



**Massachusetts Bay  
Transportation Authority**

# MBTA Workforce Attraction & Retention

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September 14, 2023

# Attraction: Bus Operator Marketing

Community  
Newspapers



## Bus Operators: Now Paying \$30<sup>an</sup>hour

### New Pay Rate for Bus Operators \$30 an hour

- Retirement plans/pension
- Overtime Available

### Sign-On Bonus \$7,500

- Receive a \$500 voucher redeemable on first day of training

### Paid Commercial Driver's License (CDL) training \$3,500 - \$5,200

### Health Benefits \$28,000\*

- Health Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Long-term Disability Insurance

### Education Benefits \$10,000 Tuition reimbursement

- Plus training and development courses

**Apply online today and attend  
our recruitment event in  
September and if qualified,  
be Hired on the Spot.**

[MBTA.com/apply](http://MBTA.com/apply)



\*estimate

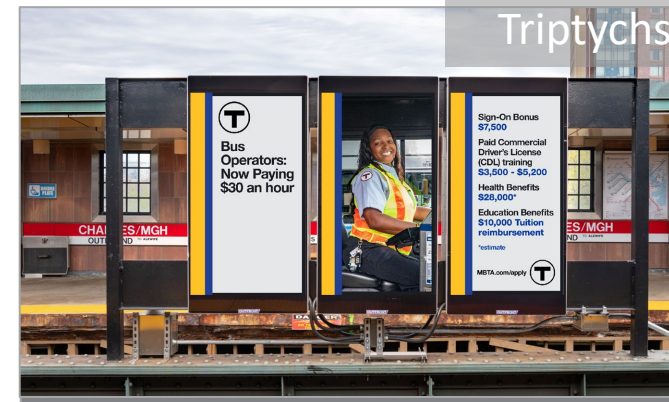
Marketing to attract candidates to bus operator roles focused on new pay rates from 589 agreement is live.

August applications are already much higher than July:

- + 486% Bus Operator applications
- + 301% Light Rail Operator applications
- + 59% all MBTA roles



Billboards



Triptychs



# Retention and Engagement

**Goal:** Create a positive and supportive environment throughout the entire employee lifecycle, from onboarding to exit

## Objectives

Refine and improve the employee experience by soliciting input at multiple points along the employee lifecycle.

Create safe, confidential channels for issue resolution, training and development opportunities, and identify areas of continuous improvement.

## Current Strategies Feedback Loop



# Retention and Engagement



## Onboarding

- Created a well-structured New Hire Orientation with engaging and streamlined content
- Built in time for day one critical tasks
- New hires have more time at the end of orientation day to use the MBTA computer lab to complete required learning modules through the Learning Management System
- New hires also now have time to meet with their new managers and pick up their badges.

## Employee Relations

- Creating an Employee Relations team to provide conflict resolution
- Employee Survey closed 8/31 and will work closely with strategic partners to refine and enhance the employee experience

## Appreciation & Communication

- Planning an all-employee appreciation event
- Creating email access for all employees including frontline worker
- Updating HR content on TSTOP

## Exit & Stay Interviews

- Compiling exit interview data in current excel file
- Researching platforms to streamline and make mobile friendly
- Evaluating conducting a stay interview in collaboration with the employee appreciation event



# CY23 YTD Hiring Update

As of: 08/30/2023

**1,234 Hires | 543 Separations**

**Headcount + 356**

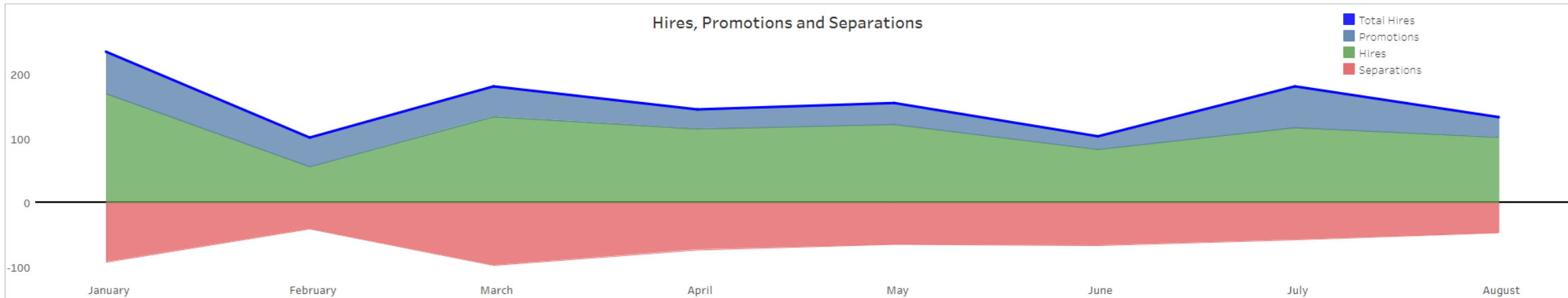
Hiring Activity	Hires	Promotions	Total
Capital	55	38	93
Operations	223	225	448
Programmed Hiring	474	13	487
Support	147	59	206
<b>Grand Total</b>	<b>899</b>	<b>335</b>	<b>1,234</b>

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	10	22	1	2	35
Operations	43	27	13	16	99
Programmed Hiring	64	87	75	126	352
Support	12	30	9	6	57
<b>Grand Total</b>	<b>129</b>	<b>166</b>	<b>98</b>	<b>150</b>	<b>543</b>

1,234 Hires: 899 external hires | 335 internal hires (promotions)

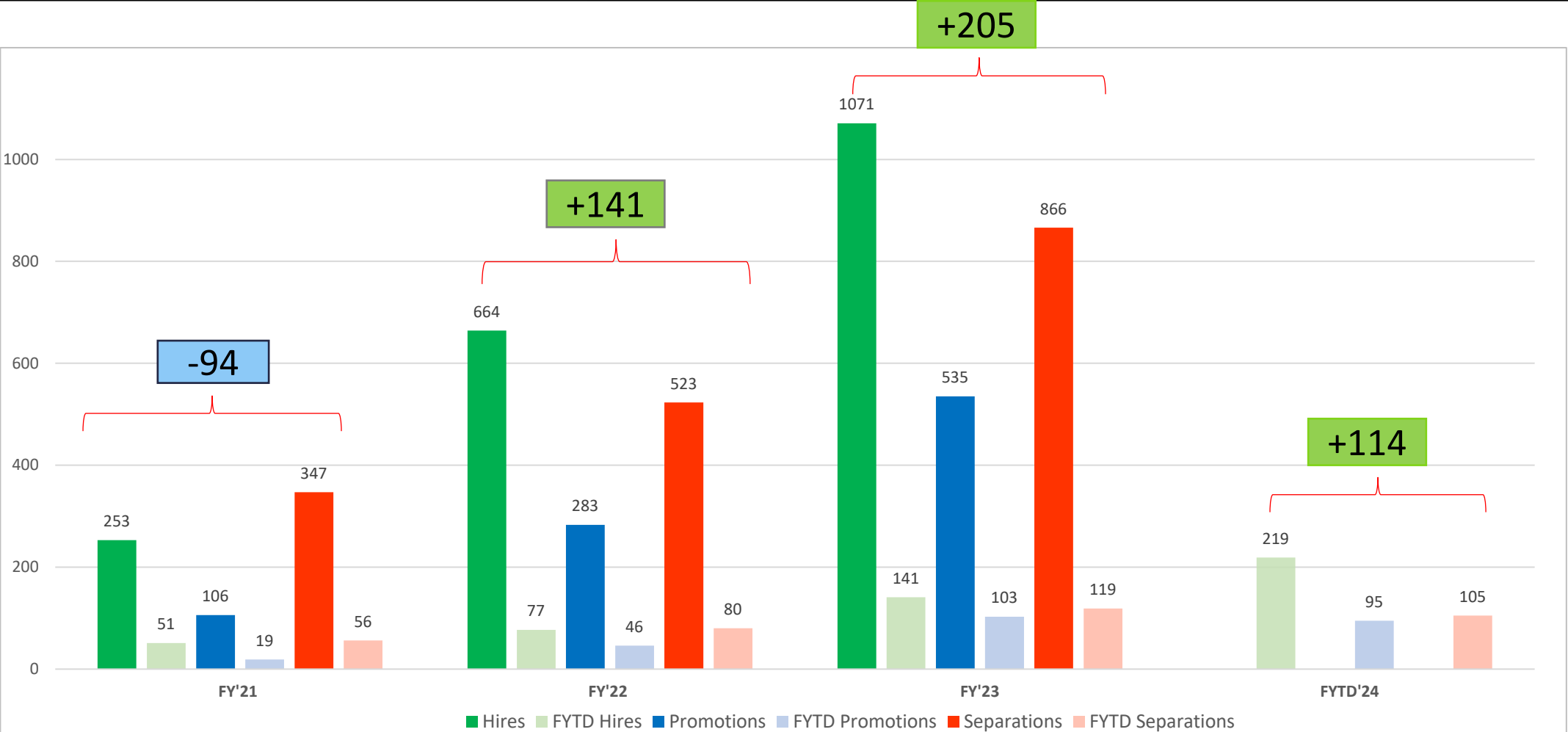
543 Separations: 129 Retirements | 166 Voluntary | 98 Involuntary | 150 Hired but Did Not Start

Hires, Promotions and Separations



# FY21 - FYTD24 Authority-wide Hiring Actuals

As of: 08/30/2023



Net Headcount Increase  
(Hires – Separations)

Negative

Positive



# Bus Operator Training Class Update

As of: 08/30/2023

Vacancies: 357 | Target Class Size: 60

## June/July 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 August 30: 30

## August/September Class (Pilot #6 with CDL Permit Training)

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

## October Class (Pilot #7 with CDL Permit Training and Class #1 with Increased \$30/ Hourly Rate)

- Bus Operator August applications are +486% higher than July
- 20 candidates ready to go that require CDP (start date October 2)
- 5 candidates ready to go that possess a CDL (start date October 16)

### Completed Initiatives

- ✓ Increased hourly pay
- ✓ Hire directly to Full Time
  - ✓ Provide CDP

### In Progress Initiatives

- Trainees in Waiting (TIW)
  - Hire Retirees
- Create true Part Time Classification



# MBTA OCC Heavy Rail Dispatcher Recruitment as of 09/05/2023

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 (07/07/23-Present)	39	36	3	0	0	3	0	0	0	0	0
23-19267 (04/11/23-07/06/23)	72	61	11	0	0	8	6	0	0	0	6
22-18613 (06/21/22-04/10/23)	265	214	51	0	0	35	21	3	0	0	18
<b>Total</b>	376	311	65	0	0	46	27	3	0	0	24

## Staffing Needs

- To be fully staffed, the OCC needs 32 fully trained Dispatchers (27 RTL Dispatchers + 5 Spare RTL Dispatchers)
- Currently there are 19 Long-term Dispatchers (LTD), two retirees, four on-hold dispatchers, six LTD Trainees, and one LTD Trainee started on 8/28
- Trainee Start Dates: two on 7/24, two on 7/31, one on 8/7, and one on 8/28
- Need 3 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

# 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**

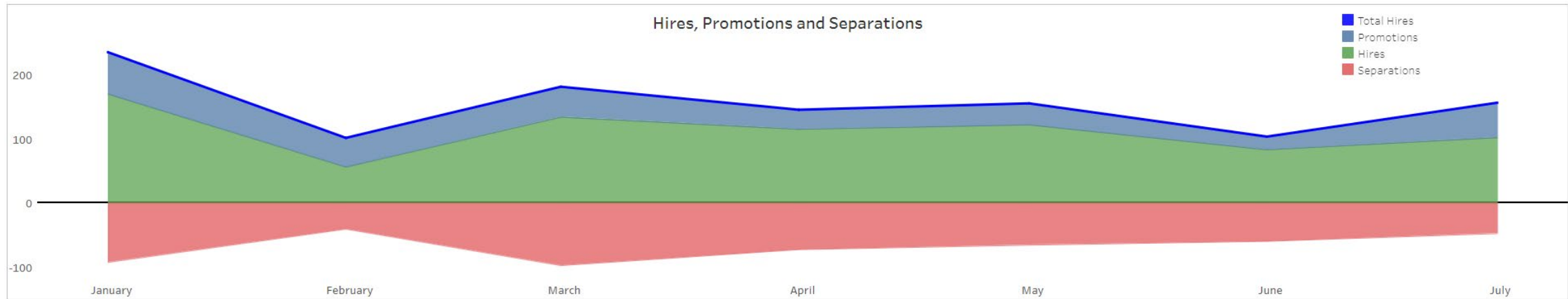
**Headcount + 307**

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>

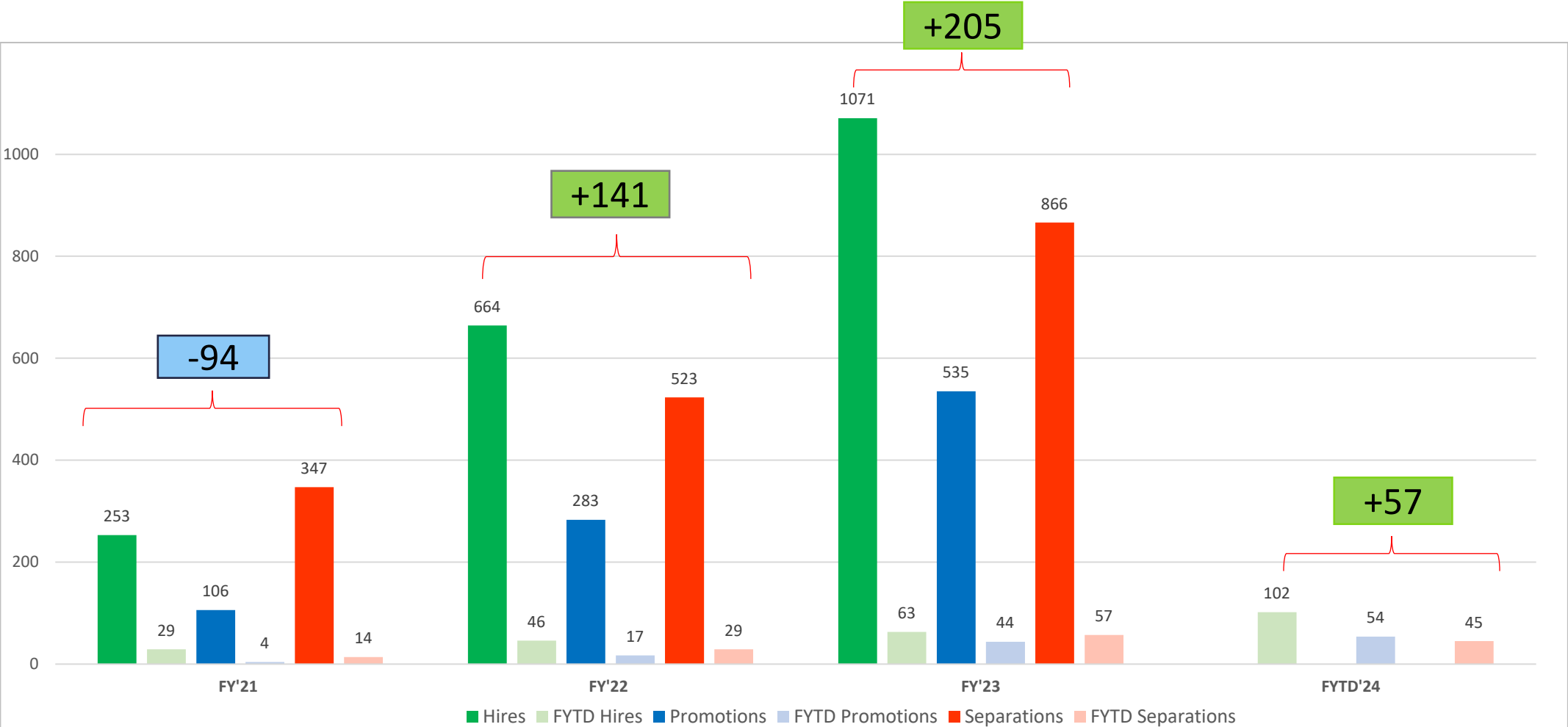
1,076 Hires: 782 external hires | 294 internal hires (promotions)

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



# FY21 - FYTD24 Authority-wide Hiring Actuals

As of: 07/26/2023



Net Headcount Increase  
(Hires – Separations)

Negative

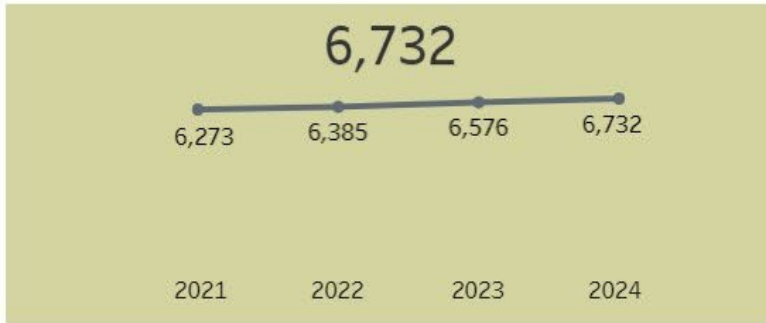
Positive



# MBTA Employee Diversity

As of: 07/26/2023

## Employee Count



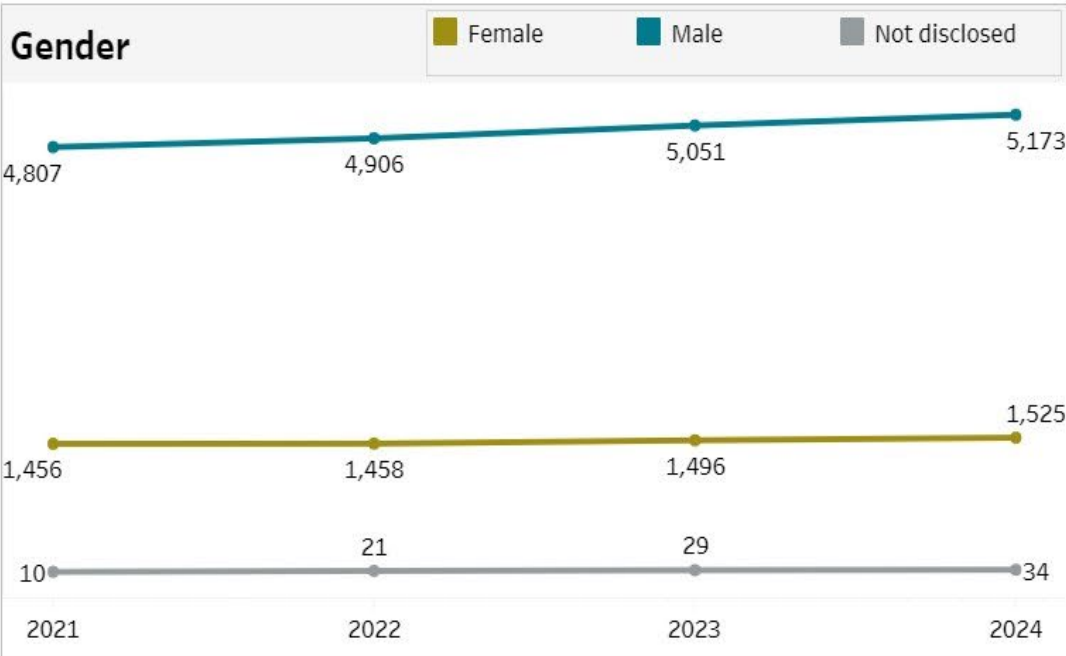
## EEO CY23 Goals \*

White Female -- 450  
 Hispanic/Latino – 109  
 Asian – 55  
 Native Hawaiian/Oth Pac Island - 0

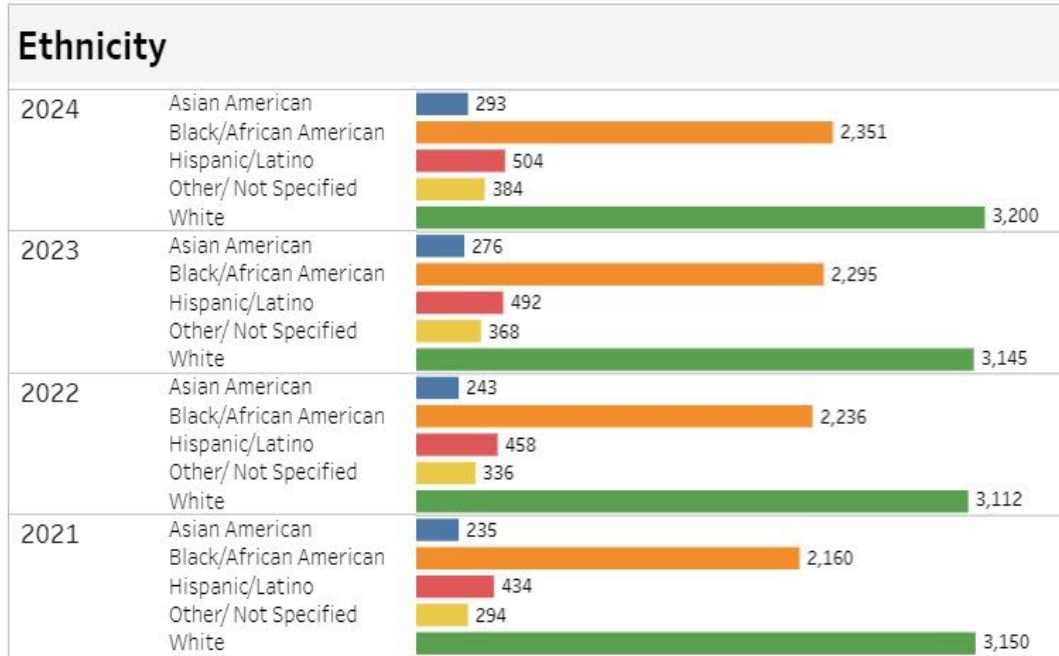
Black/African American – 0  
 Not Specified - N/A  
 American Indian – 0

\* The Goals, as of 6/30/2023, are the number of hires needed in this calendar year in the respective Ethnic groups to reach parity by 12/31/2025 which is end of the EEO Plan (the “Ultimate Goal”).

## Gender



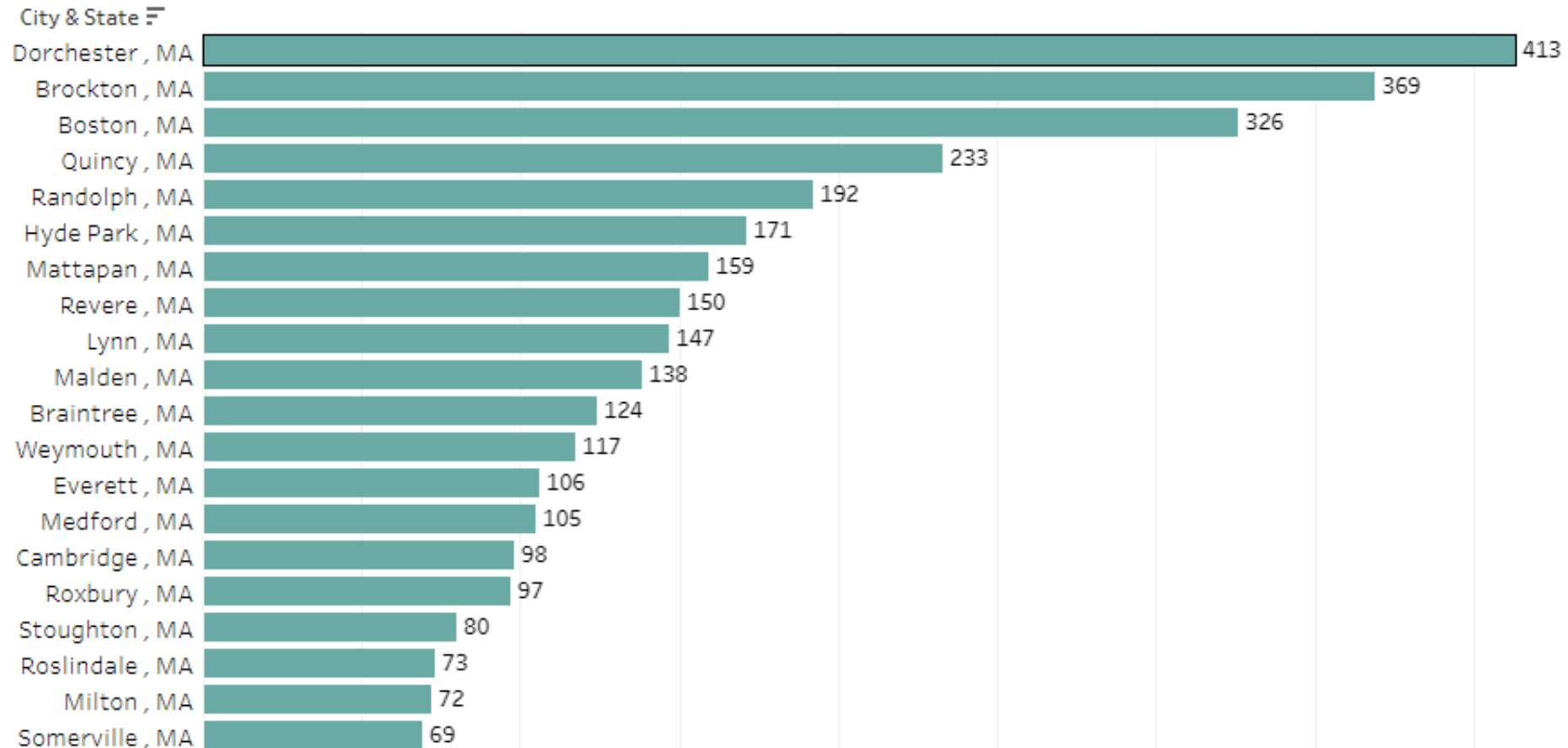
## Ethnicity



# 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

**\*\*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
- EEO Annual Female Goals
- Service Maintenance 331
  - Technicians - 24
  - Officials & Administrators - 129

**Male**

- 1. Bus Operator – 127
  - 2. Motorperson (Light Rail) – 77
  - 3. Fueler – 35
  - 4. Motorperson (Heavy Rail) – 29
  - 5. Rail Repairer – 16
- EEO Annual Male Goal
- Service Maintenance 34

**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
- Service Maintenance EEO Annual Goal 365

\*\* Does not include "Undisclosed"



# HR Update: CY23 Demographics - Hires

As of: 07/26/2023

CY23 Hires						
Ethnicity	Current Employee Count as of 9/11/2023	Male	Female	Undisclosed	Total Hires	EEO Annual Goals
Asian	293	28	15	0	43	55
Black	2352	188	53	4	245	0
Hispanic	503	40	15	4	59	109
White	3199	204	50	1	255	450 <sup>1</sup>
Other / Not Specified	383	33	15	132	180	n/a
<b>CY23 Total</b>	<b>6730</b>	<b>493</b>	<b>148</b>	<b>141</b>	<b>782</b>	

<sup>1</sup> White Females





# HR Update: CY23 Demographics - Promotions

As of: 07/26/2023

## **\*\*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

## **Top 5 Positions – All Promotions:**

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

\*\* Does not include “Undisclosed”



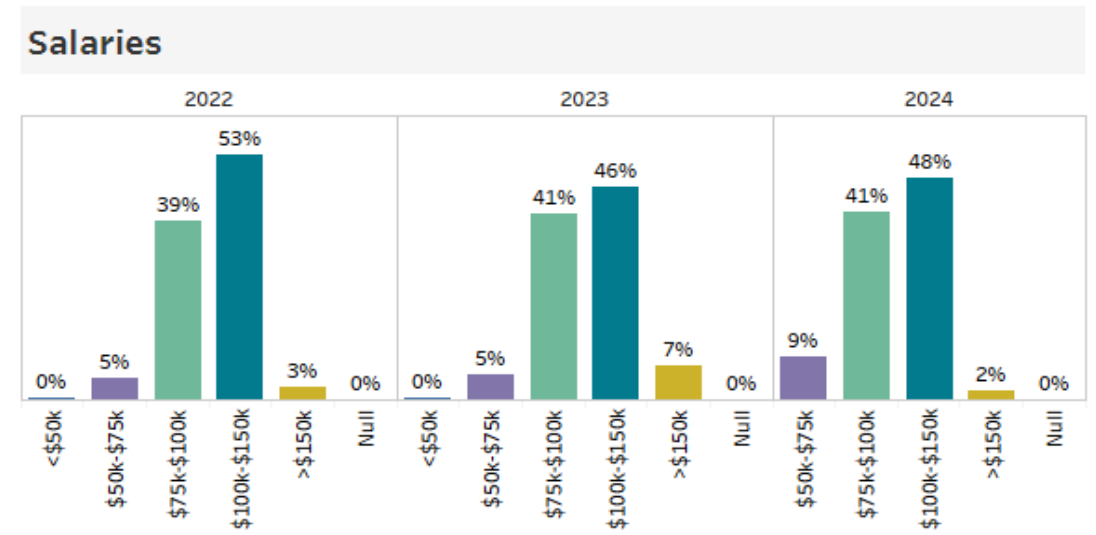
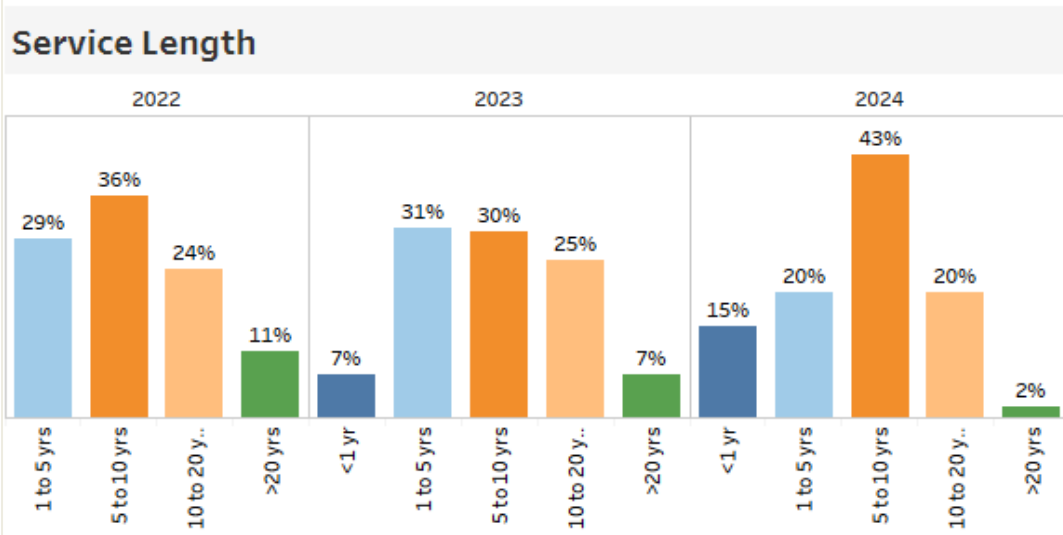
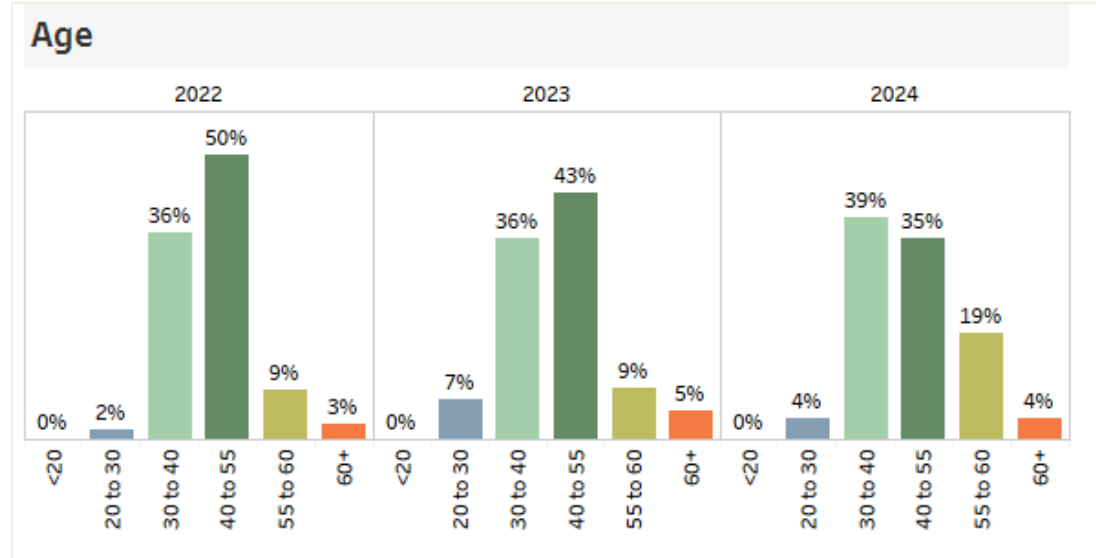
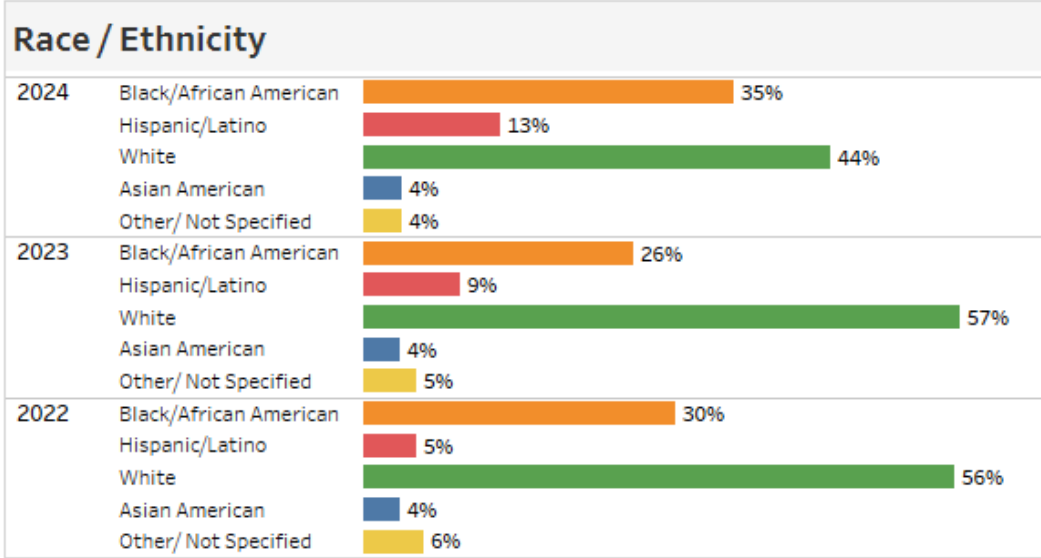
# HR Update: CY23 Demographics - Promotions

As of: 07/26/2023

CY23 Promotions						
Ethnicity	Current Employee Count as of 9/11/2023	Male	Female	Undisclosed	Total Promotions	Total Percentage
Asian	293	12	1	0	13	4.47%
Black	2352	44	35	0	79	3.36%
Hispanic	503	16	9	0	25	4.97%
White	3199	128	30	1	159	4.97%
Other / Not Specified	383	11	4	3	18	4.70%
<b>CY23 Total</b>	<b>6730</b>	<b>211</b>	<b>79</b>	<b>4</b>	<b>294</b>	<b>4.37</b>



# FY22-24 Promotion Demographics



# HR Update: CY23 Demographics - Retirements

As of: 07/26/2023

CY23 Retirements						
Ethnicity	Current Employee Count as of 9/11/2023	Male	Female	Undisclosed	Total Retirements	Total Percentage
Asian	293	0	3	0	3	1.02%
Black	2352	19	19	0	38	1.62%
Hispanic	503	5	2	0	7	1.39%
White	3199	51	14	0	65	2.03%
Other / Not Specified	383	4	1	0	5	1.31%
<b>CY23 Total</b>	<b>6730</b>	<b>82</b>	<b>36</b>	<b>0</b>	<b>118</b>	<b>1.75%</b>

## 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

## 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



# HR Update: CY23 Demographics - Separations

As of: 07/26/2023

CY23 Voluntary Separations						
Ethnicity	Current Employee Count as of 9/11/2023	Male	Female	Undisclosed	Total Voluntary Separations	Total Percentage
Asian	293	4	2	0	6	2.05%
Black	2352	23	14	0	37	1.57%
Hispanic	503	4	2	0	6	1.19%
White	3199	29	9	1	39	1.22%
Other / Not Specified	383	8	1	43	52	13.58%
<b>CY23 Total</b>	<b>6730</b>	<b>68</b>	<b>28</b>	<b>44</b>	<b>140</b>	<b>2.08%</b>

CY23 Involuntary Separations*						
Ethnicity	Current Employee Count as of 9/11/2023	Male	Female	Undisclosed	Total Involuntary Separations	Total Percentage
Asian	293	1	1	0	2	0.68%
Black	2352	40	12	1	53	2.25%
Hispanic	503	7	0	2	9	1.79%
White	3199	33	6	0	39	1.22%
Other / Not Specified	383	3	4	107	114	29.77%
<b>CY23 Total</b>	<b>6730</b>	<b>84</b>	<b>23</b>	<b>110</b>	<b>217</b>	<b>3.22%</b>

## Top 5 Positions – Voluntary:

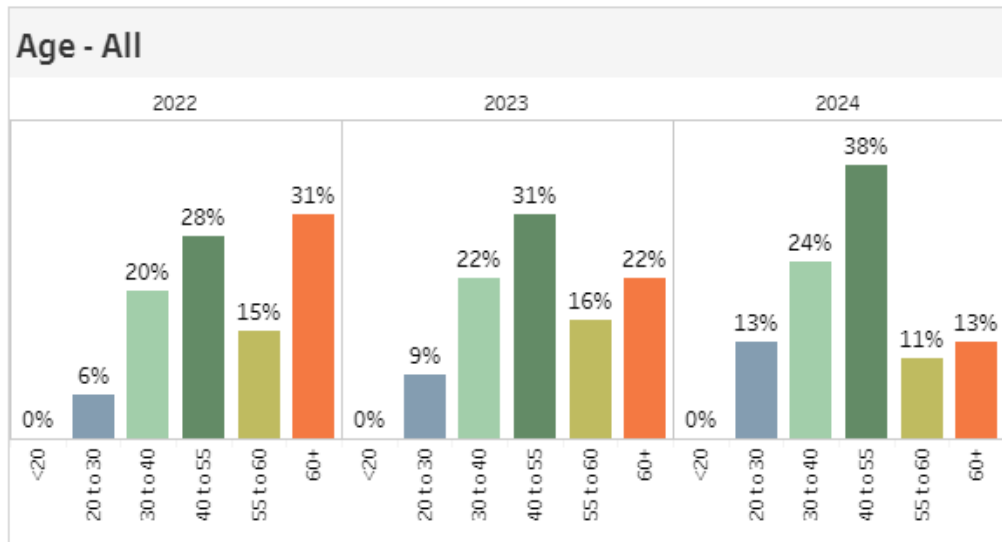
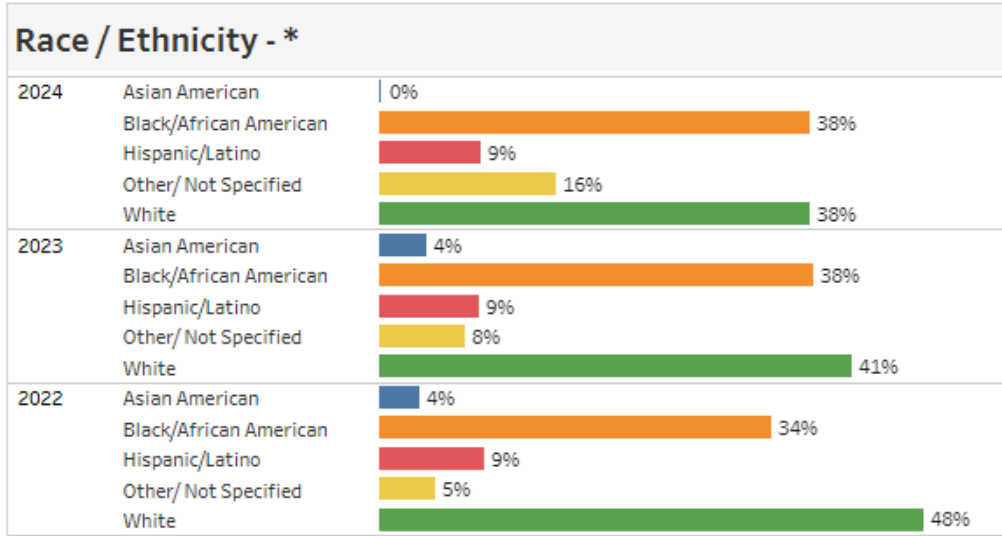
1. Bus Operator – 52
2. Motorperson (Light Rail) – 11
3. Motorperson (Heavy Rail) – 5
4. Fueler – 4
5. Resident Engineer - 3

## 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

