



**Massachusetts Bay  
Transportation Authority**

# MBTA Workforce Attraction & Retention

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August 10, 2023

# Attraction, Retention, and Engagement

## Recent & Upcoming Activities

- July: Returned to in person New Hire Orientation and creating On-Boarding Program
- August: Collective Bargaining focused on Attraction and Retention
- August: Develop Exit Interview Workplan
- September: Bus Operator Hiring on the Spot
- October: Build Employee Relations team and expand the External Engagement team
- Fall: Employee Survey Results
- Fall: Enhancing Mentorship Program

### HR on the Go

- Success Rate: 14.4% to date, with 92 total hired or in pre-employment across all positions
- Continued engagement and career counseling with applicants

Feeder Pool Positions	Pre-Employment	Hired Pending Start	Started	Total
Bus Operator	39	0	4	43
Fueler	4	0	0	4
Heavy Rail Operator	15	0	0	15
Light Rail Operator	14	0	6	20
Track Laborer	0	2	1	3
<b>Grand Total</b>	<b>72</b>	<b>2</b>	<b>11</b>	<b>85</b>



# CY23 YTD Hiring Update

As of: 07/26/2023

**1,076 Hires | 475 Separations**

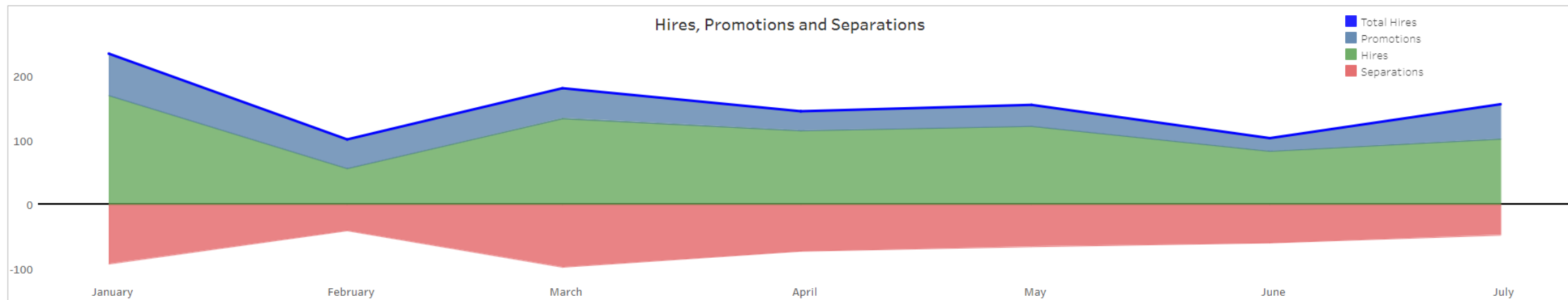
**Headcount + 307**

Hiring Activity	Hires	Promotions	Total
Capital	49	35	84
Operations	165	196	361
Programmed Hiring	444	11	455
Support	124	52	176
<b>Grand Total</b>	<b>782</b>	<b>294</b>	<b>1,076</b>

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	10	19	1	2	32
Operations	38	21	10	6	75
Programmed Hiring	59	73	62	121	315
Support	11	27	9	6	53
<b>Grand Total</b>	<b>118</b>	<b>140</b>	<b>82</b>	<b>135</b>	<b>475</b>

1,076 Hires: 782 external hires | 294 internal hires (promotions)

475 Separations: 118 Retirements | 140 Voluntary | 82 Involuntary | 135 Hired but Did Not Start



3 \* Promotions include selection process internal hires only



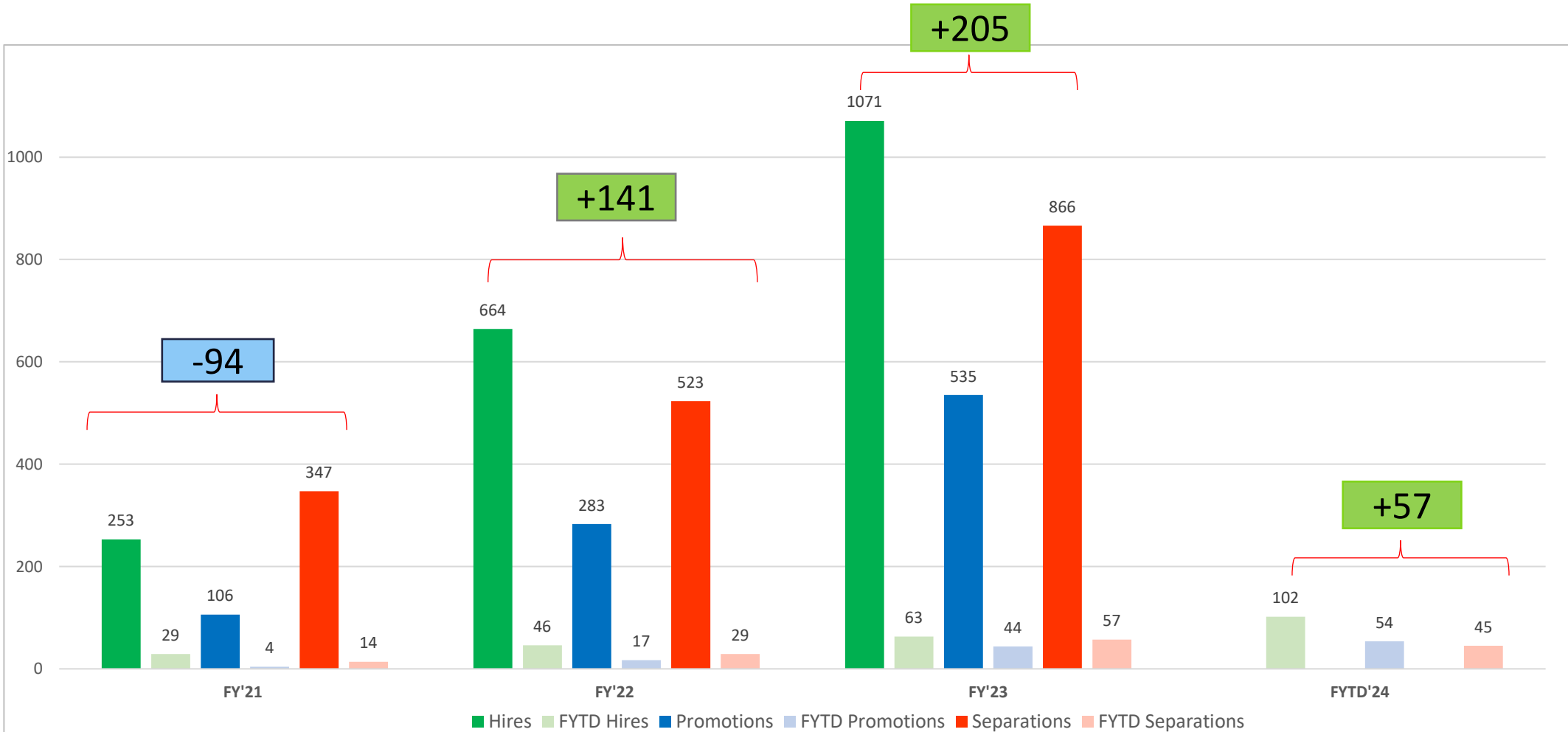
# FY21 - FYTD24 Authority-wide Hiring Actuals

As of: 07/26/2023

Net Headcount Increase  
(Hires – Separations)

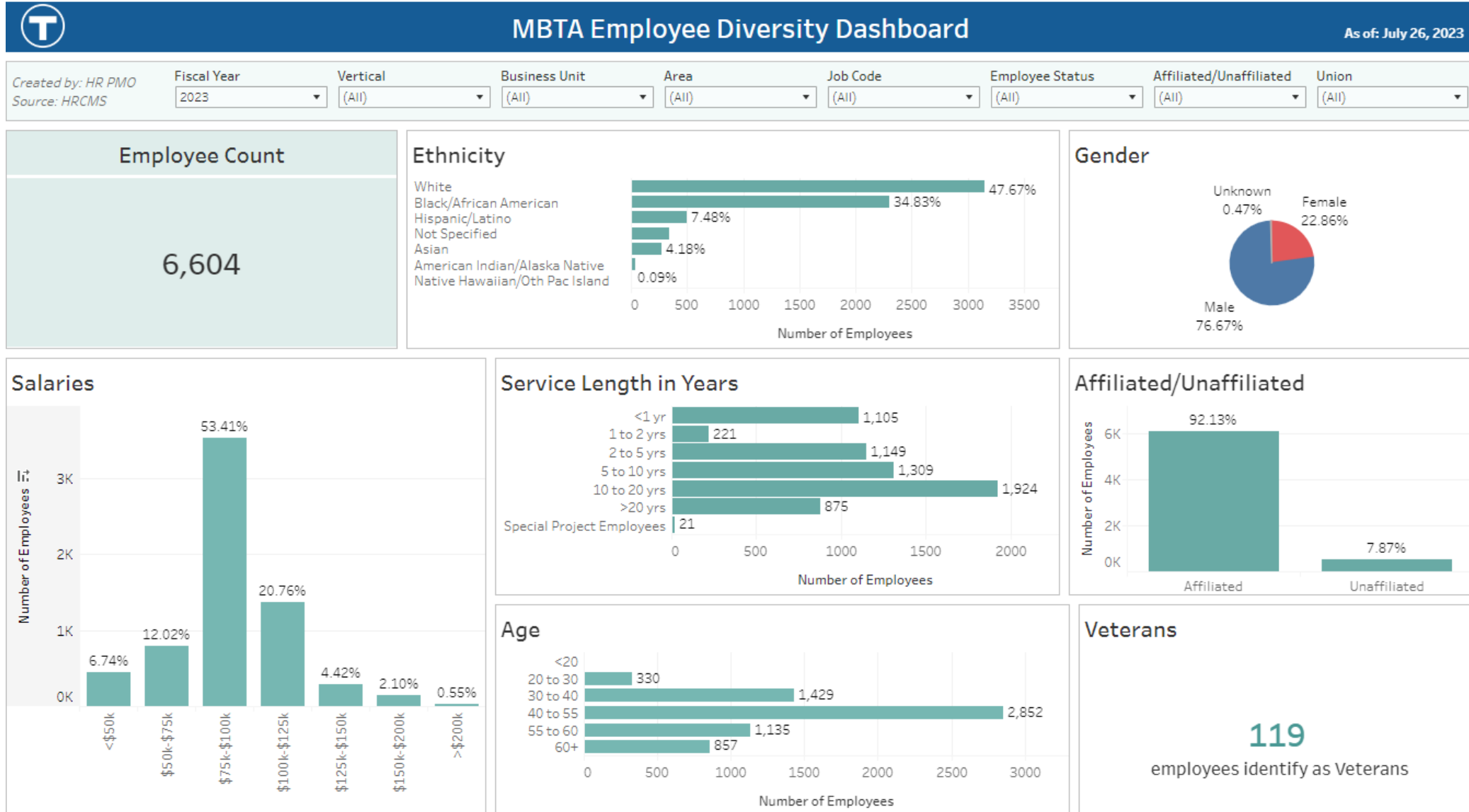
Negative

Positive



# MBTA Employee Diversity

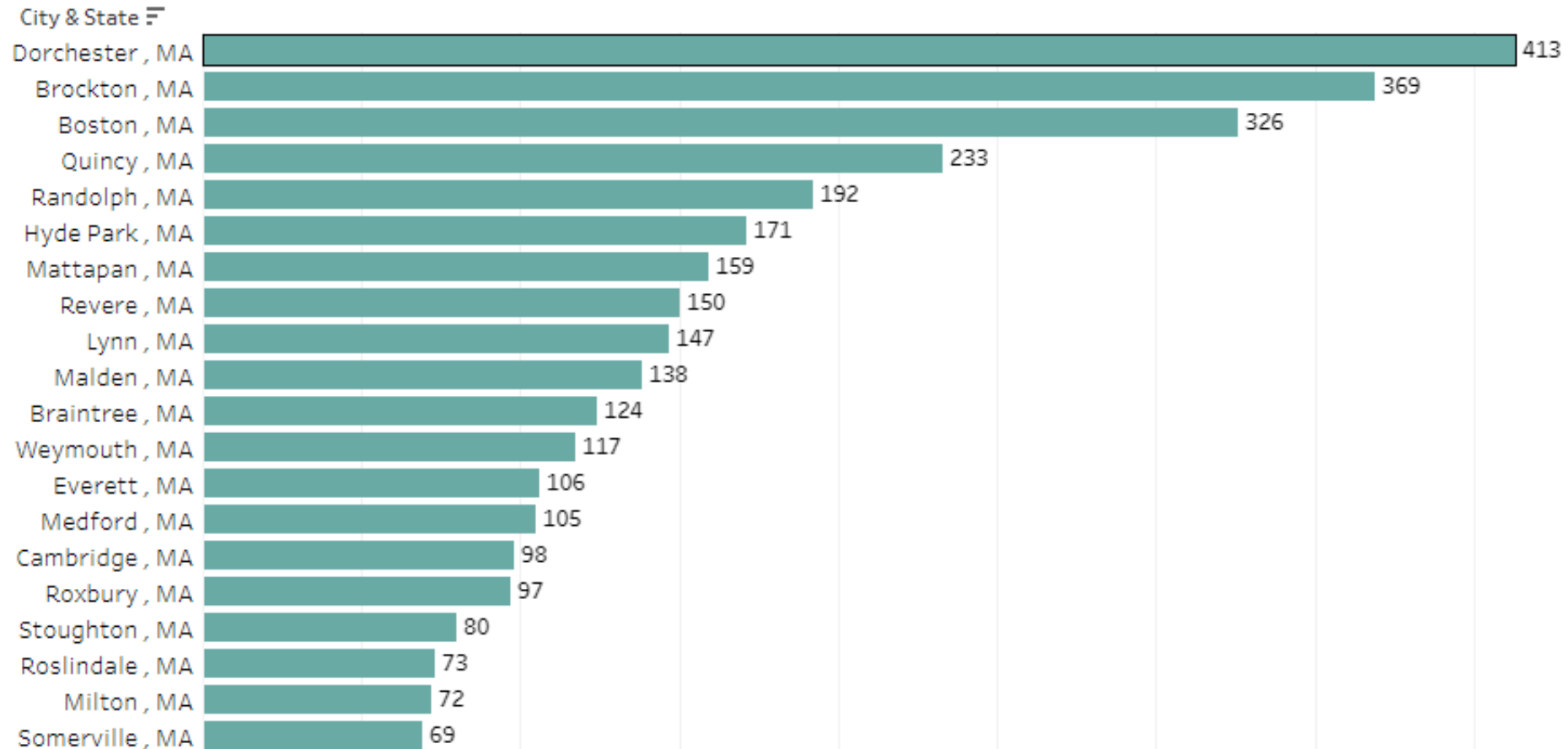
As of: 07/26/2023



# MBTA Employee Diversity

As of: 07/26/2023

## Top 20 Communities our Employees Live in



# HR Update: CY23 Demographics - Hires

As of: 07/26/2023

CY23 Hires				
Ethnicity	Male	Female	Undisclosed	Total
Asian	28	15	0	43
Black	188	53	4	245
Hispanic	40	15	4	59
White	204	50	1	255
Other / Not Specified	33	15	132	180
<b>CY23 Total</b>	<b>493</b>	<b>148</b>	<b>141</b>	<b>782</b>

**Top 5 Positions – All Hires:**

- 1. Bus Operator – 213
- 2. Motorperson (Light Rail) – 141
- 3. Motorperson (Heavy Rail) – 47
- 4. Fueler – 43
- 5. Rail Repairer – 16

**\*\*Top 5 Positions – By Gender:**

**Female**

- 1. Motorperson (Light Rail) – 28
- 2. Bus Operator – 26
- 3. Motorperson (Heavy Rail) – 10
- 4. Medical Assistant – 3
- 5. PMIS Administrator I – 3

**Male**

- 1. Bus Operator – 127
- 2. Motorperson (Light Rail) – 77
- 3. Fueler – 35
- 4. Motorperson (Heavy Rail) – 29
- 5. Rail Repairer – 16

\*\* Does not include “Undisclosed”



# HR Update: CY23 Demographics - Promotions

As of: 07/26/2023

CY23 Promotions				
Ethnicity	Male	Female	Undisclosed	Total
Asian	12	1	0	13
Black	44	35	0	79
Hispanic	16	9	0	25
White	128	30	1	159
Other / Not Specified	11	4	3	18
<b>CY23 Total</b>	<b>211</b>	<b>79</b>	<b>4</b>	<b>294</b>

## Top 5 Positions – All Promotions:

1. Instructor – 18
2. Trackperson – 17
3. System Repairer – 13
4. Bus Inspector – 9
5. Repair Foreperson – 8

## \*\*Top 5 Positions – By Gender:

### Female

1. Instructor – 10
2. Dispatcher, RTL – 4
3. Equipment Operator – 3
4. Inspector – 3
5. Towerperson – 3

### Male

1. Trackperson – 17
2. System Repairer – 11
3. Instructor – 8
4. Repair Foreperson – 8
5. Line Repairer – 7

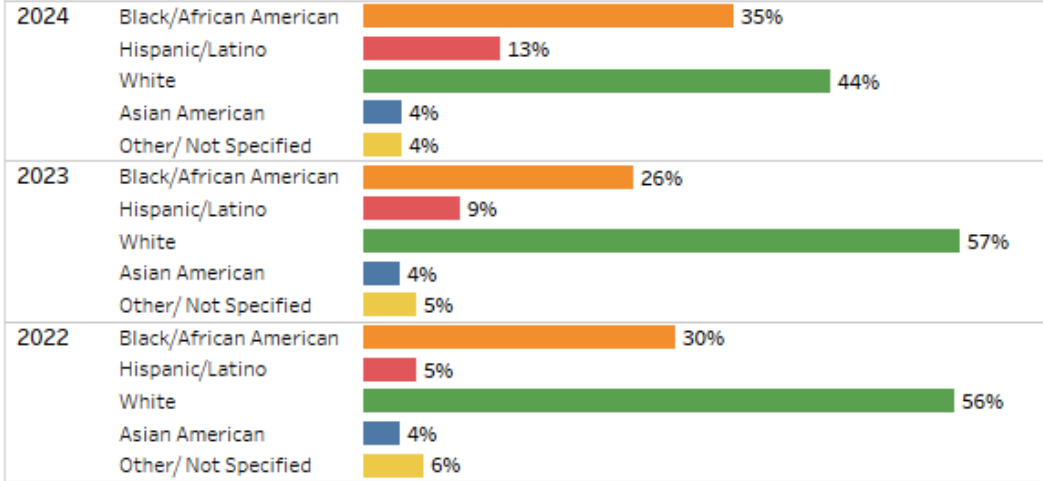
\*\* Does not include "Undisclosed"



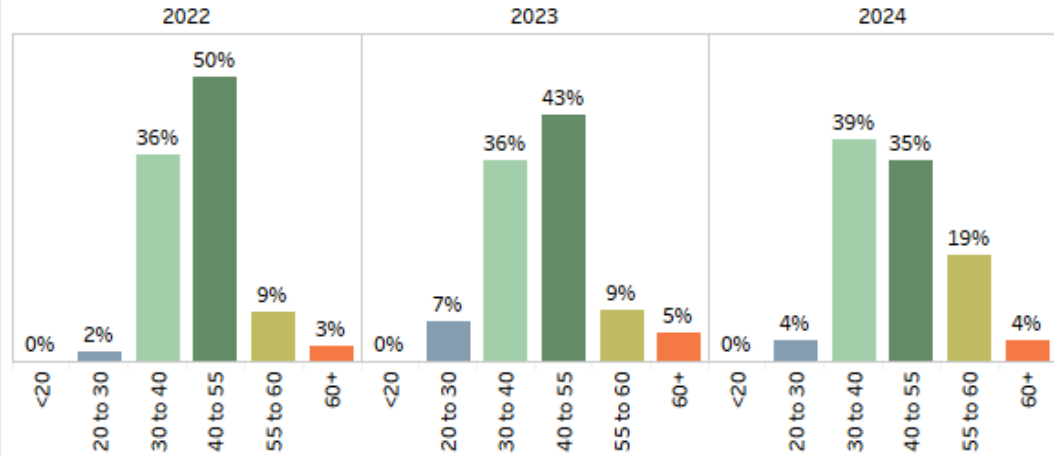


# FY22-24 Promotion Demographics

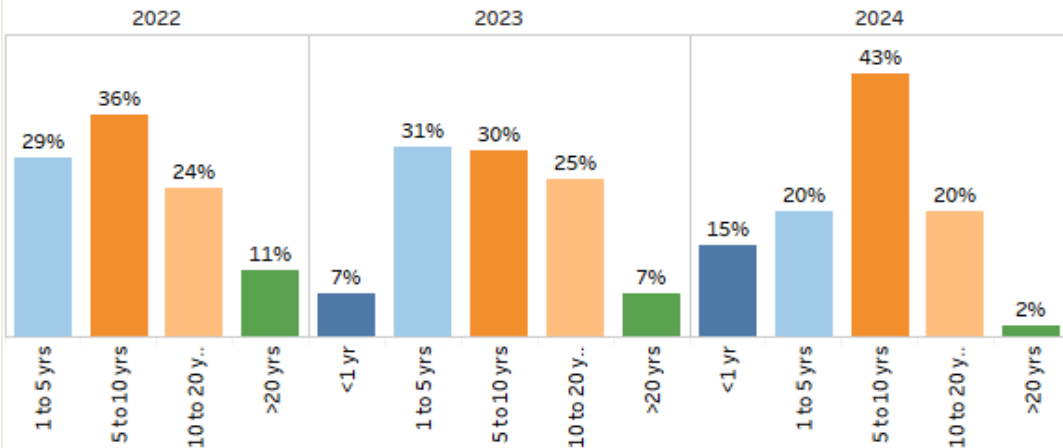
## Race / Ethnicity



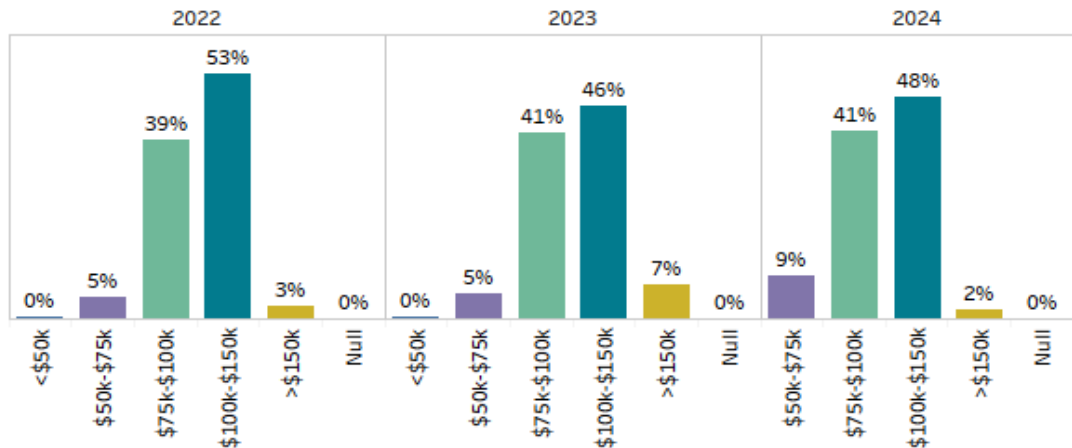
## Age



## Service Length



## Salaries



# HR Update: CY23 Demographics - Retirements

As of: 07/26/2023

CY23 Retirements				
Ethnicity	Male	Female	Undisclosed	Total
Asian	0	3	0	3
Black	19	19	0	38
Hispanic	5	2	0	7
White	51	14	0	65
Other / Not Specified	4	1	0	5
<b>CY23 Total</b>	<b>82</b>	<b>36</b>	<b>0</b>	<b>118</b>

## Top 5 Positions – All Retirements:

1. Bus Operator – 34
2. Motorperson (Light Rail) – 12
3. Motorperson (Heavy Rail) – 6
4. Rail Repairer – 5
5. Supv Trans (Subway) – 3

## Top 5 Positions – By Gender:

### Female

1. Bus Operator – 13
2. Motorperson (Light Rail) – 5
3. Motorperson (Heavy Rail) – 3
4. Hub Station Access Clerk – 1
5. Supt Trans (Surface Lines) – 1

### Male

1. Bus Operator – 21
2. Motorperson (Light Rail) – 7
3. Rail Repairer – 5
4. Motorperson (Heavy Rail) – 3
5. System Repairer – 2



# HR Update: CY23 Demographics - Separations

As of: 07/26/2023

CY23 Voluntary Separations				
Ethnicity	Male	Female	Undisclosed	Total
Asian	4	2	0	6
Black	23	14	0	37
Hispanic	4	2	0	6
White	29	9	1	39
Other / Not Specified	8	1	43	52
<b>CY23 Total</b>	<b>68</b>	<b>28</b>	<b>44</b>	<b>140</b>

## Top 5 Positions – Voluntary:

1. Bus Operator – 52
2. Motorperson (Light Rail) – 11
3. Motorperson (Heavy Rail) – 5
4. Fueler – 4
5. Resident Engineer - 3

CY23 Involuntary Separations*				
Ethnicity	Male	Female	Undisclosed	Total
Asian	1	1	0	2
Black	40	12	1	53
Hispanic	7	0	2	9
White	33	6	0	39
Other / Not Specified	3	4	107	114
<b>CY23 Total</b>	<b>84</b>	<b>23</b>	<b>110</b>	<b>217</b>

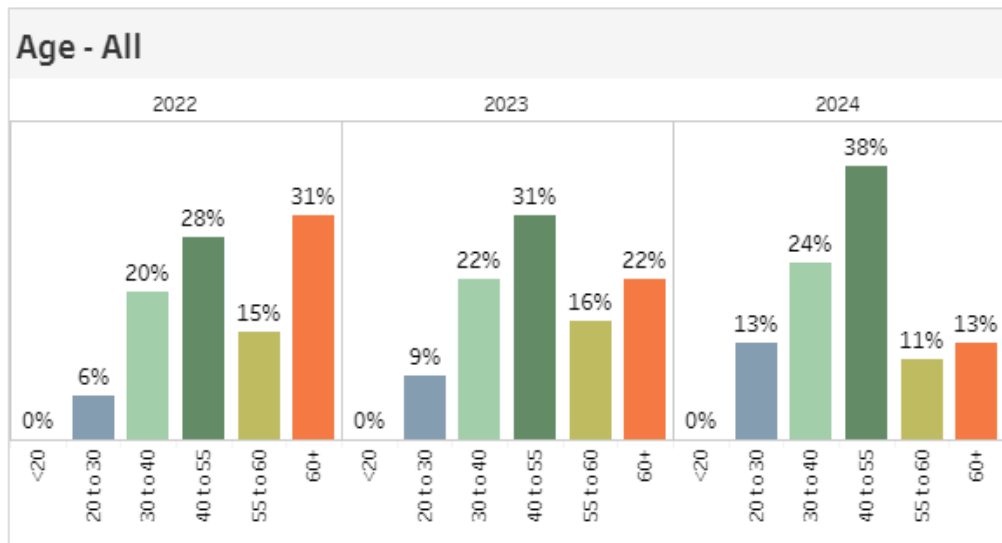
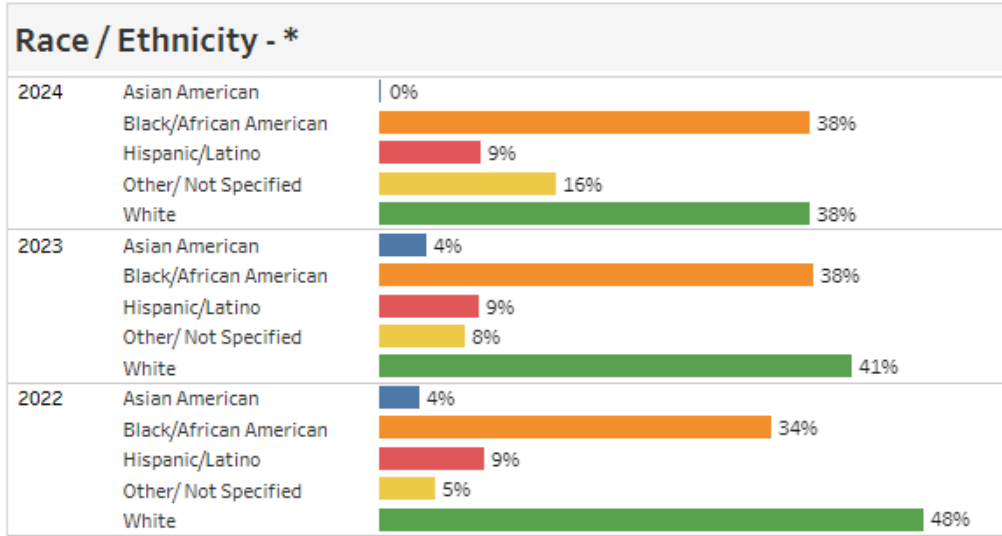
## Top 5 Positions – Involuntary:

1. Bus Operator – 102
2. Motorperson (Light Rail) – 54
3. Motorperson (Heavy Rail) – 12
4. Fueler – 11
5. Service Technician– 4

\*135 “Hired but Did Not Start’ are included in the total number of Involuntary separations



# FY22-24 Separation Demographics



## Top 3 Positions Voluntary – By Gender

Position**	Female	Male
Bus Operator	9	26
Motorperson (Light Rail)	4	4
Motorperson (Heavy Rail)	2	3

## Top 3 Positions Involuntary – By Gender

Position**	Female	Male
Bus Operator	9	46
Motorperson (Light Rail)	6	12
Motorperson (Heavy Rail)	2	4

\*\* Does not include "Undisclosed"



# Bus Operator Training Class Update

As of: 07/26/2023

\*FY24 Budgeted Headcount: 1,916 \*\*Actual Headcount: 1,548 Vacancies: 368

## 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 July 26: 25

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

- 19 candidates require CDP (start date June 26)
- 19 candidates possess a CDL (start date July 10)
- Current class size as of July 26: 33

## August Class (Pilot #6 with CDL Permit Training) as of 08/09/23

- 25 candidates ready to go that require CDP (start date August 21)
- 10 candidates ready to go that possess a CDL (start date Sept 5)

### Bus Operator Hiring and Retention Initiatives

- Bus Operator Marketing Campaign/Hiring on the Spot Event
- Monthly hiring class cadence will begin in September
- Hiring Directly to Full Time
- Board approved additional initiatives on August 3, relative to increased wages/pay progression/night differential, retention and longevity incentives, expanded sign on bonus, extended vision/dental coverage and parental leave

*\*Does not include Bus Operators in training \*\* Actual Headcount includes both active and inactive employees*

Draft for Discussion & Policy Purposes Only



# MBTA OCC Heavy Rail Dispatcher Recruitment as of 08/08/2023

Req Number	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
23-19489	27	24	3	0	2	1	0	0	0	0	0
23-19267	72	61	11	0	0	8	6	0	0	1	5
22-18613	265	214	51	0	0	35	21	3	0	0	18
<b>Total</b>	364	299	65	0	2	44	27	3	0	1	23

## Staffing Needs

- To be fully staffed, the OCC needs 32 fully trained Dispatchers (27 RTL Dispatchers + 5 Spare RTL Dispatchers)
- Currently there are 25: 18 long term dispatchers, 6 long term dispatchers in training, and 1 pending training start date of 8/28
- Need 2 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 December 31, 2023

## Outreach Efforts

- Ongoing direct calls to eligible team members promoting coffee hours/open houses and encouraging applications
- "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

# CY23 Hiring Report

As of: 07/26/2023

- 83 external hires and 20 internal hires for a total of 103 hires in June
- 102 external hires and 54 internal hires for a total of 156 hires in July
- 274 total requisitions actively being recruited, accounting for 1,345 positions including Programmed Hiring and 469 positions excluding Programmed Hiring
- CY23 Hiring Activity:
  - 782 Hires and 294 Internal Hires (Promotions\*) for a total of 1076 transactions
  - 475 Separations
    - 118 Retirements
    - 140 Voluntary Separations
    - 135 Hired but Did Not Start
    - 82 Involuntary Separations
- 307 net headcount increase CY23

*\* Promotions include selection process internal hires only*





# 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.

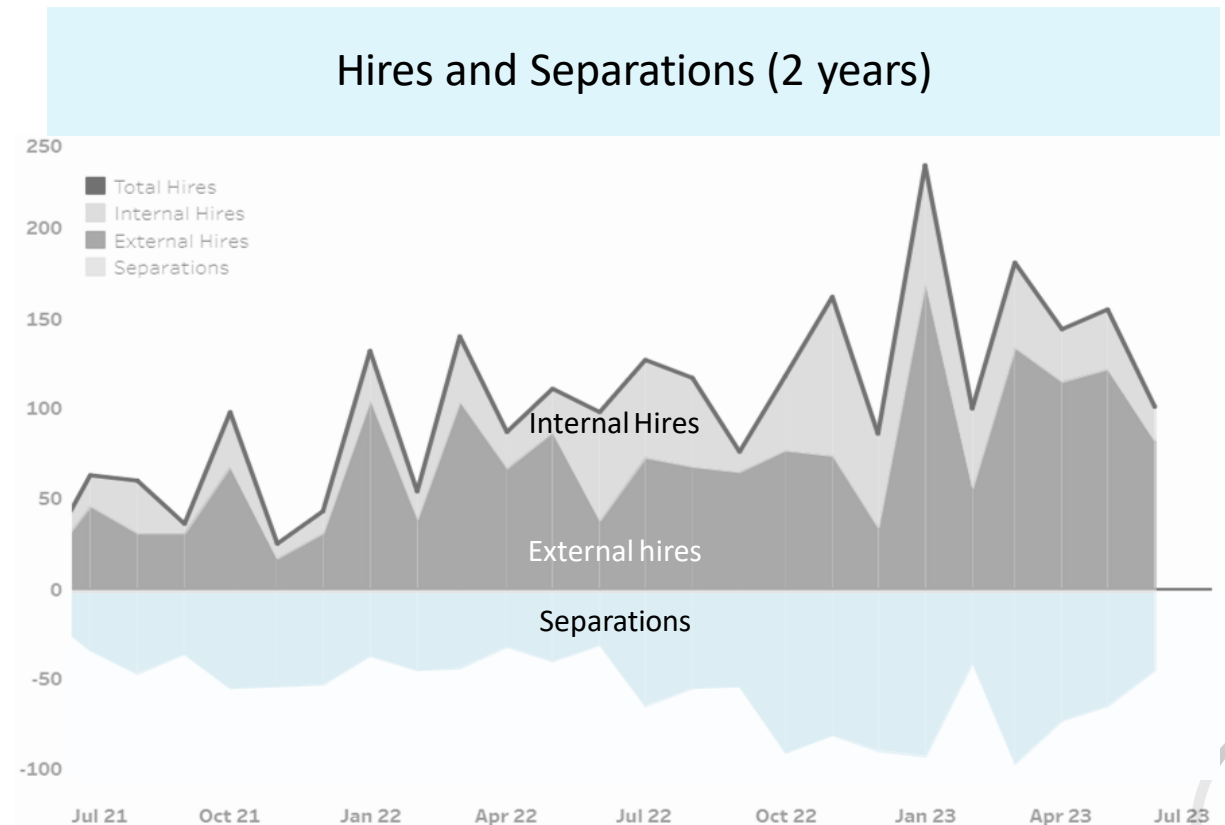
Date	Event	Partner Agency	Location
5/20/2023	Haitian American Business Expo & Career Job Fair	US Haitian Chamber of Commerce	Randolph
5/23/2023	City Wide Networking	Lynn Community Connections Coalition	Lynn
5/25/2023	SCC - Networking Café	Somerville Community Corporation	Somerville
6/10/2023	2023 Boston 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**

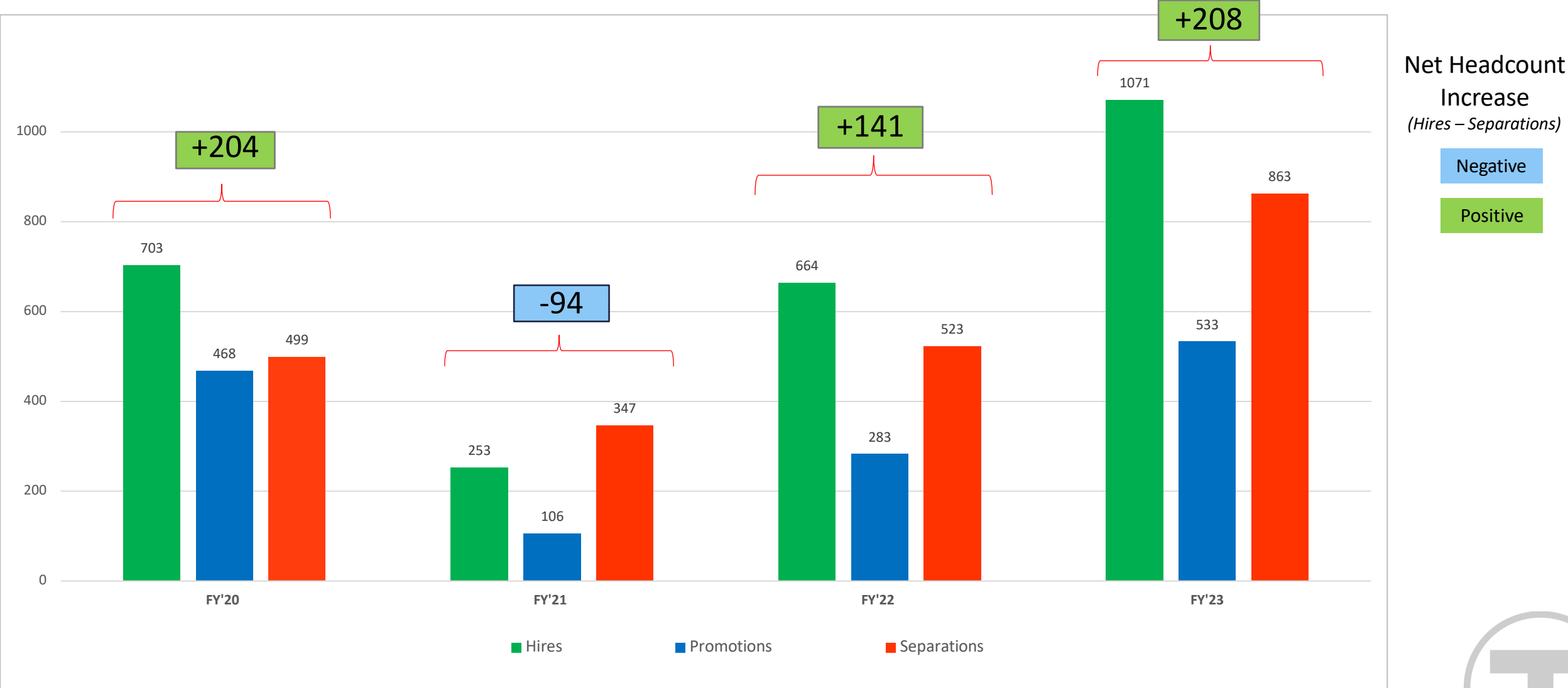
To maximize resources and achieve the FY 2023 hiring plan, HR continues to evaluate and analyze key workforce data trends and has identified three priority areas – Hiring, Retention and HR Development.

- **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



Promotions include selection process internal hires only



# FY23 Hiring Report: Final

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- 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 includes selection process internal hires only*



# HR Update: FY23 Demographics

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
<b>FY23 Total</b>	<b>638</b>	<b>216</b>	<b>217</b>	<b>1071</b>

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
<b>FY23 Total</b>	<b>383</b>	<b>148</b>	<b>2</b>	<b>533</b>

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
<b>FY23 Total</b>	<b>209</b>	<b>72</b>	<b>0</b>	<b>281</b>

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
<b>FY23 Total</b>	<b>142</b>	<b>68</b>	<b>61</b>	<b>271</b>

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
<b>FY23 Total</b>	<b>133</b>	<b>32</b>	<b>144</b>	<b>309</b>

\*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
<b>Total</b>	<b>333</b>	<b>271</b>	<b>62</b>	<b>0</b>	<b>1</b>	<b>43</b>	<b>27</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>18</b>

## 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

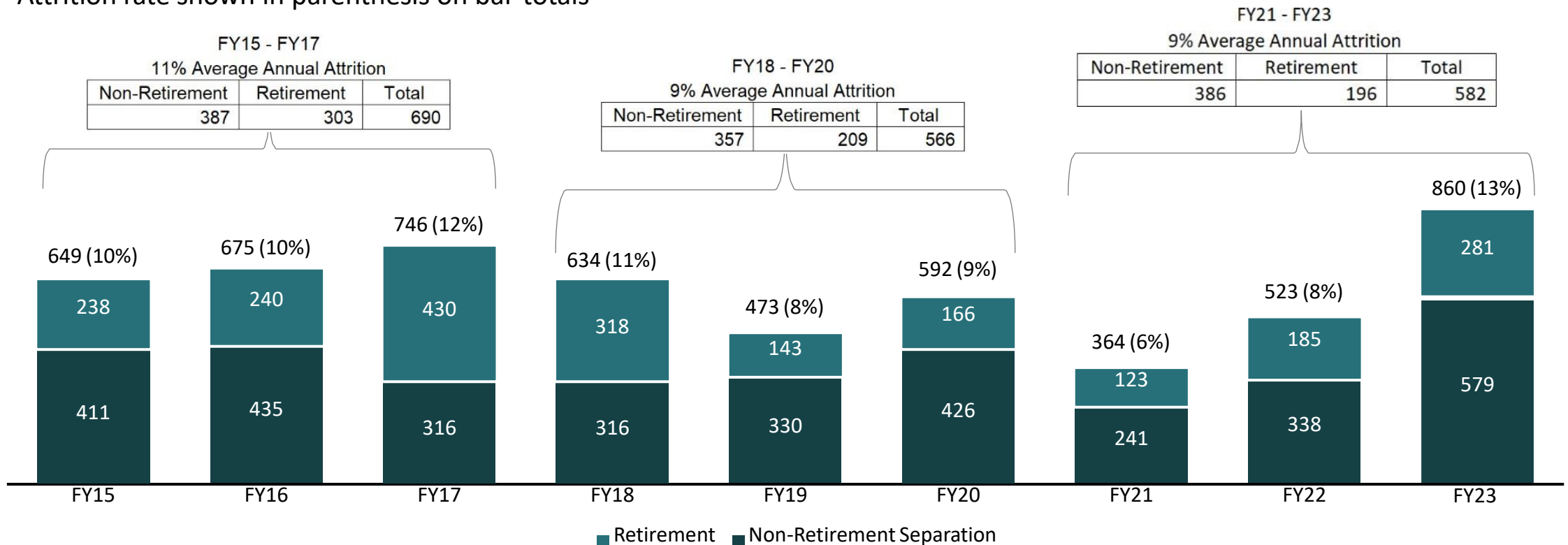
- Ongoing direct calls to eligible team members promoting coffee hours/open houses and encouraging applications
- HR and OCC Team conducted Q&A in January, coffee hours in February, Luncheon in March, and District visits in April, May, and June
- "What it's like Wednesdays" available from 10 AM-2 PM & 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

