



Inclusive **LEADERSHIP** Program

DEI Training for all MBTA Managers & Supervisors



New DEI Related Trainings 2021-2024

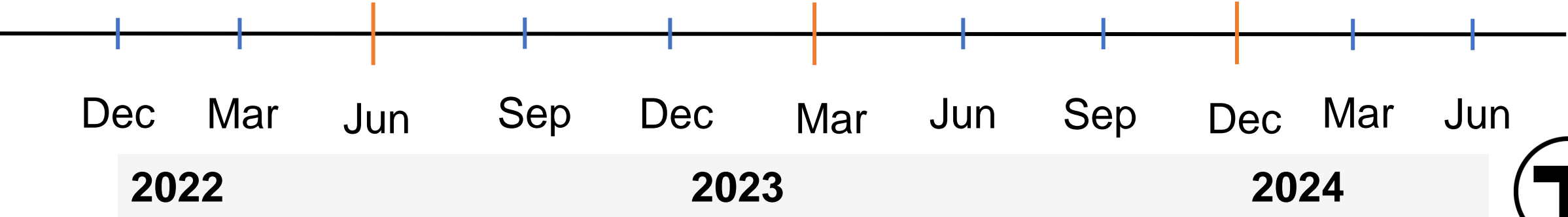
GM + 60 Executives
via external vendor



~1,500+ Managers & Supervisors
via external vendors



~6,500+ All Staff
via new purchased sessions for Learning Hub



The Inclusive Leadership Program's primary goal is to...

Develop managers who can create and foster effective teams, while encouraging individuals to be the best they can be within an inclusive culture and equitable work environment.

The Inclusive Leadership Core Program is designed to:

Learning Objectives:

Describe terms related to diversity, equity and inclusive leadership

Recognize the impact and relationship of DEI on inclusive leadership

Compare actions, attitudes and behaviors that contribute or impeded inclusive leadership

Begin applying tools and strategies to create an inclusive work environment



Awareness Campaign



Program Kick Off Videos with Senior Leadership

Support Materials for Senior Leadership & Department Heads

Learning Hub "ILP Recommended Learning" Drop-Down menu

Foundational eLearning
1 Hour Module



One - 1 Hour eLearning Module

VILT
Virtual Instructor Led Training
4 Hours



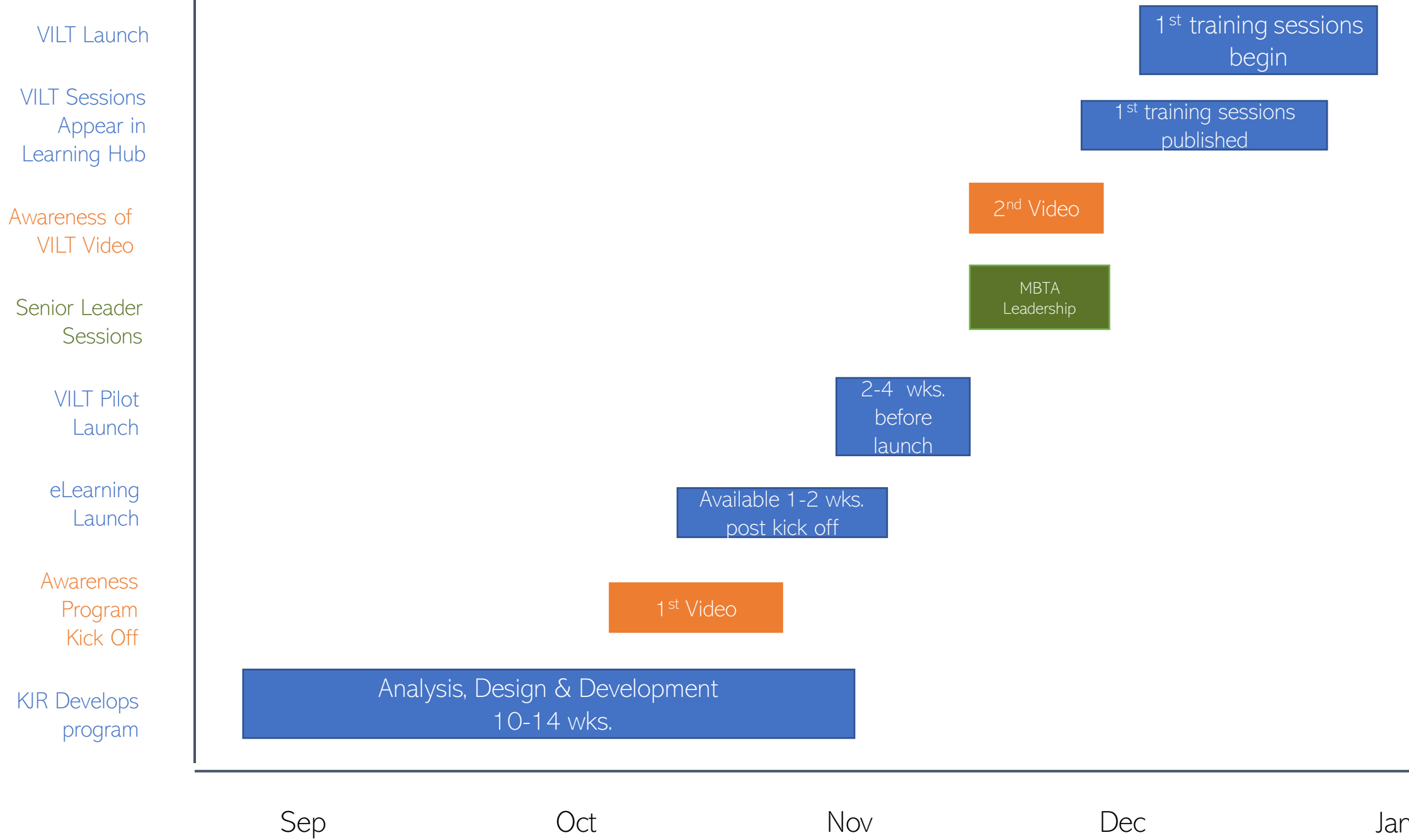
One(1)- 4 Hour VILT



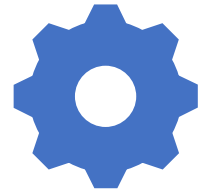
TOTAL
Five(5)
training hours per learner



MBTA Inclusive Leadership Program: Core Roll Out

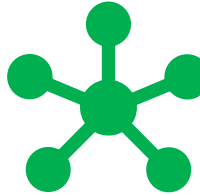


Where are the ~1,500 MBTA Managers & Supervisors?



Operations:

1,045 ±



Shared Services:

145 ±



Capital:

150 ±



Other

180 ±



Virtual Instructor Led Training (VILT) Roll Out

 Total VILT: 72 Sessions

Session Calendar Released in 4 Month Increments

Months 1, 2, 3, 4

25% of Learners

18 Sessions

Months 5, 6, 7, 8

25% of Learners

18 Sessions

Months 9, 10, 11, 12

25% of Learners

18 Sessions

Months 13, 14, 15, 16

25% of Learners

18 Sessions

~400 Learners Every 4 Months



MBTA learners: 1,520 As of 3.2.2022



DEI Toolkit Pilots

*“Fostering and Growing
Diversity & Inclusion”*



Toolkit Goal & Objectives

Goal from GM:

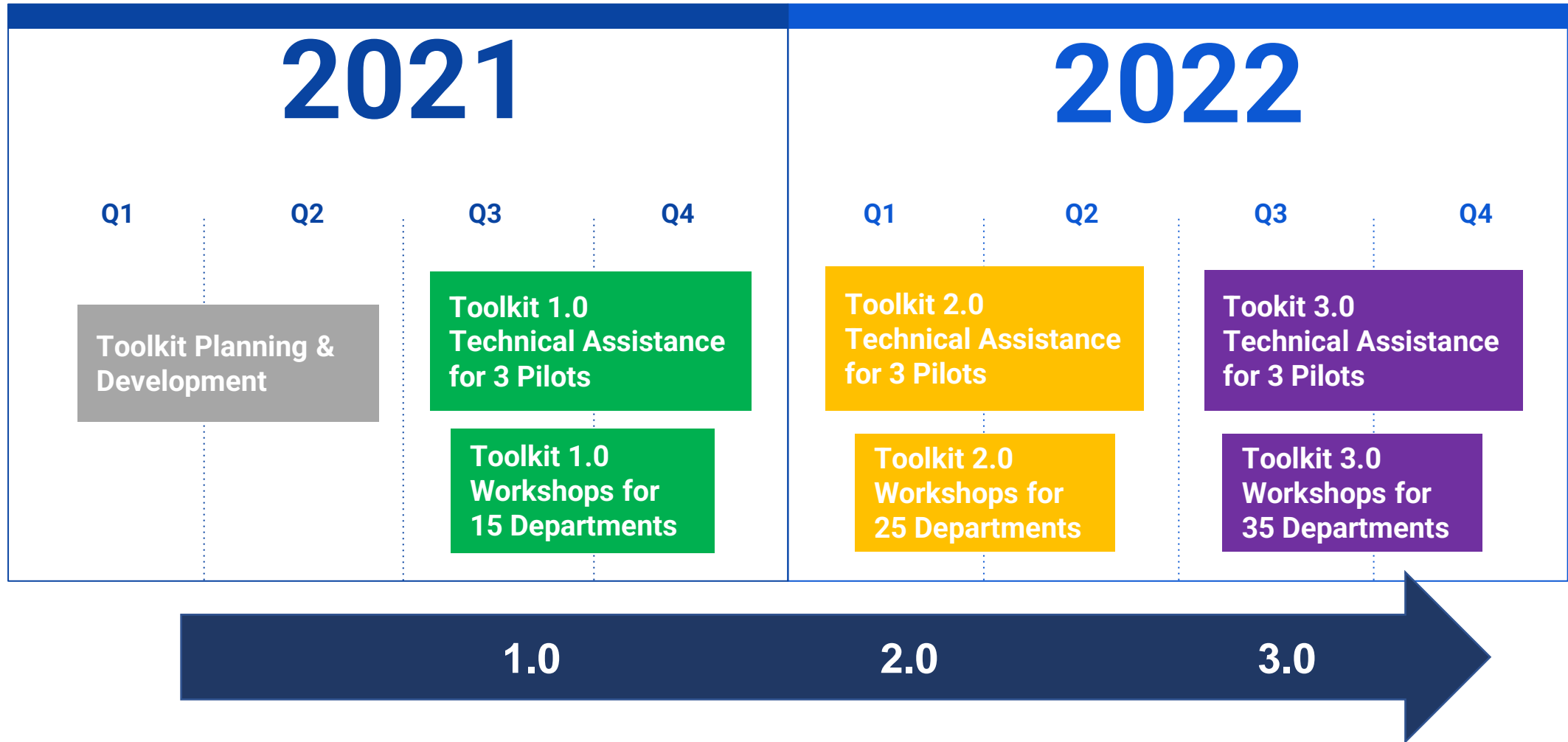
Develop tools to assess areas of underrepresentation and develop corresponding tactics for leaders and departments to foster and increase diversity and inclusion.

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



Timeline for DEI Toolkit 1.0 - 2.0 – 3.0



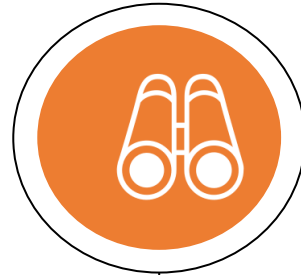
Technical Assistance Pilots Timeline



1st Month

Intro & Kickoff

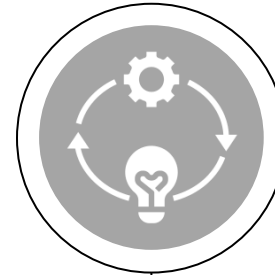
Overview of technical assistance and toolkit



2nd & 3rd Month

Discovery

Identify, define, and prioritize challenges in departments



4th & 5th Month

Implement & Support

Based on top challenges, define problem statement, develop and execute action plan with SMEs



6th Month

Lessons Learned

Review learnings gained from technical assistance and toolkit



DEI Toolkit Pilots

1.0

2.0



Operations
Steve Hicks
Rail Maintenance
~1,000 FTEs

Operations
Joe Cheever
Rail Maintenance
~1,000 FTEs



Capital
Chris Brennan
Capital Programs Support
~175 FTEs

Capital
Katie Choe
Capital Delivery
~75 FTEs



Administration
Jeff Cook
Procurement & Warehouse
~50 FTEs

Administration
Mary Ann O'Hara
Budget & Treasury
~70 FTEs



DEI Toolkit Flywheel

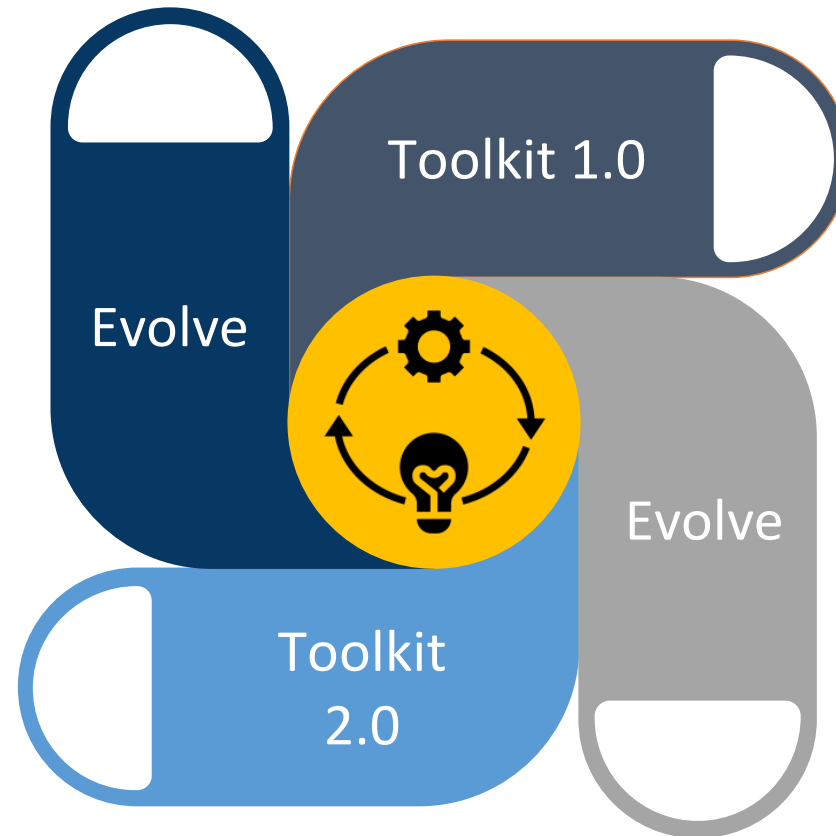
6-Months Sprints

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

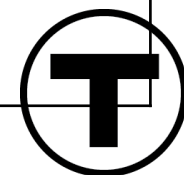
Use feedback and lessons learned to evolve



Currently Implementable Tactics for Department Leaders to Attract & Hire Diverse Talent

Resource Contact

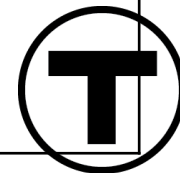
A	Ensure your department hiring managers and interviewers are aware of and use the revamped hiring process and complete ODCR's "EEO Legal Interviewing" training	HRBP ODCR
B	Meet with ODCR and HRBP to review EEO Utilization Dashboard to learn about how your department's diversity representation compares to local labor market pool	ODCR
C	Set up annual intake meeting with HR and ODCR to develop a recruitment strategy that will attract a diverse candidate pool for upcoming or open positions	HRBP ODCR
D	Work with DEI, HR and ODCR to select two-to-three diverse professional networks and associations to engage and forge partnerships to recruit and retain diverse talent	HRBP
E	Participate in DEI Executive Trainings as they become available	DEI



**Currently Implementable Tactics
for Department Leaders to Retain & Develop Diverse Talent**

**Resource
Contact**

F	Leadership team to complete the DEI introductory trainings in the Learning Hub	DEI
G	Encourage your team to participate in the ERGs by mentioning the ERGs during meetings or team/department communications.	ODCR
H	Nominate and encourage staff to participate in DEI Employees Advisory Council, Mentorship Program and IDEAL Program	HRBP
I	Invite ODCR and DEI teams to one of your team meetings so your team can learn more about current and upcoming DEI programs	DEI ODCR
J	Participate in and encourage your staff to join ODCR monthly virtual events dedicated to diversity, equity, and inclusion	ODCR



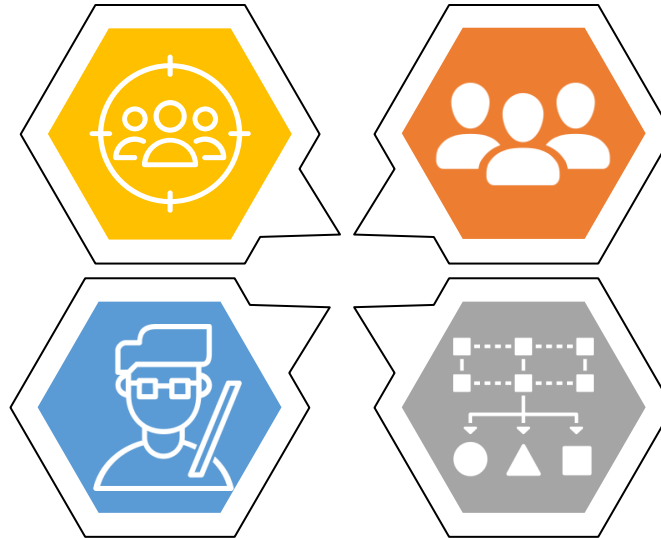
Metrics via Dashboards

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

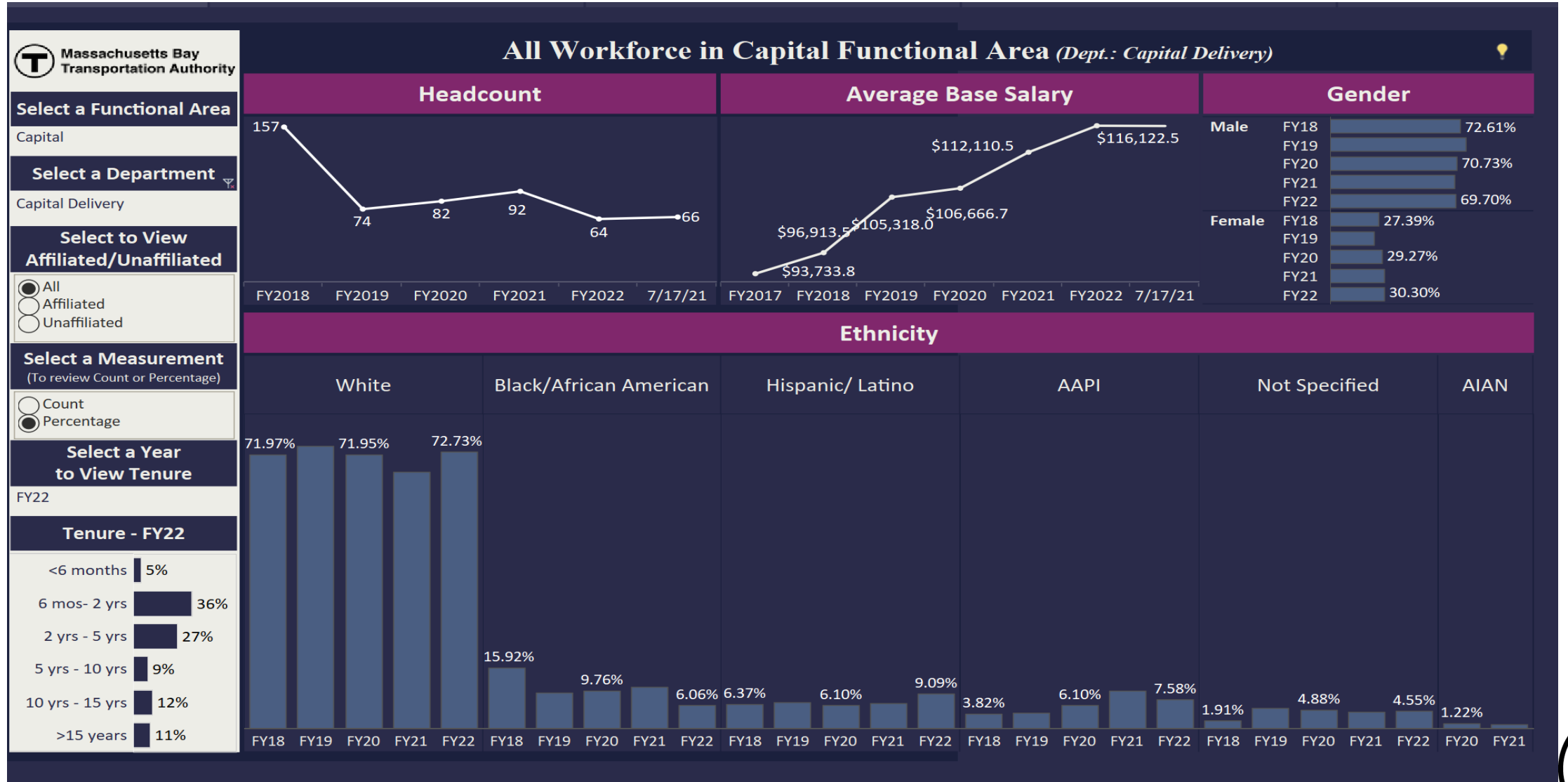
- Breakdown of the gender profile by Ethnic Groups, and annual rate ranges
- Distribution of annual rate ranges for each ethnic group

ODCR EEO-4 Job Analysis

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



Capital Delivery Workforce Overview





Human Resources

External Recruitment Outreach
Summary 2022-23

August 11, 2022



Diversity as a key part of Outreach & Recruitment

Diversity is part of every outreach and recruitment function in our enhanced and expanded efforts to hire the best talent for all our roles.

All open positions are:

- Posted on MBTA Careers Site
- Emailed to community partners, schools and affinity groups who have opted into the mailing list
- Automatically sent to individuals who have subscribed to MBTA Job Interest cards
 - Currently over 26,000 subscriptions in 29 categories
- Presented at career fairs and networking events

Specific open positions are/will be:

- Posted on LinkedIn, Facebook, school and professional job boards
- Emailed to lists that are being cultivated based on job interest category

MBTA Careers



www.mbta.com/careers



MassHire Partnership

- Objective: Leverage MassHire location (s) throughout Greater Boston Region to connect with potential applicants.
- Timeline: August thru November 2022 (Evaluate ROI at end of period)
- Cadence: Every Month (Two locations) Boston & surrounding regions



<u>Career Center</u>	<u>Address</u>	<u># of seats</u>	<u>Date(s) Available</u>	<u>Time(s) Available</u>	<u>Proposed Session Times (2/day)</u>
MassHire Cambridge	186 Alewife Brook Parkway, Ste 310, Cambridge, 02138	8	16-Aug	10am-2pm	10am-11:30am & 12:30pm-2pm
MassHire Woburn	100 Trade Center, Ste G-100, Woburn, 01801	8	17-Aug	10am - 1pm	10am-11:30am & 11:30am-1pm
MassHire Lowell	107 Merrimack St, Lowell, 01852	12	23-Aug	10am-2pm	10am-11:30am & 12:30pm-2pm
MassHire Boston	1010 Harrison Ave, Boston, 02119	17	24-Aug	10am - 1pm	10am-11:30am & 11:30am-1pm
MassHire Quincy	1515 Hancock St, Quincy, 02169	15	25-Aug	9am-noon	9am-10:30am & 10:30am-12pm
MassHire Lawrence	420 Common St, Flr 2, Lawrence, 01840	25	30-Aug	10am-2pm	10am-11:30am & 12:30pm-2pm



Join the MBTA



Mass Hire is hosting
IN PERSON RECRUITMENTS

August 16, 2022

10:00am – 11:30am

& 12:30pm – 2:00pm

**MassHire Metro North Career Center
Cambridge, MA**

Meet with representatives from MBTA to discuss employment opportunities and apply on-site for open positions!

Email mbeatrice@mhmnc.com to Register!

Veterans and their eligible spouses receive priority of service. MassHire Metro North Career Center is an EEO Employer. Auxiliary aids or services are available upon request to individuals with disabilities.

Services are provided for people living with disabilities with adaptive equipment upon request. MassHire programs and services are funded in full by US Department of Labor (USDOL) Employment and Training Administration grants. Additional information furnished upon request.



Join the MBTA



Mass Hire is hosting
IN PERSON RECRUITMENTS

August 17, 2022

10:00am – 11:30am

& 12:30pm – 2:00pm

**MassHire Metro North Career Center
Woburn, MA**

Meet with representatives from MBTA to discuss employment opportunities and apply on-site for open positions!

Email mbeatrice@mhmnc.com to Register!

Veterans and their eligible spouses receive priority of service. MassHire Metro North Career Center is an EEO Employer. Auxiliary aids or services are available upon request to individuals with disabilities.

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Bus Operator Recruitment



Bus Operator Grassroots Outreach

- ✓ Including but not limited to....
- ✓ Updated bus operator career landing page
- ✓ Updated RMV desktop frames
- ✓ Sent email blast through NeoGov to applicants of last three bus operator postings
- ✓ Sent email blast to last 100 candidates of the PTM and PTSM trackers
- ✓ Sent email blast to 111 external organizations, including South End Community Settlements, Hanscom Airforce Base, and Career Collaborative
- ✓ Attend MassHire events and utilize training centers

Apply to Be a Bus Operator Today



Operators hired before the end of 2022 could be eligible for a \$4,500 sign-on bonus.

[Apply Now](#)

Get Started as an MBTA Bus Operator



Are you looking for a rewarding career where you can have a positive impact on the entire Boston region? We're currently hiring for over 300 bus operator positions.

Eligible candidates will receive a sign-on bonus of up to \$4,500. Bonuses are paid out in two installments: \$2,500 after successful training, and \$2,000 after one year of employment.



“How did you hear about this position?”

Source	Number of Applications
MBTA Website	9589
MBTA Employee	3437
Job Posting	1800
Internet Job Board	1438
LinkedIn	1338
Other	1198
Indeed	802
Job Fair	133
College Recruiting	113
Printed Advertisement	100
Community / State Agency	93
MassHire	46
Walk In	44
Grand Total	20,131

Reflects the number of applications received from August 2021 to August 2022.

This an Agency-wide question.

Candidates answer it as part of their application.

Dropdown only allows candidates to pick one option.





MBTA On-Site Recruitment Opportunity at the 2022 Puerto Rican Festival & Parade

RUMBA
97.7

Recruitment Opportunity for MBTA

Date: July 29th thru July 31st
Location: Franklin Park, Boston
3 Day Attendance: 100K+ (estimated)

- 10x10 on-site area to be staffed by the MBTA's HR Team
- Event includes 150 Name Only Mentions on Rumba 97.7 for the MBTA





2022 Puerto Rican Festival & Parade



Mayor Wu's Neighborhood Coffee Hour



Keolis In Station Recruitment Events





Human Resources

MONTHLY UPDATES

August 11, 2022

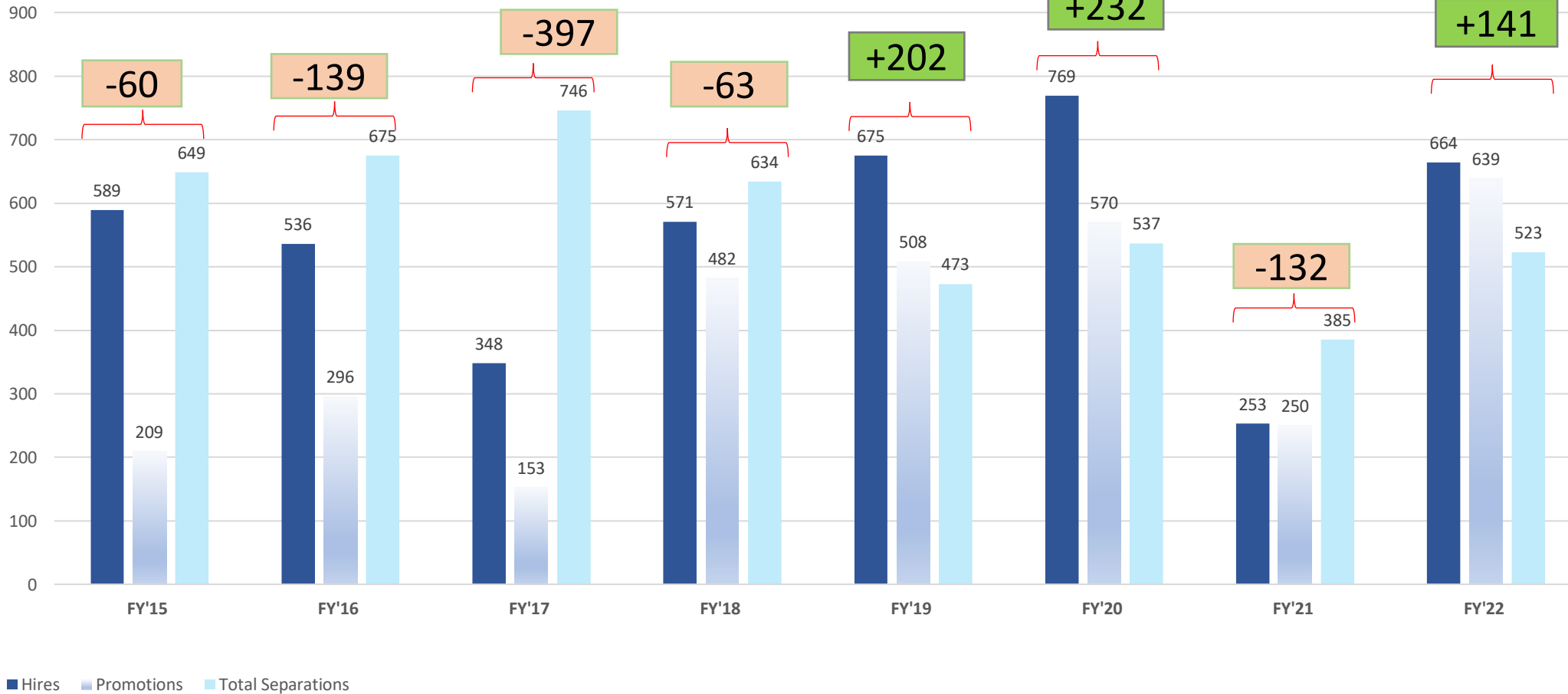


FY15 - FY22 Agency-wide Hiring Actuals

As of: 6/30/2022

Agency-wide Historical Hires, Promotions and Separations

Net Headcount Increase
(Hires – Separations)



****Promotions do not increase headcount but require a significant effort from HR Staffing****



Safety Prioritization Framework

What?

Data-driven framework to evaluate safety impact of 2,089 hiring positions for FY23 and assist in hiring prioritization, both within and across departments.

Why?

There is currently no standardized method of quantifying positions' safety and business continuity impact, making it challenging to **prioritize hiring requests and allocate resources** to address business leaders' most pressing needs.

How?

Collaborative working meetings have repurposed a draft of a criticality scoring tool created in 2019, updating the tool with evaluations of **safety impact and business continuity impact** conducted during COVID-19 and in response to the current FTA investigation.

The Safety Prioritization Framework provides a **baseline ranking** of each position's criticality, which can be updated as necessary based on **regular prioritization reviews** by HR Business Partners with Department Heads and hiring managers to ensure hiring prioritization remains **responsive to new vacancies and business needs**.



FY23 Hiring Planning

- Safety Prioritization Framework used to develop safety prioritization of FY23 hiring positions
- Preliminary month-by-month hiring plan developed by HR based on safety prioritization
- HR reviews preliminary hiring plan with Department Heads in August
 - Department Heads review/modify position prioritization
 - Hiring schedule updated to account for operational constraints (e.g. training)
- Revised hiring plan used to proactively prioritize month-by-month req creation and recruitment
- Monthly hiring plan reviewed with business leads regularly to adjust for new vacancies and real-time business needs



MBTA OCC Hiring Update

Update on Heavy Rail Dispatcher Recruitment as of 08.02.2022

Total Applications	Did Not Meet MERS	Met MERS	Pending Supervisor Eval	Interviews to be Scheduled	Interviews Scheduled	Interviews Completed	Candidates Selected	Pre-Employment	Started	Pending Start Date
124	98	26	0	1	20	15	10	0	5	5

Notes

- The four who started, entered a 10-week training program, July 11.
- One candidate started July 25.
- Prior to this Recruitment Push we had one (1) candidate in training (May 2022); currently awaiting completion of training program.

Parameters about this role

- Job posted 6.21.2022
- Candidates will be interviewed and hired on a rolling-basis
- Candidates will be hired straight to full-time vs. placed on Spare list

Process

- Internal Only Posting
- Candidates required to submit app
- Recruiter screens for Minimum Entry Requirements
- Supervisor Evaluations requested for Eligible Candidates (Departments fill and share)
- Candidates that Pass MERS and Supervisor Evaluations are scheduled for an Interview (happens real time as candidates' clear eligibility).



Heavy Rail & Dispatch Focused Recruiting Efforts

Working to promote and attract internal candidates to the Dispatcher role

- ✓ Now hiring direct into permanent role, pivot from developing spare lists
- ✓ Expanded the eligibility to include light rail dispatchers
- ✓ Offering \$10K hiring bonus
- ✓ Utilizing current employees in role as ambassadors for the position through employee focus groups
- ✓ Internal marketing/recruitment campaign
 - Open House events, flyers, staff outreach, TSTOP ads
 - Open House 8/10
- Retiree recruitment effort underway.
 - Limited interest, currently in union negotiations



Appendix



Heavy Rail Dispatcher Focused Marketing & Outreach Open House

You've moved a train. Now, move the system.

Heavy Rail Dispatcher's Move the T and your colleagues want you on their team. The T is hiring for **permanent Heavy Rail Dispatchers**, *not a spare*.

Dispatchers are the people who give trains their orders. They are the people responsible for ensuring trains move safely and efficiently across our network.



Wednesday, August 10, 2022
Operations Control Center
45 High Street
6th Floor Conference Room
11:00 a.m.–1:30 p.m.

RSVP TODAY

Operations Control Center

Level up your career and your impact



Heavy Rail Dispatcher Grassroots Email Blast

Dear Rail Operations Employee,

At the MBTA, with employee attrition outpacing new hires, we are now facing a significant workforce shortage.

I am emailing you today because your unique knowledge of Subway Operations and years of service qualify you for the position of **Heavy Rail Dispatcher**. You have learned the necessary skills to prepare you for this opportunity, and I want to encourage you to consider applying for this position.

Dispatchers don't just give trains orders; they move our system and the entire region. They are the people responsible for ensuring trains move safely and efficiently across our network.

You can view the Heavy Rail Dispatcher job description and application [here](#).

On Wednesday, August 10, Human Resources and Customer Experience will host a **Heavy Rail Dispatcher Open House** at the Operations Control Center, 45 High Street, 6th floor conference room, from 11:00 A.M. to 1:30 P.M. to answer your questions. Please consider attending to hear about the job from Dispatchers and learn more about the position - including a **\$10,000 sign-on bonuses**.

If you are interested in learning more about Heavy Rail Dispatcher, **please RSVP [here](#)** and select a time that best suits your schedule. If you are scheduled to work during the Open House, please coordinate your attendance with your Supervisor.

Thank you,



Heavy Rail Dispatcher Focused Marketing & Outreach



Heavy Rail Dispatcher Focused Marketing & Outreach

Join the Team that moves People

Heavy Rail Dispatcher's Move the T and your colleagues want you on their team. The T is hiring for **permanent Heavy Rail Dispatchers**, *not a spare*.

Dispatchers are the people who give trains their orders. They are the people responsible for ensuring trains move safely and efficiently across our network.

Learn more about Dispatcher hiring opportunities, including signing bonuses, at a Heavy Rail Dispatcher Open House.



Wednesday, June 22, 2022
Operations Control Center
45 High Street
6th Floor Conference Room
12:00 pm – 1:00 pm

[RSVP TODAY](#)

Operations Control Center

Where we need you the most.



Job Posting Email Blast

Opportunities are emailed and posted for all MBTA employees and unions. There are also government employees, community partners, affinity groups and schools who have opted to receive notices for all job postings.

Sample of Affinity Groups:

- Massachusetts Association of Hispanic Attorneys
- Massachusetts Dept of Veterans Services
- Hanscom Airforce Base TAP Job Board
- Dress for Success Boston
- Women in Transportation

Sample of Community Partners:

- ASA Education & Career Planning Center (Boston Public Library)
- Dimock Community Health Center
- Community Work Services
- MassHire Downtown Boston
- Mass Department of Career Services
- Urban Edge
- Boston Public Health Commission
- United South End Settlements
- Urban League of Eastern Massachusetts
- Career Collaborative

Sample of Schools:

- Suffolk University
- Bentley
- Bunker Hill Community College
- Benjamin Franklin Institute of Technology
- Universal Technical Institute (UTI)
- Boston College
- MIT
- Northeastern University
- Harvard
- Wentworth Institute of Technology
- Madison Park Vocational High School
- Mass Maritime Academy
- South Shore Vocational Tech



External Job Boards

HR is utilizing nationwide external job boards. These will help us target key demographics and expand the visibility of our opportunities beyond the Boston area.

- SWE (Society Of Women Engineers Career Center)
- NSBE (The National Society of Black Engineers)
- NAAAP (National Association of Asian American Professionals)
- HBCU (Historically Black Colleges and Universities Career Center)
- AFWA (Accounting & Financial Women's Alliance)
- WTS – National (Women in Transportation)
- Diversity Job Board
- Hire Heroes USA
- Recruit Military



Professional Affinity & Community Groups

Groups who have been helpful with outreach and/or interested in opportunities to connect:

- Boston Affinity Leadership Consortium
- Prospanica
- National Association of Black Accountants
- NSBE Boston
- Women in Transportation Boston
- City of Chelsea Good Jobs Coalition
- United South End Settlements
- Operation Able
- The Partnership
- Newmarket Boston Initiative
- ALPFA



**UNITED SOUTH END
SETTLEMENTS**



Activities to Date



Career fairs, networking events and information sessions offer an opportunity to increase awareness of the wide variety of jobs at the MBTA, encourage Job Interest Card subscriptions and collect resumes.

- MBTA participation since the Fall of 2021:
 - Mayor Wu's Neighborhood Coffee Hour
 - Keolis In Station Recruitment
 - MassHire Veterans Career Fair & Employer Town Hall
 - United South End Settlements Industry Night
 - BU MBA Networking Night
 - Recruit Military Boston Veterans Career Fair
 - Benjamin Franklin MBTA Info Session
 - MIT Sloan Career Fair
 - MA State Universities Accounting, Finance & Business Career Fair
 - NSBE/SHPE Career Fair
 - UMass Amherst Building & Construction Technology Fair
- MassHire Downtown Info Sessions (2)
- South Shore Vocational High School Info Sessions (3)
- Operation Able Info Sessions
- Brandeis Government & Public Service Fair
- Smith College Business, Finance, Engineering & Technology Career Fair
- Keene State College Safety & Occupational Health Career Fair
- National Aviation Academy Career Fair
- Harvard Kennedy School Info Session



Career Fairs & Info Sessions

Career Fairs:

- BU Bites & Insights Industry Networking
- Bentley Spring Career Fair
- BU Engineering & Biotech Career Fair
- Endicott Internship, Co-op & Career Fair
- BU MBA Career Networking Night
- UMass Amherst + 5 college community: Career Blast Full-Time & Internships Fair
- Worcester Polytechnic Institute Spring Career Fair
- Wentworth Spring Career Fair
- MIT Sloan Data Science & Analytics Career Night
- Keene State Safety Fair
- BU Spring Career Fair (open to all students & alumni)
- Bentley Graduate Virtual Career Fair
- Harvard University Extension School Job Fair
- MIT Sloan Masters' Career Fair
- Benjamin Franklin Institute of Technology Annual Spring Career Fair

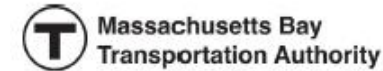
Information Sessions:

- Mass Maritime Academy
- Bunker Hill Community College
- Quincy High School Vocational Program
- Harvard Kennedy School



MBTA/MassHire Collaboration

- HR partnered with MassHire Boston and Metro Boston locations on two well attended virtual information sessions to publicize and educate potential applicants about our Operator roles and other opportunities at the MBTA.
- 275 people attended
- 3 MBTA HR representatives presented & answered questions
- The Q & A sessions lasted over 45 minutes at each
- About 40 attendees applied for open operator positions in the weeks following
- Continuing to track the application data and plan future events with MassHire



GET STARTED AS AN MBTA:
Part-Time Operator
and
Explore other MBTA job opportunities!

Operator Requirements:

- High School Diploma or Equivalent
- Valid Driver's License
- Clean Driving Record
- Excellent Customer Service Skills

Operator Benefits:

- Healthcare Insurance
- Retirement Plan
- Paid Vacation
- Paid Sick Time
- Tuition Reimbursement
- Much More!

MassHire Will Host Two (2)
MBTA Information Sessions

Thursday, Dec 9th, 2:00pm

Tuesday, December 14th, 10:00am

MBTA Recruiters will present:

**Career Opportunities, Qualifications, Training,
Application Process, Benefits and More!**

To Attend:

Contact your local MassHire Career Center:

<NAME> <EMAIL or PHONE>

You will receive a Zoom link via email

24-48 hours prior to the event



Workforce Development

- Newmarket Boston Career Fair
- Jobs Training Initiative that focuses on tooling residents of Roxbury, Dorchester and Mattapan for Job Opportunities
- CDL focused
- Career Fair 1/28

- Seeking Partnership with Executive Office of Labor and Workforce Development (EOLWD)
 - Work to develop skills pathway that merges MBTA opportunity with Programs and Partners
 - Workforce Boards
 - Workforce Skills Cabinet



EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT



MASSHIRE
BOSTON CAREER CENTER



Bus Operator Grassroots Email Blast



If you would like to explore another opportunity to join the MBTA, consider becoming a **Part time Bus Operator** and earning a **sign on bonus of \$4500**. The MBTA is redoubling efforts to hire hundreds of bus drivers who are in **high demand** to transport Massachusetts residents to work, leisure, and everywhere in between.

Not convinced? Here is what MBTA General Manager Steve Poftak had to say, "The T is a diverse and exciting place to work, and we're actively hiring and training new employees, **especially bus drivers, right now** to join our ranks and play a significant part in revitalizing the region post pandemic."

Now more than ever it is a great time to become a Bus Operator. Part time Bus Operators are moving into a **full-time position** quicker than ever before – some as fast as two and a half months.

In addition, the MBTA offers a variety of **growth opportunities**. Once you have some experience, you can move into different areas and departments within the MBTA. Our Assistant General Manager of the Operations Control Center and Training, Chief Transportation Officer of

