



**Massachusetts Bay
Transportation Authority**

MBTA Workforce Attraction & Retention

October 12, 2023



Agenda

- Attraction
- Retention and Engagement
- Hiring Update
- Bus Operator Training Class Update
- OCC Heavy Rail Dispatcher Recruitment Update





Attraction: Bus Operator Marketing - Pay

August 2: Local 589 pay rise to > \$30/h announced

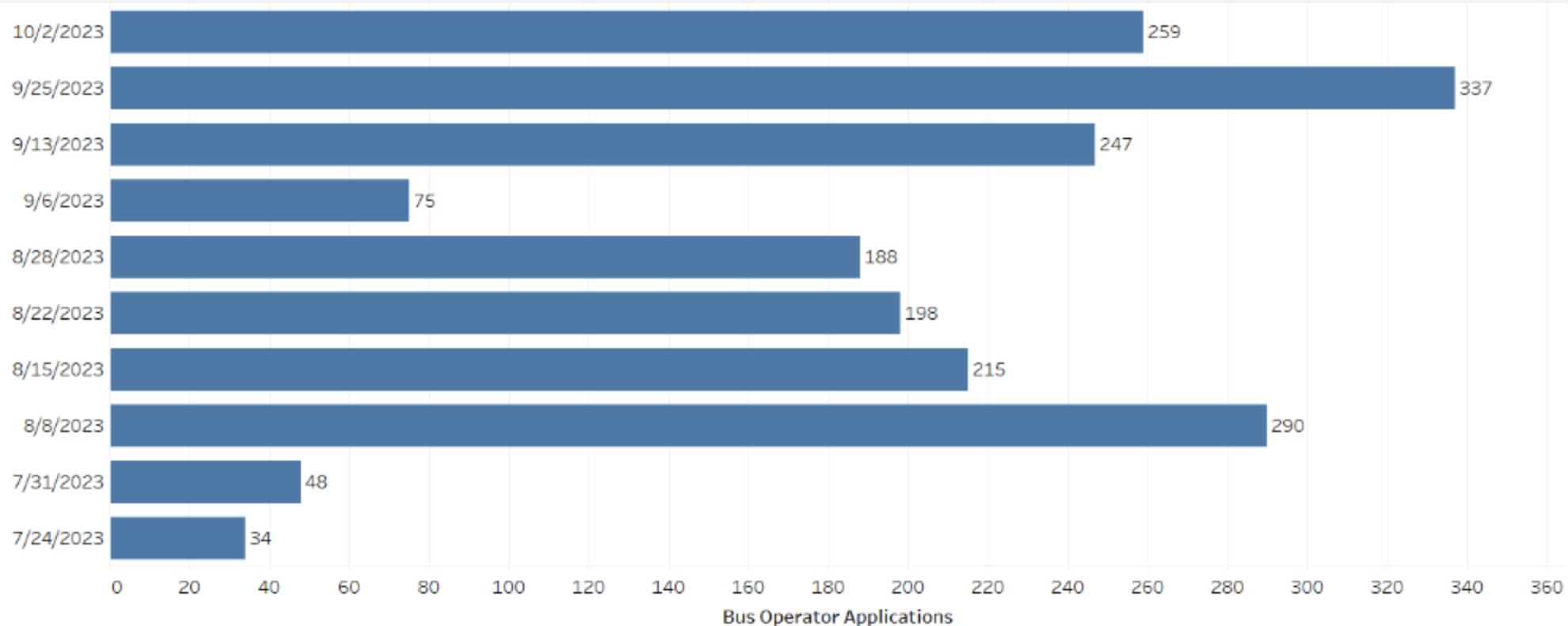
August: MBTA marketing about bus operator pay

September: Recruiting team working through large volume of applications

Actions taken to increase recruiting team capacity:

- 48h turnaround for screening, rehire check, driving record
- Doubled interviews & workforce assessments to 44 per week

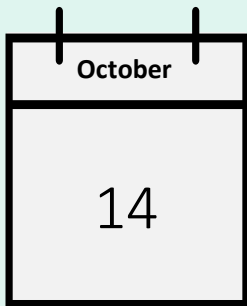
October 14: Hiring on the Spot event



Attraction: Hiring On The Spot

Goal

1-day effort
to increase
the number
of hires

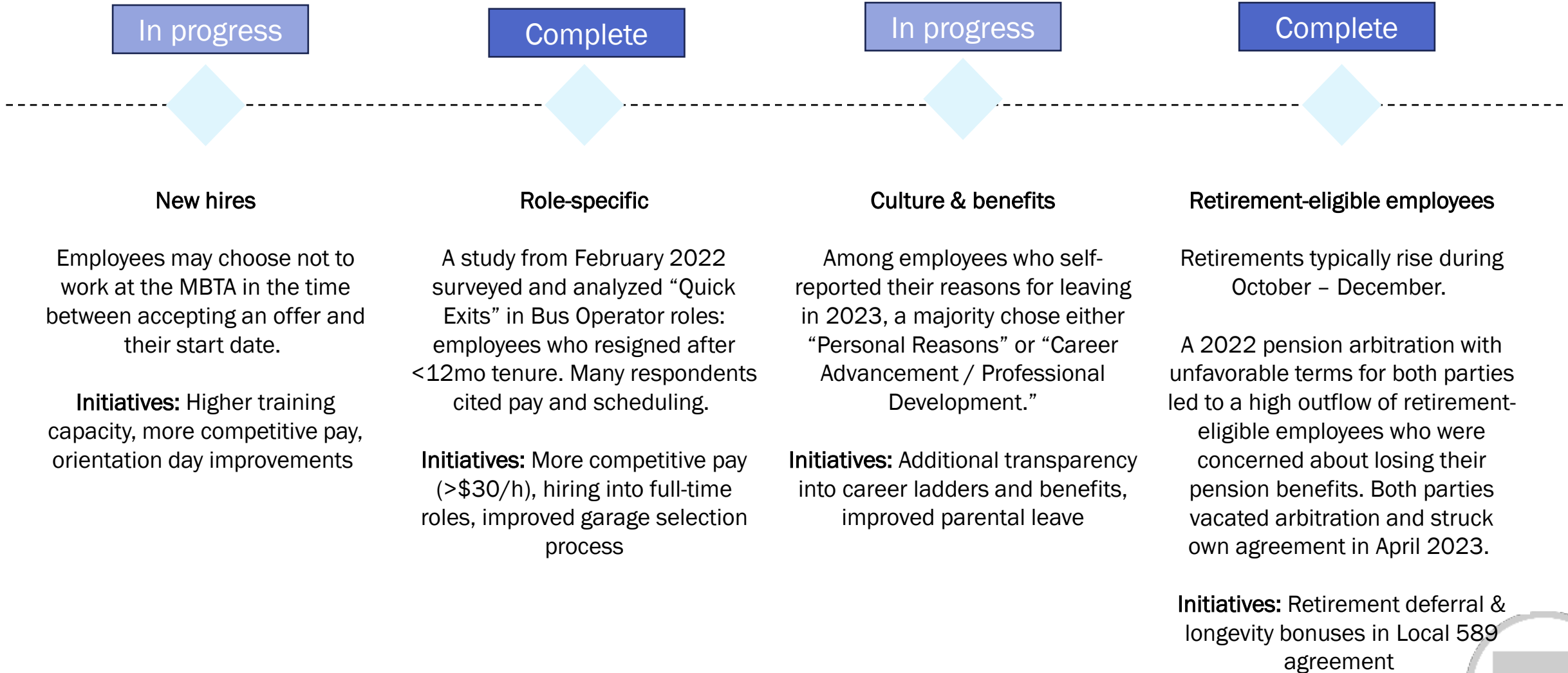


The **10/14 event** will target candidates interested in roles at the MBTA, especially in the Maintenance of Way (MOW) & Safety Departments. They will talk to recruiters, learn about roles at the MBTA, and submit applications. Applicants to MOW and Safety roles can undergo some medical screening.

As of 10/04/2023, we are in receipt of 296 applications for Track Laborers, which is a feeder pool for the MOW Department.



Retention: Historical trends & context



Retention: 589 retirement deferral bonuses

Context: Agreement with Local 589 announced on August 2 included retirement deferral bonuses and longevity bonuses.

Population: There are currently 826 retirement-eligible MBTA employees. 296 employees are eligible for 589 retirement deferral bonuses.

Employee sign-up process

- Sign-ups opened on Sept. 15
- Process created by Labor, HR, IT, Finance teams
- Facilitated on paper and online through Google Forms
- Reviewed by MBTA and retirement board teams

Communication to employees

- MBTA sent out notice on internal platforms, letters to eligible employees, a T-Stop notice, and posted on bulletin boards.
- Local 589 referred employees to MBTA communications

Outcomes: 218 applicants (74% of eligible employees) applied and under review at the MBTA Retirement Board

Retention: Onboarding improvements

In-Person New Hire Orientation

Started 8/7/2023

Goal: Retention starting on Day 1

Owner: MBTA Learning & Development team; 2 headcount onboarded in Summer 2023 to support & grow team

Early indicators of **positive outcomes:**

- 231 new hires have attended in-person orientation*
- Increased LMS completion rates
- Increased engagement
- Integrating feedback from participants

Next steps: once in-person Orientation is in a steady state

- Increase access to computers for new hires to complete LMS assigned courses
- New hire check-ins after 30, 60, 90 days

*Data as of 10/04

New Hire Orientation 9/5/23



Retention: Employee Engagement

On September 10, the MBTA hosted the 46th annual **Bus Rodeo**. 33 bus operators and 2 teams of machinists competed to demonstrate their safe driving and vehicle maintenance skills.

This year's winners:

Riad Berhab – Operator at Charlestown Bus Garage, joined the T in 2017
Matt DiCecca, Michael Haywood, and Michael Maguire – Service Technicians at Charlestown & Arlington Ave Maintenance Garages, joined the T in 2008, 2006, and 2008 respectively



2023 Agents of Safety
Nomination Form

2023 Safest Bus
Operator Awards,
9/12/23

On September 12, the MBTA held the **2023 Safety Symposium**. At the event, employees were recognized for their excellence in safety. Several teams also presented engaging information about their work, and attendees enjoyed the keynote speech about Federal accident investigations.

In November, the MBTA will host the 7th Annual **Agents of Safety Awards**. This is an opportunity to honor and recognize employees throughout the T who have demonstrated high levels of safety excellence in their job performance, or who have provided valuable safety input that has affected a positive change within the safety culture of the Authority. Nominations will be solicited through September 29th.



Calendar Year 2023 Hiring Update

As of: 10/04/2023

1,374 Total Hires | 591 Separations

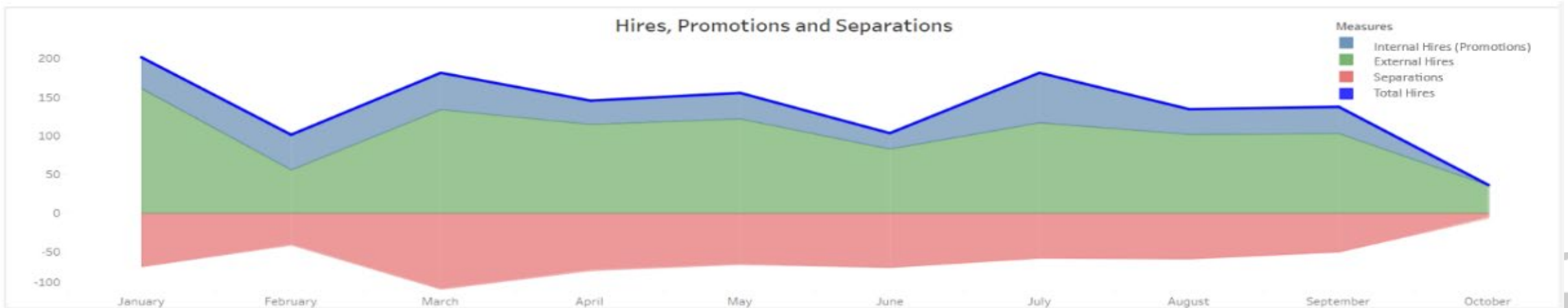
Headcount + 438

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	67	39	106
Operations	287	230	517
Programmed Hiring	521	15	536
Support	154	61	215
Grand Total	1,029	345	1,374

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	10	24	3	3	40
Operations	43	31	23	19	115
Programmed Hiring	58	97	80	129	365
Support	14	40	9	8	71
Grand Total	125	192	115	159	591

1,374 Total Hires: 1,029 external hires | 345 internal hires (promotions)

591 Separations: 125 Retirements | 192 Voluntary | 115 Involuntary | 159 Hired but Did Not Start

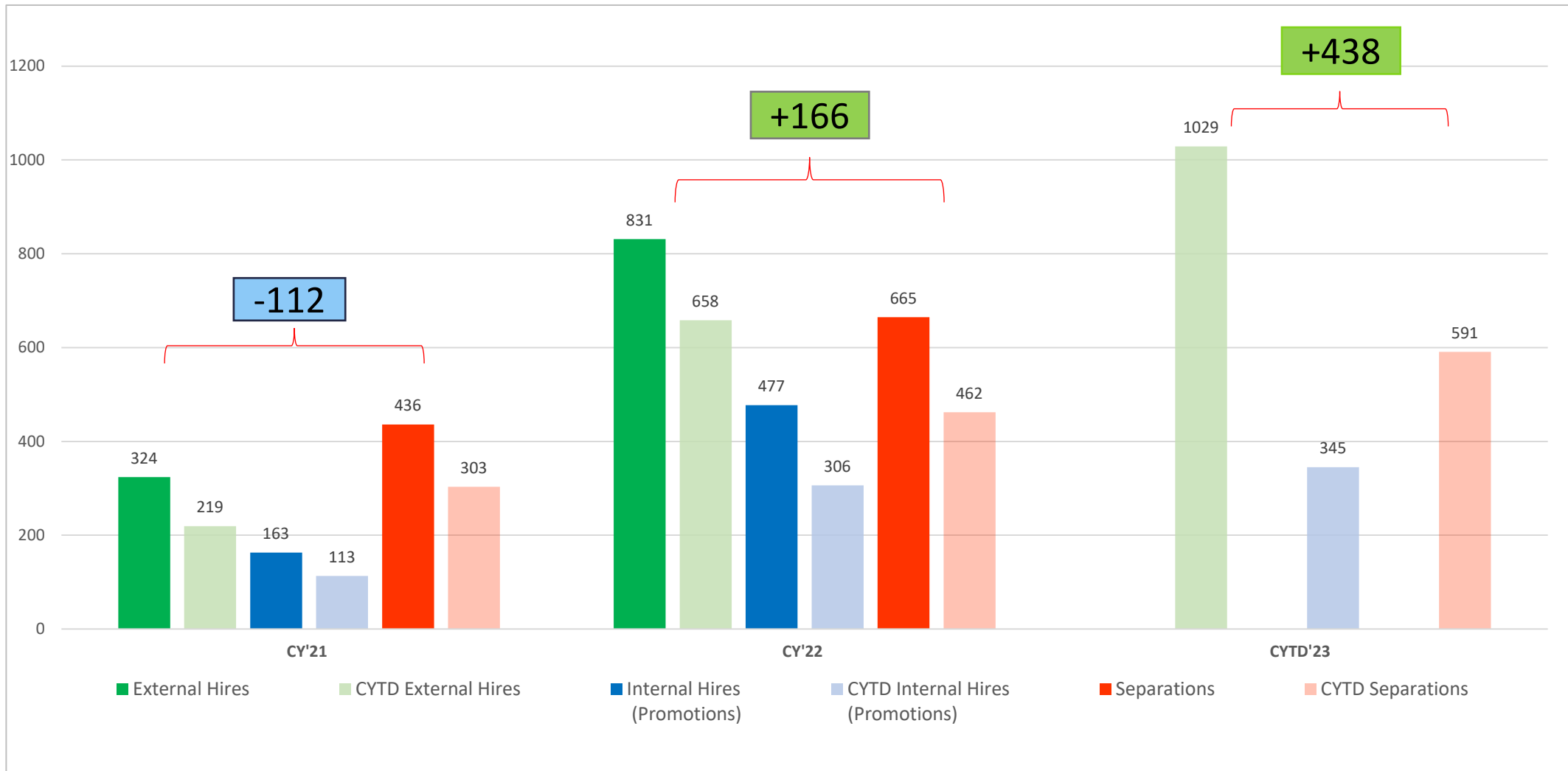


* Promotions include selection process internal hires only

* Calendar Year 2023 starts on 1/6 - Inauguration day.

Calendar Year 2021 - 2023* Authority-wide Hiring Actuals

As of: 10/04/2023



Net Headcount Increase
(External Hires - Separations)

Negative

Positive

* Promotions include selection process internal hires only

* CY23 starts on 1/6 - Inauguration day. Previous years start on 1/1



Fiscal Year 2023 YTD Hiring Update

As of: 10/04/2023

488 Total Hires | 173 Separations

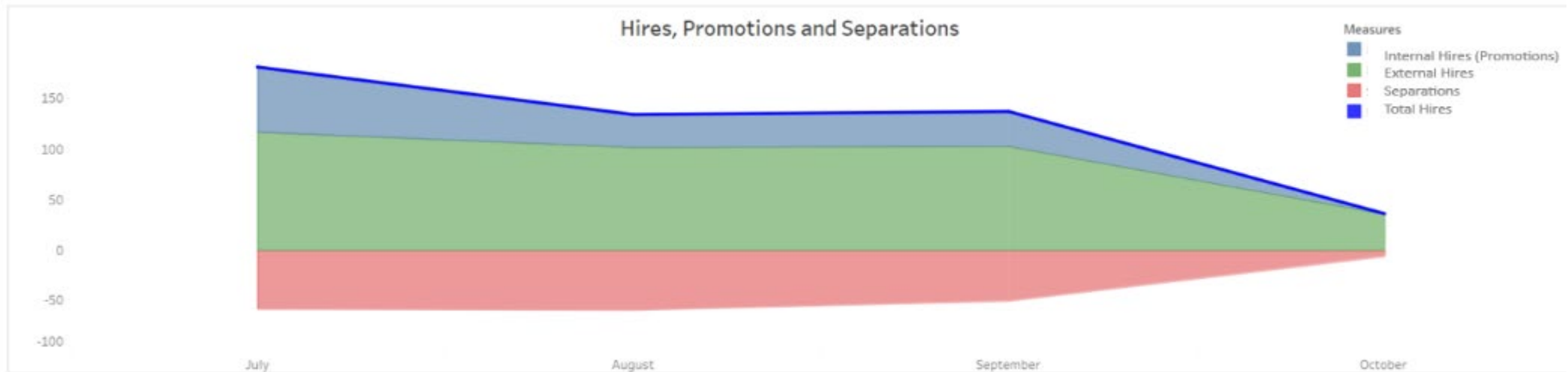
Headcount + 185

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	24	8	32
Operations	166	95	261
Programmed Hiring	125	6	131
Support	43	21	64
Grand Total	358	130	488

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	1	5	2	1	9
Operations	16	12	12	15	55
Programmed Hiring	12	26	31	13	82
Support	7	15	3	2	27
Grand Total	36	58	48	31	173

488 Hires: 358 external hires | 130 internal hires (promotions)

173 Separations: 36 Retirements | 58 Voluntary | 48 Involuntary | 31 Hired but Did Not Start



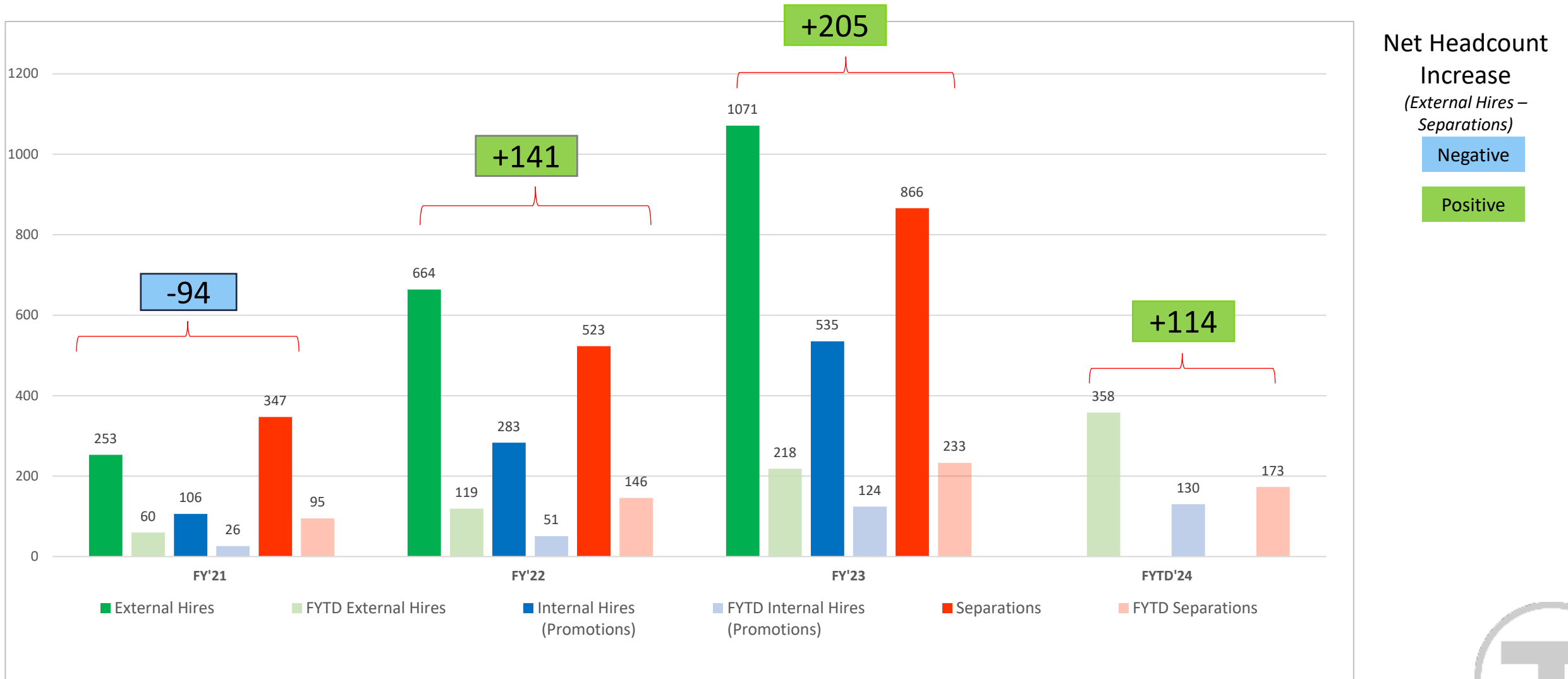
* Promotions include selection process internal hires only

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* Reorg effective 9/22 not represented



Fiscal Year 2021 - 2024 Authority-wide Hiring Actuals As of: 10/04/2023



* Promotions include selection process internal hires only



Bus Operator Training Class Update

As of: 10/04/2023

Vacancies: 295 | Target Class Size: *66

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)
- Graduating class size: 25

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)
- Current class size as of September 28: 32

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

- 10 candidates require CDP (start date October 2)
- 12 candidates ready to go that possess a CDL (start date October 16)

November Class (Class #8 with CDL Permit Training and Class #2 with increased \$30/Hourly Rate)

- 35 candidates ready to go

* As of October 2, training class cadence changed to every 8 weeks



MBTA OCC Heavy Rail Dispatcher Recruitment as of 10/03/2023

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)	51	48	3	0	0	3	1	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
Total	388	323	65	0	0	46	28	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, and four LTD Trainees
- Need four additional full-time dispatchers and five spare dispatchers
- Three interviews completed: one not selected, one selected for hire, and one pending interview until they fully meet the MERS in October
- **Current Initiative**
- Evaluating the expansion of the role to external candidates kick off meeting held 9/25. Next steps, identify additional training needs and align on MERS
- **Past 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



Appendix

Attraction: Bus Operator Marketing

Community
Newspapers



Bus Operators: Now Paying \$30^{an}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



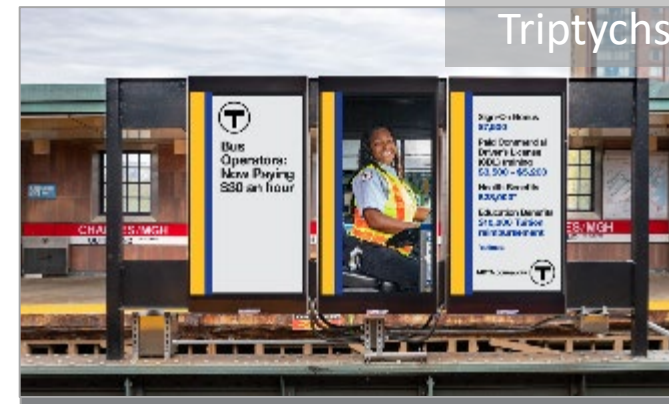
Marketing to attract candidates to bus operator roles focused on new pay rates from 589 agreement is live.

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

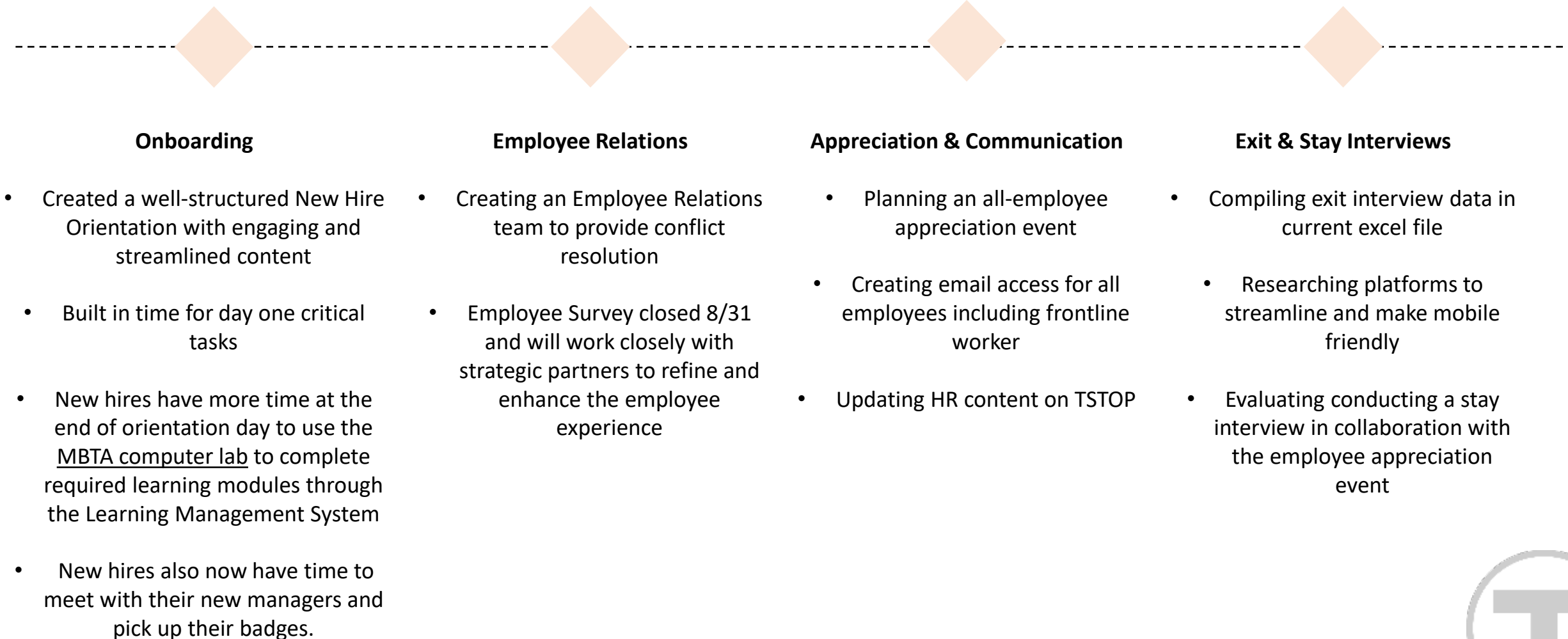
Refine and improve the employee experience by soliciting input at multiple points along the employee lifecycle.

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

Current Strategies Feedback Loop



Retention and Engagement



CY23 YTD Hiring Update

As of: 08/30/2023

1,234 Hires | 543 Separations

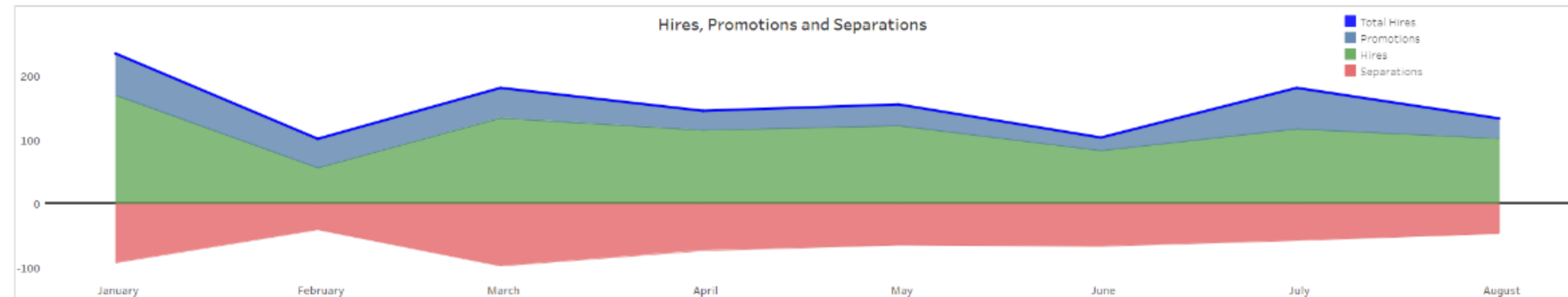
Headcount + 356

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

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
Grand Total	129	166	98	150	543

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

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



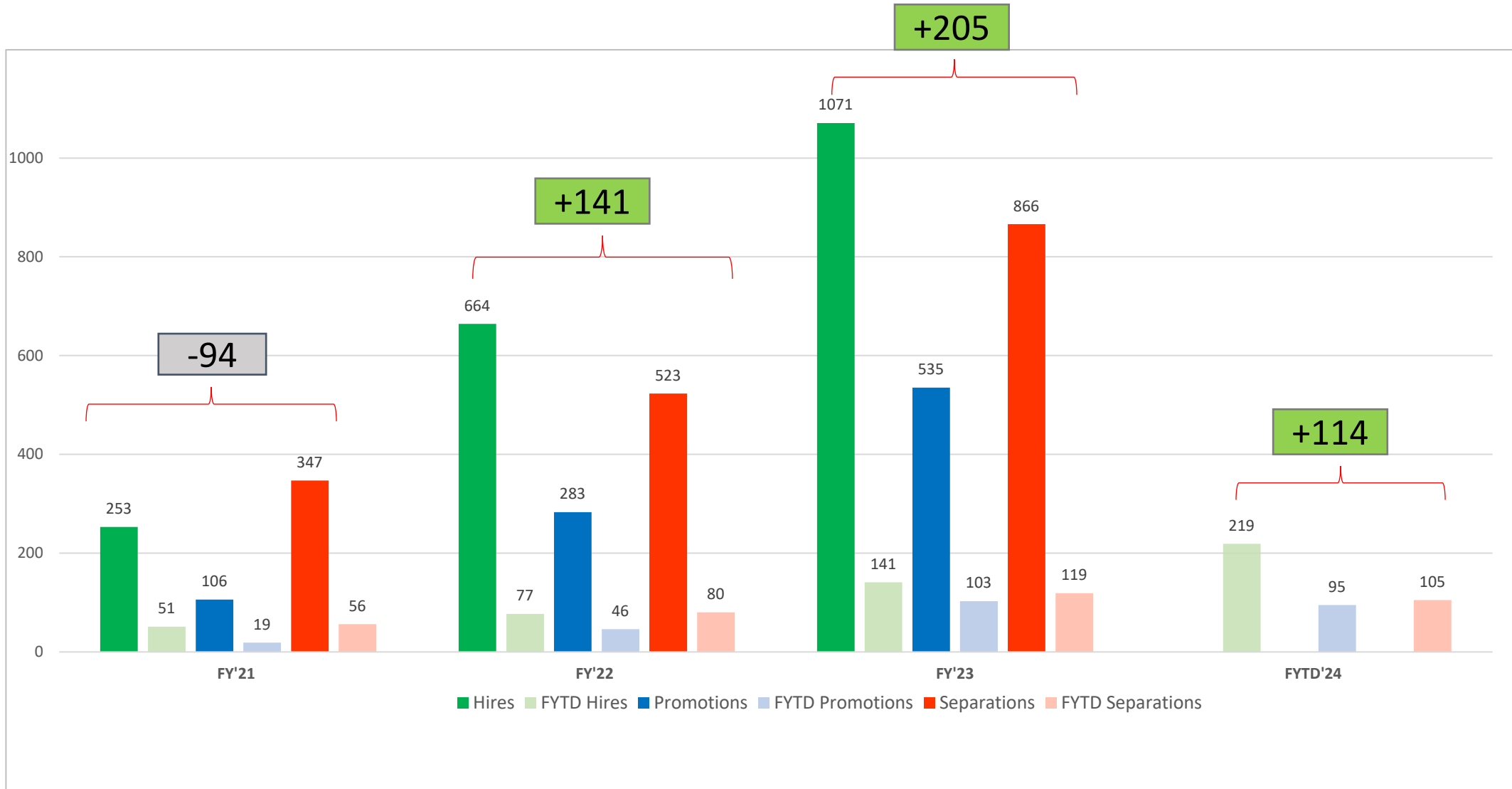
FY21 - FYTD24 Authority-wide Hiring Actuals

As of: 08/30/2023

Net Headcount Increase
(Hires – Separations)

Negative

Positive



Promotions include selection process internal hires only

Draft for Discussion & Policy Purposes Only



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
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22-18613 (06/21/22-04/10/23)	265	214	51	0	0	35	21	3	0	0	18
Total	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

