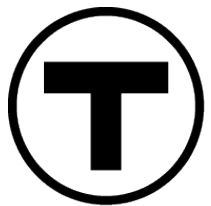


# Human Resources - Hiring

May 11, 2023



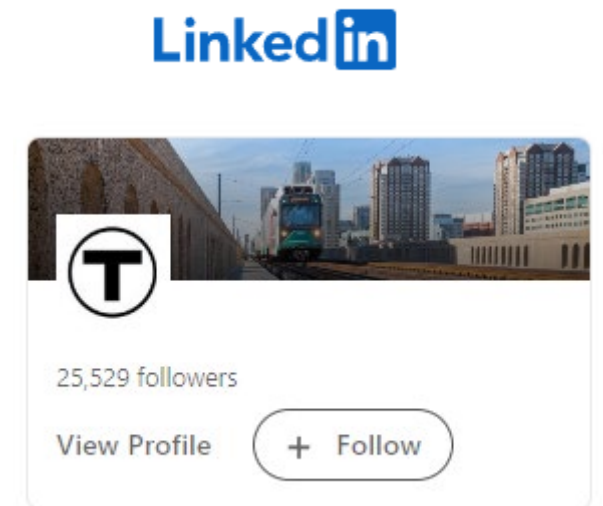
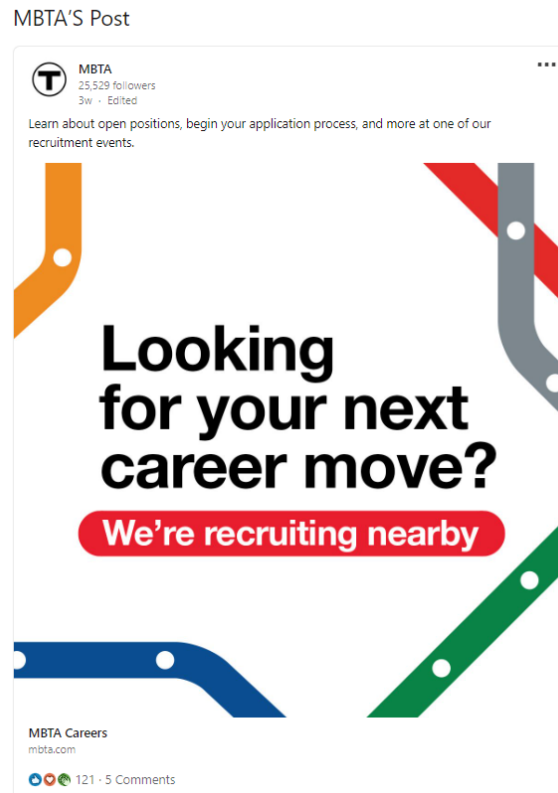
**Massachusetts Bay  
Transportation Authority**



# Recruitment Efforts

The recruitment and outreach strategy is multi-layered and a multi-channel approach to expand outreach efforts, engage potential candidates, strengthen candidate pool and ultimately meet the hiring goals.

- **Strategic Partnerships:** City of Boston, MassHire, Revere Works, Chelsea Chamber of Commerce, US Department of Veteran Affairs, and Block by Block to name a few
- **In person and virtual events:** career fairs, community events, on-premise recruitment events
- **Digital Presence:** MBTA Website, TSTOP, LinkedIn, Facebook, Twitter, YouTube, Instagram, and TikTok
- **Job Boards:** Handshake, Glassdoor, Indeed, ZipRecruiter, Mass Transit and Transit Talent
- **Internal events:** OCC Dispatcher open houses, luncheons, and coffee hours



# Outreach Update – HR on the GO!

Marketing campaign and job fairs have increased applications, with ~7,969 applications being received in the first 3-weeks of April (62% increase over average monthly applications).

## Mattapan (April 15)

- **379 Total Applications**
  - **198** in person and **181** online

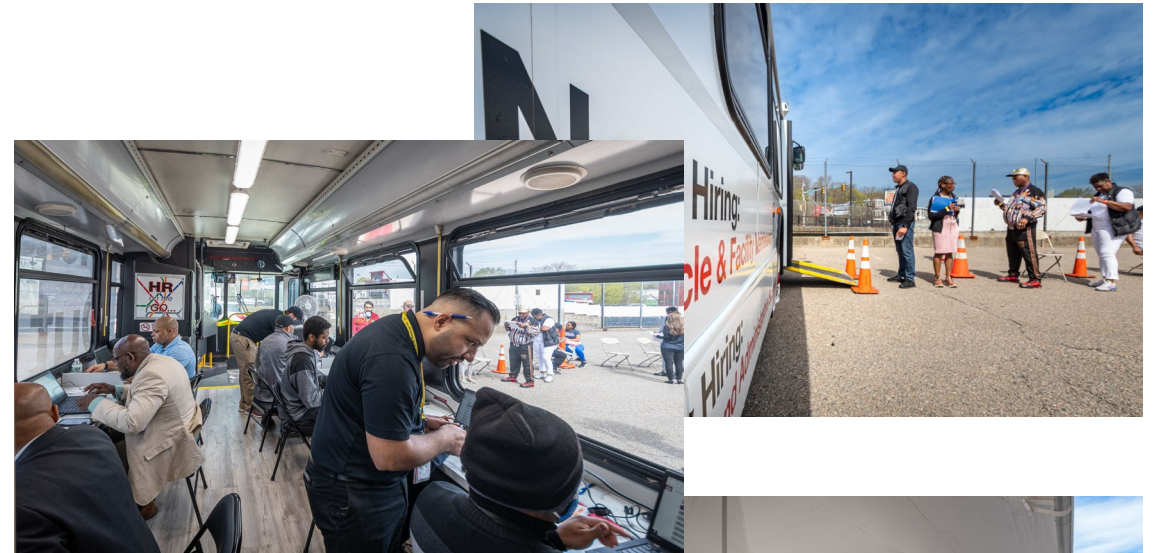
## Quincy (April 22)

- **469 Total Applications**
  - **190** in person and **279** online

## Lynn (April 29)

- **172 Total Applications**
  - **110** in person and **62** online

## May 06 | Revere



# Results to Date | Improved Hiring Effort Volume

As of 05/02/2023

July 2022-May 2023 Goal: 1,914  
Fiscal YTD: 1,344  
**70% to goal**

Fiscal Year Comparison  
Q1-Q4 2022: 947  
Q1-Q4 2023: 1,344  
**42% increase**

- The statistics above reflect the increased level of effort on hiring actions year over year necessary to result in actual headcount increased provided on next slide.
- Filling vacancies in the MBTA is a combination of hiring and promotion and headcount growth is dependent on increasing the key entry positions.
- The MBTA has 7 key entry positions/feeder pools which supply a large part of the entry level workforce and external hiring:
  - Bus Operator (Bus Driver)
  - Fuelers (Fuel the Buses)
  - Heavy Rail Motorperson (Blue, Orange, Red Line Train Driver)
  - Light Rail Motorperson (Green Line Train Driver)
  - Rail Repairer (Train Mechanic)
  - Service Technician (Bus Mechanic)
  - Track Laborer (Physical work on track maintenance)
- As a result, filling most operations vacancies often means promoting an internal candidate along the career progression
- Important to supply a continuous candidate pool into the feeder pools AND to ensure appropriate training/planning towards more senior roles

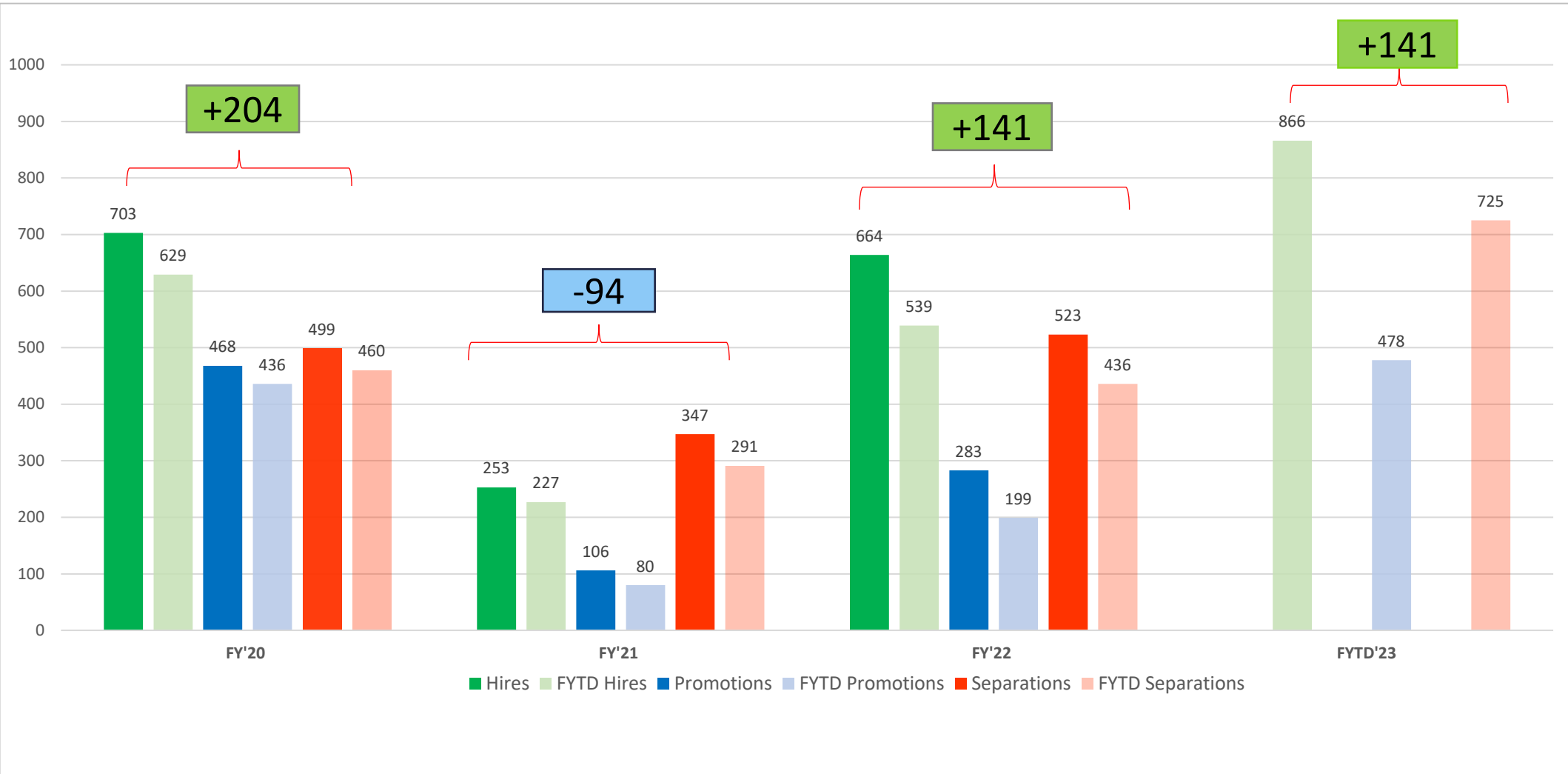


# FY20 - FY23 Authority-wide Hiring Actuals

As of: 05/02/2023

Net Headcount Increase  
(Hires – Separations)

Negative  
Positive



# HR Update: FY23 Hiring

As of: 05/02/2023

- 134 external hires and 47 internal hires for a total of 181 hires in March
- 276 total requisitions actively being recruited, accounting for 1,194 positions including Programmed Hiring and 544 positions excluding Programmed Hiring
- FYTD Hiring Activity:
  - 888 Hires and 478 Internal Hires (Promotions\*) for a total of 1,344 transactions
  - 725 Separations
    - 239 Retirements
    - 240 Voluntary Separations
    - 142 Hired but Did Not Start
    - 104 Involuntary Separations

*\* Promotions include selection process internal hires only*



# Bus Operator Training Class Update

As of: 05/02/2023

**Bus Operator Training Class now incorporates Commercial Driver's License Permit (CDP) training for candidates hired who do not currently possess a CDL license**

**\*Budgeted Headcount: 1,823 \*\*Actual Headcount: 1,622 Vacancies: 201**

## **March Class (Pilot #3 with Commercial Drivers' License (CDL) Permit Training) End Date May 19, 2023**

- 38 candidates require CDP (start date March 6)
- 21 candidates possess a commercial drivers' license (CDL) (start date March 20)
- Current class size as of May 02: 25

## **May Class (Pilot #4 with CDL Permit Training) End Date July 7, 2023**

- 15 candidates require CDP (start date May 1)
- 18 candidates possess a CDL (start date May 15)

*\*Does not include Bus Operators in training \*\* Report change from Active Headcount to Actual Headcount which includes both active and inactive employees*





# MBTA OCC Heavy Rail Dispatcher Recruitment as of 05/02/2023

Effective April 10: New Requisition created, and Minimum Entry Requirements (MER's) changed to: Three (3) years with the Authority and one (1) year Heavy Rail Service Experience to increase applicant eligibility

Req	Applications	Did Not Meet MERS	Met MERS	Pending Supervisor Eval	Interviews to be Scheduled	Interviews Completed	Candidates Selected for Hire	*Declined Offer	Pre-Employment	Pending Start Date/Training Availability	Hired & Started
April 10	23	12	11	0	0	0	0	0	0	0	0
"Old" Req	265	214	51	0	0	34	20	3	1	0	16
<b>Total</b>	<b>288</b>	<b>226</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>20</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>16</b>

## Staffing Needs

- To be fully staffed, the OCC needs 32 fully trained Dispatchers (27 RTL Dispatchers + 5 Spare RTL Dispatchers)
- Currently there are 23: 21 long term dispatchers, 1 long term dispatcher in training, 1 in pre-employment
- Need 4 additional full-time dispatchers and 5 spare dispatchers

## Recent Changes

- MER's Changed April 10 from 4 years with the Authority to 3 years and 2 years of Heavy Rail Service Experience to 1 year
- \$10,000 sign on bonus extended until June 30, 2023

## Outreach Efforts

- Ongoing direct calls to eligible team members promoting coffee hours/open houses and encouraging applications
- Upcoming District Visits on April 27th, Orange Line | Forest Hills and will continue through the end of June 2023
- HR and OCC Team conducted Q&A in January, coffee hours in February, Luncheon in March
- "What it's like Wednesdays" available from 10 AM-2 PM & 7 PM-11 PM for current staff to visit OCC & get a preview of the position





# Appendix

# HR on the GO! The Challenge

## The MBTA continues to face a workforce shortage.

Our challenge is to promote the T as a job with career potential and growth. But the MBTA and the transit industry nationwide faces strong headwinds.

Gone are the days when hundreds of candidates filled the applicant pool for motor person or bus operator positions.

- **96%** of transit agencies in the U.S. report experiencing a workforce shortage
- **84%** of which said the shortage is affecting their ability to provide service
- **24%** of retirees make up all quitting workers



*Slide courtesy of MBTA Customer Experience Department*



# HR on the GO! The Overview

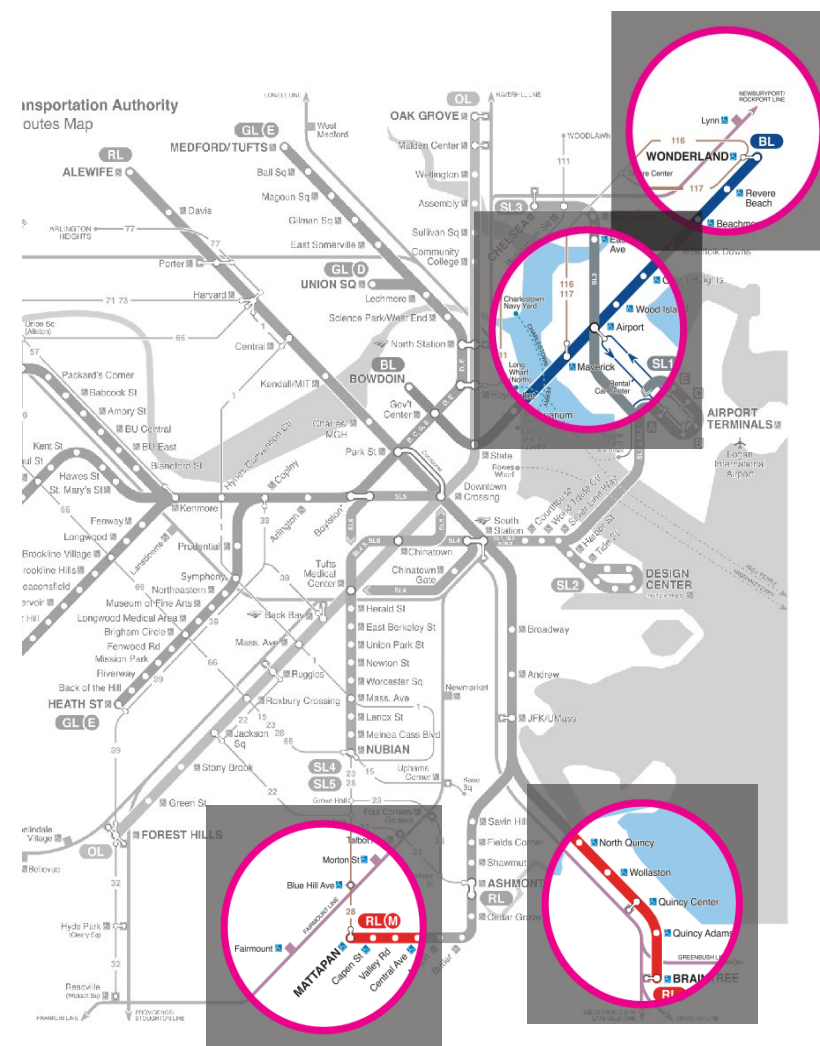
In April, the Customer Experience Team and HR will launch **HR on the GO!**

An on-site mobile recruitment initiative taking place in communities where the MBTA draws employees. Utilizing a customized MBTA bus fitted with workstations and computers allowing people in various neighborhoods to meet with MBTA recruiters, discuss career opportunities, and apply for a job.

## HR on the GO!

**Phase 1** Saturdays in April.

- April 15 | **Mattapan**
- April 22 | **Quincy**
- April 29 | **Lynn**
- May 06 | **East Boston**



Slide courtesy of MBTA Customer Experience Department  
Draft for Discussion & Policy Purposes Only



# Results to Date | Improved Hiring Volume

As of 03/28/2023

July 2022-March 2023 Goal: 1,566  
Fiscal YTD: 1,155  
**74% to goal**

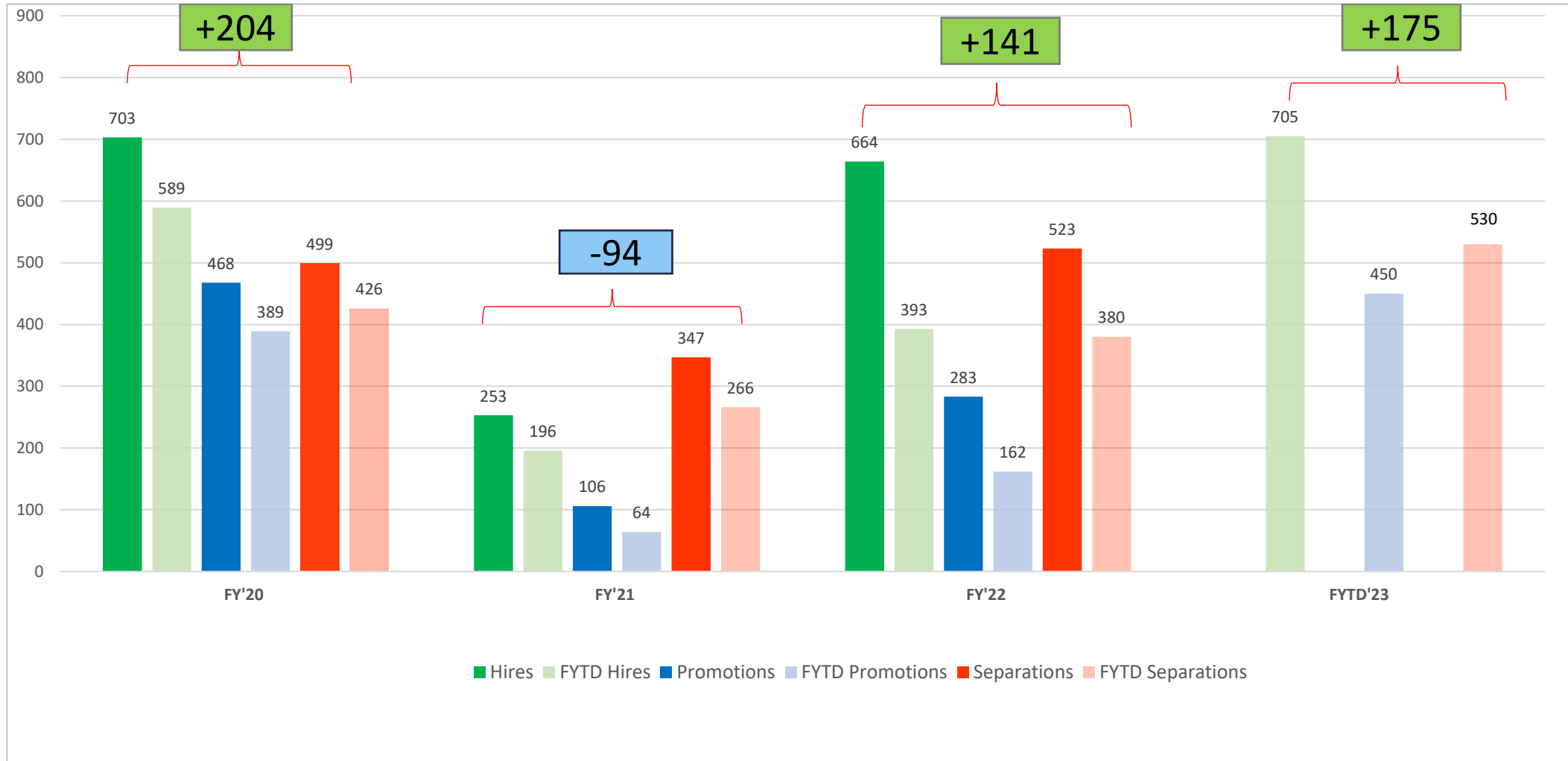
Fiscal Year Comparison  
Q1-Q3 2022: 651  
Q1-Q3 2023: 1,155  
**77% increase**

- To date, HR recruitment and hiring efforts have enabled the MBTA to double our previous year's volume, marking a significant achievement in overall HR capacity and output
- This accomplishment further demonstrates that the MBTA has an incredibly dynamic business model that requires frequent review as a significant number of hires are internal transfers that do not directly impact overall agency headcount
- In order to achieve increased headcount levels, the agency must focus on key feeder pools and training capacity to ensure a sufficient pipeline of eligible candidates for critical positions



# FY20 - FY23 Authority-wide Hiring Actuals

As of: 03/28/2023



Net Headcount Increase  
(Hires – Separations)

Negative  
Positive

**\*\*Promotions include selection process internal hires only\*\***



# HR Update: FY23 Hiring

As of: 03/28/2023

- 103 hires and promotions in February
  - 272 total requisitions actively being recruited, accounting for 1,078 positions including Programmed Hiring and 541 positions excluding Programmed Hiring
- Hiring Activity:
  - 705 Hires and 450 \*Promotions for a total of 1,155 transactions
  - 530 Separations
    - 219 Retirements
    - 216 Voluntary Separations
    - 95 Involuntary Separations

*\* Promotions include selection process internal hires only*



# HR Update: Bus Operators

As of: 03/27/2023

**\*Budgeted Headcount: 1,823 \*\*Active Headcount: 1,458 Vacancies: 365**

## January Class (Pilot #2 for CDL Permit Training) End Date March 17, 2023

Training program ongoing and CDL testing with registry being scheduled

- 63 candidates cleared and enrolled in January class
- 42 candidates required CDP
- 21 candidates with CDP
- 92% CDP pass rate
- Current class size as of March 27: 40

## March Class (Pilot #3 for CDL Permit Training) End Date May 19, 2023

- 59 candidates cleared and enrolled in March class
- 38 candidates require CDP
- 21 candidates with CDP
- New Hire Package Pick Up March 3
- Current class size as of March 27: 27
- Training program complete: May 19, 2023

## May Class (Pilot #4 for CDL Permit Training) End Date July 7, 2023

- 10 candidates ready for hire
- 52 pending pre-employment



**Now hiring  
Bus Operators**

- ▶ Up to \$4,500 sign-on bonus
- ▶ New hires start at \$22/hour
- ▶ Paid Commercial Driver's License (CDL) training
- ▶ Health insurance
- ▶ Paid vacation and sick time
- ▶ \$10,000 annual tuition reimbursement
- ▶ Retirement plan

Put yourself in the driver's seat.

 [mbta.com/apply](https://mbta.com/apply)

**Now Accepting  
Applications**

**[mbta.com/apply](https://mbta.com/apply)**





# MBTA OCC Heavy Rail Dispatcher Recruitment as of 04/11/2023

HR and OCC Team conducted Q&A in January, coffee hours in February, Luncheon in March and commenced District Visits on April 11 starting at Forest Hills on the Orange Line. “What it’s like Wednesdays” available from 10 AM-2 PM and 7 PM-11 PM for current staff to visit OCC and get a preview of the position

Total Applications	Did Not Meet MERS	Met MERS	Pending Supervisor Eval	Interviews to be Scheduled	Interviews Completed	Candidates Selected for Hire	*Declined Offer	Pre-Employment	Pending Start Date/Training Availability	Hired & Started
265	214	51	0	0	34	20	3	1	0	16

## Summary

- To be fully staffed, the OCC needs 32 fully trained Dispatchers (27 RTL Dispatchers + 5 Spare RTL Dispatchers)
- Currently there are 21 long term dispatchers, 1 long term dispatcher trainee in training, and 1 in pre-employment/on deck for training which totals 23
- The MBTA requires four additional full-time dispatchers and five spare dispatchers
- Minimum Entry Requirements Changed April 10 to: Three years with the Authority and One year of Heavy Rail Service Experience
- New Requisition and Job Posting created reflecting the changes on April 10th; Capturing previous candidates that meet new criteria
- One Candidate selected and Offer Accepted
- \$10,000 sign on bonus extended until June 30, 2023
- Ongoing direct calls to eligible team members promoting coffee hours/open houses and encouraging applications



# HR Update: FYTD23 Demographics

As of: 03/28/2023

FYTD23 Hires				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	4	5	0	9
Asian	23	17	0	40
Black	140	62	2	204
Hispanic	42	15	4	61
Native Hawaiian	1	0	0	1
White	168	67	0	235
Not Specified	34	3	118	155
<b>FYTD23 Total</b>	<b>412</b>	<b>169</b>	<b>124</b>	<b>705</b>

FYTD23 Promotions				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	0	1	0	1
Asian	11	4	0	15
Black	71	46	0	117
Hispanic	32	13	0	45
Native Hawaiian	0	1	0	1
White	194	57	1	252
Not Specified	12	6	1	19
<b>FYTD23 Total</b>	<b>320</b>	<b>128</b>	<b>2</b>	<b>450</b>

FYTD23 Retirements				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	0	0	0	0
Asian	4	2	0	6
Black	35	22	0	57
Hispanic	10	6	0	16
Native Hawaiian	0	0	0	0
White	109	21	0	130
Not Specified	8	2	0	10
<b>FYTD23 Total</b>	<b>166</b>	<b>53</b>	<b>0</b>	<b>219</b>

FYTD23 Voluntary Separations				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	0	1	0	1
Asian	6	5	0	11
Black	43	33	0	76
Hispanic	11	2	0	13
Native Hawaiian	0	0	0	0
White	50	14	1	65
Not Specified	11	3	36	50
<b>FYTD23 Total</b>	<b>121</b>	<b>58</b>	<b>37</b>	<b>216</b>

FYTD23 Involuntary Separations				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	1	0	0	1
Asian	0	0	0	0
Black	20	8	0	28
Hispanic	2	2	0	4
Native Hawaiian	0	0	0	0
White	25	4	0	29
Not Specified	5	2	26	33
<b>FYTD23 Total</b>	<b>53</b>	<b>16</b>	<b>26</b>	<b>95</b>