



**Massachusetts Bay  
Transportation Authority**

# Workforce Management Department

February 08, 2024

# Agenda

- **Workforce Attraction & Retention**
- **Labor Relations Collective Bargaining Agreements**

# Calendar Year 2024 Hiring Update

As of: 1/29/2024

**243 Total Hires | 51 Separations**

**Headcount + 165**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	8	2	10
Operations	30	15	45
Programmed Hiring	160	5	165
Support	18	5	23
<b>Grand Total</b>	<b>216</b>	<b>27</b>	<b>243</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	0	2	0	2
Operations	7	3	3	13
Programmed Hiring	5	10	13	28
Support	1	7	0	8
<b>Grand Total</b>	<b>13</b>	<b>22</b>	<b>16</b>	<b>51</b>

243 Total Hires: 216 external hires | 27 internal hires (promotions)

40 Separations: 13 Retirements | 22 Voluntary | 16 Involuntary

\* Promotions include selection process internal hires only



# Healey Administration Hiring Update

As of: 1/29/2024

**2,036 Total Hires | 598 Separations**

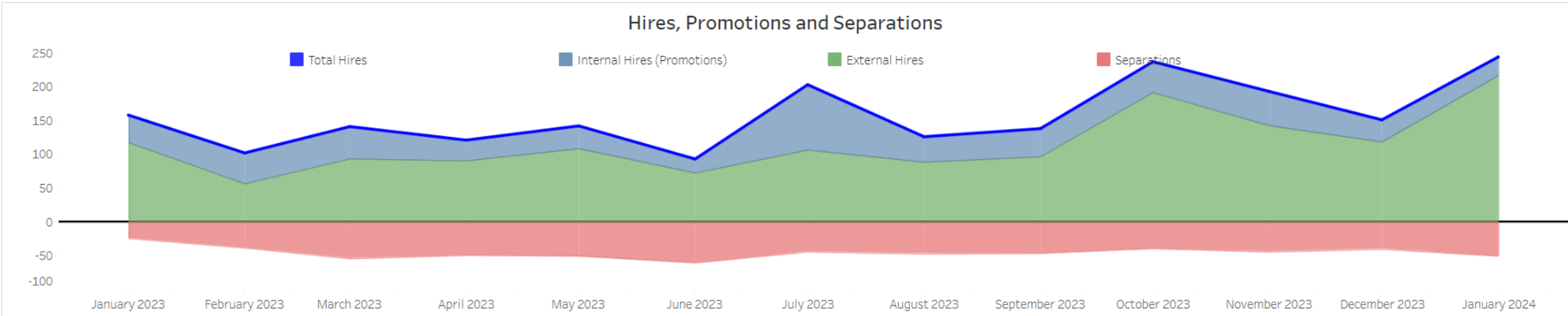
**Headcount + 895**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	86	64	
Operations	351	327	
Programmed Hiring	777	33	
Support	279	119	
<b>Grand Total</b>	<b>1,493</b>	<b>543</b>	

Separations	Retirement	Voluntary	Involuntary	Total
Capital	11	30	6	47
Operations	74	42	24	140
Programmed Hiring	76	138	113	327
Support	17	56	11	84
<b>Grand Total</b>	<b>178</b>	<b>266</b>	<b>154</b>	<b>598</b>

2,036 Total Hires: 1,493 external hires | 543 internal hires (promotions)

598 Separations: 178 Retirements | 266 Voluntary | 154 Involuntary



\* Promotions include selection process internal hires only

# Fiscal Year 2024 Hiring Update

As of: 1/29/2024

**1,285 Total Hires | 317 Separations**

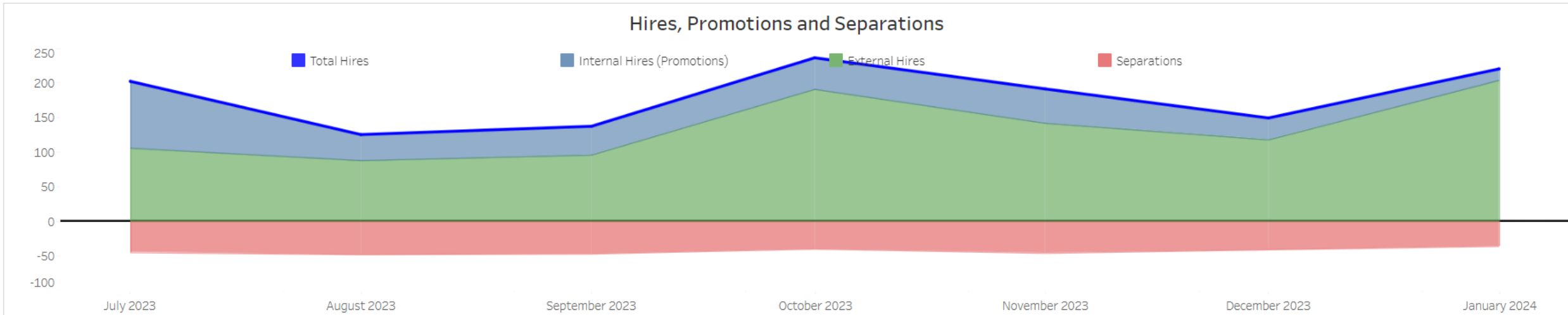
**Headcount + 640**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	45	33	78
Operations	234	192	426
Programmed Hiring	504	24	528
Support	174	79	253
<b>Grand Total</b>	<b>957</b>	<b>328</b>	<b>1,285</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	2	11	5	18
Operations	48	23	14	85
Programmed Hiring	31	67	69	167
Support	10	31	6	47
<b>Grand Total</b>	<b>91</b>	<b>132</b>	<b>94</b>	<b>317</b>

1,285 Total Hires: 957 external hires | 328 internal hires (promotions)

317 Separations: 91 Retirements | 132 Voluntary | 94 Involuntary



\* Promotions include selection process internal hires only

# Attraction: Diversity of Workforce

## External Engagement Team Upcoming Events:

### February

- 2/14 Technical School Career Fair at MassHire
- 2/15 City of Boston Office of Worker Empowerment

### March

- 3/12 Wentworth Co-Op Career Fair
- 3/21 National Aviation

### April

- 4/4 Lynn Tech Career Fair through MassHire

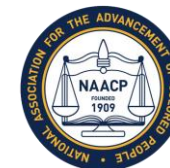


## Partnership with Professional Diversity Network (PDN)

- Job board that pulls in open MBTA positions and reaches both passive and active job seekers, connecting with diverse audiences from a variety of backgrounds
- Hosting 20+ Diversity Recruiting Events in 2024

### PDN Top Ten Performing Jobs Viewed in December 2023

- Rail Vehicle Maintenance Technicians
- Security Monitor
- Nurse Practitioner
- Employee Assistance Program Representative
- Bus Operator
- Executive Assistant
- Quality Assurance Analyst
- Senior Accountant
- Business Intelligence Analyst
- Chief of Staff for Administration



NAACP



National Urban League



# Retention: Centralized Training Governance Objective

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- Training at the MBTA has historically been de-centralized, initiated by specific departments based on individual trainings and objectives
  - This has led to a lack of standards for training, multiple training layers, lack of planning, inconsistent quality, disaggregated records, unclear accountability and increased risk of incompliance
- The Authority has identified the need to establish a unified and global organizational structure for what, when and how we manage and deliver training to our workforce
- As part of the September 22nd Memo issued by Chief of Staff: “Training administration and governance will be centralized in the Administration Division under the Workforce Department”



# Retention: Centralized Training Governance Objective

## Goals of the Executive Steering Committee (ESC) and Training Council

- Develop training scheduling process and leverage technology to include instructor and facility assignments
- Implement training-related processes and policy standards that are created by the Training Council and approved by ESC
- Review non-instructional duties of divisional training instructors to assess appropriateness of duties as they impact training capacity
- Consists of members from Learning & Development, Operations, and QCO

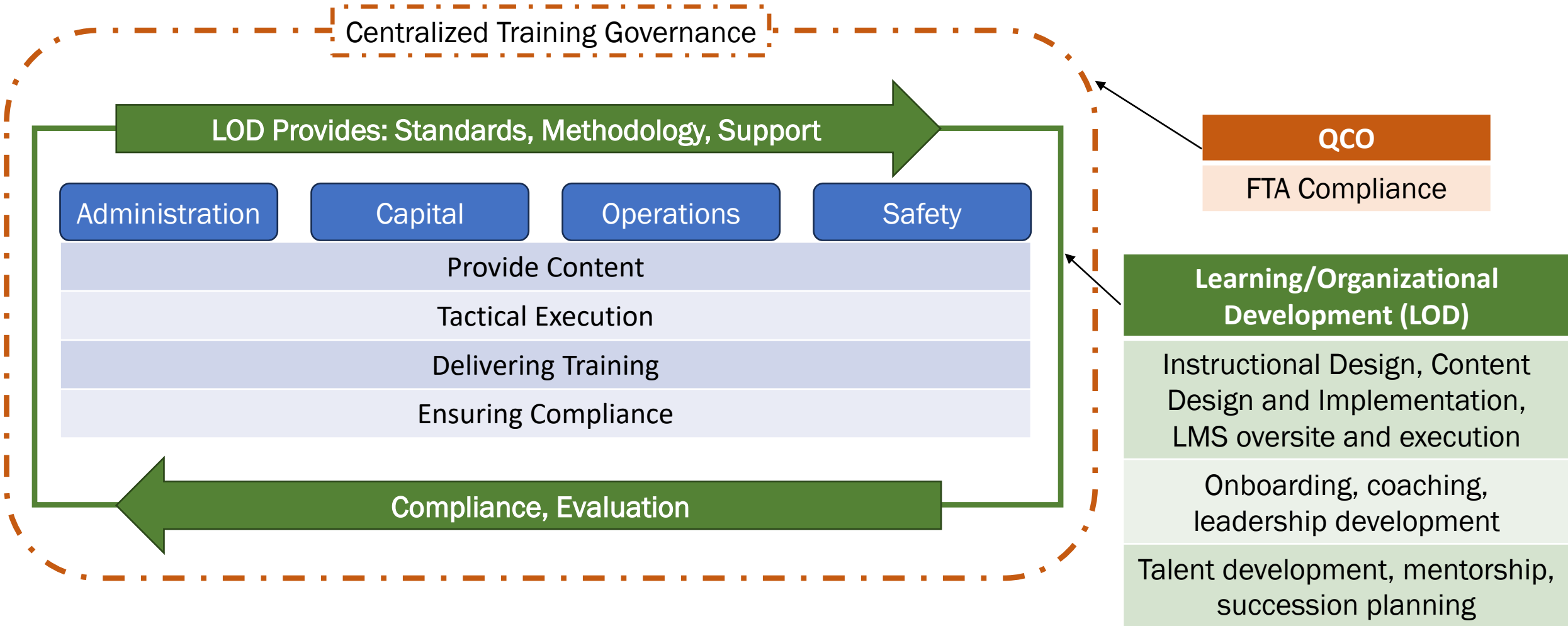
## Priorities and Intended Outcomes

- Focus on Operations
- Ensure that all training facilities have the appropriate resources for both online and instructor lead trainings
- Create guidelines that will inform content templates, standards, and style guides so that materials have the same look and feel across the various departments, including online courses
- Allow the instructors to focus more intently upon training content, delivery, and effectiveness and help to continue to provide consistent necessary training content to the workforce.





# Retention: Centralized Training Governance Objective



# Bus Operator Training Class Update

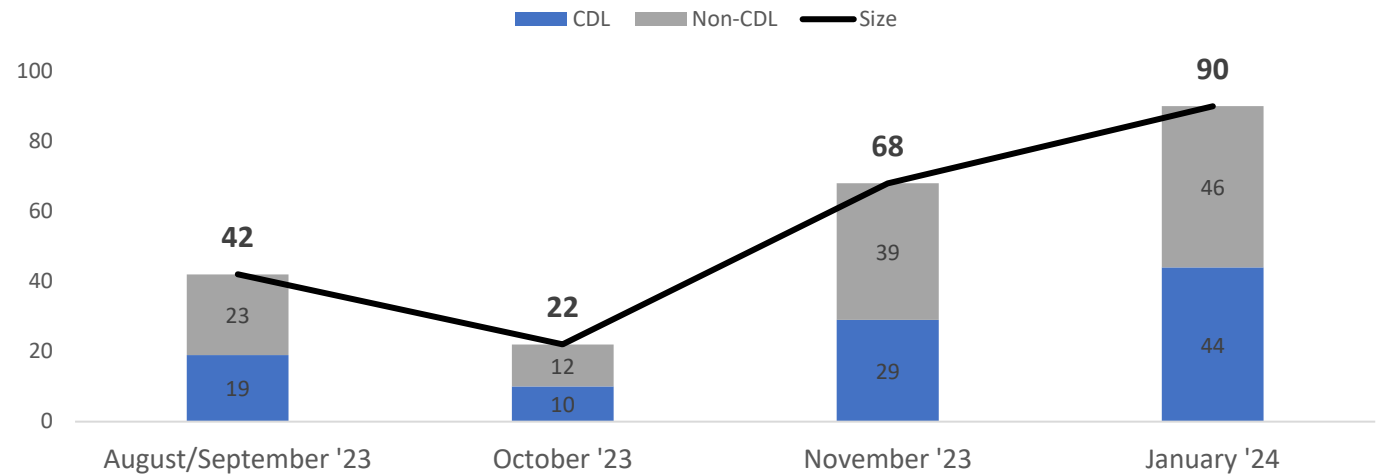
As of: 01/25/2024

**Vacancies: 170\* | Target Class Size: 100**

*\*Vacancies after accounting for current in-training employees*

- As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks.
- The Hiring team continues to progress to increase Bus Operator class sizes to 100 people starting in 2024, from the previous target of 20-30 people.

Bus Operator Training Class Size



**February 28:** Deadline for CDL Permit candidates

**March 4:** CDL Permit Training starts

**March 13:** Deadline for CDL holder candidates

**March 18:** CDL Training starts

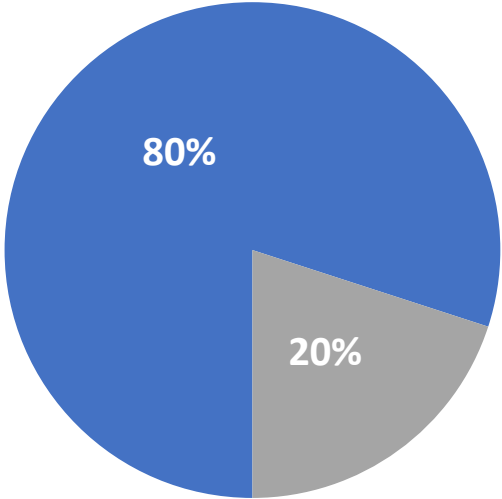
## March '24 Bus Operator Class Details



# Labor Relations

Labor Relations continues to partner with local unions to reach agreement on outstanding contracts

Percent of Affiliated Workforce Under Contract Agreement



■ Under Agreement ■ In Negotiations

Under Agreement	In Negotiations
Alliance	Building Trades
Local 104	Local 69
Local 105	Local 453*
Local 264	Local 717
Local 589	Steelworkers
Local 600	Transportation Executive Association
Local 601	
Police Association	
Sergeants Association	
Superior Officers Association	*L453 will be presented to sub-committees and Board in February for approval



# Look Ahead: Next Steps

## 2024 Workforce Strategic Planning Q1 Focus

Strategic planning for the Workforce Management Department involves aligning the Authority's Human Resources and Labor Relations resources with its overall business goals.

Next steps to ensure successful workforce strategic planning:

- Further refinement and maturity of External Engagement Team
- Continue compliance review and audit of internal records
- Begin review of skills-based hiring practices



# Appendix

# Record Hiring Achieved in Calendar Year 2023

## Hiring far exceeded prior years

Hiring (external & internal) was

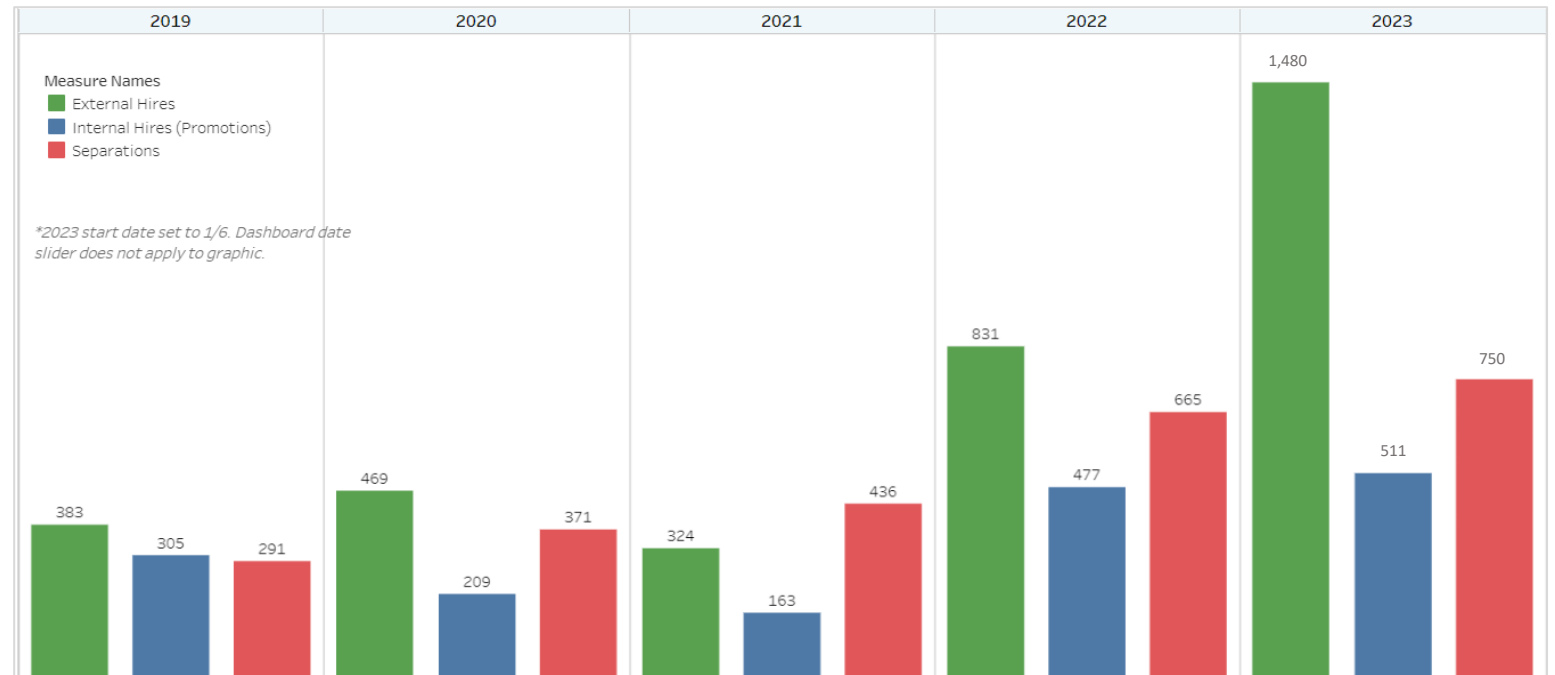
- 50% higher than in 2022
- >150% higher than 2019-2021

MBTA averaged:

- 124 external hires per month
- 42 internal hires per month

Hiring volume grew over the course of the year, averaging 162 monthly external hires in the past 3 months (Oct-Dec).

FYTD24 and FY23 hires are 50%+ diverse



As of: 12/30/2023

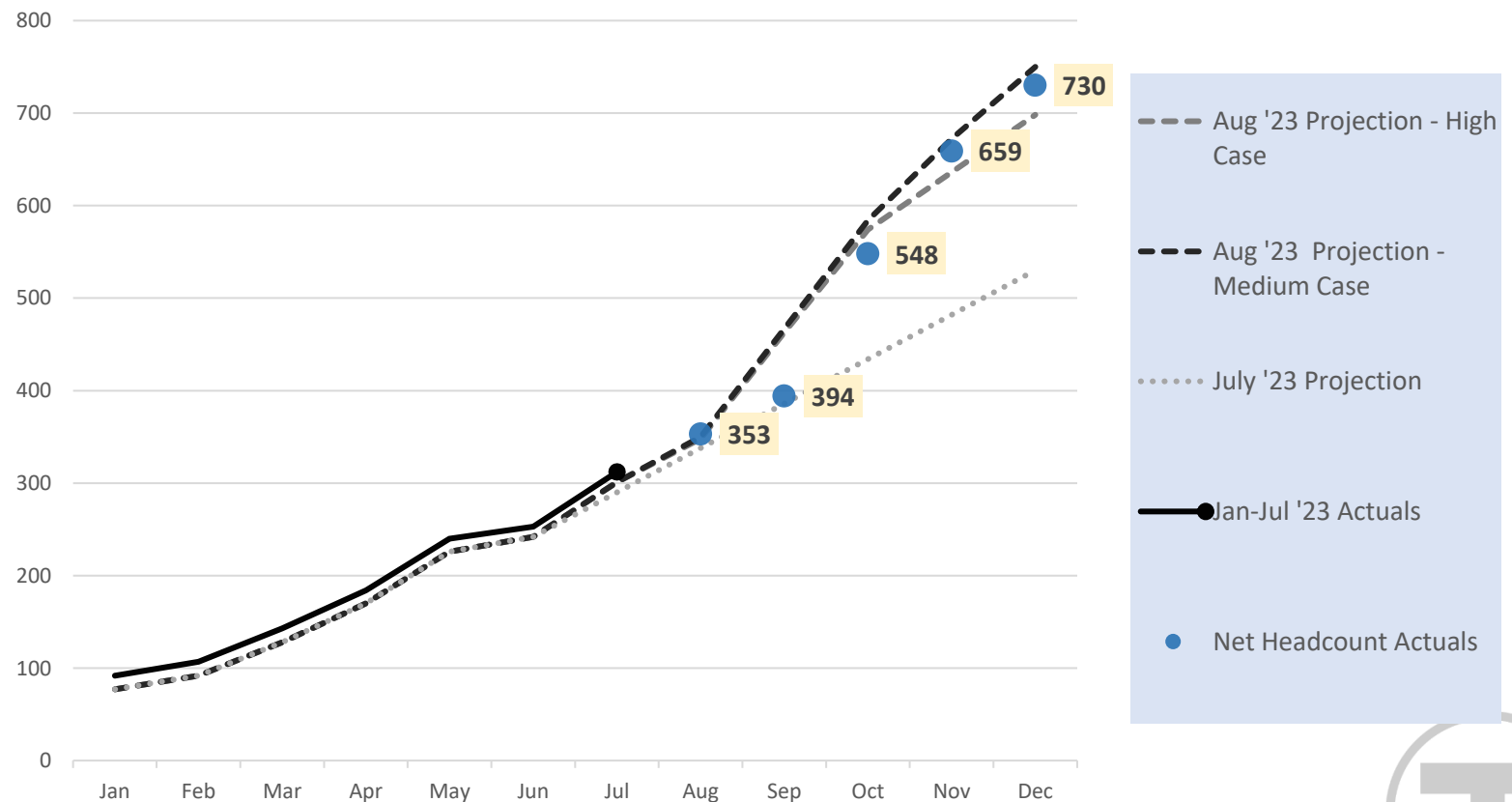


# Rebuilding the Workforce in Calendar Year 2023

MBTA headcount today is now the largest in recent history.

- Record headcount increase. 7,083 employees, representing ~11% increase compared to 2022 (6,339).
- Record hiring, meeting the goal of hiring +1000 people within the calendar year
- Implemented numerous attraction and retention initiatives

The MBTA made projections of headcount growth in July, and refreshed projections in August following the Local 589 CBA. Headcount growth exceeded "Medium Case" projection of +698 and reaching 97% of the "High Case" projection of +750.



Draft for Discussion & Policy Purposes Only

As of: 12/30/2023



# Calendar Year 2023 Hiring Update

As of: 12/30/2023

**1,991 Total Hires | 750 Separations**

**Headcount + 730**

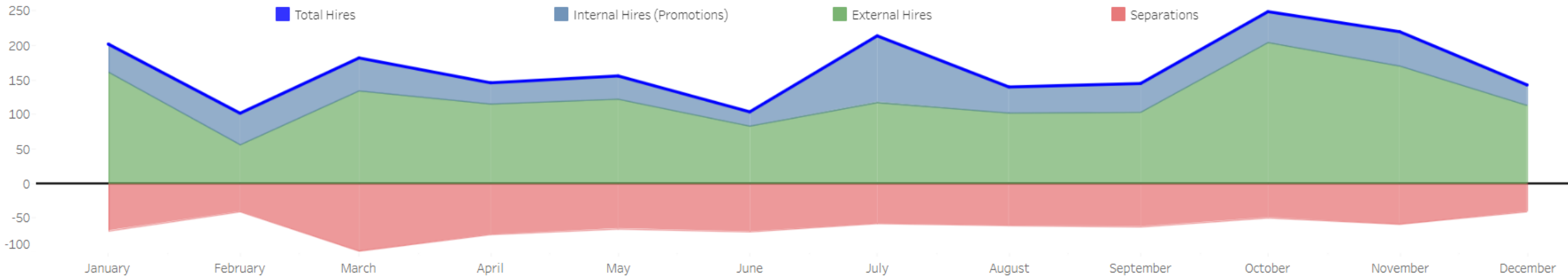
Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	80	60	140
Operations	340	311	651
Programmed Hiring	789	28	817
Support	271	112	383
<b>Grand Total</b>	<b>1,480</b>	<b>511</b>	<b>1,991</b>

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	11	28	6	5	50
Operations	62	36	21	10	129
Programmed Hiring	68	124	123	163	478
Support	16	49	13	15	93
<b>Grand Total</b>	<b>157</b>	<b>237</b>	<b>163</b>	<b>193</b>	<b>750</b>

1,991 Total Hires: 1,480 external hires | 511 internal hires (promotions)

750 Separations: 157 Retirements | 237 Voluntary | 163 Involuntary | 193 Hired but Did Not Start

Hires, Promotions and Separations



\* Promotions include selection process internal hires only

Draft for Discussion & Policy Purposes Only

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



# Historic 2023 Collective Bargaining Agreements

## Transformative Pension Agreements

- MBTA Retirement Fund (Main Fund) Agreement
  - First major structural reform of Fund in 40+ years of benefits, contributions, and investments
  - Goal of bringing stability to Fund and workforce
- Police Retirement Plan Agreement
  - Sworn TPD Officers covered by separate pension agreement
  - Maintained fiscal stability and enhanced benefits

## Historic Collective Bargaining Agreement with Local 589

- Earliest agreement in contract cycle between parties in 40+ years
- 18% wage increases over four years of contract
- Longevity wage increases to retain existing workforce
- Retention Bonuses to retain retirement-eligible employees
- Increase wages for new hires to attract new Operators and Motorpersons

## Eight additional unions reached agreement, with similar focus on recruitment and retention

- Lodge 264, Alliance, Local 600, Police Association, Sergeants Association, Superior Officers Association, Local 104, and Local 651
- Nearly 80% of affiliated workforce covered by these new contracts
  - Earliest in a contract cycle this percentage of workforce has been under contract in 40+ years



Gov. Healey, GM Eng, L589 Exec Board, and MBTA employees speak at announcement of MBTA-Local 589 agreement at Cabot Yard on August 2, 2023.  
Credit: boston.com



# Key Hiring & Retention Impacts of 2023 Collective Bargaining Agreements

## Hiring

**>450%**

Application volume for Bus Operators in month following 589 pay increases

Competitive pay, marketing, and improved employee experience contributed to high interest in a role which previously received low application volume.

Other 589 roles such as Light Rail Motorperson saw up to 300% increase in application volume following the CBA.

## Retention

**48%**

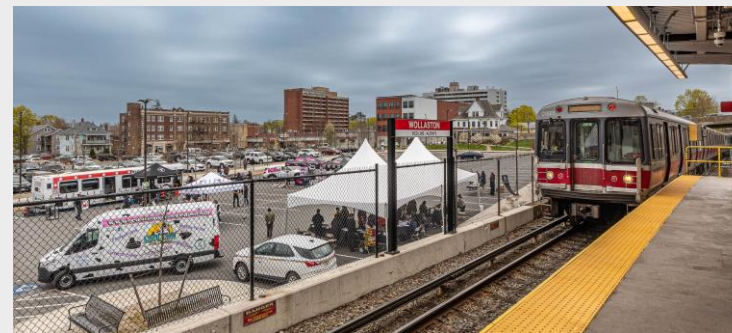
Lower attrition

, October – December attrition is **48% lower** than attrition during those months in 2022.

**234**

Employees signed up for retention bonuses

80% of eligible employees elected to sign up for retirement deferral bonuses.



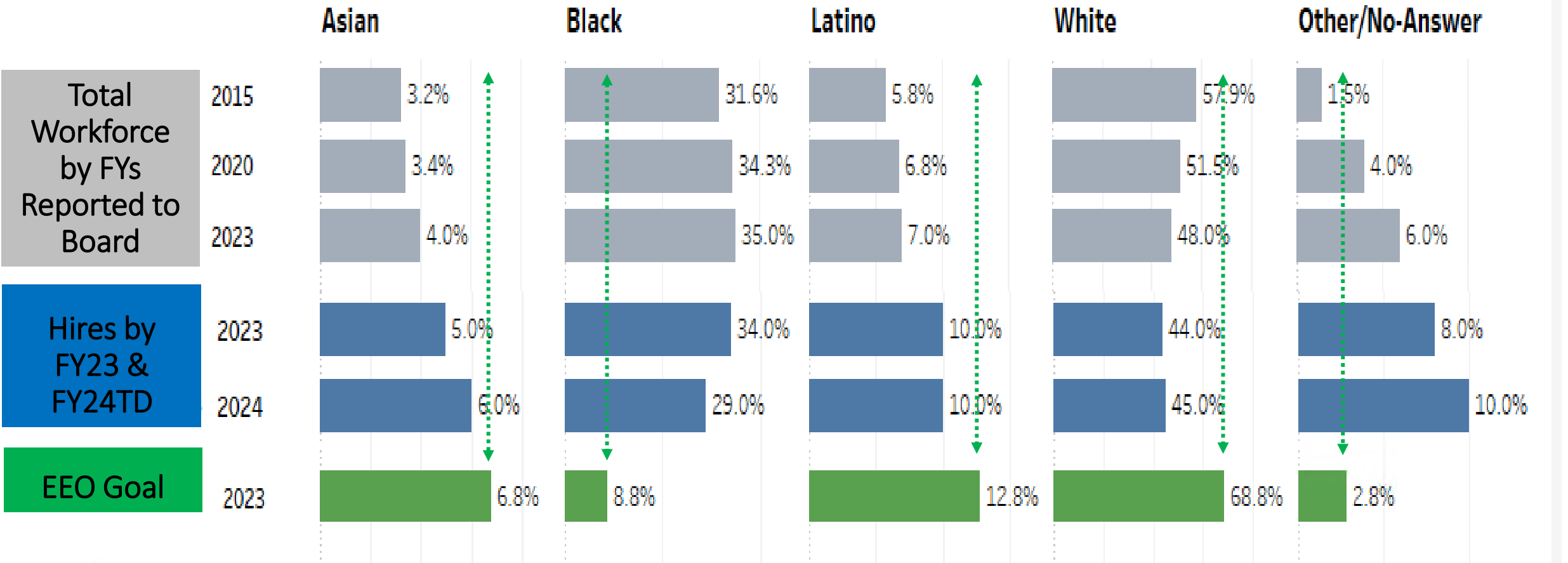
# Key 2023 Accomplishments: Attracted record number of candidates

Substantial increase in hiring volumes across the Authority to meet growing needs

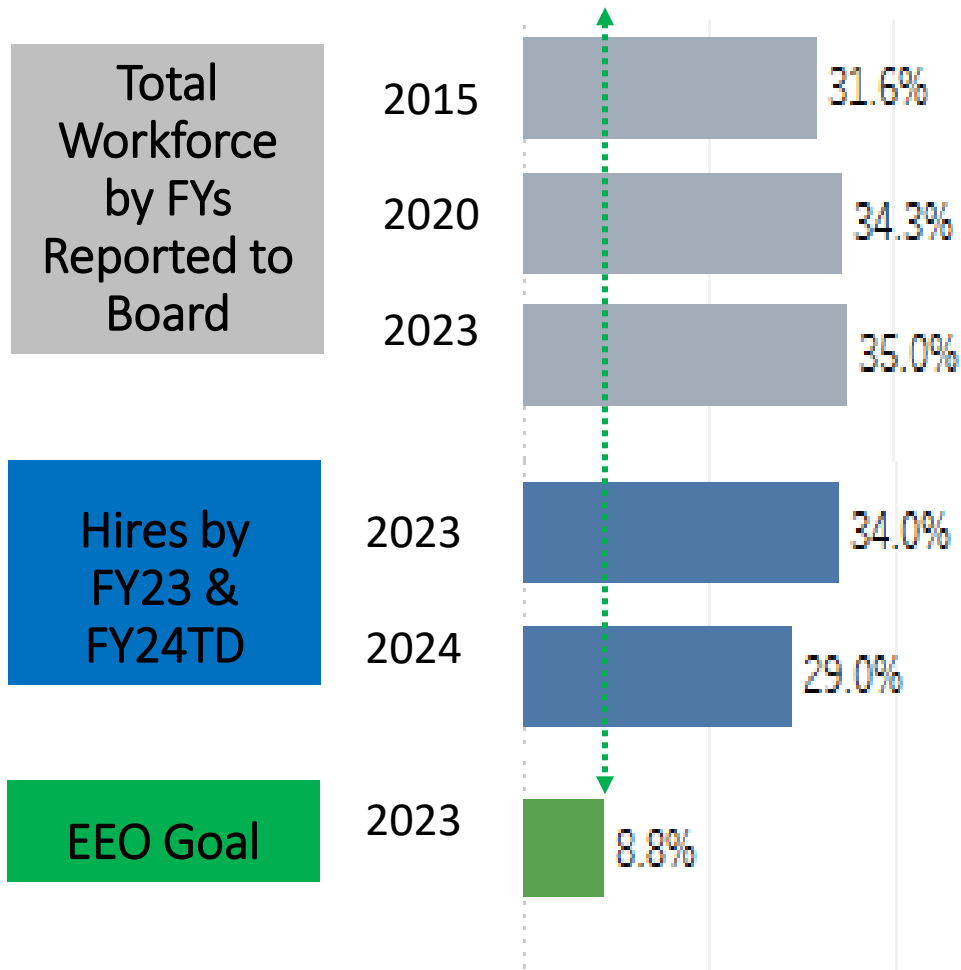
- **Drove massive growth in hiring volume;** Program hiring increased by 98% compared to prior FYTD; Operations hiring increased by 32%
- Managed 6 large-scale hiring events, including **first hiring on the spot event**, and supported candidates through the hiring process
- Managed **>600 sign-on / referral bonus payments** in conjunction with the Payroll Team throughout CY2023
  - Sign-on Bonuses: 501 Sign-On Bonus Installments Paid
  - Referral Bonuses: 109 Referral Bonus Installments Paid
- Developed interim FY24 Hiring Plan
- Recruiting and hiring a diverse group of new employees:
  - FYTD24 and FY23 hires are **50%+ diverse**
  - Exceeding our EEO goal by nearly double
  - Reflecting the rich diversity of the riders we serve



# Trends in MBTA Hires & Workforce by Race / Ethnicity



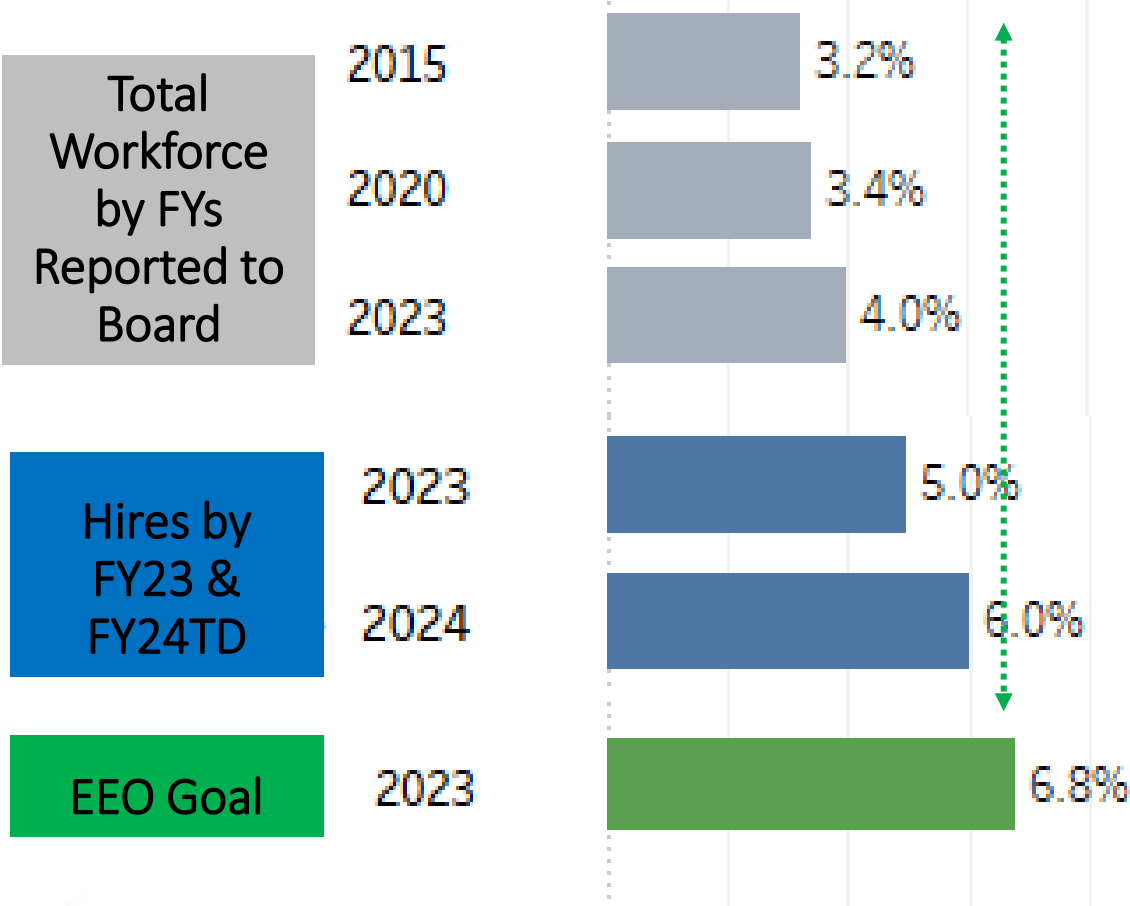
# Trends in MBTA Hires & Workforce for Black & African Americans



Current Black & African American MBTA workforce of 35% is approximately 400% or approximately 1,800 above the Black & African American workforce EEO goal of 8.8%.

MBTA hires of Black & African Americans in FY23 at 34% and FYTD24 at 29% continue to be well above the EEO goal.

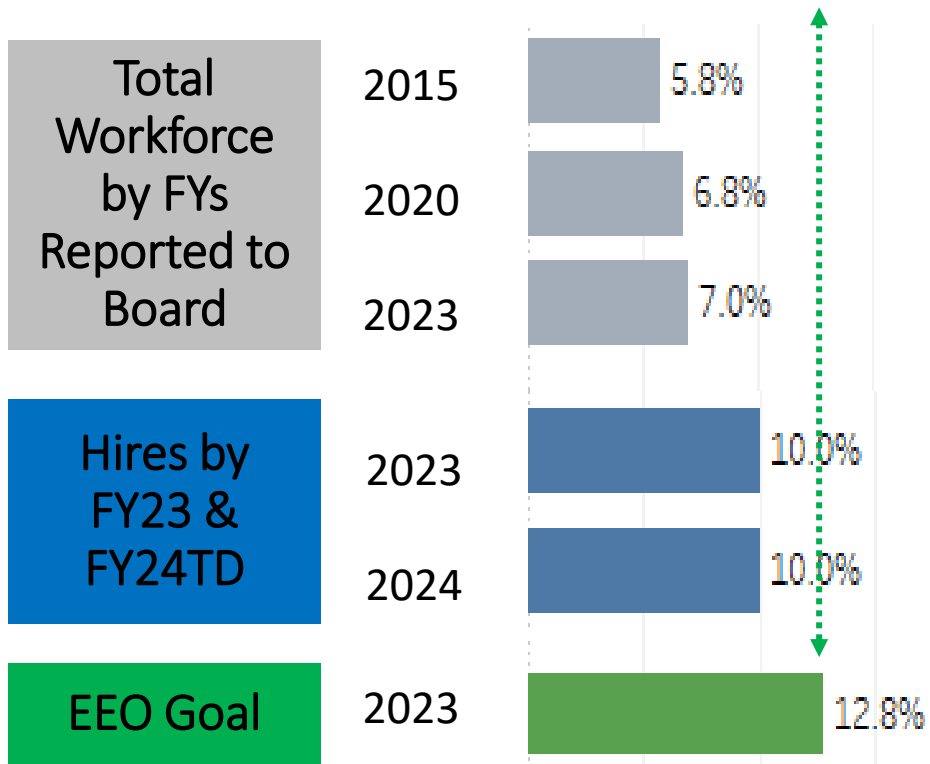
# Trends in MBTA Hires & Workforce for Asian Americans



Current MBTA Asian American workforce of 4% is approximately 60% of the Asian American workforce EEO goal of 6.8%. Delta needed to meet EEO goal is approximately 200 employees.

MBTA hires of Asian Americans trending positively in FY23 at 5% and FYTD24 at 6% towards meeting the EEO goal

# Trends in MBTA Hires & Workforce for Latinos



Current MBTA Latino workforce of 7% is approximately 55% of the Latino workforce EEO goal of 12.8%. Delta needed to meet EEO goal is approximately 400 employees.

MBTA hires of Latinos is trending positively in FY23 at 10% and FYTD24 at 10% towards meeting the EEO goal.

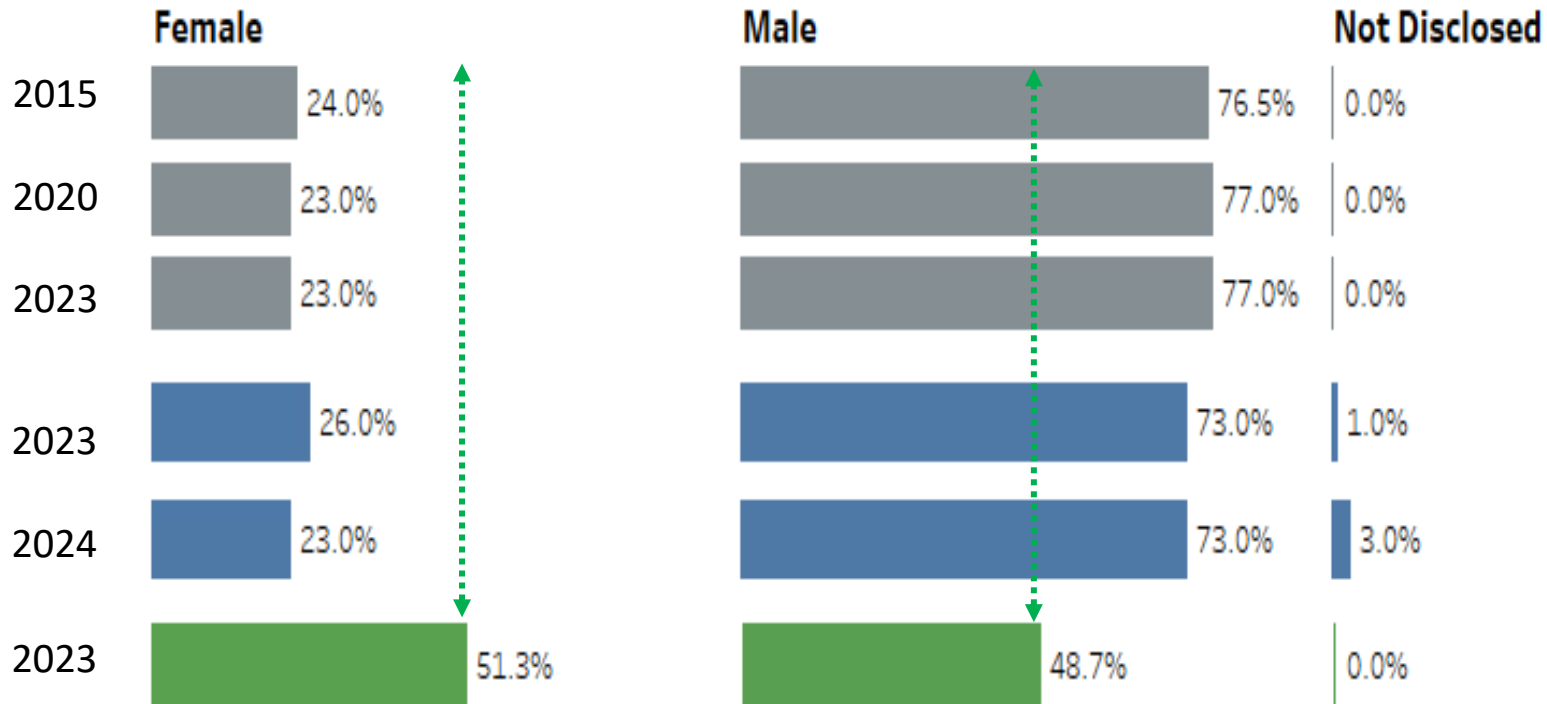
# Trends in MBTA Hires & Workforce by Gender



Total Workforce by FYs Reported to Board

Hires FY23 & FYTD24

EEO Goal

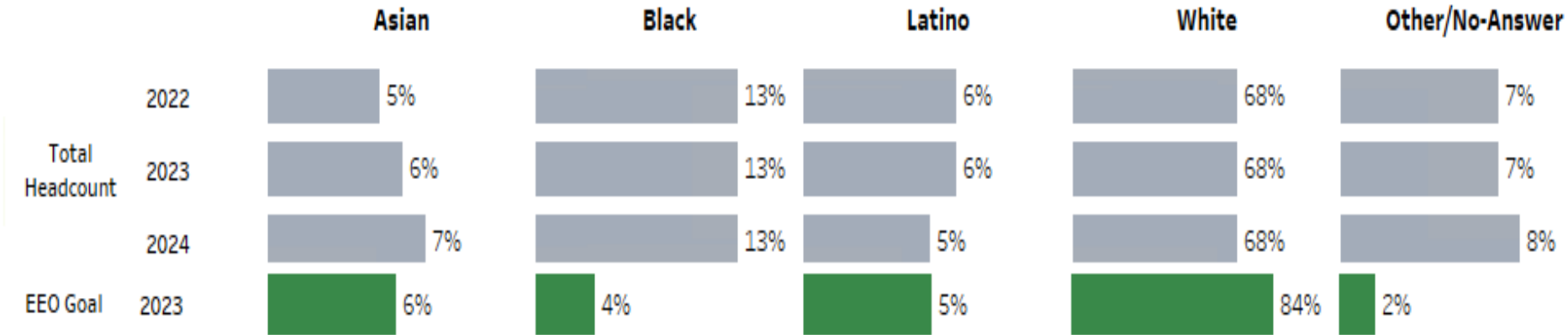


Gender representation in our workforce is consistent with the transportation sector and our peers as an area for continual improvement.

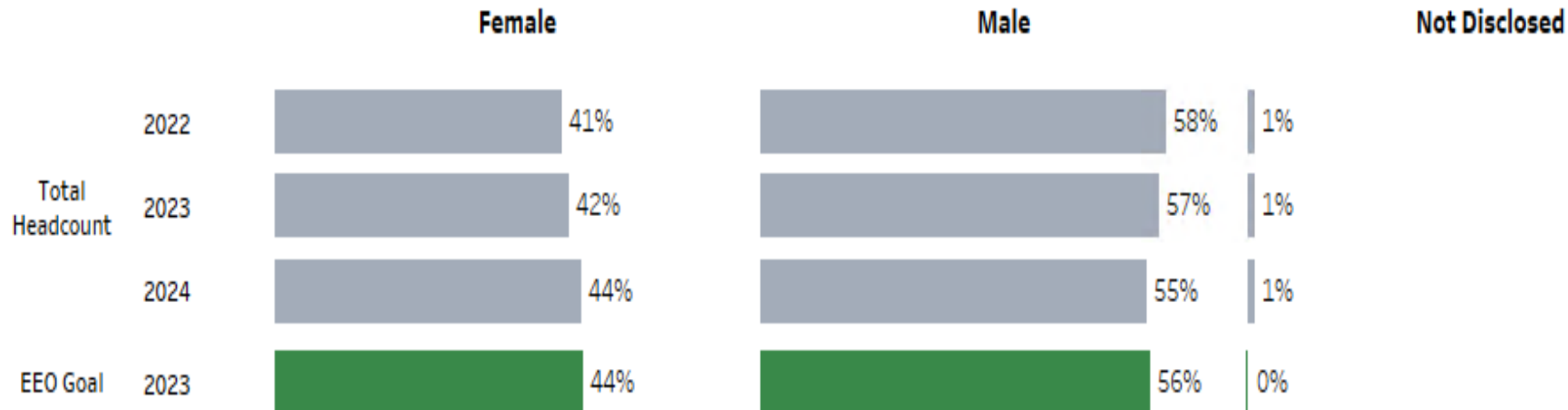
Delta needed to meet the EEO female goal is approximately 1,800 employees.



## Unaffiliated Non-Union Employees - Race / Ethnicity Comparisons



## Unaffiliated Non-Union Employees - Gender Comparisons



The current MBTA Unaffiliated (non-union) workforce total is 560.

The EEO goals are exceeded for Asian Americans and Black & African Americans.

The EEO goals are met for Latinos and Women.



# MBTA Diversity Hires & Workforce Trends Key Takeaways

- The workforce diversity of the MBTA continues to dynamically grow reflecting the commitment and intentional efforts to mirror the region's available workforce and rich diversity of riders we serve
- There are areas of success as well as opportunities for continual improvements
- Black & African American employees representation is a longstanding major strength of our current diverse workforce and pipeline of new hires
- We continue to expand the hiring of Latinos and Asian Americans into our workforce recognizing that these communities are the fastest growing in the region
- Gender representation of women in our workforce is a challenge in the transportation sector overall and among our peers, which is why we continue to make efforts to improve

# Key 2023 Accomplishments: Implemented Organizational & Cultural Change

Creation of new teams and process improvements, resulting in a more compliant, streamlined, and organizational structure

- **Merged HR and Labor into Workforce**, grew by 28 employees
- Detailed involvement in large-scale Authority reorganization
- **Developed Employee Relations and Compliance departments**
- Revamped exit interview process
- Completed agreement on MBTARF Main Pension Fund through FY28; first structural reform in 40+ years
- Launched Executive Steering Council and Training Council
- DEI Toolkit pilot with departments



# Key 2023 Accomplishments: Invested in Our Workforce

Commitment to employee development and fostering a culture of growth aimed to enhance employee experience, skillsets, and overall satisfaction



- Developed revamped onboarding process and launched check-ins for new hires
- Procured and implemented Salary.com data analytics tool
- Creation of Rail Equipment Technician Trainee program
- **Forged a historic Local 589 CBA** including pay raises and retention bonuses
- Received \$20 million to begin delivering on the Governor's Policy Initiative to expand and increase the MBTA's hiring and retention efforts
  - Training School Expansion
  - Retention Bonus: Target retirement eligible employees
  - Expansion of the Sign-on Bonus: Increase to \$7,500 and expand to include 7 of the primary entry level positions
  - Increased Entry Level Pay for Bus Operators
  - Robust Marketing Campaign
- Provided Inclusive Leadership Training to managers and leaders



# CY 2024 Look Ahead: Next Steps

## Continuing to transform the MBTA into an Employer of Choice

Training	Expand capacity & develop alignment Ex: Complete DEI Inclusive Leadership training for 1,500 managers and leaders
Retention	Build a long-term, stable workforce for the MBTA Ex: Next steps after retention bonuses, employee survey actions, Service technicians
Promotions	Building on the Feeder Pool foundation Ex: MOW promotion ladder work, training support, L&D
Measurement	Develop quantitative and qualitative feedback loops for constant improvement Ex: Employee Survey actions, People Analytics
Customer service	Improve communication to candidates, areas Ex: Employee relations team, Recruiting, Employee Hotline
Strategy	Work with departments to better understand their needs & craft a hiring strategy Ex: FY25 budgeting (HRBP), heavy rail hiring plans (Staffing), Training schedule alignment
Planning	Centralize workforce planning activities Ex: Develop 5-year hiring pro forma process which informs budgeting



# CY 2024 Look Ahead: January Bus Operator Training Class Update

As of: 12/29/2023

**Vacancies: 232\* | Target Class Size: 90 \*\***

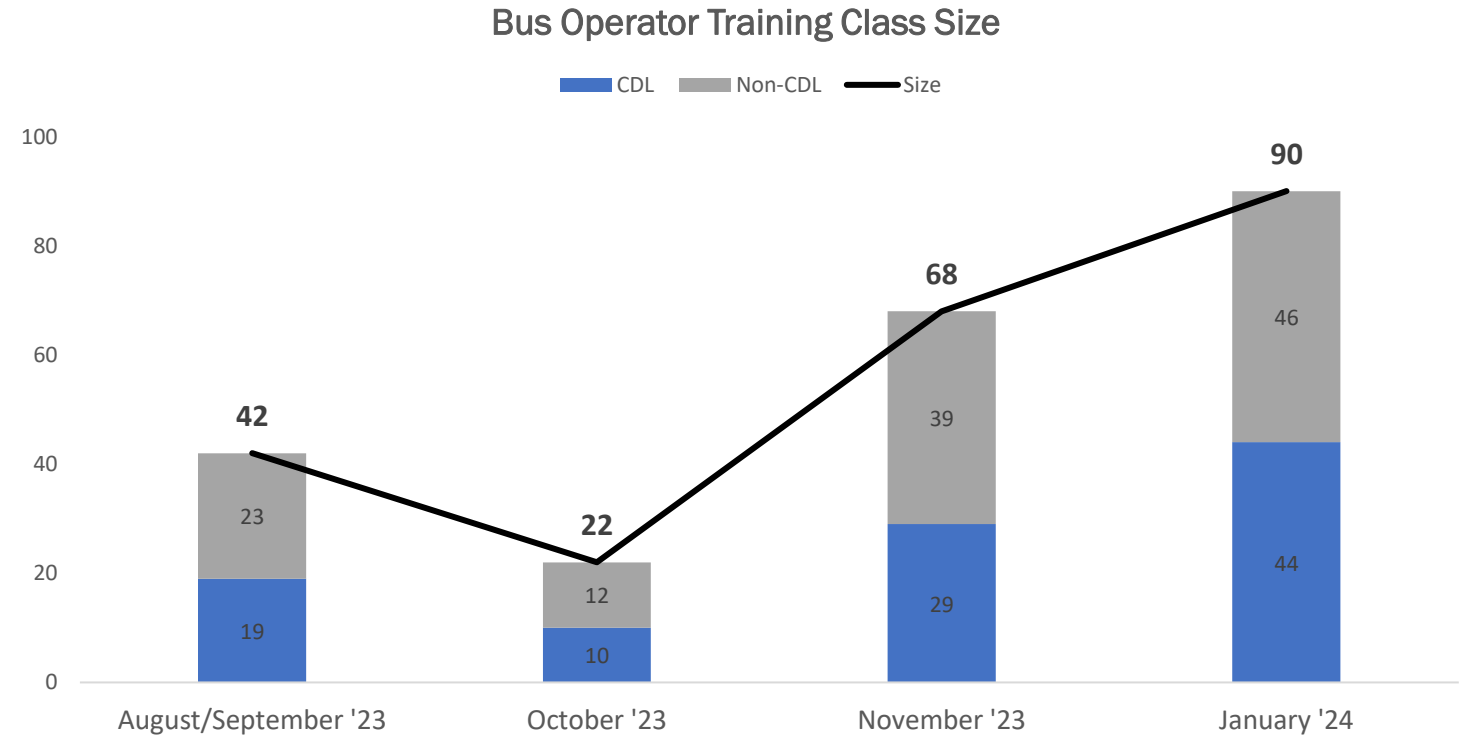
*\*Vacancies after accounting for current in-training employees*

*\*\*Target Class Size increased to 90 for January Class*

The Hiring team continues to progress to increase Bus Operator class sizes to 100 people from the previous target of 20-30 people.

Note during 2023:

- As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks.
- Hourly rate changed from \$22.21 to \$30.25 per hour.
- >450% application volume in month following L589 pay increase.



January '24 Class Details:

- Candidates that require CDL Permit Training (start date January 8): 46
- Candidates possessing a CDL (start date January 22): 44



# CY 2024 Look Ahead

Building off the momentum achieved in CY 2023 to continue the significant progress in rebuilding and fostering our diverse workforce through a strategic approach in CY 2024



## New Hire Orientation Class Size

Monday, January 8: 140

## External Engagement Events:

- Assabet Technical Institute Career Fair 1/24
- Veterans Virtual Outreach Symposium 1/25
- MassHire Merrimack Valley Career Fair 1/30
- The City of Boston Office of Workforce Empowerment 2/15
- Massachusetts Maritime Academy Center for Career & Professional Services 2/15

