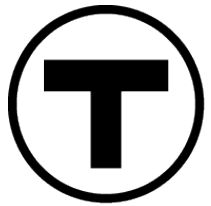


PWDC Human Resources -Hiring & Retention

July 13, 2023



**Massachusetts Bay
Transportation Authority**



Attraction & Engagement

- HR on the Go Results: 38 New Hires | 20 Bus Operators | 12 Light Rail Operators | 4 Heavy Rail Operators | 2 Fuelers, additional 28 in pre-employment
- Hiring on the SPOT event coming this Summer: One-day Bus Operator hiring event at the Charlestown T facility for candidates to get a feel for driving a bus by sitting behind the wheel of the MBTA’s bus simulator.

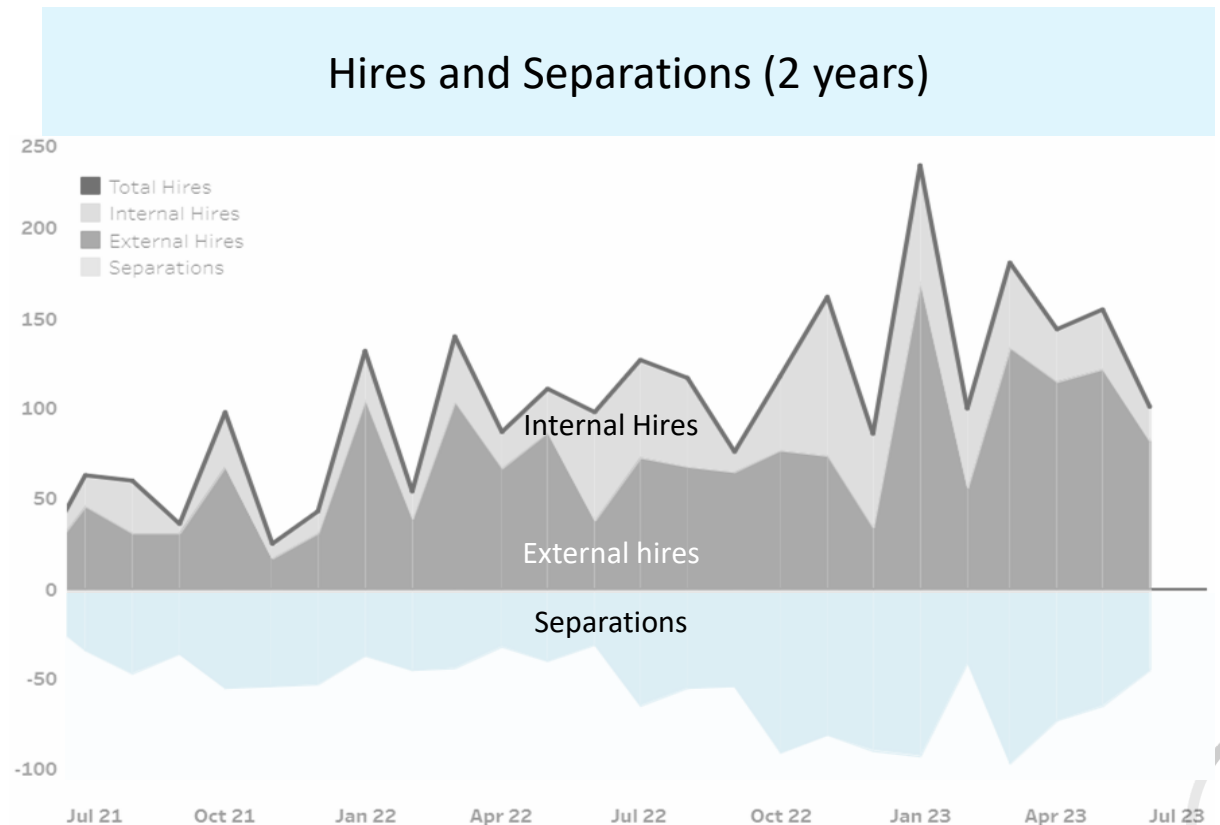
Date	Event	Partner Agency	Location
5/20/2023	Haitian American Business Expo & Career Job Fair	US Haitian Chamber of Commerce	Randolph
5/23/2023	City Wide Networking	Lynn Community Connections Coalition	Lynn
5/25/2023	SCC - Networking Café	Somerville Community Corporation	Somerville
6/10/2023	2023 Boston Pride Event	Boston Pride for the People	Boston
6/12/2023	Harvard Education Recruitment Session & Portal	Harvard School of Education	Virtual
6/15/2023	Salem & Surrounding Communities Job Fair	MassHire	Salem
6/17/2023	MAMLEO Community Job Fair	Massachusetts Association of Minority Law Enforcement Officers	Boston
6/22/2023	Revere Works Job Fair	City of Revere	Revere
6/28/2023	Reverse Job Fair	Assabet Valley Technical/Vocational School	Marlborough
6/28/2023	JVS MassHire Multi-Industry Virtual Job Fair	MassHire	Virtual
7/12/2023	MBTA Info Session @ MassHire Boston Career Center	MassHire	Boston
7/13/2023	National Aviation Academy Career Fair	National Aviation Academy	Concord



CY23 YTD Hiring Update

As of: 07/10/2023

- 768 external hires and 288 internal hires for a total of 1,056 hires
- 447 Separations
 - 115 Retirements
 - 131 Voluntary Separations
 - 127 Hired but Did Not Start
 - 74 Involuntary Separations
- 321 net headcount increase YTD



* Promotions include selection process internal hires only



FY23 Results | Improved Hiring Effort Volume

As of 07/10/2023

July 22-June 23 Hiring Action Goal: 2,088
July 2022-June 2023 Actual : 1,604
77% to goal

Fiscal Year Comparison Hiring Actions
Q1-Q4 2022: 947
Q1-Q4 2023: 1,604
69% increase

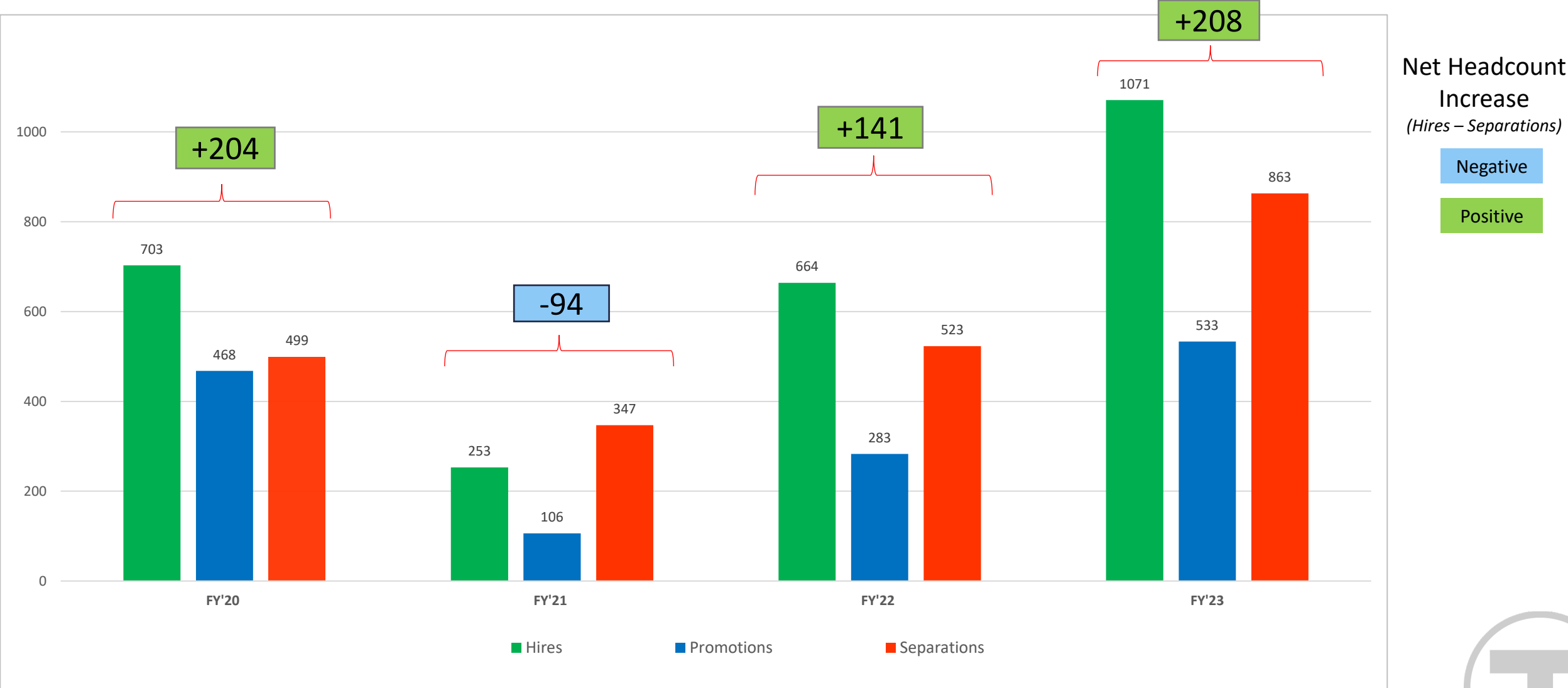
To maximize resources and achieve the FY 2023 hiring plan, HR continues to evaluate and analyze key workforce data trends and has identified three priority areas – Hiring, Retention and HR Development.

- **Hiring:** The MBTA has established a strategic hiring plan for FY 2023. Hiring initiatives relate to the strategy, activities, metrics and analytics of the hiring process which starts with creating position descriptions and ends with the first day the employees arrives to work.
- **Retention:** The MBTA is experiencing significant attrition and retirement of seasoned personnel, with a large cohort of MBTA's technical and supervisory personnel now eligible for retirement. Retention initiatives relate to onboarding, employee engagement and recognition, total rewards, career paths and employee development.
- **HR Development:** The MBTA has established a foundational level of readiness due to the initiatives that have been undertaken by HR to date. The MBTA also understands it must create a best-in-class employee experience to achieve its five-year hiring strategy while retaining its pool of talent. HR Development initiatives relate to best-in-class operations and processes, HR insights, plans to address gaps, technology solutions, performance metrics and dashboard reporting, and proactive communications.



FY20 - FY23 Authority-wide Hiring Actuals

As of: 07/10/2023



FY23 Hiring Report: Final

- 122 external hires and 33 internal hires for a total of 155 hires in May
- 83 external hires and 18 internal hires for a total of 101 hires in June
- At Year-End: 262 total requisitions actively being recruited, accounting for 1,384 positions including Programmed Hiring and 509 positions excluding Programmed Hiring
- FY23 Hiring Activity:
 - 1071 Hires and 533 Internal Hires (Promotions*) for a total of 1,604 transactions
 - 863 Separations
 - 281 Retirements
 - 271 Voluntary Separations
 - 173 Hired but Did Not Start
 - 138 Involuntary Separations
- 208 net headcount increase FY23

** Promotions include selection process internal hires only*



HR Update: FY23 Demographics Final

As of: 06/30/2023

FY23 Hires				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	5	4	2	11
Asian	35	21	0	56
Black	227	80	4	311
Hispanic	58	20	4	82
Native Hawaiian	1	0	0	1
White	266	79	1	346
Not Specified	46	12	206	264
FY23 Total	638	216	217	1071

FY23 Promotions				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	1	1	0	2
Asian	15	4	0	19
Black	82	55	0	137
Hispanic	36	13	0	49
Native Hawaiian	0	1	0	1
White	234	66	1	301
Not Specified	15	8	1	24
FY23 Total	383	148	2	533

FY23 Retirements				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	0	0	0	0
Asian	6	2	0	8
Black	47	33	0	80
Hispanic	11	6	0	17
Native Hawaiian	0	0	0	0
White	135	28	0	163
Not Specified	10	3	0	13
FY23 Total	209	72	0	281

FY23 Voluntary Separations				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	0	1	0	1
Asian	6	5	0	11
Black	48	40	0	88
Hispanic	12	3	0	15
Native Hawaiian	0	0	0	0
White	63	17	1	81
Not Specified	13	2	60	75
FY23 Total	142	68	61	271

FY23 Involuntary Separations*				
Ethnicity	Male	Female	Undisclosed	Total
American Indian	1	1	1	3
Asian	2	1	0	3
Black	61	16	1	78
Hispanic	9	2	2	13
Native Hawaiian	0	0	0	0
White	53	8	0	61
Not Specified	7	4	140	151
FY23 Total	133	32	144	309

*170 "Hired but Did Not Start" are included in the total number of Involuntary separations

Bus Operator Training Class Update

As of: 06/29/2023

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: 1,611 Vacancies: 212**

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

- 15 candidates require CDP (start date May 1)
- 18 candidates possess a CDL (start date May 15)
- Current class size as of June 20: 27

June Class (Pilot #5 with CDL Permit Training) End Date September 1, 2023

- 19 candidates require CDP (start date June 26)
- 19 candidates possess a CDL (start date July 10)

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

Draft for Discussion & Policy Purposes Only



MBTA OCC Heavy Rail Dispatcher Recruitment as of 07/10/2023

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
4/10/23 - Present	68	57	11	0	1	8	6	0	6	0	0
6/21/22 - 4/10/23	265	214	51	0	0	35	21	3	0	0	18
Total	333	271	62	0	1	43	27	3	0	0	18

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 December 31, 2023

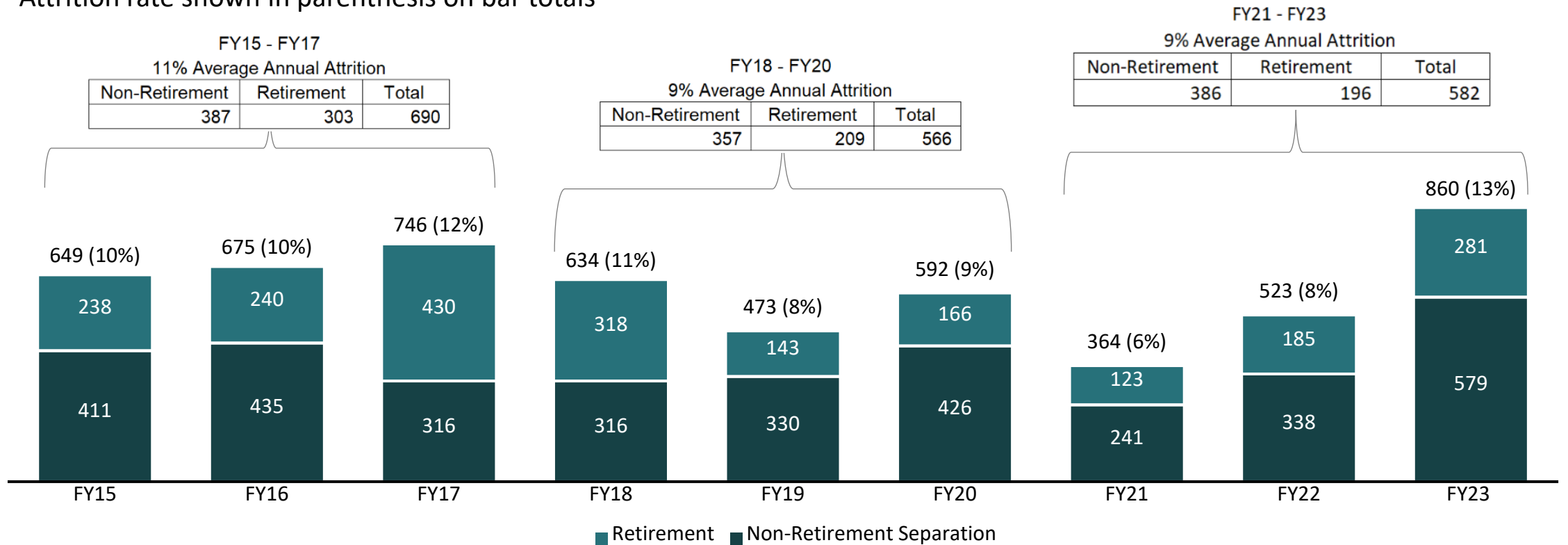
Outreach Efforts

- Ongoing direct calls to eligible team members promoting coffee hours/open houses and encouraging applications
- HR and OCC Team conducted Q&A in January, coffee hours in February, Luncheon in March, and District visits in April, May, and June
- "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
- Recruitment efforts continue to be held at Wonderland Station, most recently June 29, 2023



Total MBTA (Capital & Operating) Separations Run Rate

- 860 separations in FY23 which is the highest total separations on record
- Next highest year of separations (746 in FY17) resulted from VRIP. 295 employees participated in VRIP
- Attrition rate shown in parenthesis on bar totals



DATA NOTES:

- Data for FY20-FY23YTD pulled from weekly HRIS Hires, Promotions & Separations Report
- Data for FY15-FY19 pulled from October 29, 2019 Pro Forma Headcount Presentation
- Average Annual Attrition is calculated as the year end roster (total headcount) headcount for both capital and operating, divided by total separations
- Increased programmed hiring recruiting efforts in FY23 are likely increasing non-retirement separations because prospective trainees who do not show up to training, or wash out of training, are reflected in this data.



MBTA Retention initiatives

MBTA retention efforts focus on:

Incoming + new employees • Retirement-eligible employees • Employee experience

Completed

- ✓ Collective Bargaining: Full-time status for incoming Bus Operators
- ✓ PFML Policy Update
- ✓ FMLA Policy Update
- ✓ Increased education reimbursement: up to \$10k
- ✓ Attendance Policy Update
- ✓ Increased Bus Operator Training Salary

In Progress

- Collective Bargaining focused on Attraction and Retention
- Employee Survey
- Building Employee Relations team
- Training Improvements to frequency and capacity
- Mentorship program
- Improved On-Boarding



Appendix

HR on the GO Results to Date

1,315* Total applications received across all jobs and event dates

692 Event specific applications are in process of being matched to specific job requisitions, with a high level of effort to actively career counsel each individual

Pre-Registered: 237 (34%)

Day-Of Online Apps: 110 (16%)

Paper Apps: 345 (50%)

623 Applications active in regular recruiting processes/have applied and are being vetted for a specific job



** Subject to change based upon data cleanup, duplicates, etc.*



Results to Date | Improved Hiring Effort Volume

As of 05/24/2023

July 2022-May 2023 Goal: 1,914
Fiscal YTD: 1,485
78% to goal

Fiscal Year Comparison
Q1-Q4 2022: 947
Q1-Q4 2023: 1,485
57% increase

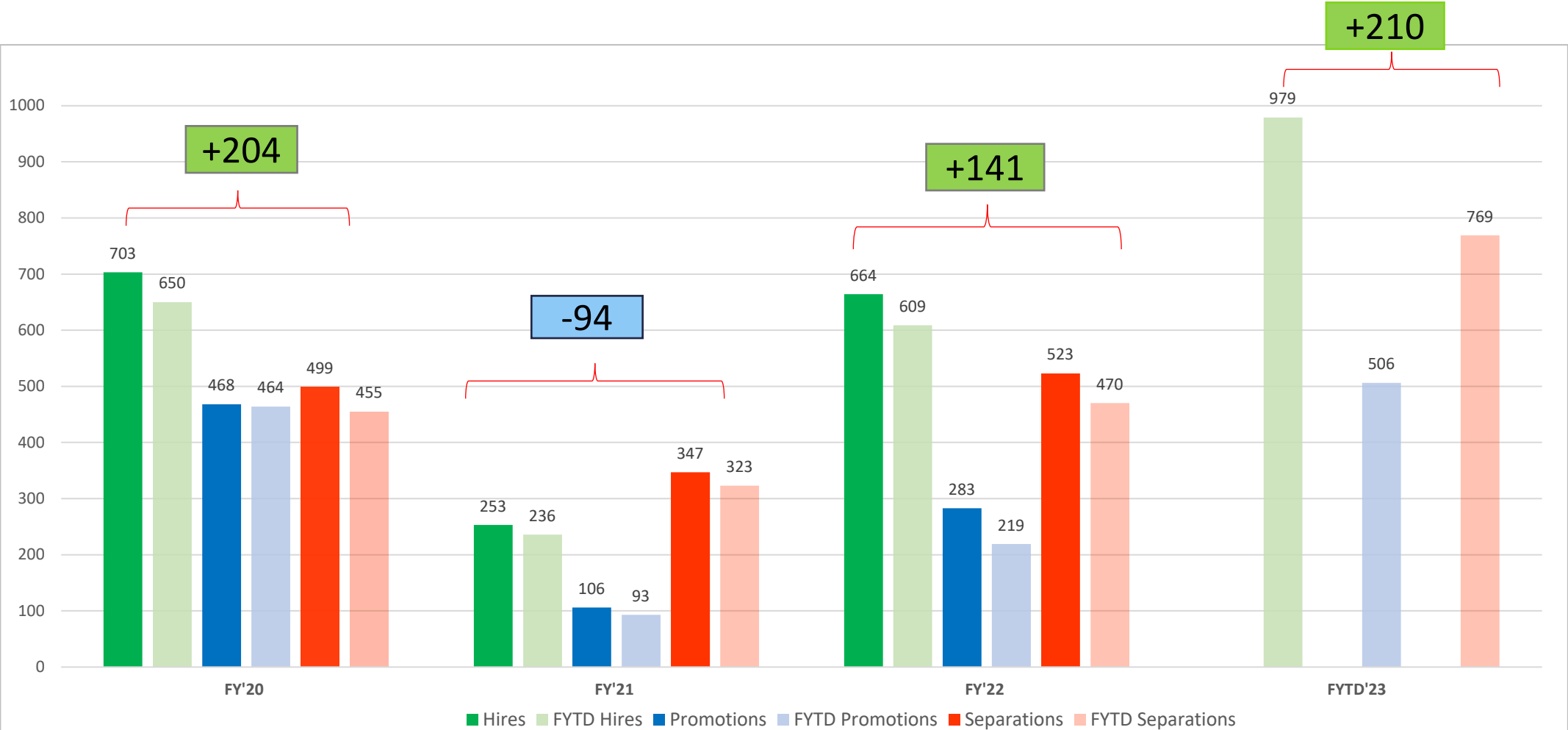
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FY20 - FY23 Authority-wide Hiring Actuals

As of: 05/24/2023



Net Headcount Increase
(Hires – Separations)

- Negative
- Positive



HR Update: FY23 Hiring

As of: 05/24/2023

- 115 external hires and 28 internal hires for a total of 143 hires in April
- 113 external hires and 28 internal hires for a total of 141 hires in May
- 284 total requisitions actively being recruited, accounting for 1,187 positions including Programmed Hiring and 537 positions excluding Programmed Hiring
- FYTD Hiring Activity:
 - 979 Hires and 506 Internal Hires (Promotions*) for a total of 1,485 transactions
 - 769 Separations
 - 255 Retirements
 - 249 Voluntary Separations
 - 150 Hired but Did Not Start
 - 114 Involuntary Separations

** Promotions include selection process internal hires only*



Bus Operator Training Class Update

As of: 05/24/2023

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: 1,615 Vacancies: 208**

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

- 23 employees finished trained and received garage assignments

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

- 15 candidates require CDP (start date May 1)
- 18 candidates possess a CDL (start date May 15)
- Current class size as of May 25: 29

June Class (Pilot #5 with CDL Permit Training) End Date September 1, 2023

- 20 candidates ready for hire (4 possess CDL)
- 67 candidates in pipeline

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

Draft for Discussion & Policy Purposes Only



MBTA OCC Heavy Rail Dispatcher Recruitment as of 05/23/2023

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	48	38	10	8	2	0	0	0	0	0	0
"Old" Req	265	214	51	0	0	35	21	3	0	1	17
Total	313	252	61	8	2	35	21	3	0	1	17

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 hire started training on 5/22& 1 new offer accepted under "old Req." Pending start date / training availability
- 10 met MERS, 2 Supervisor Evals completed & Pending Interview scheduling, Pending 8 Supervisor Evals
- 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
- District Visit on April 27th, Orange Line | Forest Hills and Ashmont & Alewife on May 25, 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

