

DEI Innovations & Expansions in 2021 & 2022

**MBTA
January 2022**



Context & Purpose

In 2020 our country and region experienced a social movement on racial equity that impacted all sectors and industries. As a result, many employers including the T, embraced the moment as a call to action to improve and innovate on DEI. We also saw high employees participation and advocacy.

You'll recall that last year when I updated you that we discussed the MBTA being in an ideation and planning phase assembling requests and ideas for a large number of new DEI initiatives responding to the rich input of our employees.

In 2021 we leveraged industry best practices and the input from many of you to respond with a series of new DEI investments and programming expansions on personnel and supplier diversity. While our programming, resources and innovations on DEI at the MBTA expanded significantly in the last year, we also know that there is much more to do.

For 2022, with a partnership with ODCR, HR and other departments, we are focused on generating DEI programming that is foundational and sustainable. We have a commitment to add new improvements while continually soliciting employees feedback to calibrate and enrich our programming.

In years ahead we also want to start to robustly measure and evaluate the impact and ROI on the various investments and initiatives in order to prioritize and qualify our program based on what's working well.

New DEI Programming Introduced in 2020-2021

New DEI Leadership and Governance

- ODCR & DEI
- DEI Executive Council
- DEI Employees Advisory

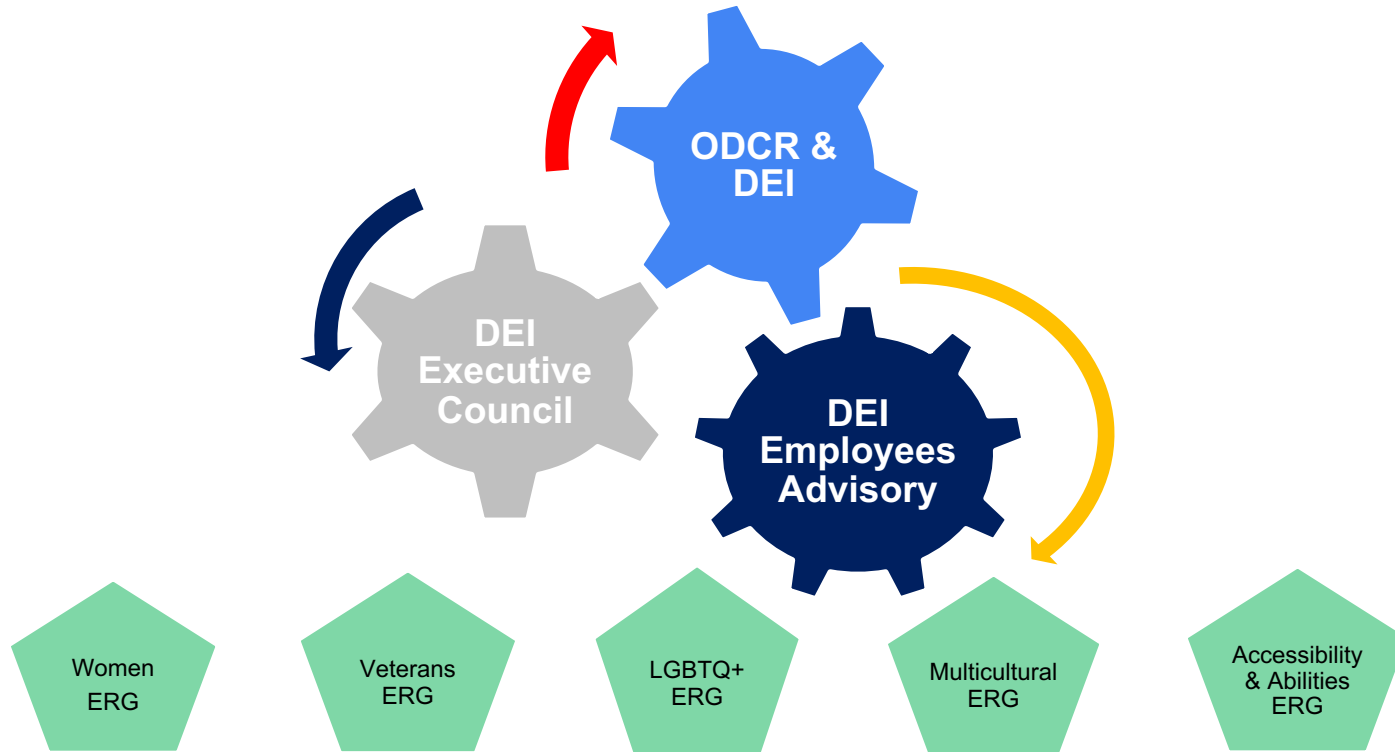
Personnel Programs

- DEI Toolkit 1.0 Pilot Programs
- DEI Leadership Training for GM and 60 Executives
- GM's DEI Listening Sessions
- DEI in All Staff Survey
- Employees Resource Groups
- Mentorship Program Pilot
- Performance Management KPIS included DEI

State Funds Supplier Diversity Programs

- Supplier Diversity Governance Committee
- Procurements for Goods & Services @ 25% DEI criteria
- Capital's Professional Services introduced @ 25% DEI criteria

New Evergreen Ecosystem of DEI Leadership and Employees Engagement Groups



The diagram illustrates the rollout of Learning Hub Library sessions over time, from December 2022 to June 2024. The rollout is divided into three phases, each represented by a colored box with a corresponding timeline bar below it.

- Phase 1 (Gray Box):** GM & ~60+ Executives via external vendor LWC. This phase begins in December 2022 and continues through March 2023.
- Phase 2 (Dark Blue Box):** ~1,500+ Managers & Supervisors via external vendors. This phase begins in March 2023 and continues through September 2023.
- Phase 3 (Blue Box):** ~6,500+ All Staff via new sessions in Learning Hub Library purchase. This phase begins in September 2023 and continues through June 2024.

The timeline bar at the bottom shows the progression of time with markers for Dec, Mar, Jun, and Sep for each year from 2022 to 2024.

via external vendor LWC

via external vendors

via new sessions in Learning Hub Library purchase

Additional DEI Programming for 2022

Supplier Diversity Programs

- Capital's Small Business Program
- Disparity Study
- Exploring Goods & Services small business program

Personnel Programs

- DEI Toolkit 2.0 and Toolkit 3.0
- Employees Concerns Hotline
- Inclusive Leadership Training for ~1,500+ Managers and Supervisors
- LMS expanded DEI library for ~6,500+ All Staff

DEI Toolkit Goal & Objectives

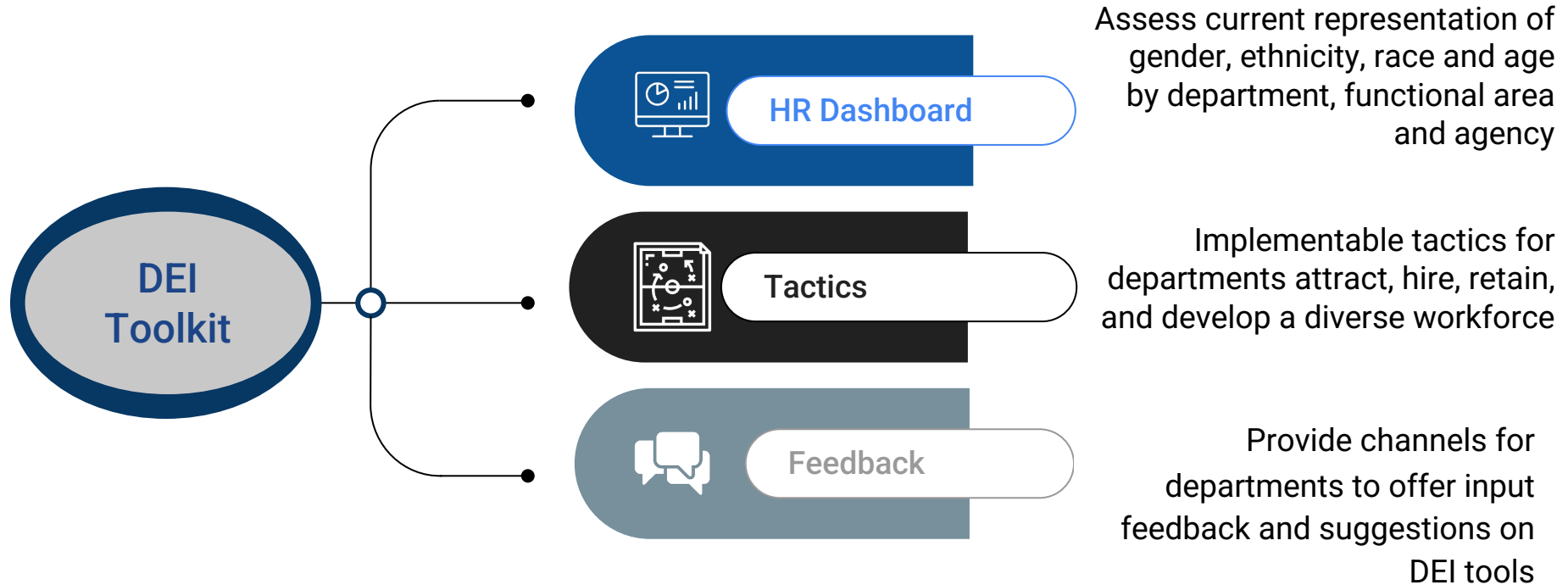
Goal from GM:

Develop tools to assess areas of underrepresentation and assemble corresponding tactics for leaders and departments to foster and increase diversity and inclusion.

Objectives:

- Build a dashboard tool to assess diversity representation by departments, including areas of underrepresentation
- Provide tactics for department leaders and managers to attract, hire, retain, and develop diverse and inclusive teams
- Provide department leaders support and tools to develop DEI competencies and KPIs

DEI Toolkit Program



DEI Toolkit Flywheel

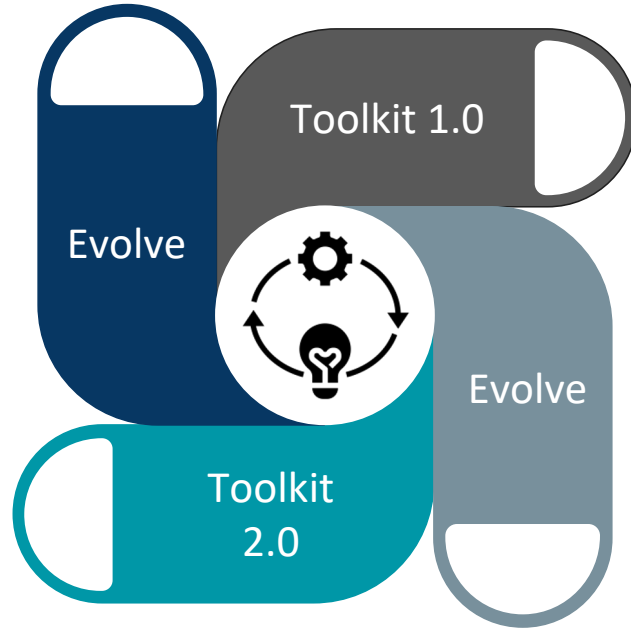
6-Months Sprints

Elevate to Toolkit 3.0

Use feedback and lessons learned to evolve. Sunset pilots and introduce Toolkit 3.0

Upgrade to Toolkit 2.0

Test toolkit with pilots and workshops from January to July 2022



Introduce Toolkit 1.0

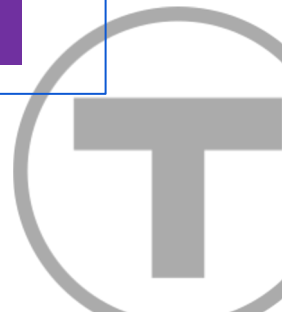
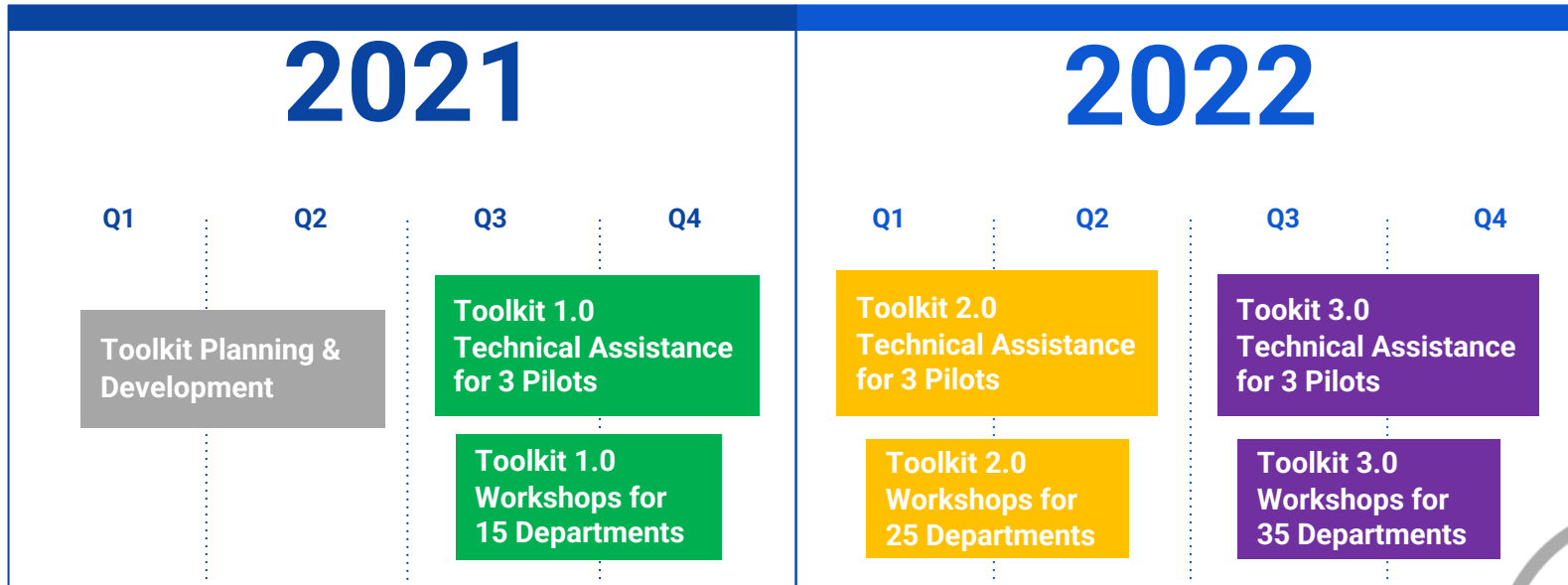
Test toolkit with pilots and workshops from June to December 2021

Use and Refine

Use feedback and lessons learned to evolve



Timeline for DEI Toolkit 1.0 - 2.0 – 3.0



DEI Toolkit Strategic Approach



Expand Reach

-

Target 15-to-35 Largest Departments



Upgrade Toolkit Components

-

Evolve Tactics & Dashboard



Elevate Adoption Expectations

-

Departments to Mandatorily Adopt
Toolkit



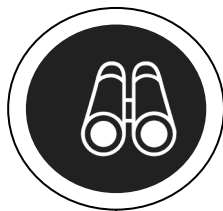
6-Month Technical Assistance Pilots Milestones



1st Month

Kickoffs

Overview and
readiness
preparations



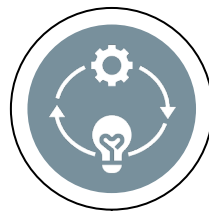
2nd – 3rd Month

Discovery

Use Dashboards

Adopt the Tactics

Identify one additional
major DEI strategy to
pursue



4th – 5th Month

Implementation

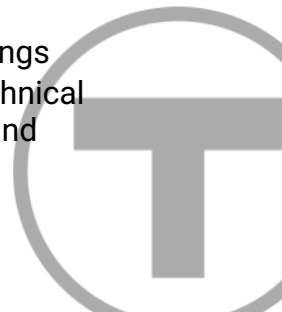
Implementation
& Support



6th Month

Lessons Learned

Review learnings
gained from technical
assistance and
toolkit



Workforce Demographics Dashboard

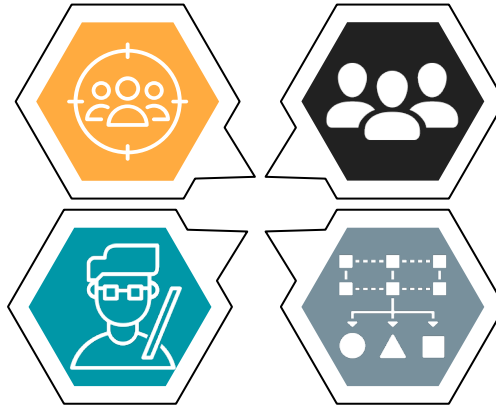
Link to Dashboard: https://awdata.mbtta.com/#/site/Employee/projects/155?:origin=card_share_link

Workforce Overview

An overview of *headcount, tenure, average base salary, total number/percentage of employees* by ethnicity, and gender for four levels: **Agency, Functional Areas, Dept., Affiliations** from FY17 to FY21

Age & Tenure

- Trend in average age and average tenure by ethnicity and gender
- Distribution of Age and Tenure by ethnicity and gender



Gender & Ethnicity

- Breakdown of the gender profile by Ethnic Groups, and annual rate ranges
- Distribution of annual rate ranges for each ethnic group

ODCR EEO-4 Job Analysis

Changes in ethnicity/gender representation for each EEO-4 job category by Functional Area and Department

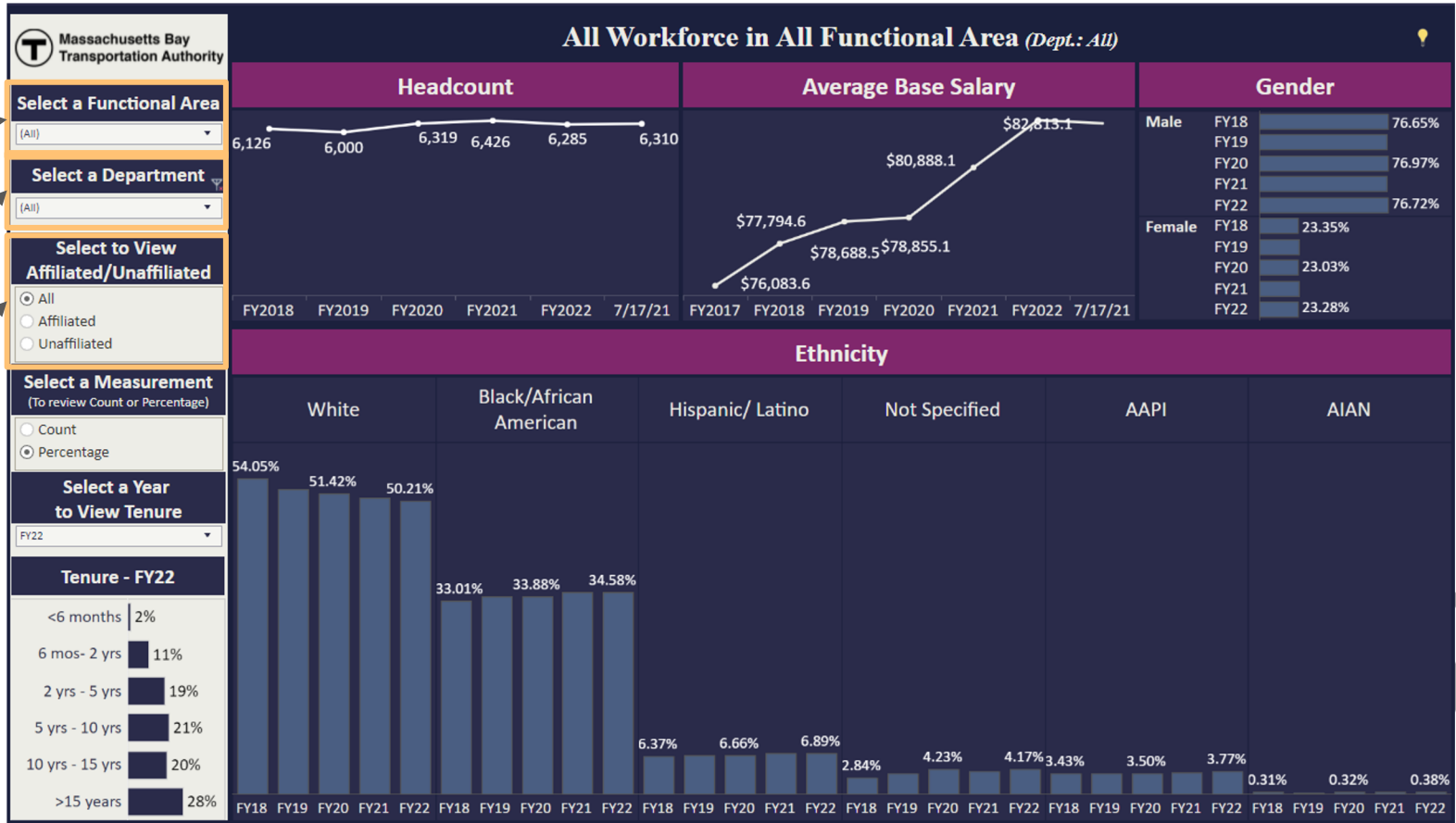


Workforce Overview for Agency

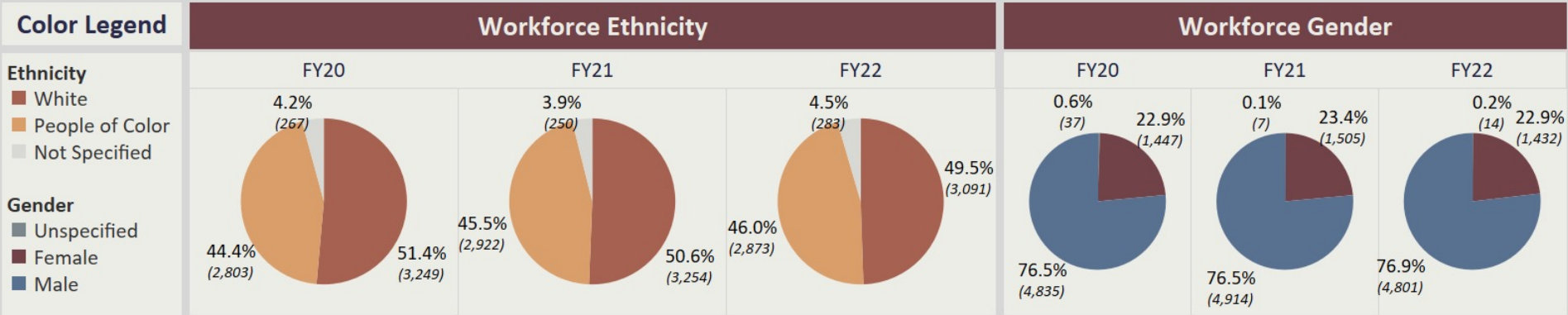
Agency or
Functional
Area Level

Department
Level

Affiliated or
Unaffiliated



MBTA DIVERSITY OVERVIEW (AS OF 11/6/2021)



DIVERSITY: TOP 5 DEPARTMENTS (AS OF 11/6/2021)

Number of Dept. by Size in FY22		Top 5 - Most Diverse by Race/Ethnicity in FY22 <i>(For Departments with 10-30 Employees)</i>		Top 5 - Least Diverse by Race/Ethnicity in FY22 <i>(For Departments with 10-30 Employees)</i>	
< 10 Employees	15	Diversity & Civil Rights	8 53.3%	Railroad Operations	3 10.3%
10-30 Employees	19	Customer Experience	14 51.9%	Procurement & Logistics	3 15.0%
31-100 Employees	7	Human Resources	14 46.7%	Capital Oversight	2 15.4%
101-300 Employees	8	Occupational Health Services	13 43.3%	General Manager	3 17.6%
> 300 Employees	5	Chief Operating Officer	4 40.0%	South Coast Rail	3 18.8%
Select a Department Size		Top 5 - Most Female in FY22 <i>(For Departments with 10-30 Employees)</i>		Top 5 - Least Female in FY22 <i>(For Departments with 10-30 Employees)</i>	
<input checked="" type="radio"/> 10-30 Employees		Human Resources	80.0% <i>(24)</i>	Vehicle Engineering	8.3% <i>(2)</i>
<input type="radio"/> 31-100 Employees		Diversity & Civil Rights	66.7% <i>(10)</i>	Railroad Operations	20.7% <i>(6)</i>
<input type="radio"/> 101-300 Employees		Customer Experience	65.4% <i>(17)</i>	Vendor Management	22.2% <i>(4)</i>
<input type="radio"/> > 300 Employees		Chief Operating Officer	60.0% <i>(6)</i>	General Manager	25.0% <i>(4)</i>
Color Legend		Environmental Affairs	60.0% <i>(9)</i>	South Coast Rail	31.3% <i>(5)</i>
<div>Male</div> <div>Female</div>					

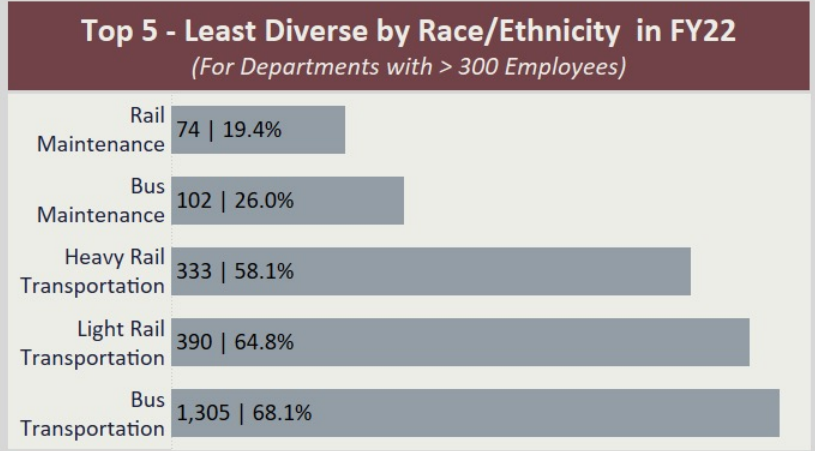
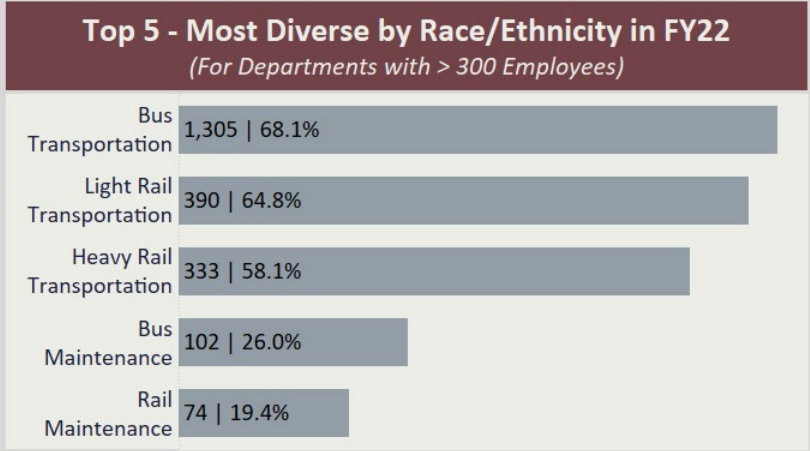
DIVERSITY: TOP 5 DEPARTMENTS (AS OF 11/6/2021)

Number of Dept. by Size in FY22		Top 5 - Most Diverse by Race/Ethnicity in FY22 <i>(For Departments with 31-100 Employees)</i>		Top 5 - Least Diverse by Race/Ethnicity in FY22 <i>(For Departments with 31-100 Employees)</i>	
< 10 Employees	15	Information Technology Dept	16 33.3%	Office of Chief Engineering	8 21.1%
10-30 Employees	19	Safety	12 29.3%	Fare Transformation..	18 23.4%
31-100 Employees	7	Operations Planning, Sched..	11 28.9%	Capital Delivery	18 25.7%
101-300 Employees	8	Green Line Extension	10 28.6%	Green Line Extension	10 28.6%
> 300 Employees	5	Capital Delivery	18 25.7%	Operations Planning, Sche..	11 28.9%
Select a Department Size		Top 5 - Most Female in FY22 <i>(For Departments with 31-100 Employees)</i>		Top 5 - Least Female in FY22 <i>(For Departments with 31-100 Employees)</i>	
<input type="radio"/> 10-30 Employees		Safety	43.9% <i>(18)</i>	Green Line Extension	20.0% <i>(7)</i>
<input checked="" type="radio"/> 31-100 Employees		Operations Planning, Scheduling & St..	41.7% <i>(15)</i>	Fare Transformation / AFC 1.0	20.8% <i>(16)</i>
<input type="radio"/> 101-300 Employees		Capital Delivery	30.0% <i>(21)</i>	Information Technology Dept	22.9% <i>(11)</i>
<input type="radio"/> > 300 Employees		Office of Chief Engineering	29.7% <i>(11)</i>	Office of Chief Engineering	29.7% <i>(11)</i>
Color Legend		Information Technology Dept	22.9% <i>(11)</i>	Capital Delivery	30.0% <i>(21)</i>
Male					
Female					

DIVERSITY: TOP 5 DEPARTMENTS (AS OF 11/6/2021)

Number of Dept. by Size in FY22		Top 5 - Most Diverse by Race/Ethnicity in FY22 <i>(For Departments with 101-300 Employees)</i>		Top 5 - Least Diverse by Race/Ethnicity in FY22 <i>(For Departments with 101-300 Employees)</i>	
< 10 Employees	15	Operations Control Center ..	60 42.3%	Everett Main Repair	31 18.0%
10-30 Employees	19	Maintenance of Way	104 35.0%	Power Systems Maintenance	42 19.3%
31-100 Employees	7	Capital Programs Support	59 33.1%	Police	55 24.6%
101-300 Employees	8	Signals & Comm Maintenance	46 27.4%	Transit Facilities Maintenance	48 26.8%
> 300 Employees	5	Transit Facilities Maintenance	48 26.8%	Signals & Comm Maintenance	46 27.4%
Select a Department Size		Top 5 - Most Female in FY22 <i>(For Departments with 101-300 Employees)</i>		Top 5 - Least Female in FY22 <i>(For Departments with 101-300 Employees)</i>	
<input type="radio"/> 10-30 Employees		Operations Control Center & Training	43.0% <i>(61)</i>	Power Systems Maintenance	2.8% <i>(6)</i>
<input type="radio"/> 31-100 Employees		Capital Programs Support	23.0% <i>(41)</i>	Signals & Comm Maintenance	6.5% <i>(11)</i>
<input checked="" type="radio"/> 101-300 Employees		Transit Facilities Maintenance	18.0% <i>(32)</i>	Everett Main Repair	8.1% <i>(14)</i>
<input type="radio"/> > 300 Employees		Police	12.3% <i>(27)</i>	Maintenance of Way	11.5% <i>(34)</i>
Color Legend		Maintenance of Way	11.5% <i>(34)</i>	Police	12.3% <i>(27)</i>
Male					
Female					

DIVERSITY: TOP 5 DEPARTMENTS (AS OF 11/6/2021)



Select a
Department Size

☐ 10-30 Employees

☐ 31-100 Employees

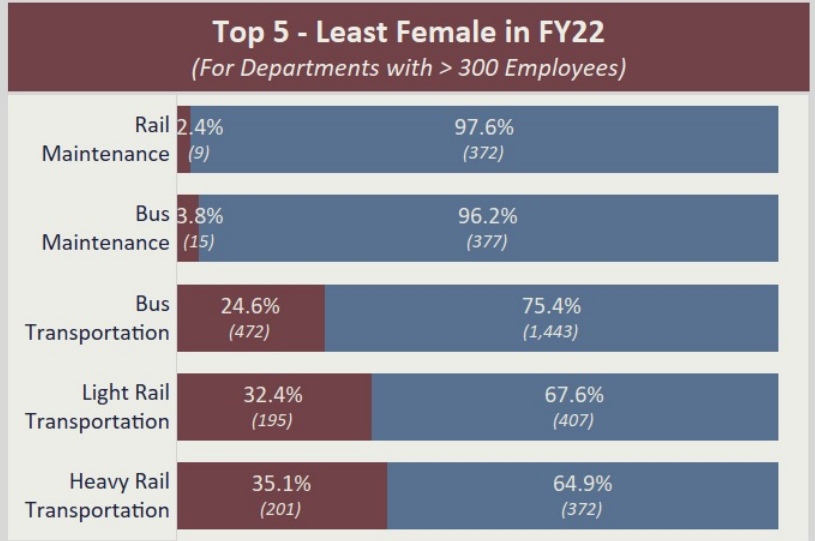
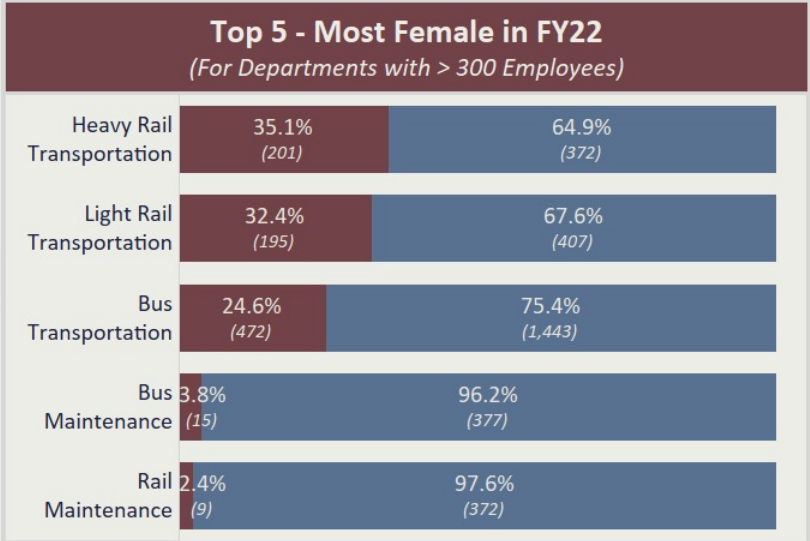
☐ 101-300 Employees

☒ > 300 Employees

Color Legend

Male

Female



Thank You!

