



Human Resources Update

September 29, 2022



Human Resources Update Agenda

Date	
9/29/2022	<ul style="list-style-type: none">• Recruitment Update<ul style="list-style-type: none">• Key Positions- OCC Dispatch & Bus Operators• Process Improvement Update



Recruitment Update: Safety Prioritization & FY23 Hiring Plan

Safety Prioritization Framework

Provides a baseline prioritization of each budgeted position based on safety and operational impact

- Each MBTA position evaluated across 5 criteria:
 - Involvement in FTA CAP implementation
 - Inclusion in identified safety program
 - Current vacancy rate
 - Operational impact
 - Criticality to promotion pipeline (feeder pools)
- Allows for prioritization across departments/roles

Role Priority	Vacancies
Critical	106
High	378
Medium	550
Low	636

484* Critical/High Priority Vacancies

*SMI CAPs likely to require additional critical/high priority positions

FY23 Hiring Plan

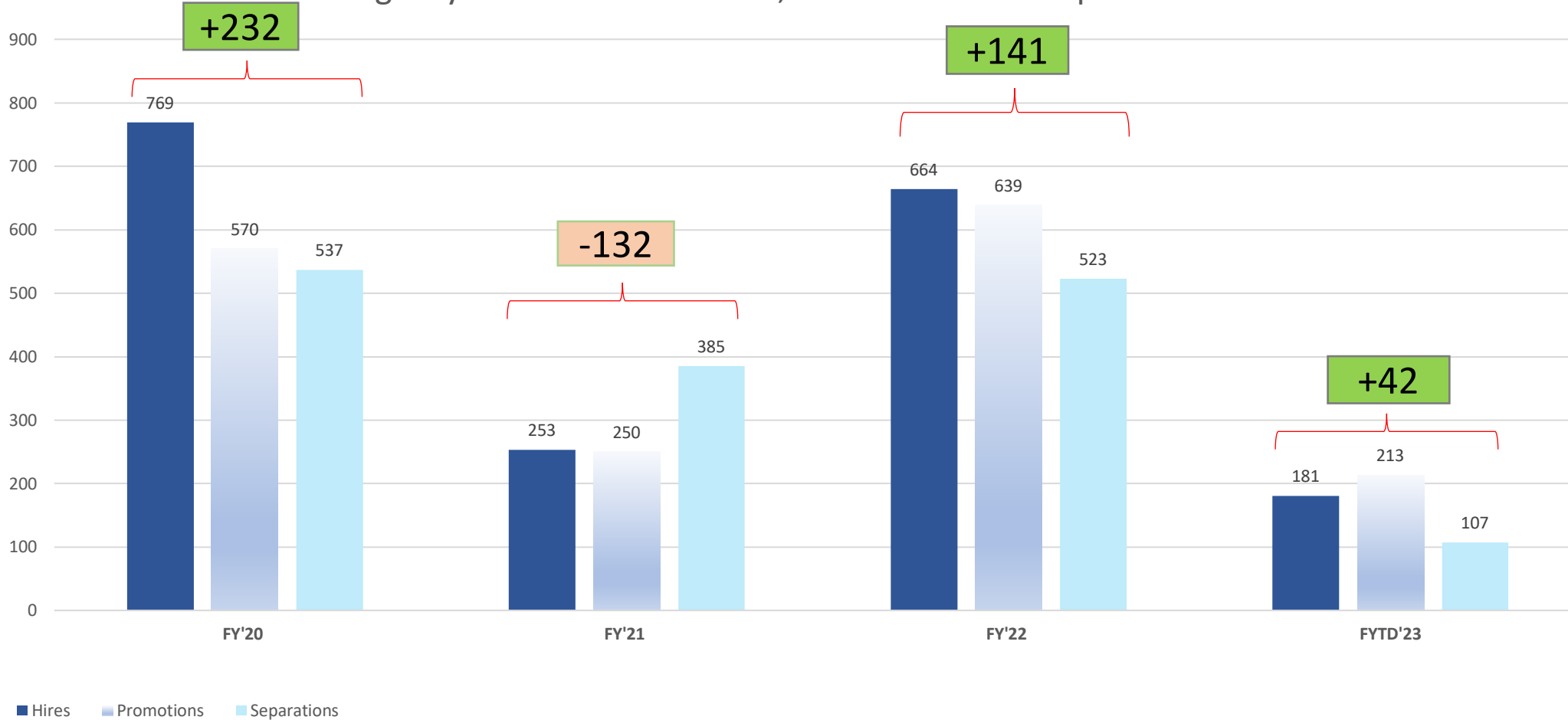
Centralized hiring schedule to align priorities and enable proactive hiring activity

- Hiring schedule based on Safety Prioritization
 - Prioritized schedule adjusted for sequencing dependencies and throughput constraints
- A **metric-based hiring capacity plan** for HR to identify monthly targets and necessary staffing levels in HR.
- With additional HR staffing resources, the capacity is being ramped up to process up to 174 hires per month, which is ~ **50% increase**.
- Regular hiring plan reviews regular meetings with Dept. Heads to monitor progress and address blockages in real time
- Hiring progress reviewed with Executive Staff to drive accountability

Hiring Actuals

As of: 09/15/2022

Agency-wide Historical Hires, Promotions and Separations



Net Headcount Increase
(Hires - Separations)

- Negative
- Positive
- Goal

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



MBTA OCC Heavy Rail Dispatcher Recruitment

As of: 9/22/2022

Total Applications	Did Not Meet MERS	Met MERS	Pending Supervisor Eval	Interviews to be Scheduled	Interviews Scheduled	Interviews Completed	Candidates Selected for Hire	Pre-Employment	Started Training	Pending Training Availability
160	127	33	0	0	0	22	12	0	8	4

Recruitment New Hires:

- One (1) New Hire started Training effective 9/19/2022
- Two (2) New Hires starting Training effective 9/25/2022

*Returnees:

- Two (2) completed refresher training and **started Dispatching**

*Retirees:

- Three (3) executed contract
 - One (1) starting Training on 9/26/2022
 - Two (2) in onboarding stage

*Not included in recruitment funnel

Activities to Engage Candidate Pool

- Current eligible candidate pool of ~340
- Expanding candidate pool requires change in training program (1+ year)
- Holding open houses in areas and continued outreach by phone and email
- FAQ on work rule changes in OCC for distribution
- Significant challenge is a change of union, resulting in seniority rank and schedule pick
- Supplemental efforts to hire retirees



HR Update: Bus Operators

- Providing Commercial Driver's License Permit Training
 - Previously MBTA required candidates to have a permit prior to hire
 - MBTA moved aggressively this summer to changing its process and initiate CDL permit training as part of standard bus operator new hire training
 - Pilot program targeted to start October 17, 2022
 - Targeting 60 hires, aiming for 70-75 candidates
- Value Proposition for new Drivers :
 - **Cost of CDL Permit ~\$75**
 - Low End: \$50
 - High End: \$90
 - Again, for the Permit candidates dedicate their own time to study etc. We are now offering to pay them while they study and pay for all fees.
 - **Cost of CDL Class B Training Course ~\$4,500**
 - **Current Sign-on Bonus: \$4,500**



HR Update: Hiring Process Improvements

1. Digitization of HR process: Complete. Launched on Sept 6th
 - Created a new portal for Hiring Managers to submit new positions and backfill requests
2. Streamlined the hiring process approval: Complete
 - Reduced duplicative approvals and aligned approval order
3. Improved Pre-Boarding: Complete
 - Enhanced candidate and Hiring Manger experience
4. Implemented fourteen Quick Wins
 - Focused on approvals, accuracy, and automation of hiring process



Process Improvement: Streamlined Hiring Process Cycle Times

Previous Hiring Cycle Times: 18 – 28 weeks



Target to eliminate 5-9 weeks from *Hiring Cycle Time

Improved Hiring Cycle Times: ~13-19 weeks



*Hiring Cycle time is defined as the total amount of time, in days, of how long it takes to bring a person on site from requisition creation date to candidate start date



MBTA Hiring Process Improvement Actions

A. Improve Hiring Cycle Times

Initiative
Doubled size of recruiting team, dedicated verticals
Developed and implemented recruiting metrics
Documented SOP for recruiters
Pulled driving records on behalf of applicants
Outsourced workforce assessments
Eliminated randomization process for Bus Operators
Streamlined requisition creation process
Digitized position control request process
Reduced process approvals
Standardizing pre-boarding process

B. Expand Candidate Pool

Initiative
One-Stop Bus Operator Hiring Event
Bus Operator Marketing Campaign
\$4,500 Hiring Bonus for Bus Operators
\$1,000 Referral Bonus for Bus Operator positions
Driving Record Policy Update
Text Message Reminders
Standardized Programmed Hiring applicant communications
FY23 Marketing Campaign
Initiating Commercial Driver's Permit Training

C. Retention & Utilization of Workforce

Initiative
PFML Policy Update
FMLA Policy Update
Increased education reimbursement to \$10,000
Attendance Policy Update
Increased Bus Operator Training Salary



APPENDIX



Digitization of HR Process Project Status Report

Prior State

- Information was disaggregated and communication heavily relied on email
- Lack of a central location for latest templates/materials and shared access
- Delays occurred in creating requisition due to missing/inaccurate information

Future State

- Aggregates the info needed for a hiring manager to go to position control
- Creates a central location for latest resources
- Provides clear guidelines and status for tracking progress
- Shortens the number of days spent to create a requisition and get the job posted

Summary of Changes

- Digitized Position Control process
- Created a Portal using KNACK to handle both New Position and Backfill requests
- Request Status made available at hiring manager's fingertips to track progress
- Built-in communications/ notifications to replace manual work
- Data captured for performance and efficiency analysis



Reduce Hiring Process Approvals Project Status Report

Prior State	Future State	Summary of Changes
<ul style="list-style-type: none">• Hiring Manager needs to log-in and approve Posting in NeoGov prior to Posting going “live” on MBTA Career site• OCDR approves applicant pool for diversity and MERs, followed by Hiring Manager who changes/reduces the pool when deciding which applicants to interview• Interview Guides with final scores are sent by each Interviewer to Recruiter who creates a Scoring Summary, which is sent for signature back to Hiring Manager	<ul style="list-style-type: none">• Details for Posting is submitted by Hiring Manager & Department Manager and approved via PCB or Asana, Team Lead is QC• Hiring Manager reviews the applicant pool and decides who they intend to interview, followed by ODCR who approves a smaller applicant pool for diversity and MERs• Hiring Manager and Recruiter clearly know which candidate will receive an offer based on Scoring Summary & Interview Debrief Meeting (no signature required)	<ul style="list-style-type: none">• Shortens cycle time for Posting to be “live” by eliminating Hiring Manager’s duplicate or “re-approval”• By switching the order of approvals, it increases speed of ODCR applicant pool approvals and increases compliance of reviewing for diversity & MERs• Reduces cycle time to offer stage by eliminating Hiring Manager signature on document they have already submitted



Pre-Boarding Project Status Report

Prior State

- New hire resources and communication heavily relied on several emails
- Lack of visibility into new hire status
- No clear ownership within each step of the process
- Delays occurred in creating new hire active directory accounts and ordering equipment

Future State

- Clear and concise email communication
- Pre-Boarding dashboard will allow HMs to have visibility into their new hires' status
- Clear roles and responsibilities for each step of the process
- Controls, compliance, and QC as part of updated workflow to avoid delays

Summary of Changes

- Optimized email communication and checklists to provide more clarity and an improved pre-boarding experience for new hires and a smooth transition onto New Hire Orientation
- Pre-Boarding dashboard in development
- Updated workflow and identified process timeline



Streamlining Hiring Cycle Time- Quick Wins

14 Quick Wins: 100% Complete

Quick Win Topic	Implementation Date	Status Update
Audit NeoGov offer approval timelines in 3 verticals	6/9/2022	Complete
Create Recruitment Portal	6/13/2022	Complete
Digitize Interview Guides & Scoring Summary	6/30/2022	Complete
Appendix slide on PCB template to fill in position number and other missing info	6/30/2022	Complete
Improve HRBP coordination with recruiting team	6/30/2022	Complete
Provide Comp training to Staffing Team	6/30/2022	Complete
Increase LinkedIn licenses	7/15/2022	Complete
Ensure all recruiters comply with EEO legal Interview Training	6/30/2022	Complete
Ensure Team Leads provide management oversight of process	7/15/2022	Complete
Identify volume and reason of comp and employee status discrepancies	7/15/2022	Complete
Retrain Staffing Team on HRIS process	7/31/2022	Complete
Purchase Indeed sponsorship/ membership	7/29/2022	Complete
HR Coordinators create Req. Team Leads approve for QC & visibility. Create report for approvals.	8/1/2022	Complete
Create SLA for outreach strategies & efforts. Proactive actions for specific positions	9/6/2022	Complete



HR Hiring Process Improvement Plan

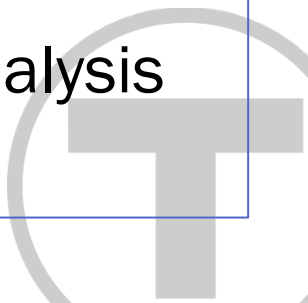
The MBTA is looking to continue to capitalize on the effort and momentum created in FY22 by re-designing the recruiting structures and developing aggressive hiring goals for FY23 that prioritize safety positions.

FY22 Activities

- Streamlining hiring cycle times
- Modernizing and digitizing steps in hiring process
- Increasing marketing and outreach to address challenging labor market
- Restructuring recruiting team and adding capacity

FY23 Activities

- Setting aggressive, data-driven monthly hiring prioritizing safety positions
- Onboarding additional support staff above additions in FY22 needed to further expand capacity - including but not limited to HR, OHS and Training
- Incorporating current and projected FTA directives into analysis and planning



Safety Current Headcount

Department	FY' 23 Budgeted Headcount	*Current Headcount	7/31 Vacancies	8/31 Vacancies	Monthly Change
Transit Facilities Maintenance	268	205	60	62	-2
Power Systems Maintenance	278	227	48	51	-3
Heavy Rail	615	538	69	77	-8
Rail Maintenance	464	376	90	88	2
Bus Transportation	2,071	1,723	337	349	-12
Maintenance of Way	278	331	54	53	1
Signals & Communications	199	168	31	31	0
System Safety	57	36	22	20	2
Light Rail	668	618	53	50	3
COO Staff	22	10	12	12	0
Bus Maintenance	423	341	87	82	5
Security Department	16	6	10	10	0
OCC & Training	171	160	13	12	1
Engineering Department-OCE	30	9	21	21	0
General Manager	30	23	6	7	-1
Operations Analysis	51	39	11	12	-1
Total	5,641	4,810	924	937	-13

*As of 09/09/2022

