



Human Resources

HIRING

October 13, 2022



MBTA OCC Heavy Rail Dispatcher Recruitment as of 10/06/2022

HR and OCC Team conducting weekly in station recruitment from 10/04- 11/29

Total Applications	Did Not Meet MERS	Met MERS	Pending Supervisor Eval	Interviews to be Scheduled	Interviews Scheduled	Interviews Completed	Candidates Selected	Pre-Employment	Hired & Started Training	Pending Training Availability
175	139	36	0	3	0	22	12	0	10	0

Notes:

- 1 new hire pushed back training due to bereavement
- 3 candidates pending interviews
- Conducted Open House on 10/04 at Braintree
- Next Open House on 10/11 at Orient Heights
- On-going weekly open houses thru 11/29

*Returnees:

- 3 working dispatching role as of 9/18
- 1 working as OCC Supervisor

*Retirees

- 3 executed
 - 1 started training on 9/27
 - 1 started training on 9/29
 - 1 scheduled to start dispatching on 10/9

*Not included in recruitment funnel



HR Update: Bus Operators

- Providing Commercial Driver's License Permit Training
 - Pilot program: First class starting October 24, 2022
 - Increased candidate pool and attractiveness of position
 - Hiring consecutively to maintain flexibility to adjust training curriculum based on findings from pilot



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 review/partnership meetings with Dept. Heads to monitor progress and address blockages in real time
- Hiring progress reviewed with Executive Staff to drive accountability

Safety Current Headcount

Department	FY' 23 Budgeted Headcount	*Current Headcount	8/31 Vacancies	9/27 Vacancies	Monthly Change
Transit Facilities Maintenance	268	205	62	63	-1
Power Systems Maintenance	278	226	51	52	-1
Heavy Rail	615	530	77	85	-8
Rail Maintenance	464	376	88	88	0
Bus Transportation	2,071	1,721	349	350	-1
Maintenance of Way	278	278	53	53	0
Signals & Communications	199	167	31	32	-1
System Safety	57	35	20	22	-2
Light Rail	668	633	50	35	15
COO Staff	22	10	12	12	0
Bus Maintenance	423	344	82	79	3
Security Department	16	6	10	10	0
OCC & Training	171	167	12	19	-7
Engineering Department-OCE	30	9	21	21	0
General Manager	30	24	7	8	-1
Operations Analysis	51	37	12	14	-2
Total	5,641	4,768	937	943	-6



MBTA Employment Fair

- Partnered with the City of Boston
- Boston City Hall Plaza
- October 13, 2022
- MBTA Recruiting for all positions
- Food Trucks & Radio Personalities

Save the Date 

MBTA Career Fair

at Boston City Hall Plaza
Thursday, October 13
10am - 2pm

For more information




- Accounting & Finance
- Labor & Trades
- Information Technology
- Environmental Services
- Engineering
- Drivers, Operators and Motorpersons
- Office and Administrative Support
- Legal
- Safety
- Occupational Health
- and many more



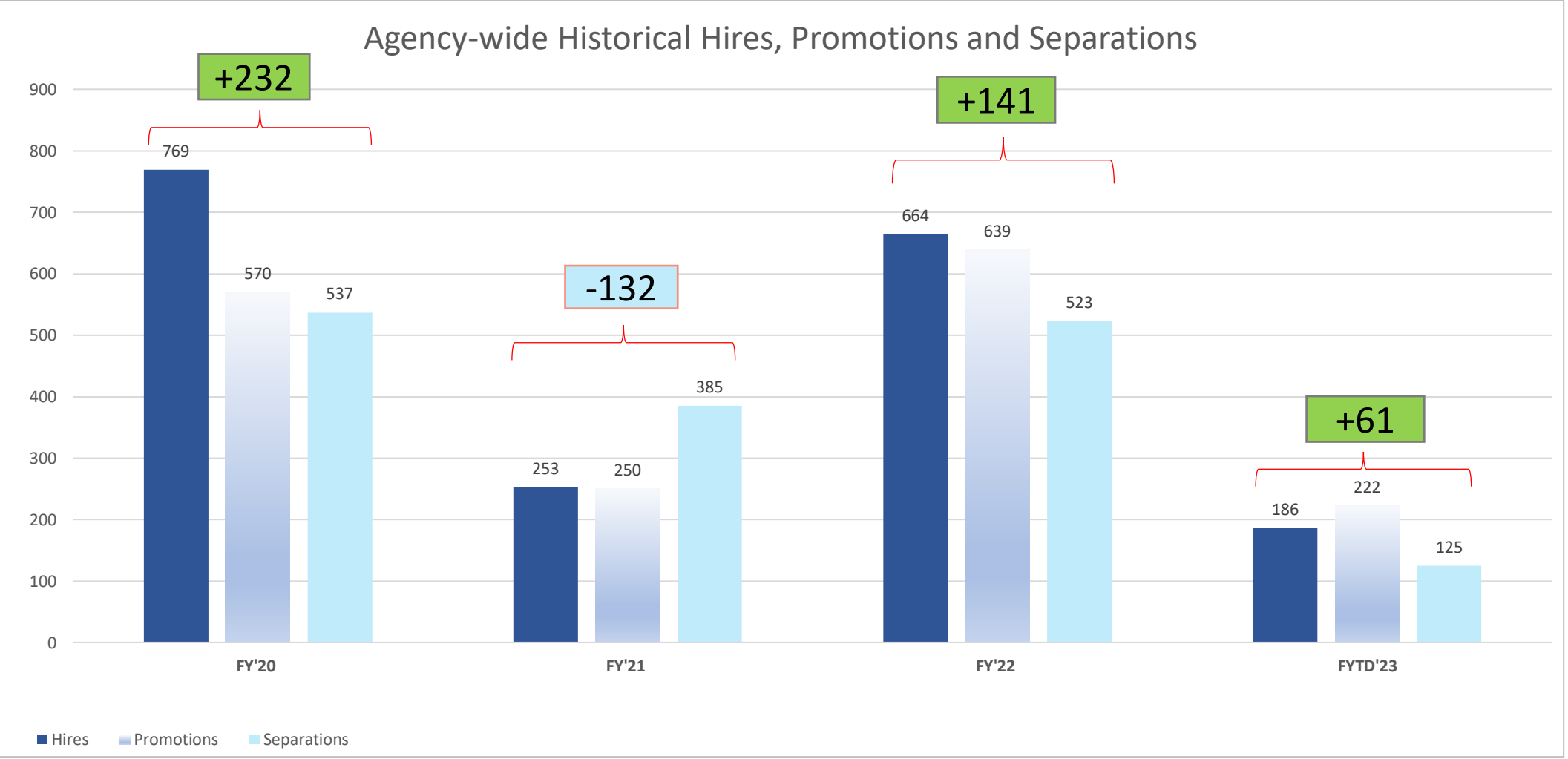
FY20 - FY23 Agency-wide Hiring Actuals

As of: 09/29/2022

Agency-wide Historical Hires, Promotions and Separations

Net Headcount Increase
(Hires – Separations)

Negative
Positive



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



HR Update: Q1 Hiring Activity

- 231 open requisitions actively being recruited accounting for 667 positions/vacancies
- 186 Hires and 222 Promotions for a total of 408 transactions
- 3 Safety Critical Hires and 22 Safety High Priority Hires



APPENDIX



OCC Recruitment In Station Open House



**Join the Team
that Moves People.**

Operations Control Center
Where we need you the most.

Heavy Rail Dispatchers 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.

We will be at the following locations from 10 am to 2pm with a member from both recruiting and dispatcher teams to answer any questions you may have about furthering your career.

October 4th Red Line Braintree	October 25th Red Line Ashmont	November 15th Orange Line Wellington
October 11th Blue Line Orient Heights	November 1st Red Line Ashmont	November 29th Red Line Alewife
October 18th Orange Line Forest Hills	November 8th Blue Line Wonderland	

Scan here for more internal job postings

Building a better 



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 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 Training	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



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**



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

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



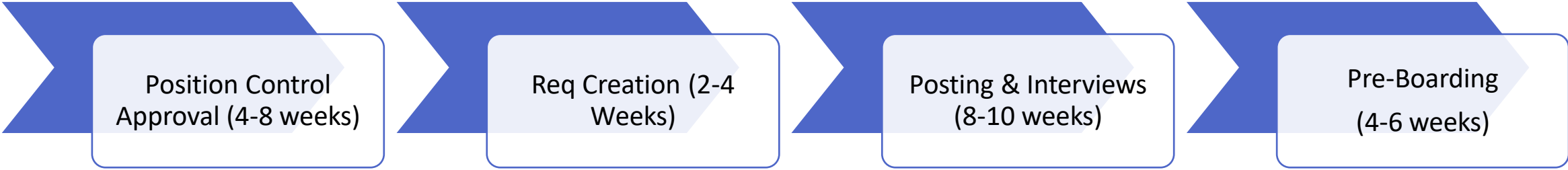
HR Update: Hiring Process Improvements

1. Digitization of HR process: Complete. Launched on Sept 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



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

