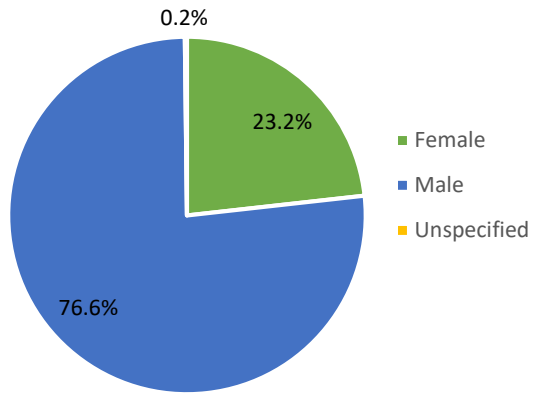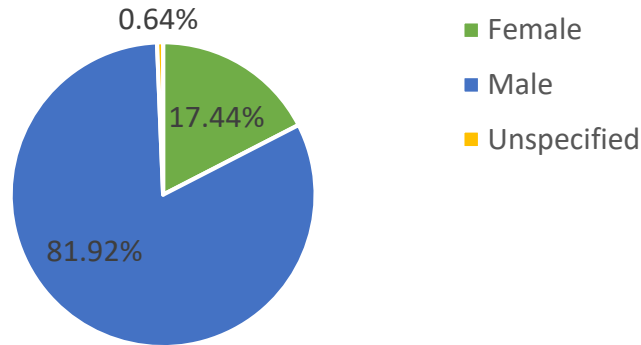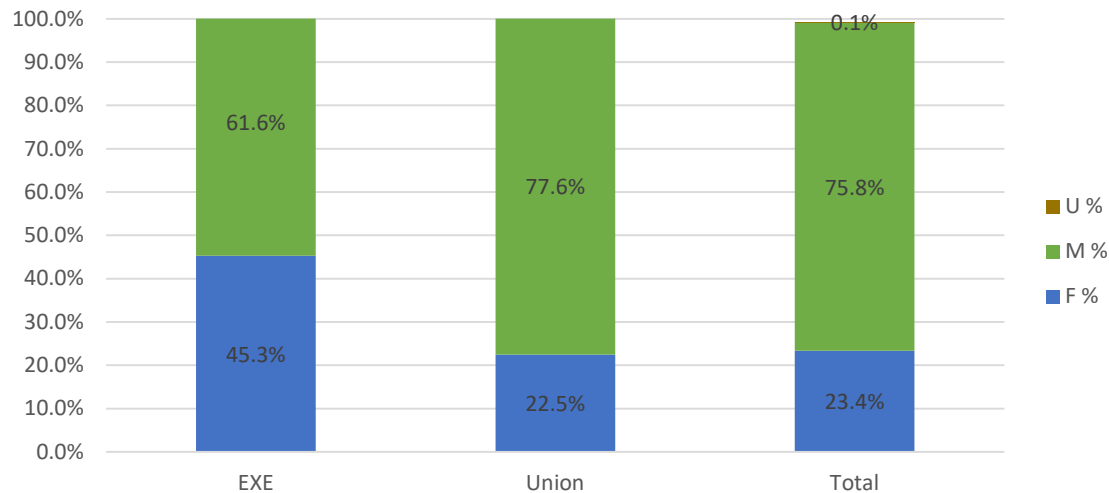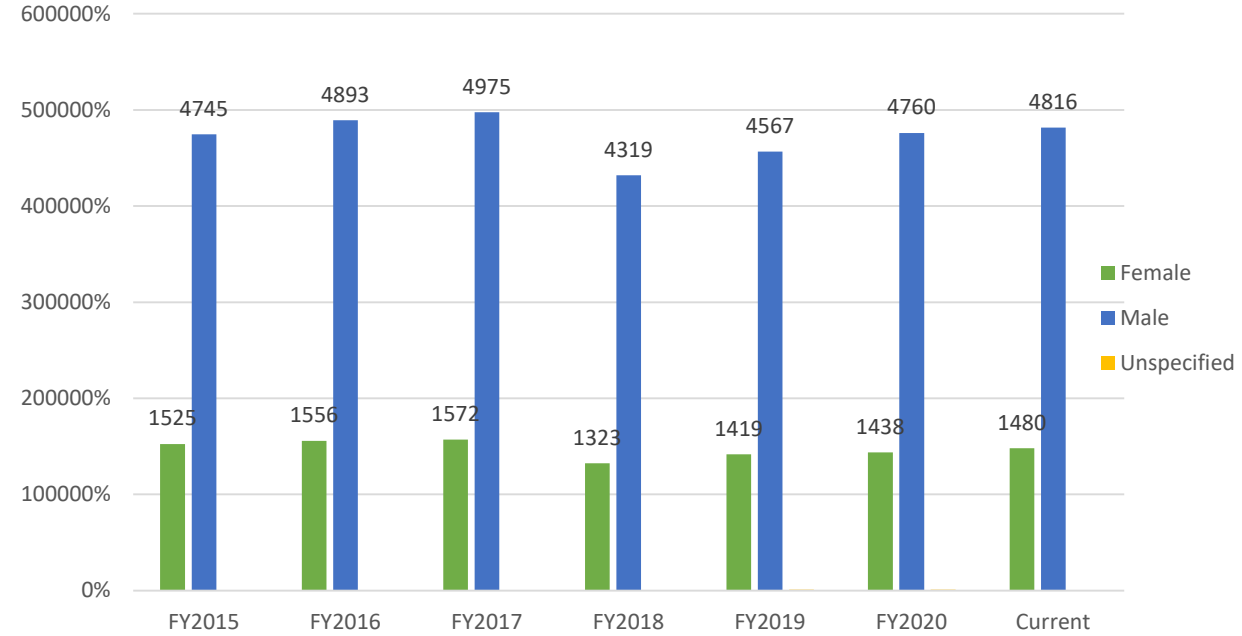
Top 10 – Most Female Dept.

Dept.	F %	M %	U %
INTER	100.00%	0.00%	0%
CEX	69.5%	26.1%	4.4%
OHS	66.7%	29.6%	3.7%
SW_AC	66.7%	33.3%	0%
HR	66.7%	33.3%	0%
ODCR	66.7%	33.3%	0%
LEGAL	62.5%	37.5%	0%
TC	59.3%	40.1%	3.7%
WH	57.1%	42.9%	0%
OPMI	57.1%	42.9%	0.00%

Top 10 – Least Female Dept.

Dept.	F %	M %	U %
MRAIL	3.0%	96.7%	0.3%
MBUS	4.4%	95.6%	0%
EVE	6.5%	93.5%	0%
SCM	7.4%	91.8%	0%
PSM	10.1%	90.0%	0%
MOW	10.7%	89.0%	0.3%
VHENG	11.1%	88.9%	0%
TFM	12.1%	87.9%	0%
POL	12.6%	87.4%	0%
CTX	16.4%	83.6%	0%