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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Partner Agency</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/23/2023</td>
<td>City Wide Networking</td>
<td>Lynn Community Connections Coalition</td>
<td>Lynn</td>
</tr>
<tr>
<td>5/25/2023</td>
<td>SCC - Networking Café</td>
<td>Somerville Community Corporation</td>
<td>Somerville</td>
</tr>
<tr>
<td>6/10/2023</td>
<td>2023 Boston Pride Event</td>
<td>Boston Pride for the People</td>
<td>Boston</td>
</tr>
<tr>
<td>6/12/2023</td>
<td>Harvard Education Recruitment Session &amp; Portal</td>
<td>Harvard School of Education</td>
<td>Virtual</td>
</tr>
<tr>
<td>6/15/2023</td>
<td>Salem &amp; Surrounding Communities Job Fair</td>
<td>MassHire</td>
<td>Salem</td>
</tr>
<tr>
<td>6/17/2023</td>
<td>MAMLEO Community Job Fair</td>
<td>Massachusetts Association of Minority Law Enforcement Officers</td>
<td>Boston</td>
</tr>
<tr>
<td>6/22/2023</td>
<td>Revere Works Job Fair</td>
<td>City of Revere</td>
<td>Revere</td>
</tr>
<tr>
<td>6/28/2023</td>
<td>Reverse Job Fair</td>
<td>Assabet Valley Technical/Vocational School</td>
<td>Marlborough</td>
</tr>
<tr>
<td>7/12/2023</td>
<td>MBTA Info Session @ MassHire Boston Career Center</td>
<td>MassHire</td>
<td>Boston</td>
</tr>
<tr>
<td>7/13/2023</td>
<td>National Aviation Academy Career Fair</td>
<td>National Aviation Academy</td>
<td>Concord</td>
</tr>
</tbody>
</table>
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
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

Promotions include selection process internal hires only

<table>
<thead>
<tr>
<th>FY'20</th>
<th>FY'21</th>
<th>FY'22</th>
<th>FY'23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hires</td>
<td>703</td>
<td>253</td>
<td>664</td>
</tr>
<tr>
<td>Promotions</td>
<td>468</td>
<td>347</td>
<td>283</td>
</tr>
<tr>
<td>Separations</td>
<td>499</td>
<td>106</td>
<td>523</td>
</tr>
</tbody>
</table>

Net Headcount Increase (Hires – Separations)

-94
+204
+141
+208

Net Headcount Increase

- Negative
- Positive
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

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Male</th>
<th>Female</th>
<th>Undisclosed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Asian</td>
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<tr>
<td>Black</td>
<td>227</td>
<td>80</td>
<td>4</td>
<td>311</td>
</tr>
<tr>
<td>Hispanic</td>
<td>58</td>
<td>20</td>
<td>4</td>
<td>82</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>White</td>
<td>266</td>
<td>79</td>
<td>1</td>
<td>346</td>
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<tr>
<td>Not Specified</td>
<td>46</td>
<td>12</td>
<td>206</td>
<td>264</td>
</tr>
<tr>
<td><strong>FY23 Total</strong></td>
<td>638</td>
<td>216</td>
<td>217</td>
<td>1071</td>
</tr>
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</table>

### FY23 Promotions

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Male</th>
<th>Female</th>
<th>Undisclosed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Asian</td>
<td>15</td>
<td>4</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Black</td>
<td>82</td>
<td>55</td>
<td>0</td>
<td>137</td>
</tr>
<tr>
<td>Hispanic</td>
<td>36</td>
<td>13</td>
<td>0</td>
<td>49</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>0</td>
<td>1</td>
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<td>1</td>
</tr>
<tr>
<td>White</td>
<td>234</td>
<td>66</td>
<td>1</td>
<td>301</td>
</tr>
<tr>
<td>Not Specified</td>
<td>15</td>
<td>8</td>
<td>1</td>
<td>24</td>
</tr>
<tr>
<td><strong>FY23 Total</strong></td>
<td>383</td>
<td>148</td>
<td>2</td>
<td>533</td>
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</tbody>
</table>

### FY23 Involuntary Separations*

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Male</th>
<th>Female</th>
<th>Undisclosed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Asian</td>
<td>2</td>
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<td>3</td>
</tr>
<tr>
<td>Black</td>
<td>61</td>
<td>16</td>
<td>1</td>
<td>78</td>
</tr>
<tr>
<td>Hispanic</td>
<td>9</td>
<td>2</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>53</td>
<td>8</td>
<td>0</td>
<td>61</td>
</tr>
<tr>
<td>Not Specified</td>
<td>7</td>
<td>4</td>
<td>140</td>
<td>151</td>
</tr>
<tr>
<td><strong>FY23 Total</strong></td>
<td>133</td>
<td>32</td>
<td>144</td>
<td>309</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Req</th>
<th>Applications</th>
<th>Did Not Meet MERS</th>
<th>Met MERS</th>
<th>Pending Supervisor Eval</th>
<th>Interviews to be Scheduled</th>
<th>Interviews Completed</th>
<th>Candidates Selected for Hire</th>
<th>*Declined Offer</th>
<th>Pre-Employment</th>
<th>Pending Start Date/Training Availability</th>
<th>Hired &amp; Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/10/23 - Present</td>
<td>68</td>
<td>57</td>
<td>11</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>6</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6/21/22 - 4/10/23</td>
<td>265</td>
<td>214</td>
<td>51</td>
<td>0</td>
<td>0</td>
<td>35</td>
<td>21</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>333</strong></td>
<td><strong>271</strong></td>
<td><strong>62</strong></td>
<td><strong>0</strong></td>
<td><strong>1</strong></td>
<td><strong>43</strong></td>
<td><strong>27</strong></td>
<td><strong>3</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

### 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
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

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.

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FY20 - FY23 Authority-wide Hiring Actuals

As of: 05/24/2023

Promotions include selection process internal hires only

Net Headcount Increase
(Hires – Separations)

Hires FYTD Hires Promotions FYTD Promotions Separations FYTD Separations

FY'20 703 650 468 464 499 455 +204
FY'21 253 236 106 93 +141
FY'22 347 323 523 470 +210
FYTD'23 664 609 283 219 979 769

-94

0 100 200 300 400 500 600 700 800 900 1000

Draft for Discussion & Policy Purposes Only
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

<table>
<thead>
<tr>
<th>Req</th>
<th>Applications</th>
<th>Did Not Meet MERS</th>
<th>Met MERS</th>
<th>Pending Supervisor Eval</th>
<th>Interviews to be Scheduled</th>
<th>Interviews Completed</th>
<th>Candidates Selected for Hire</th>
<th>*Declined Offer</th>
<th>Pre-Employment</th>
<th>Pending Start Date/Training Availability</th>
<th>Hired &amp; Started</th>
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</thead>
<tbody>
<tr>
<td>April 10</td>
<td>48</td>
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<td>10</td>
<td>8</td>
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<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>“Old” Req</td>
<td>265</td>
<td>214</td>
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<td>35</td>
<td>21</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>17</td>
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<tr>
<td>Total</td>
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<td>35</td>
<td>21</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>17</td>
</tr>
</tbody>
</table>

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

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