



The Massachusetts Bay Transportation Authority

FTA-22-9-MBTA-CAT1-2

Corrective Action Plan (CAP)

BACKGROUND

Overview: FTA issued Special Directive 22-9 to require the Massachusetts Bay Transportation Authority (MBTA) to address findings documented in FTA's Safety Management Inspection (SMI) report released on August 31, 2022. Conducted between April 14 and June 30, 2022, FTA's SMI reviewed the MBTA rail transit system management, operations, and maintenance programs. This Special Directive identifies four findings requiring action that the MBTA must take to address FTA's findings. The findings and required actions outlined in this Special Directive will assist the MBTA in focusing its attention on balancing demands from operations and capital projects with workforce capacity and capability to inform resource prioritization.

PURPOSE

This Corrective Action Plan has been developed to address **Special Directive No. 22-9, Category 1: Managing the Impact of Operations, Maintenance, and Capital Project Requirements on the Existing Workforce**

FTA Finding

Managing the Impact of Operations, Maintenance, and Capital Project Requirements on the Existing Workforce

- Finding 2: MBTA has not demonstrated the organizational capacity to recruit and hire personnel to meet authorized staffing levels.

FTA Required Action

- 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.

ANALYSIS AND RECOMMENDATIONS

Analysis

The MBTA, like other major transit agencies, is facing significant staffing challenges in the post-COVID era. Historically, hiring and recruitment efforts at the MBTA have been addressed at the individual position level. Moreover, the target number of positions was established through the annual budgeting process between finance and the respective business units.

To overcome these challenges, the MBTA has invested significant time and resources in FY22 and early FY23 to increase recruitment and hiring capacity, including:

- Augmentation of Human Resources (HR) department with new roles to assist with hiring and recruitment
- Implementation of process improvements to streamline the hiring process
- Creation of MBTA's first annual (FY23) hiring plan, based on a Safety Prioritization Framework and consultations with business units
- Development and streamlining of hiring tools and reporting

MBTA will continue to strengthen these functions. Pending the results of the authority-wide workforce assessment included in SD 22-9 Finding #1 corrective action plan, additional recruiting, hiring, training, and support service resources may be needed to implement the five-year recruiting and hiring plan.

Recommendations



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Upon completion of, and in conjunction with, the workforce assessment specified in SD 22-9 Finding #1 corrective action plan, the MBTA will develop a recruiting and hiring plan, incorporating any additional needed resources to scale up hiring, recruiting, and training capacity.

A focus on hiring and recruiting analytics and reporting is under development and will continue to be enhanced based on new data and analysis. Additionally, the hiring and recruiting plan will incorporate review procedures for proactive retainment (retirement, promotion) and forecasting to minimize the time key positions are vacant.

The MBTA expects the workforce assessment will identify additional areas of improvement beyond the hiring team.

ACTION PLAN

Description:

The recruitment and hiring plan will be dependent on the workforce assessment, therefore the first two action items will be to establish the advisory group and develop the RFP for the workforce assessment as is written in SD 22-9 Finding #1 corrective action plan. As the workforce assessment is underway, MBTA will continue to review progress on this year's hiring plan and identify some lessons learned. Upon completion of the workforce assessment, the consultant engagement will begin the development of the five-year hiring and implementation plan.

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
1	Develop an advisory group to lead consultant engagement for five-year hiring plan	Establish a Hiring Plan Advisory Group (HPAG) comprised of stakeholders that will work collectively to partner with, support, and oversee the consultant contracted to create the authority-wide five-year hiring plan and CAP implementation.	QCOO: Katie Choe Administration: Howaida Kamel	10/1/2022	10/15/2022
2	Procure consulting services	Issue an RFP for consulting services. Scope to review industry best practices and develop a five-year recruitment and hiring plan to support the workforce assessment developed under the corrective action plan for SD 22-9 Finding 1 will be included in the procurement for consulting services undertaken as part of SD 22-9 Finding 1 corrective action plan.	QCOO: Katie Choe GM: Lynsey Heffernan HR: Tom Waye	10/1/2022	11/10/2022

¹ In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

² Est Start – Estimated Start Date

³ Est End Estimated Completion Date



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PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
3	Strategic Planning Session	Conduct a strategic planning session for SD 22-9 Finding 2 CAP implementation with the HPAG identified in Actionable Item #1.	QCOO: Katie Choe GM: Lynsey Heffernan	11/15/2022	12/15/2022
4	Onboard consultant	Onboard selected consultant	QCOO: Katie Choe Administration: Howaida Kamel	11/14/2022	1/17/2023
5	Review mid-year progress on FY23 Hiring Plan	The MBTA will monitor progress with the FY23 Hiring Plan and submit a copy of the Q1 and Q2 FY23 Hiring Plan. This will also include an overview of the Safety Prioritization Framework that was used to establish the hiring plan as well as supporting data used to establish monthly HR capacity targets. With the implementation of the first annual hiring plan, the MBTA will also submit a summary of lessons learned throughout the process. This summary will include an overview of benefits, challenges, and useful metrics.	HR: Tom Waye	12/1/2022	1/31/2023
6	Review best practices	Conduct a review of hiring and recruiting best practices across transit agencies and other industries	QCOO: Katie Choe HR: Tom Waye	2/1/2023	5/12/2023
7	Stakeholder engagement	Engage union leadership to identify areas for collaboration to address identified staffing needs	QCOO: Katie Choe Labor: Ahmad Barnes	5/15/2023	8/18/2023
8	Prepare and review first draft of five-year hiring plan	Consultant will prepare and deliver to the MBTA a first draft of the five-year hiring plan. Draft is to include implementation plan to expand hiring, recruiting, and training capabilities, as needed, as well as documented processes to enable HR to sustainably maintain and update hiring plan moving forward.	QCOO: Katie Choe HR: Tom Waye	8/1/2023	12/1/2023
9	Finalize five-year hiring plan	Consultant will complete and deliver to the MBTA a revised draft of the five-year hiring plan.	QCOO: Katie Choe HR: Tom Waye	12/2/2023	1/15/2024
10	CAP Verification	MBTA departments will evaluate actionable items/deliverables before submission to FTA to confirm there is reasonable evidence	QCOO: Katie Choe	Ongoing	



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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
		that the findings and this required action have been resolved, considering the scope and performance measures.			
11	Develop Project Management Plan (PMP) & Integrated Schedule	Develop and use a project management plan (PMP) and integrated schedule for comprehensive coordination and tracking.	QCOO: Katie Choe	12/1/22	1/3/23

COMPLETION DOCUMENTATION

Performance Metrics

The metrics in evaluating the performance of this action plan will be based on the successful completion of the deliverables on or before the determined schedule.

Additional metrics to measure growth of hiring capacity will include:

- Number of active requisitions
- Number of new hires and promotions
- Hiring cycle time (including time to fill and time to hire)
- Number of vacancies

Verification

Documentation for each of the deliverables will be reviewed by MBTA senior leadership. Timelines of submission in relation to project plan will be monitored by the Office of Quality Compliance and Oversight.

BUDGET/COST ESTIMATE

Overview: Expenses for additional services provided by Recruitment Process Outsourcing (RPO) vendor. The budget values below are estimates that will require further analysis and refinement as the work associated with this CAP is developed and implemented.

Segment Code	Cost Estimate
Future RPO costs	\$20,000,000
Additional headcount for MBTA recruitment support costs	\$2,750,000
Increased marketing & outreach	\$5,000,000
30% Contingency	\$8,325,000
Total	\$36,075,000



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CORRECTIVE ACTION PLAN COMMITMENT

Responsible Parties

Department ⁴	Name	email	Signature	
Administration	Sarah Montague <i>Director of Performance & Process Improvement</i>	[REDACTED]	<i>Sarah Montague</i> DocuSigned by: 587025420558451...	1/27/2023
General Manager	Lynsey Heffernan <i>AGM of Policy & Transit Planning</i>	[REDACTED]	<i>Lynsey Heffernan</i> DocuSigned by: 68022497BCF94B6...	1/26/2023
Finance	Mary Ann O'Hara <i>Chief Financial Officer</i>	[REDACTED]	<i>Mary Ann O'Hara</i> DocuSigned by: 3F02AECAC6864B1...	1/26/2023
Human Resources	Tom Waye <i>Chief Human Resources Officer</i>	[REDACTED]	<i>Tom Waye</i> DocuSigned by: 06923AF9EBBE462...	1/22/2023
Operations	Erik Stoothoff <i>Acting Chief Operating Officer</i>	[REDACTED]	<i>Erik Stoothoff</i> DocuSigned by: 420D662B086D47B...	1/23/2023
Procurement	Jeff Cook <i>Chief Procurement & Contract Administration Officer</i>	[REDACTED]	<i>Jeff Cook</i> DocuSigned by: C8238EF50D624B0...	1/23/2023
Labor Relations	Ahmad Barnes <i>Sr Director of Labor Relations</i>	[REDACTED]	<i>Ahmad Barnes</i> DocuSigned by: C808D70889224D6...	1/25/2023
Customer Experience	Danny Levy <i>Chief Customer Experience Officer</i>	[REDACTED]	<i>Danny Levy</i> DocuSigned by: AAB14BE2F99B419...	1/23/2023

Executive Leadership of Responsible Parties

DocuSigned by:
David Panagore
1818C5AFC622457...
David Panagore
MBTA Chief Administrative Officer

1/25/2023

Date

DocuSigned by:
Katie J. Choe
3000898240D64E6...
Katie Choe
MBTA Chief of Quality, Compliance, and Oversight

1/23/2023

Date

DocuSigned by:
Ronald Ester
30C25B06E237430...
Ronald Ester
MBTA Chief Safety Officer

1/30/2023

Date

⁴ Offices designated as supporting roles provide subject matter expertise to responsible parties during action development and are not directly responsible for delivery of actionable items listed above.



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Executive Leadership of Responsible Parties

DocuSigned by:

Jeffrey D. Gonneville

1/27/2023

Jeffrey D. Gonneville
MBTA Acting General Manager

Date