# Human Resources

## HIRING

September 14, 2022

# MBTA OCC Hiring Update

## Update on Heavy Rail Dispatcher Recruitment as of 09.08.2022

| 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 Training Availability |
|---|---|---|---|---|---|---|---|---|---|---|
| 154 | 121 | 33 | 0 | 0 | 0 | 22 | 12 | 0 | 7 | 5 |

2 estimated completion date 9/19/2022 | 2 estimated completion date 9/26/2022 | 2 started 9/6/2022 with estimated completion date 11/15/2022

# 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

# Recruitment Update: Safety Prioritization Framework & FY23 Hiring Plan

The **Safety Prioritization Framework** provides a **baseline ranking** of each position's criticality, which will be updated quarterly 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**.

The **FY23 Hiring Plan** developed 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**.

- Safety Prioritization Framework completed for all budgeted positions, including current vacancies

- FY23 Hiring Plan established; focus on first 150 positions (~730 vacancies) created based on Safety Prioritization Framework and feedback from Department Heads

- Monthly hiring plan will be reviewed in consultation with departments regularly to adjust for new vacancies and real-time business needs
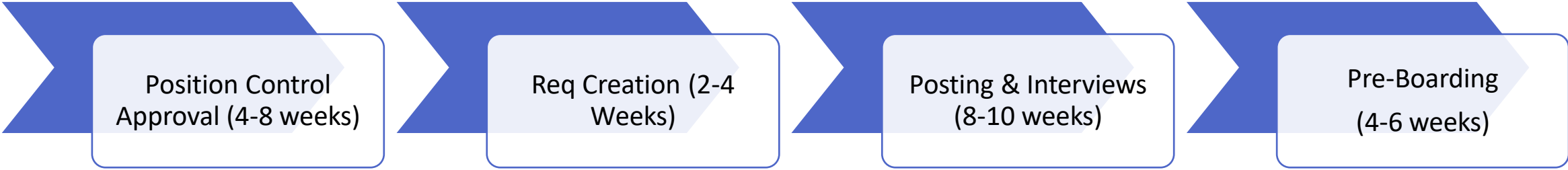
# HR Update: Hiring Process Improvements

1. Digitization of HR process: Complete. Launched on Sept 6$^{th}$
   - 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**

Position Control Approval (4-8 weeks) → Req Creation (2-4 Weeks) → Posting & Interviews (8-10 weeks) → Pre-Boarding (4-6 weeks)

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

Improved Hiring Cycle Times: **~13-19 weeks**

Position Control & Req Creation (4-7 weeks) → Posting & Interviews (~6-8 weeks) → Pre-Boarding (3-4 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

Draft for Discussion & Policy Purposes Only

# 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 |
|---|---|---|
| • Hiring Manager needs to log-in and approve Posting in NeoGov prior to Posting going "live" on MBTA Career site | • Details for Posting is submitted by Hiring Manager & Department Manager and approved via PCB or Asana, Team Lead is QC | • Shortens cycle time for Posting to be "live" by eliminating Hiring Manager's duplicate or "re-approval" |
| • OCDR approves applicant pool for diversity and MERs, followed by Hiring Manager who changes/reduces the pool when deciding which applicants to interview | • 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 | • By switching the order of approvals, it increases speed of ODCR applicant pool approvals and increases compliance of reviewing for diversity & MERs |
| • 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 | • Hiring Manager and Recruiter clearly know which candidate will receive an offer based on Scoring Summary & Interview Debrief Meeting (no signature required) | • 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

# 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

- 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**

# Human Resources

## FTA SPECIAL DIRECTIVES

September 14, 2022

# FTA Special Directive 22-09

Addressing SMI Finding 1 - MBTA must conduct and submit to FTA a workforce analysis and associated workforce planning to include:

1. **Required activities that must be performed for rail transit operations, maintenance, and capital projects delivery**

2. **Required resources to perform mission-critical activities**

3. **Current staffing capabilities for mission-critical activities**

4. **Safety case for mission-critical activities that can be performed within current and projected resources over the next five fiscal years**

# FTA Special Directive 22-09

Addressing SMI Finding 2- MBTA must develop and implement a recruitment and hiring plan to address findings from its workforce analysis and associated workforce planning for at least a five-year period, including how it will expand its capabilities for recruiting and hiring personnel to fill operations, maintenance, and capital project delivery positions.

# MBTA Working Structure for 22-09

- All FTA directives being coordinated by and through the new office for Quality Controls and Oversight

- Working Group has been identified with representatives across multiple departments

- HR to focus on current recruitment efforts

- RFP for consulting services to develop the 5-year workforce analysis underway

- Corrective Action Plans required for submittal to FTA by 9/30/2022

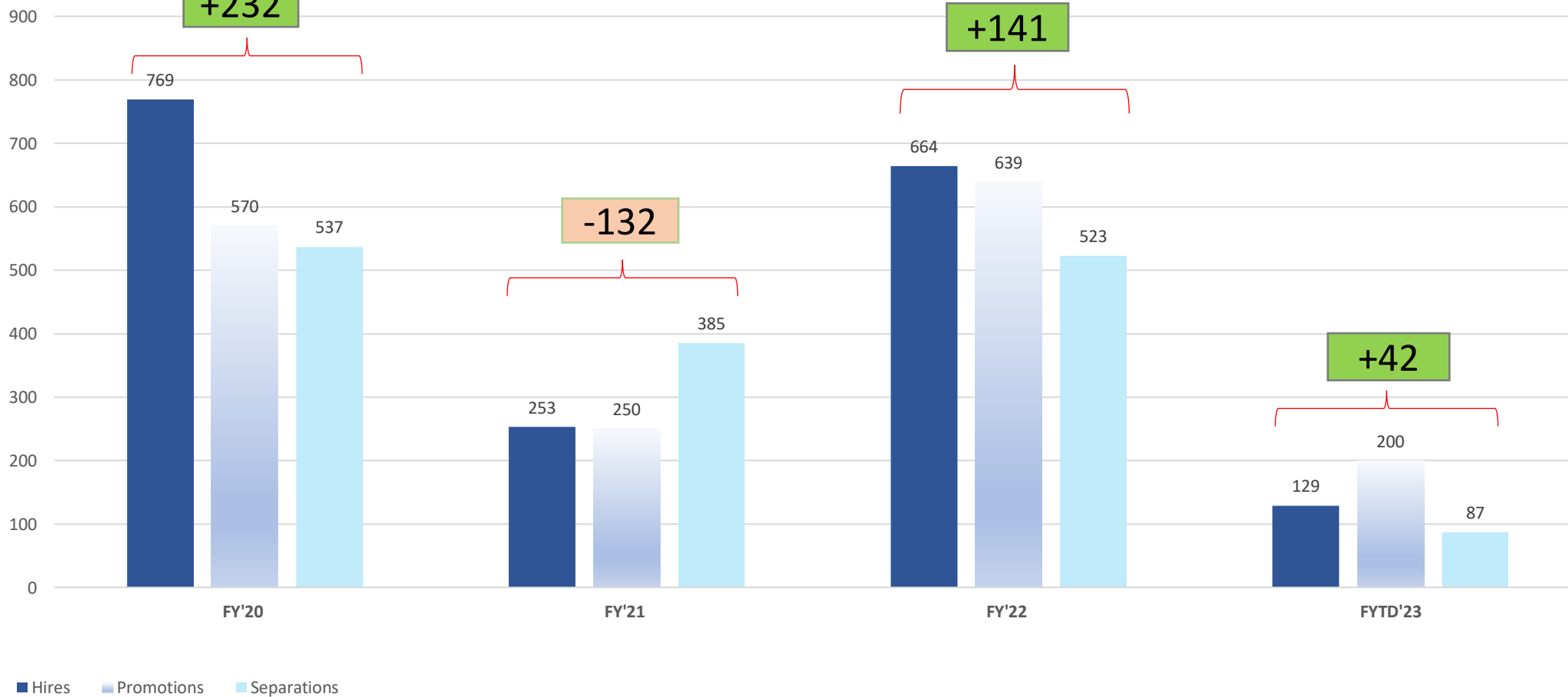# Quality, Compliance, and Oversight (QCO) Organization Chart
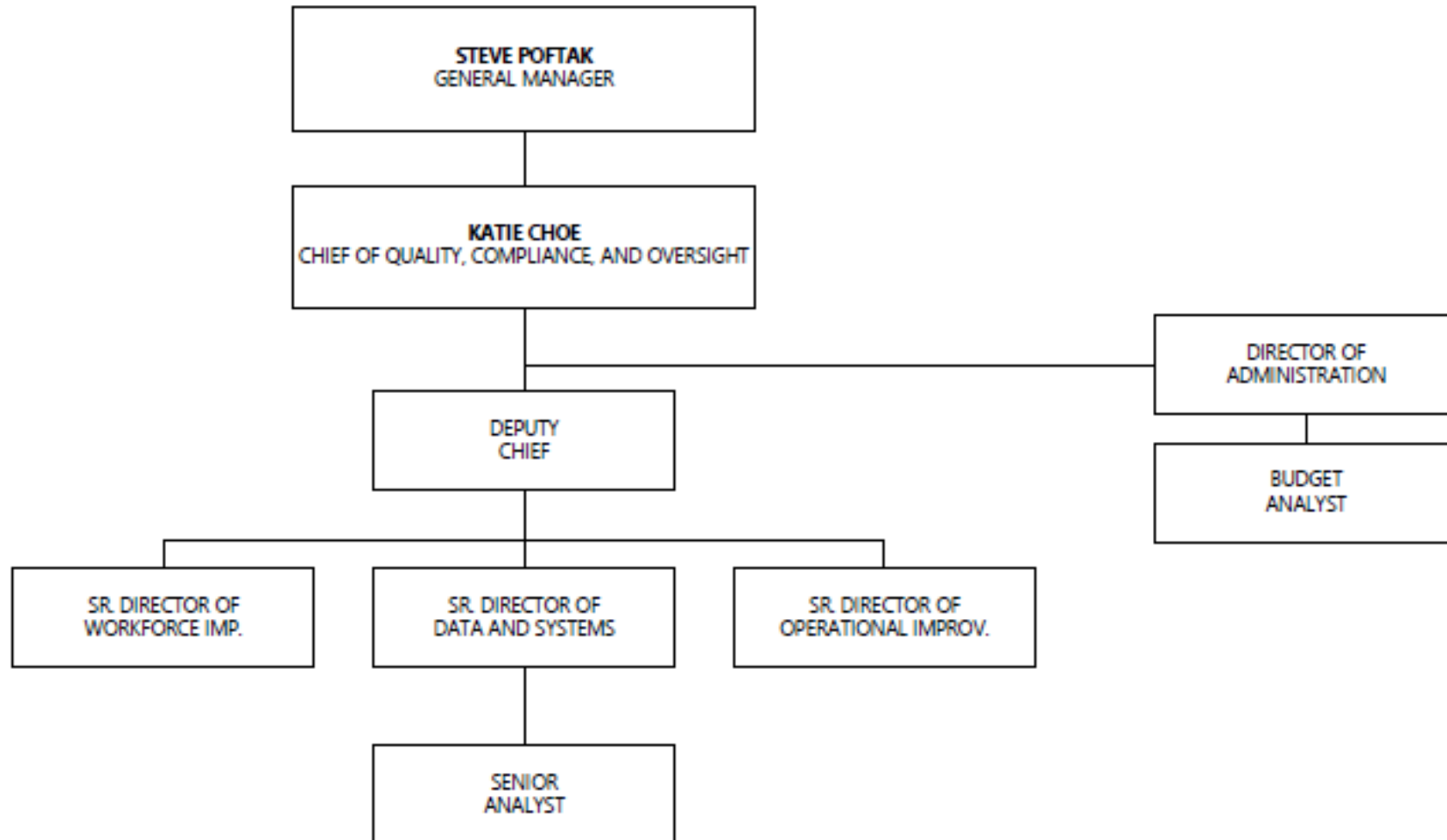
# APPENDIX

# FY15 - FY22 Agency-wide Hiring Actuals

*As of: 09/01/2022*

## Agency-wide Historical Hires, Promotions and Separations

**Net Headcount Increase**
*(Hires – Separations)*

| Negative |
| Positive |
| Goal |

+232

+141

-132

+42

**FY'20:** 769, 570, 537

**FY'21:** 253, 250, 385

**FY'22:** 664, 639, 523

**FYTD'23:** 129, 200, 87

Legend: Hires, Promotions, Separations

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

# Safety Current Headcount

| Department | FY' 22 Budgeted Headcount | *Current Headcount | 5/30 Vacancies | 6/30 Vacancies | Monthly Change |
|---|---|---|---|---|---|
| Transit Facilities Maintenance | 239 | 198 | 44 | 41 | -3 |
| Power Systems Maintenance | 267 | 223 | 46 | 44 | -2 |
| Heavy Rail | 562 | 545 | 16 | 17 | 1 |
| Rail Maintenance | 417 | 377 | 44 | 40 | -4 |
| Bus Transportation * | 1,995 | 1,743 | 238 | 252 | 14 |
| Maintenance of Way | 317 | 278 | 38 | 39 | 1 |
| Signals & Communications | 189 | 169 | 20 | 20 | 0 |
| System Safety | 50 | 40 | 6 | 10 | 4 |
| Light Rail | 649 | 626 | 20 | 23 | 3 |
| COO Staff | 11 | 10 | 1 | 1 | 0 |
| Bus Maintenance | 421 | 352 | 65 | 69 | 4 |
| Security Department | 12 | 6 | 6 | 6 | 0 |
| OCC & Training | 169 | 150 | 24 | 19 | -5 |
| Engineering Department-OCE | 15 | 10 | 5 | 5 | 0 |
| General Manager | 25 | 21 | 4 | 4 | 0 |
| Operations Analysis | 47 | 38 | 9 | 9 | 0 |
| Total | 5,385 | 4,786 | 586 | 599 | 13 |

*As of 06/30/2022

# 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

# Prioritizing & Expanding Safety Hiring

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

- Identifying additional support staff needed to expand capacity to fill vacancies - including but not limited to - HR, OHS and Training
  - HR planning to add approx 15 positions

- Incorporating current and projected FTA directives into analysis and planning
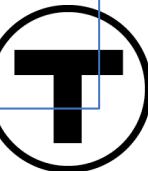
# FTA Special Directive 22-09

Addressing SMI Finding 1 - MBTA must conduct and submit to FTA a workforce analysis and associated workforce planning to include:

1. **Required activities that must be performed for rail transit operations, maintenance, and capital projects delivery:** A description of present and projected day-to-day requirements for rail transit operations, preventive and corrective maintenance, and capital delivery through the next five fiscal years.

2. **Required resources to perform mission-critical activities:** A description of the assignment of the necessary human resources to support present and projected day-to-day requirements for rail transit operations, preventive and corrective maintenance, and capital delivery through the next five fiscal years per the description above.

3. **Current staffing capabilities for mission-critical activities:** The results of an assessment of MBTA's ability to safely operate, maintain, and complete capital project delivery for its rail transit system at current service levels of workforce.

4. **Safety case for mission-critical activities that can be performed within current and projected resources over the next five fiscal years**: The identification of safety risk associated with current staffing shortages and how they are or will be mitigated and any needed changes or reductions in activities

# Streamlining Hiring Cycle Time- Quick Wins

| 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 |

# MBTA OCC Hiring Update

| 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).