



**Massachusetts Bay  
Transportation Authority**

# Workforce Management Department

December 07, 2023

# Agenda

- **Workforce Attraction & Retention**
- **Labor Relations CBA's**

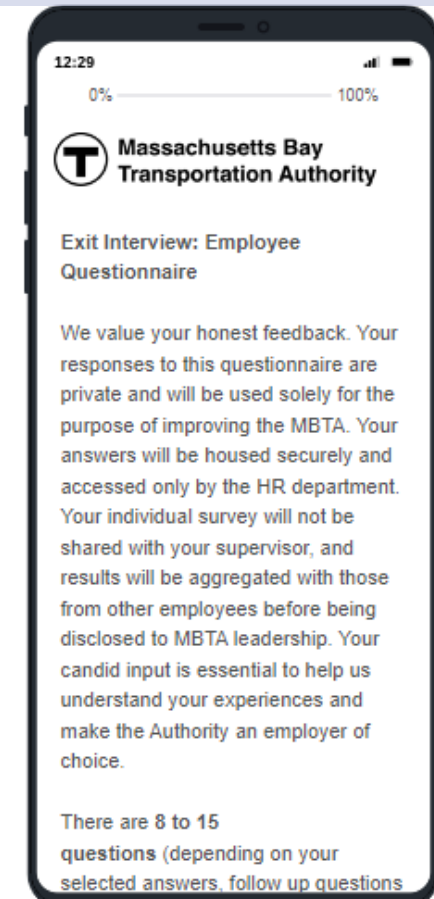
# Attraction and Retention: Exit Interview Enhancement

**Goal :** To improve employee work experience from exit interviews and gather data for analysis

**Challenge:** The facilitation of exit interviews differs by department

**Solution:** Centralize and streamline the exit interview process to better understand attrition drivers

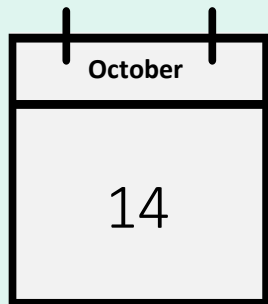
- Updated exit questionnaire to reflect industry best practices.
- Eliminating paper and physical copies, created survey using Qualtrics
  - **Mobile friendly** – link can be shared via text message.
  - **Anonymous** – does not ask for name, reusable link can't be tracked or used to identify respondents
- This efforts and these improvements will enhance employee privacy, simplify the process for employees along with better reporting.



# Attraction: Track Laborer Hiring On-the-Spot 10/14

## Goal

1-day effort to increase the number of hires



**238** resumes screened as candidates for the Track Laborer role, a critical feeder pool position for System Repairers, Trackpersons, and Forepersons in the Maintenance of Way (MOW) Department.

**118** conditional offers distributed to candidates.

**54** MBTA employees staffed the event.

**32** Track Laborers hired and started

Pre-employment, clinic appointments and background checks are ongoing.

Doubling class sizes for Track Laborers starting November. Moving from 8-10 per class to 20. Hope to get everyone through training through year end.



# Largest New Hire Class in Fiscal Year

**90** New hires started employment 11/27

**22** Bus Operators

**20** Track Laborers

**15** Rail Vehicle Maintenance Technicians

**5** Heavy Rail Operators

**5** Wireperson

**4** Fuelers

**4** Service Technicians

**2** Safety positions

**13** various other roles including Project Coordinators, Managers, and Senior Managers

Draft for Discussion & Policy Purposes Only



# Calendar Year 2023 Hiring Update

As of: 11/28/2023

**1,817 Total Hires | 684 Separations**

**Headcount + 675**

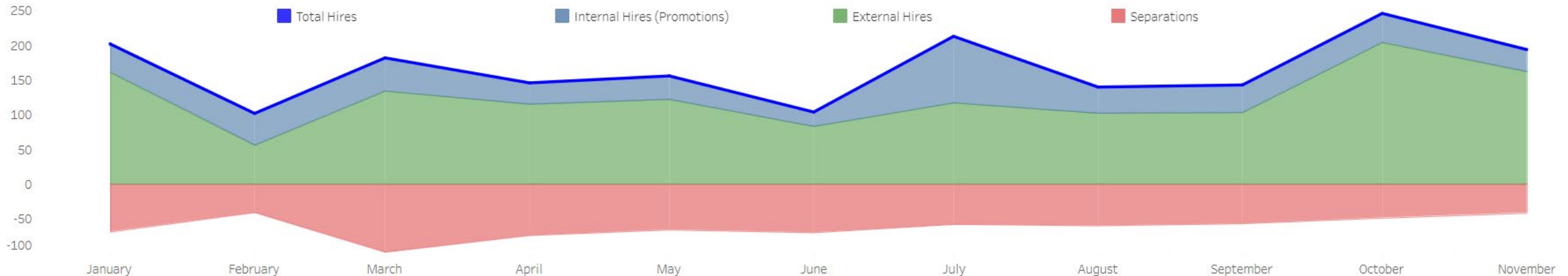
| Hiring Activity    | External Hires | Internal Hires (Promotions) | Total        |
|--------------------|----------------|-----------------------------|--------------|
| Capital            | 78             | 56                          | 134          |
| Operations         | 304            | 296                         | 600          |
| Programmed Hiring  | 782            | 24                          | 806          |
| Support            | 195            | 82                          | 277          |
| <b>Grand Total</b> | <b>1,359</b>   | <b>458</b>                  | <b>1,817</b> |

| Separations        | Retirement | Voluntary  | Involuntary | Hire Did Not Start | Total      |
|--------------------|------------|------------|-------------|--------------------|------------|
| Capital            | 11         | 27         | 4           | 4                  | 46         |
| Operations         | 54         | 32         | 19          | 9                  | 114        |
| Programmed Hiring  | 62         | 118        | 108         | 155                | 443        |
| Support            | 15         | 45         | 11          | 10                 | 81         |
| <b>Grand Total</b> | <b>142</b> | <b>222</b> | <b>142</b>  | <b>178</b>         | <b>684</b> |

1,817 Total Hires: 1,359 external hires | 458 internal hires (promotions)

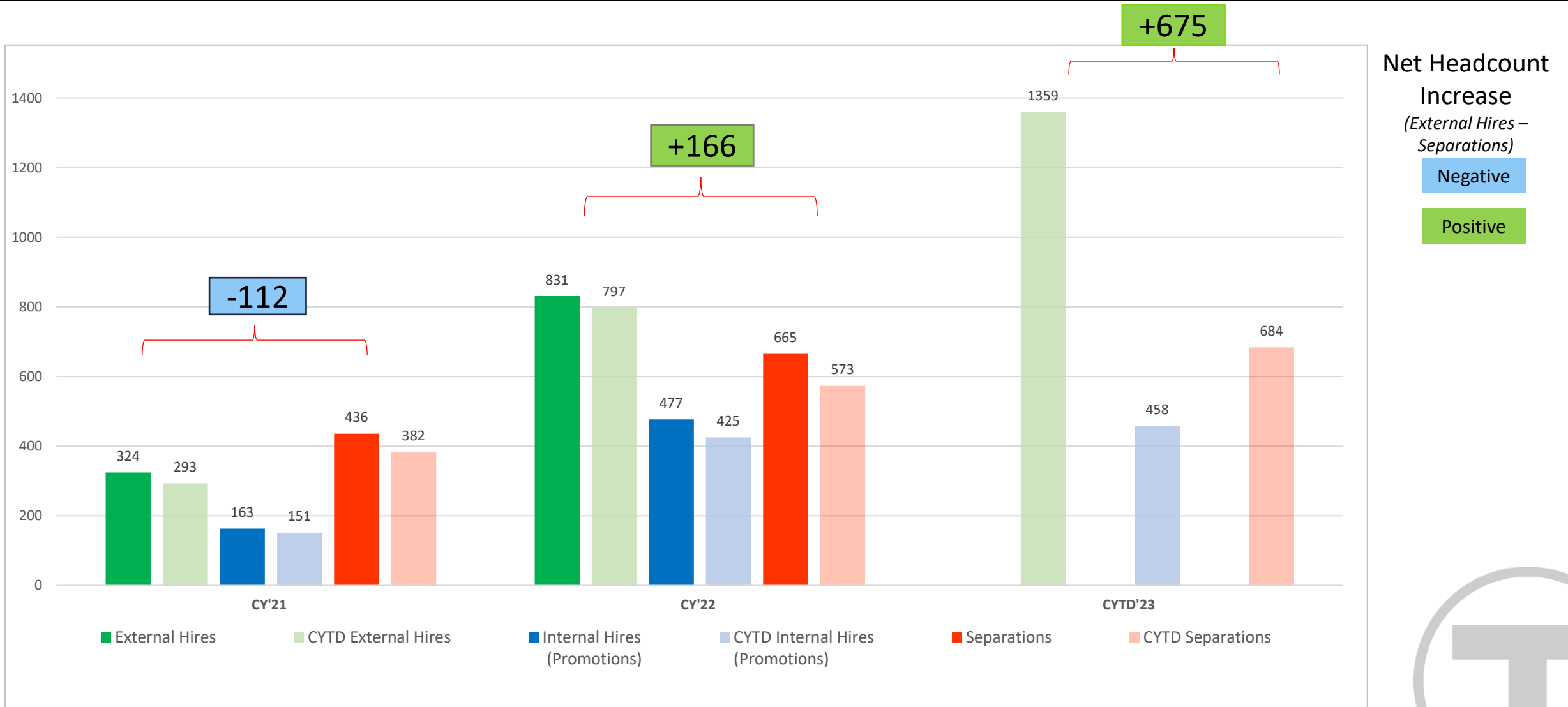
684 Separations: 142 Retirements | 222 Voluntary | 142 Involuntary | 178 Hired but Did Not Start

Hires, Promotions and Separations



# Calendar Year 2021 - 2023\* Authority-wide Hiring Actuals

As of: 11/28/2023



# Fiscal Year 2024 YTD Hiring Update

As of: 11/28/2023

**931 Total Hires | 266 Separations**

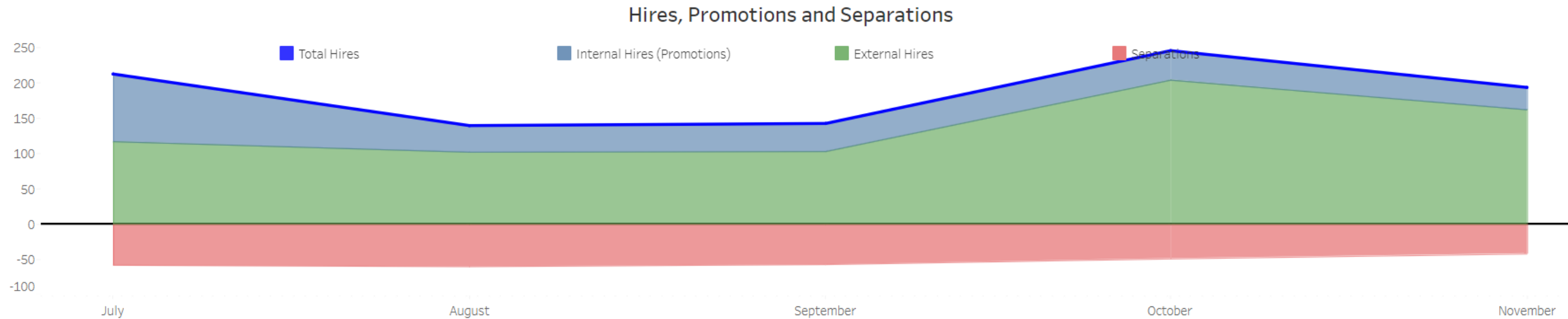
**Headcount + 422**

| Hiring Activity    | External Hires | Internal Hires (Promotions) | Total      |
|--------------------|----------------|-----------------------------|------------|
| Capital            | 35             | 25                          | 60         |
| Operations         | 183            | 161                         | 344        |
| Programmed Hiring  | 386            | 15                          | 401        |
| Support            | 84             | 42                          | 126        |
| <b>Grand Total</b> | <b>688</b>     | <b>243</b>                  | <b>931</b> |

| Separations        | Retirement | Voluntary | Involuntary | Hire Did Not Start | Total      |
|--------------------|------------|-----------|-------------|--------------------|------------|
| Capital            | 2          | 8         | 3           | 2                  | 15         |
| Operations         | 27         | 13        | 9           | 5                  | 54         |
| Programmed Hiring  | 16         | 47        | 58          | 39                 | 160        |
| Support            | 8          | 20        | 5           | 4                  | 37         |
| <b>Grand Total</b> | <b>53</b>  | <b>88</b> | <b>75</b>   | <b>50</b>          | <b>266</b> |

931 Hires: 688 external hires | 243 internal hires (promotions)

266 Separations: 53 Retirements | 88 Voluntary | 75 Involuntary | 50 Hired but Did Not Start



\* Promotions include selection process internal hires only

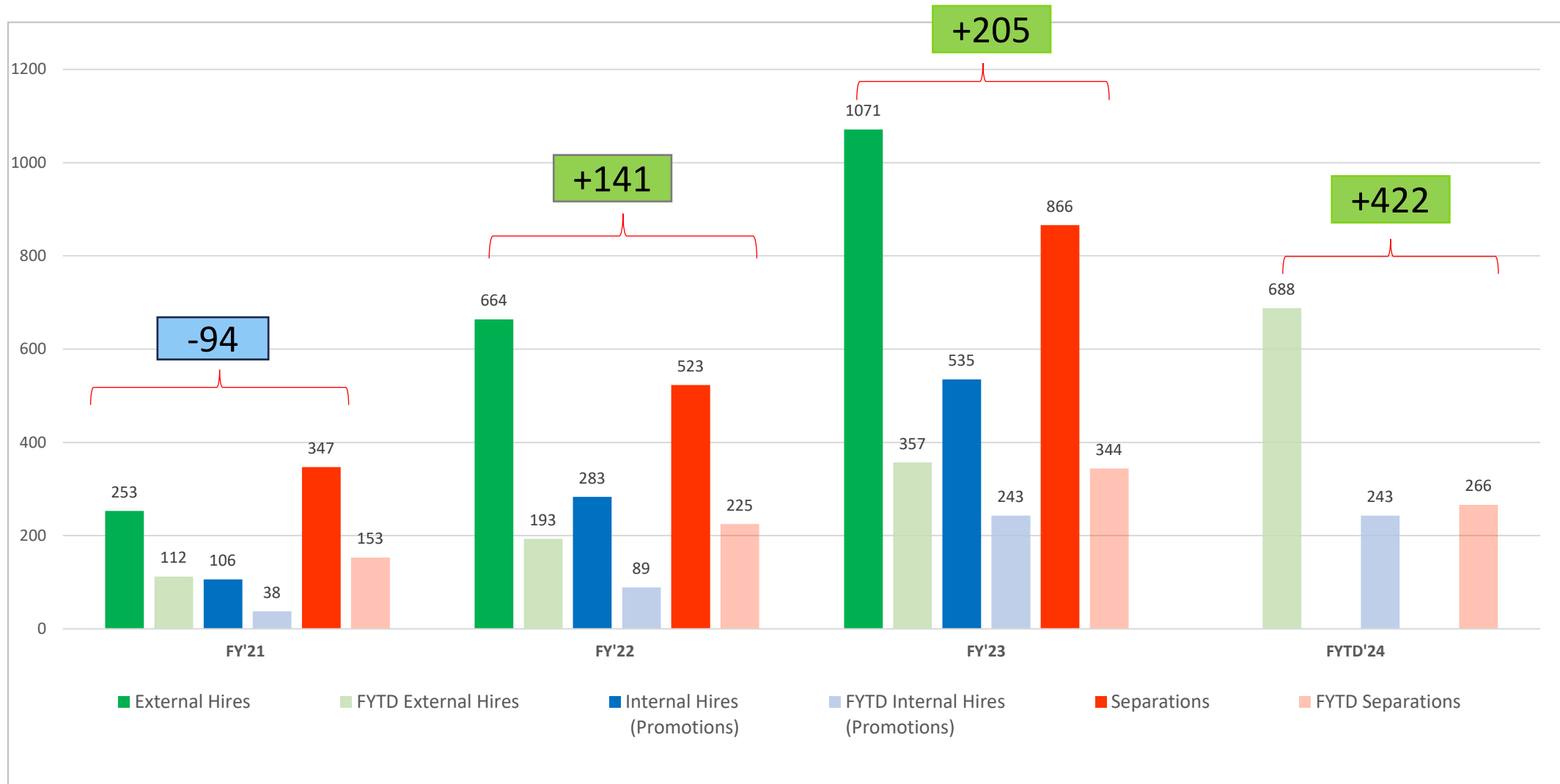
Draft for Discussion & Policy Purposes Only

\* Reorg effective 9/22 not represented



# Fiscal Year 2021 - 2024 Authority-wide Hiring Actuals

As of: 11/28/2023



Net Headcount Increase  
(External Hires – Separations)

Negative

Positive



# Bus Operator Training Class Update

As of: 11/28/2023

Vacancies: 225 | Target Class Size: 66

## August/September Class

- Candidates that required CDL Permit Training (start date August 21): **23**
- Candidates that possessed a CDL (start date Sept 5): **19**
- Current class size as of November 28: **27**

## \*October Class

- Candidates that required CDL Permit Training (start date October 2): **10**
- Candidates that possessed a CDL (start date October 16): **12**
- Current class size as of November 28: **19**

## November Class

- Candidates that required CDL Permit Training (start date November 13): **29**
- Candidates possessing a CDL (start date November 27): **39**
- Projected class size as of November 28: **57**

## January Class

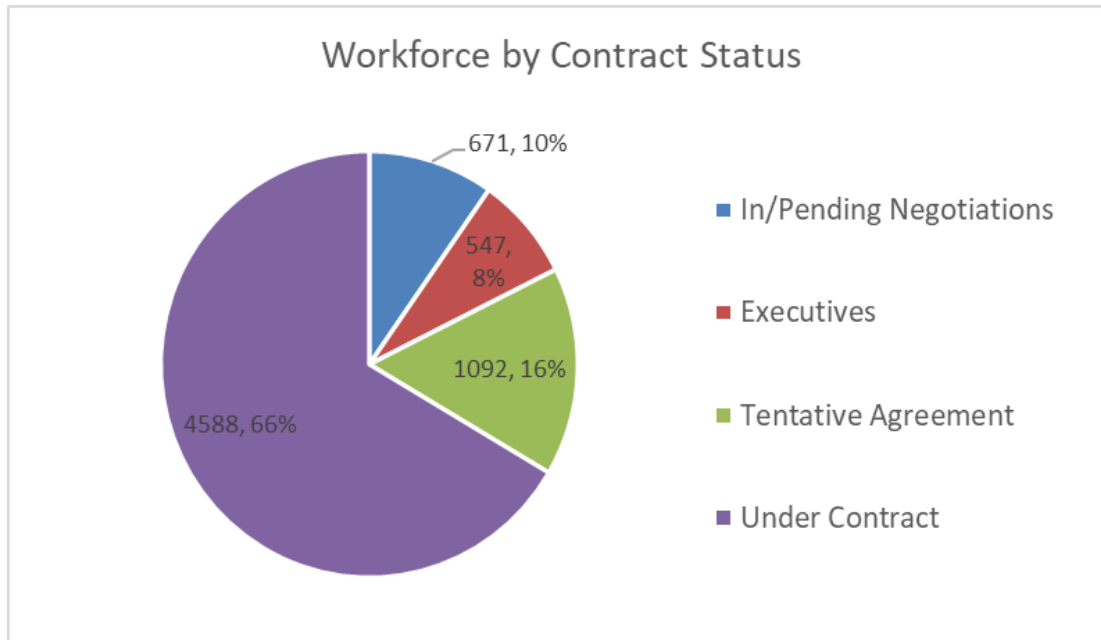
- Candidates that require CDL Permit Training (start date January 8 ): **44**
- Candidates possessing a CDL (start date January 22): **24**

\* As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks and the hourly rate changed from \$22.21 to \$30.25 per hour



# Labor Relations CBA Update

Following the historic Local 589 agreement approved in August 2023, negotiations with the remaining 15 bargaining units have continued:



- Three additional contracts have received Board Approval
- Tentative Agreements have been reached with Six Bargaining Units
- Negotiations continue with the other unions.



# Appendix



# Attraction and Retention: Bus Operators

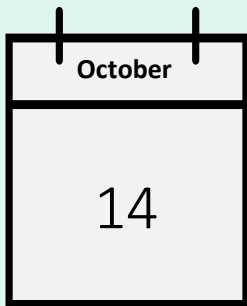
- **Launched Trainees-In- Waiting(TIW)/System Navigator Pilot Program**  
**27 System Navigators hired 10/16/2023 and will move into November training class, starting 11/13**
  - Pursuant to our recent agreement with Local 589, a new pilot classification of TIW/System Navigator was created
    - System Navigators are familiarized with the MBTA system by helping customers navigate the system and assisting with diversions
    - Hired on probationary period and assigned 40 hours of work per week
  - Reduces time from offer to Training Class start date by 4-6 weeks, based upon availability
- **Increasing Training Class Size for Bus Operators**
  - In process of increasing Bus Operator class size by more than 50% (to 100) for January 2024
- **Rehiring Bus Operator Retirees**
  - To help improve service, assist with bus diversions, and address the “split shift” challenge
  - 21 workforce assessments completed as of October 25 and currently scheduling interviews



# Attraction: Track Laborer Hiring On-the-Spot 10/14

## Goal

1-day effort to increase the number of hires



**Date:** October 14

**Time:** 10am – 3pm

**Location:** 10 Park Plaza, 2<sup>nd</sup> floor



## Hiring for: Track Laborer MBTA Maintenance of Way Department

*A critical feeder pool position for System Repairers, Trackpersons, and Forepersons in the Maintenance of Way (MOW) Department.*

### Job Description:

*The Track Laborer will perform heavy manual labor activities in all types of weather to remove, install and maintain track, including but not limited to lifting rail sections; and handling rail during curving, cutting and drilling operations.*

## Candidates completed:

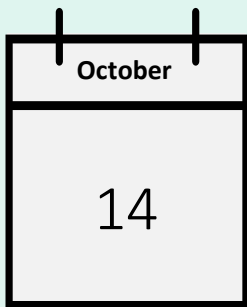
- Application & Screening
- Driving record review
- Interview
- Offer Letter
- CORI
- Background check signup
- Physical Appointment Scheduling
- Drug & Alcohol Test



# Attraction: Track Laborer Hiring On-the-Spot 10/14

## Goal

1-day effort to increase the number of hires



**54** MBTA employees staffed the event

**238** resumes screened as candidates for the Track Laborer role

**118** conditional offers distributed to candidates

### Pre-employment

- Clinic appointments scheduled and background checks initiated
- Pre-employment process expected to be completed over the next 2-4 weeks

### Training

- Doubling class sizes (from 8-10 to 20) for Track Laborers starting in November.
- Hires expected to start training by year end, dependent upon pre-employment completion



# Calendar Year 2023 Hiring Update

As of: 10/24/2023

**1,485 Total Hires | 617 Separations**

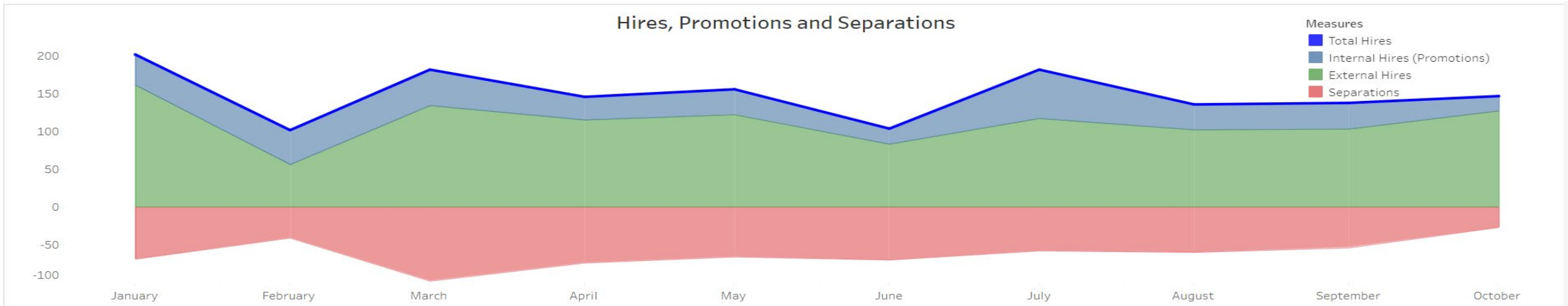
**Headcount + 503**

| Hiring Activity    | External Hires | Internal Hires (Promotions) | Total        |
|--------------------|----------------|-----------------------------|--------------|
| Capital            | 69             | 40                          | 109          |
| Operations         | 362            | 244                         | 606          |
| Programmed Hiring  | 524            | 15                          | 539          |
| Support            | 165            | 66                          | 231          |
| <b>Grand Total</b> | <b>1,120</b>   | <b>365</b>                  | <b>1,485</b> |

| Separations        | Retirement | Voluntary  | Involuntary | Hire Did Not Start | Total      |
|--------------------|------------|------------|-------------|--------------------|------------|
| Capital            | 10         | 26         | 3           | 4                  | 43         |
| Operations         | 43         | 33         | 25          | 21                 | 122        |
| Programmed Hiring  | 58         | 100        | 85          | 133                | 376        |
| Support            | 15         | 43         | 10          | 8                  | 76         |
| <b>Grand Total</b> | <b>126</b> | <b>202</b> | <b>123</b>  | <b>166</b>         | <b>617</b> |

1,485 Total Hires: 1,120 external hires | 365 internal hires (promotions)

617 Separations: 126 Retirements | 202 Voluntary | 123 Involuntary | 166 Hired but Did Not Start



\* Promotions include selection process internal hires only

Draft for Discussion & Policy Purposes Only

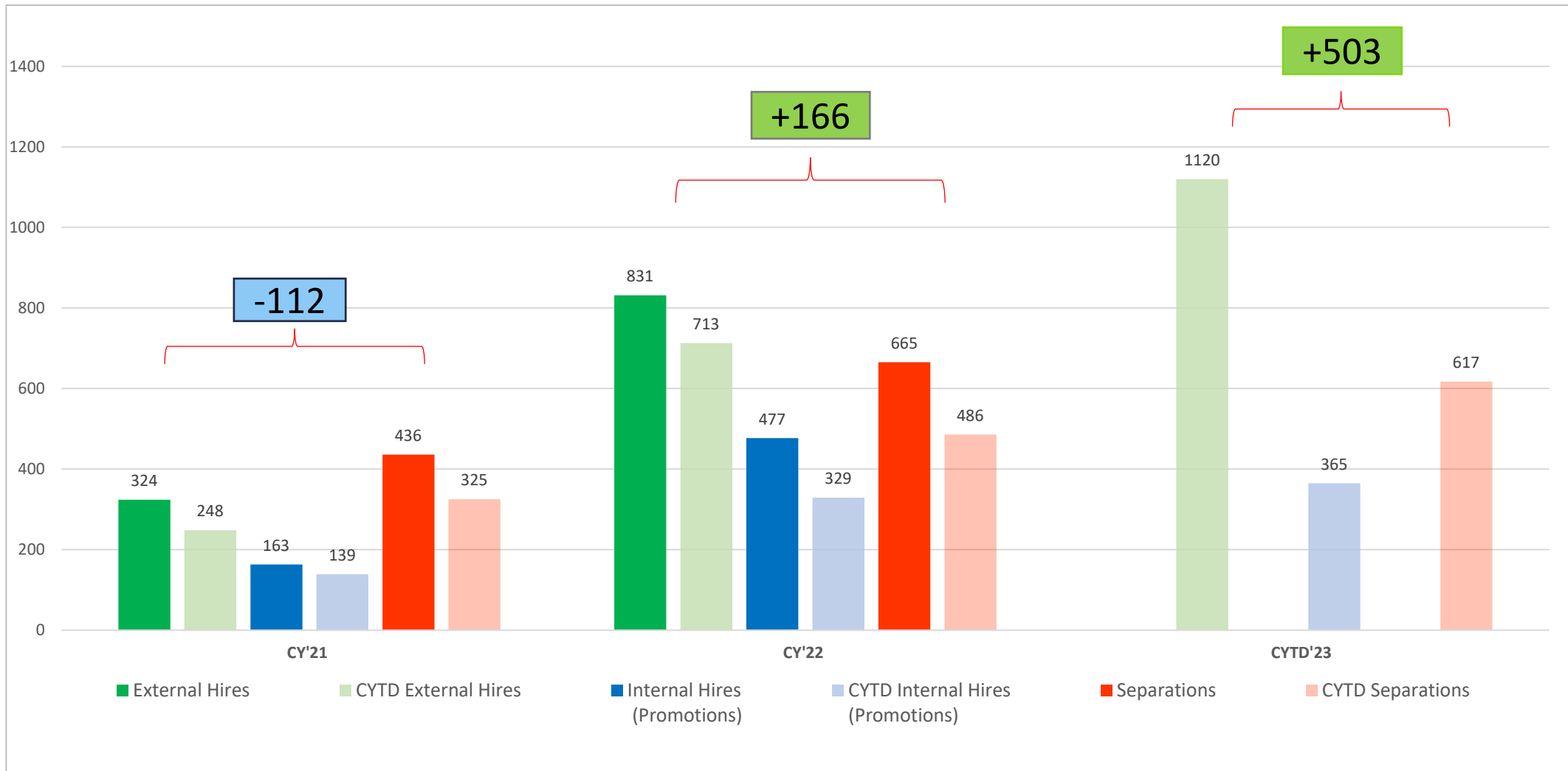
\* Calendar Year 2023 starts on 1/6 - Inauguration day.



# Calendar Year 2021 - 2023\* Authority-wide Hiring Actuals

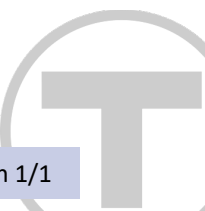
As of: 10/24/2023

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 2024 YTD Hiring Update

As of: 10/24/2023

**599 Total Hires | 199 Separations**

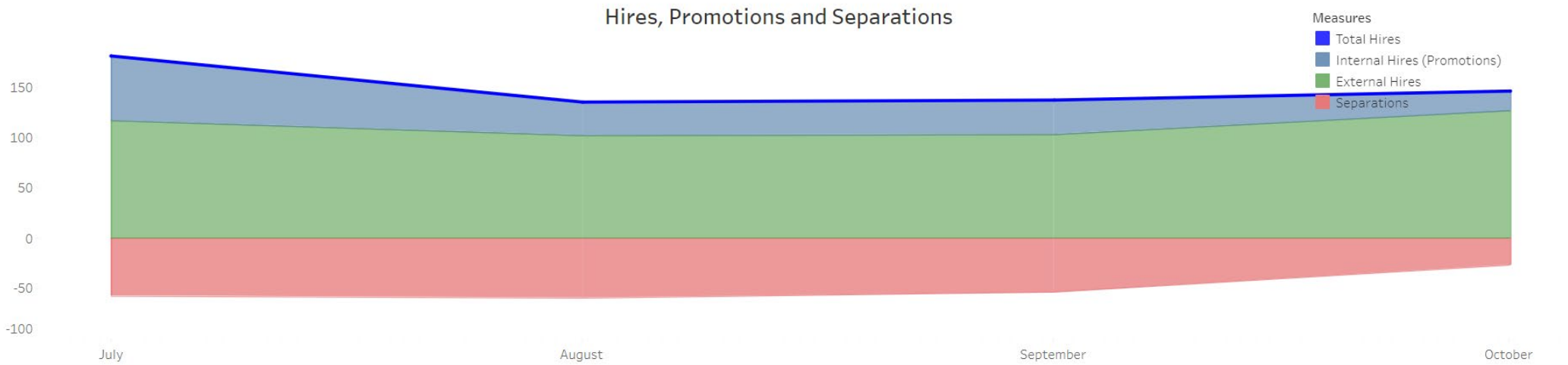
**Headcount + 250**

| Hiring Activity    | External Hires | Internal Hires (Promotions) | Total      |
|--------------------|----------------|-----------------------------|------------|
| Capital            | 26             | 9                           | 35         |
| Operations         | 241            | 109                         | 350        |
| Programmed Hiring  | 128            | 6                           | 134        |
| Support            | 54             | 26                          | 80         |
| <b>Grand Total</b> | <b>449</b>     | <b>150</b>                  | <b>599</b> |

| Separations        | Retirement | Voluntary | Involuntary | Hire Did Not Start | Total      |
|--------------------|------------|-----------|-------------|--------------------|------------|
| Capital            | 1          | 7         | 2           | 2                  | 12         |
| Operations         | 16         | 14        | 15          | 17                 | 62         |
| Programmed Hiring  | 12         | 29        | 35          | 17                 | 93         |
| Support            | 8          | 18        | 4           | 2                  | 32         |
| <b>Grand Total</b> | <b>37</b>  | <b>68</b> | <b>56</b>   | <b>38</b>          | <b>199</b> |

599 Hires: 449 external hires | 150 internal hires (promotions)

199 Separations: 37 Retirements | 68 Voluntary | 56 Involuntary | 38 Hired but Did Not Start

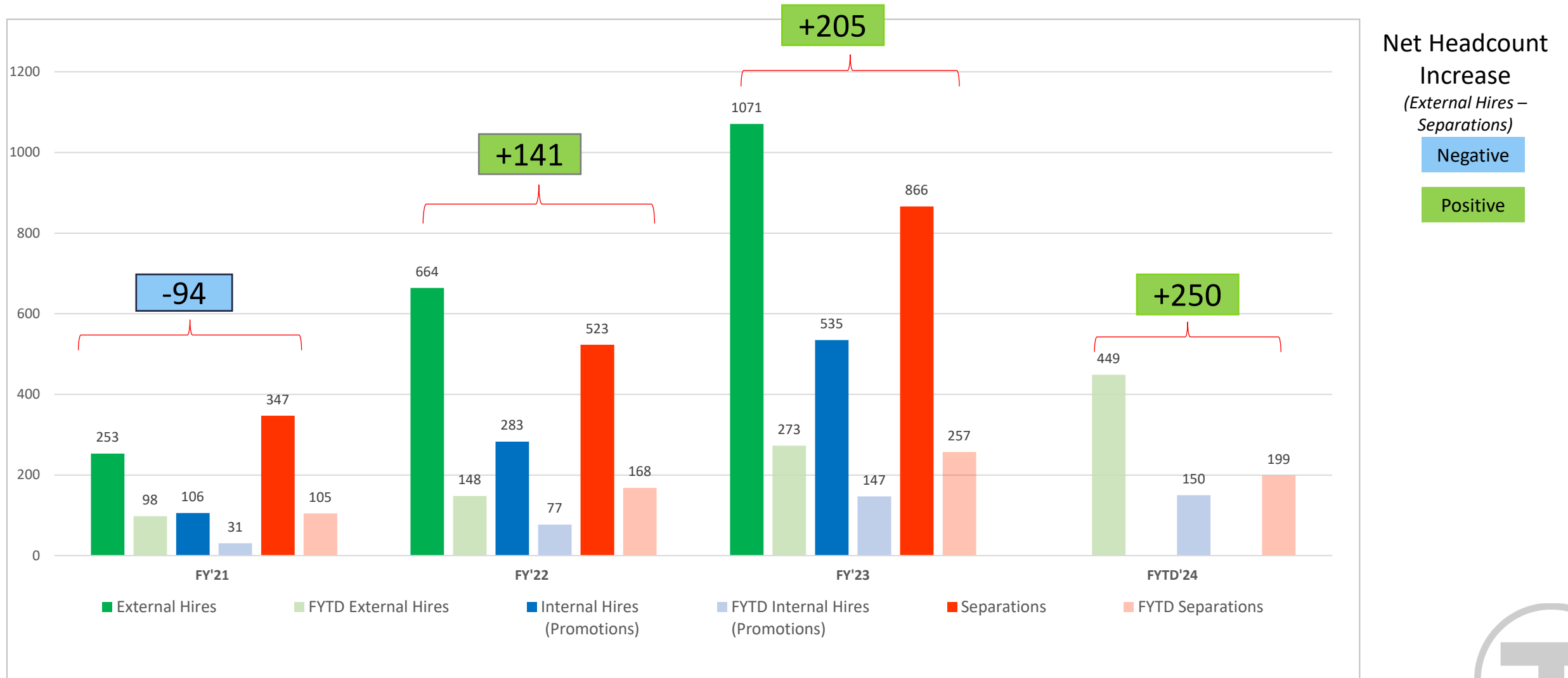


\* Promotions include selection process internal hires only

\* Reorg effective 9/22 not represented



# Fiscal Year 2021 - 2024 Authority-wide Hiring Actuals As of: 10/24/2023



\* Promotions include selection process internal hires only



# Attraction: Rail Vehicle Maintenance Technician Trainee

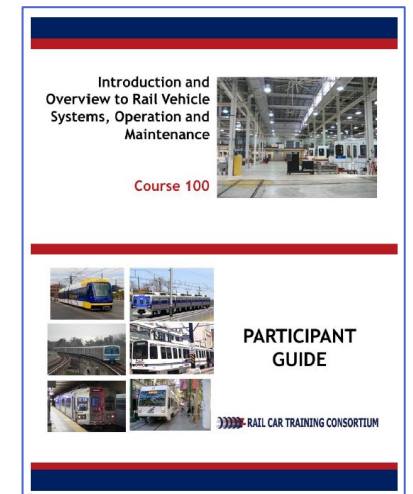
**Challenge:** Position identified as difficult to fill but imperative to department

**Solution:** Source and hire 10 vocational background trainees + 5 engaging instructors

= 1 first of its kind innovative new program to attract talent and create a feeder pipeline into the Rail Vehicle Maintenance Technician position

In partnership with Local 589, Vehicle Maintenance, and the Workforce Management Department a Rail Vehicle Maintenance Technician Trainee Program was created on October 2, 2023.

- 1 year training program consisting of 2,000 hours of both classroom and hands on training
- 5 Modules consisting of Mathematics, Basic Mechanical Theory, Electrical Theory, Safety & Industrial Hygiene, Overhead Crane, Rail Car Mover Operation and Safety, and Introduction and overview to Propulsion and Dynamic Braking System to name a few
- 2 to 1 Student to Instructor Ratio
- 10 trainees hired and started October 2, 2023
- This training program is modelled after peer agency (ex: LA Metro) programs to build own pipeline of talent



# Retention: Engineering & Maintenance Safety Series

Throughout the month of October Engineering & Maintenance (E&M) conducted Safety Series meetings in various locations for day, night, and overnight shift employees. The Workforce Management Department was invited to attend, participate, and present to **+1,000 employees**. Representatives from Human Resources engaged with the workforce to answer their questions and provide updates about the department.

## Main Topics

- Employee Concerns Hotline
- HR's open walk-in hours (Tuesday and Thursday 10AM- 2PM)
- Partnership and discounts available for childcare at the Transportation Children's Center (TCC)
- Free and safety compliant boot program for employees entering the ROW

**New Hires Accessing the ROW**  
Get your free safety compliant boots!

➔ **Follow these instructions to obtain free safety boots**  
We've got you covered literally! Your safety is our top priority and we care about keeping you protected while you work.  
At the MBTA we are committed to providing our employees with Personal Protective Equipment (PPE) so you can stay safe while on the jobsite.

➔ **Can't Access Saf-Gard?**  
If you encounter any issues with your employee ID or name on the Saf-Gard website, we can help.  
• Email [qpo@mbta.com](mailto:qpo@mbta.com)  
• Let us assist you: The Quality, Compliance and Oversight (QCO) team will promptly resolve the issue and let you know next steps.

➔ **What is a Right of Way (ROW)?**  
Property over which trains and authorized rail equipment operate, and ten feet from the centerline of track in any direction, including sidings and yards.  
Any MBTA staff member whose job responsibilities entail accessing the ROW is eligible to request boots at no cost to the employee.

➔ **Need more help?**  
If you face any additional challenges or have questions, please don't hesitate to reach out through email: [qpo@mbta.com](mailto:qpo@mbta.com)  
Your safety matters to us and we're here to ensure you have the best gear to stay protected while working on the Right of Way.

➔ **Ordering your boots is easy and here's how.**  
• Visit Saf-Gard: Go to their website <https://www.safgard.com/mbta/stores/login>  
• Input your info: Enter your employee ID and last name  
• Choose your boots: Select your preferred boots from the available options  
• Provide shipping details: Supply your shipping address and have them delivered right to your home.

**Safety is everyone's responsibility**

**Massachusetts Bay Transportation Authority**



**Transportation Children's Center**  
Leading Early Education in Boston MA

**ATTENTION MASSDOT & MBTA EMPLOYEES**

**INFANT, TODDLER, PRESCHOOL, & PRE-KINDERGARTEN PROGRAMS**  
Accepting Applications  
Full and Part Time Programs Available  
Ages 3 months-5 years

**STALE TRANSPORTATION BUILDING**  
Center Open 8:00 a.m. - 5:30 p.m.

- ◆ Established, reputable program
- ◆ 37+ years in operation
- ◆ State Model work-site program
- ◆ Affordable tuition rates
- ◆ Hands-on curriculum
- ◆ Excellent Teacher-child ratio
- ◆ Multicultural setting
- ◆ Developmental approach
- ◆ Geared to working parents
- ◆ Fenced in, roof-top playspace
- ◆ On-site, drop off/pickup
- ◆ Accessible by MBTA
- ◆ Located in theatre district by public garden

**FINANCIAL ASSISTANCE AVAILABLE TO MASSDOT & MBTA EMPLOYEES**  
Whose combined family gross income is less than \$100,000  
For additional information please call 617-973-8200  
Email: [hrare.survey@transportationchildrencenter.org](mailto:hrare.survey@transportationchildrencenter.org)  
License #9030650

**MassDOT EMPLOYEES AND MBTA EMPLOYEES HAVE FIRST PRIORITY**  
**DISCOUNTED TUITION RATES FOR STATE EMPLOYEES**  
10 Park Plaza, Suite 3330, Boston, MA 02116  
(P) 617-973-8200 (F) 617-973-8202  
<http://www.transportationchildrencenter.org/>

**Be heard. Report a concern or issue.**

**Safety Hotline**  
617-222-SAFE (7233)  
[safetynotification@mbta.com](mailto:safetynotification@mbta.com)

The MBTA's Safety Hotline is available for 24-hour confidential reporting of safety concerns, suggestions, and hazards with the potential to cause injury or death, damage to MBTA facilities and assets, or service-related impacts.

**Employee Concerns Hotline**  
617-222-MBTA (6282)  
[MBTA.ethicspoint.com](mailto:MBTA.ethicspoint.com)

The Employee Concerns Hotline is an anonymous reporting resource available for all issues regarding employee relations, fraud, ethics violations, falsification of attendance records, harassment and discrimination.

# Bus Operator Training Class Update

As of: 10/23/2023

Vacancies: 223 | Target Class Size: 66

## August/September Class

- Candidates that required CDL Permit Training (start date August 21): **23**
- Candidates that possessed a CDL (start date Sept 5): **19**
- Current class size as of October 23: **32**

## \*October Class

- Candidates that required CDL Permit Training (start date October 2): **10**
- Candidates that possessed a CDL (start date October 16): **12**
- Current class size as of October 23: **21**

## November Class

- Candidates requiring CDL Permit Training (start date November 13): **40**
- Candidates possessing a CDL (start date November 27): **21**
- Projected class size as of October 23: **61**
  - System Navigators hired October 16: **27**
  - Traditional Candidates: **34**

\* As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks and the hourly rate changed from \$22.21 to \$30.25 per hour

