



**Massachusetts Bay
Transportation Authority**

Workforce Management Department

FY24 Review & CBA Wrap-up

Ahmad Barnes, Chief Workforce Officer

Daniel Kazakis, Sr. Director of Labor Relations

August 08, 2024

Agenda

August 08, 2024

- **Hiring Updates**
- FY24 by the Numbers
- FY24: Workforce Team Accomplishments
- FY24: Collective Bargaining Wrap-up

Healey Administration Hiring Update

As of: 8/2/2024

3,054 Total Hires | 845 Separations

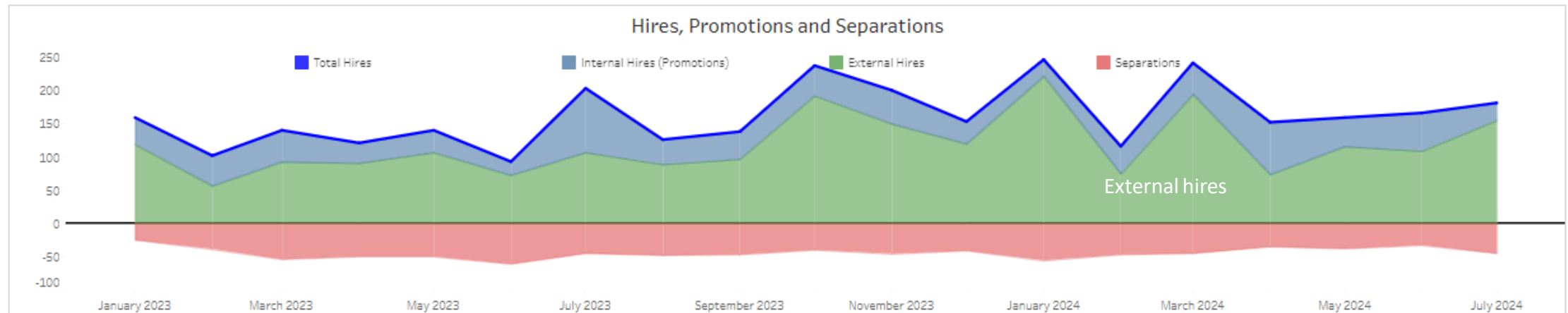
Headcount + 1,375 (Achieved Gov's goal of hiring 1,000 people)

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	113	86	199
Operations	482	541	1,023
Programmed Hiring	1,251	57	1,308
Support	374	150	524
Grand Total	2,220	834	3,054

Separations	Retirement	Voluntary	Involuntary	Total
Capital	16	44	7	67
Operations	96	62	32	190
Programmed Hiring	104	196	168	468
Support	23	81	16	120
Grand Total	239	383	223	845

3,054 Total Hires: 2,220 External Hires | 834 Internal Hires (Promotions)

845 Separations: 239 Retirements | 383 Voluntary | 223 Involuntary



* Promotions include selection process internal hires only



Fiscal Year 2025 Hiring Update

As of: 8/2/2024

180 Total Hires | 45 Separations

Headcount + 109

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	5	2	7
Operations	36	23	59
Programmed Hiring	92	0	92
Support	21	1	22
Grand Total	154	26	180

Separations	Retirement	Voluntary	Involuntary	Total
Capital		3		3
Operations	5	6	1	12
Programmed Hiring	4	11	9	24
Support	1	3	2	6
Grand Total	10	23	12	45

180 Total Hires: 154 External Hires | 26 Internal Hires (Promotions)

45 Separations: 10 Retirements | 23 Voluntary | 12 Involuntary

* Promotions include selection process internal hires only



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Fiscal Year 2024 Hiring Update

As of: 8/2/2024

2,125 Total Hires | 521 Separations

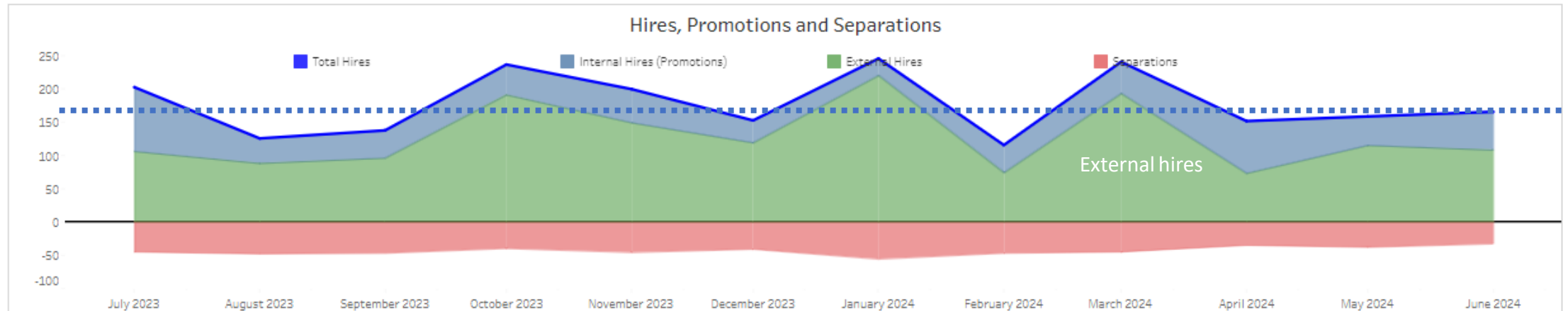
Headcount + 1,011

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	67	53	120
Operations	329	383	712
Programmed Hiring	888	48	936
Support	248	109	357
Grand Total	1,532	593	2,125

Separations	Retirement	Voluntary	Involuntary	Total
Capital	7	22	6	35
Operations	65	37	21	123
Programmed Hiring	55	116	115	286
Support	15	53	9	77
Grand Total	142	228	151	521

2,125 Total Hires: 1,532 External Hires | 593 Internal Hires (Promotions)

521 Separations: 142 Retirements | 228 Voluntary | 151 Involuntary



Goal: 183

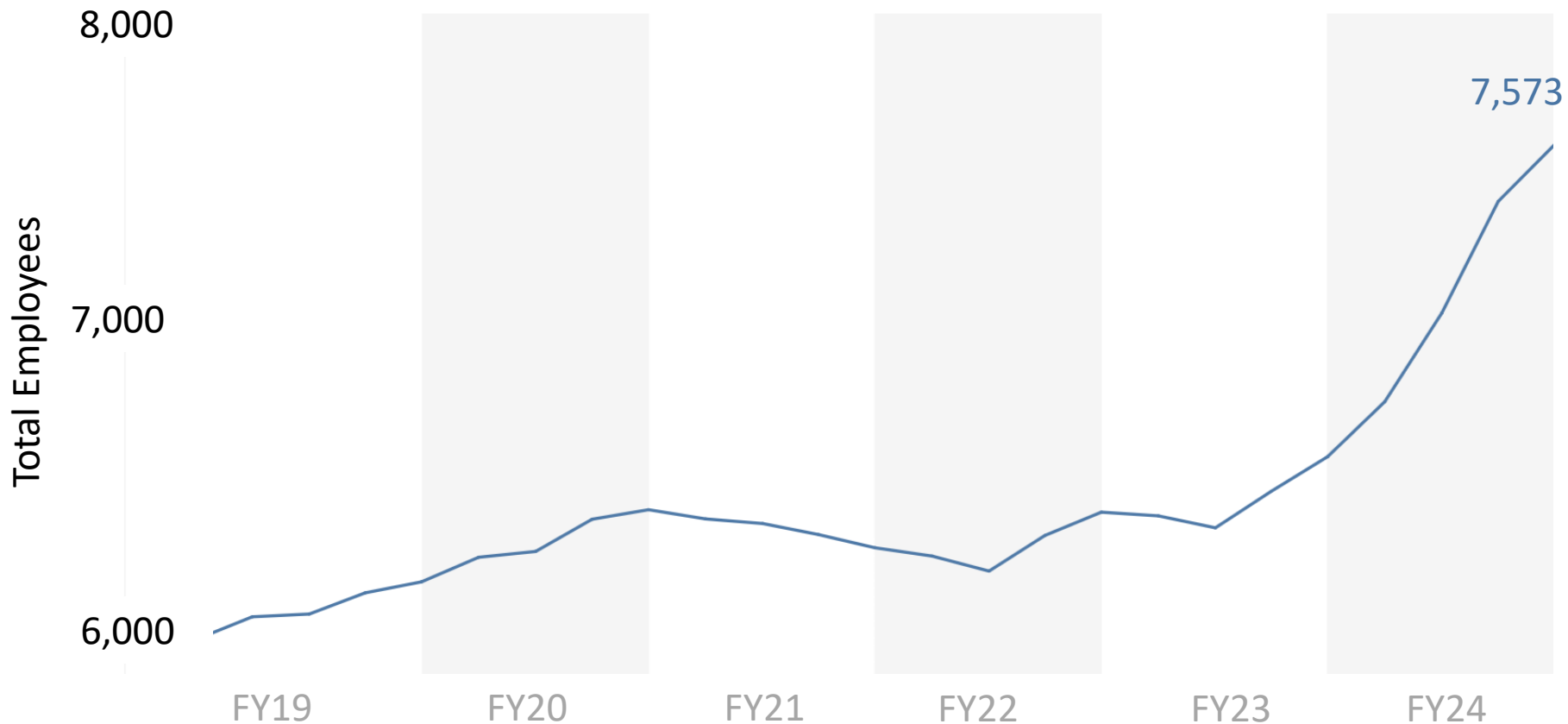
* Promotions include selection process internal hires only



FY24 MBTA Headcount Growth

Data as of 7/31/24

MBTA headcount growth in FY24 was **>4.3x higher** than headcount growth the prior 5 fiscal years.

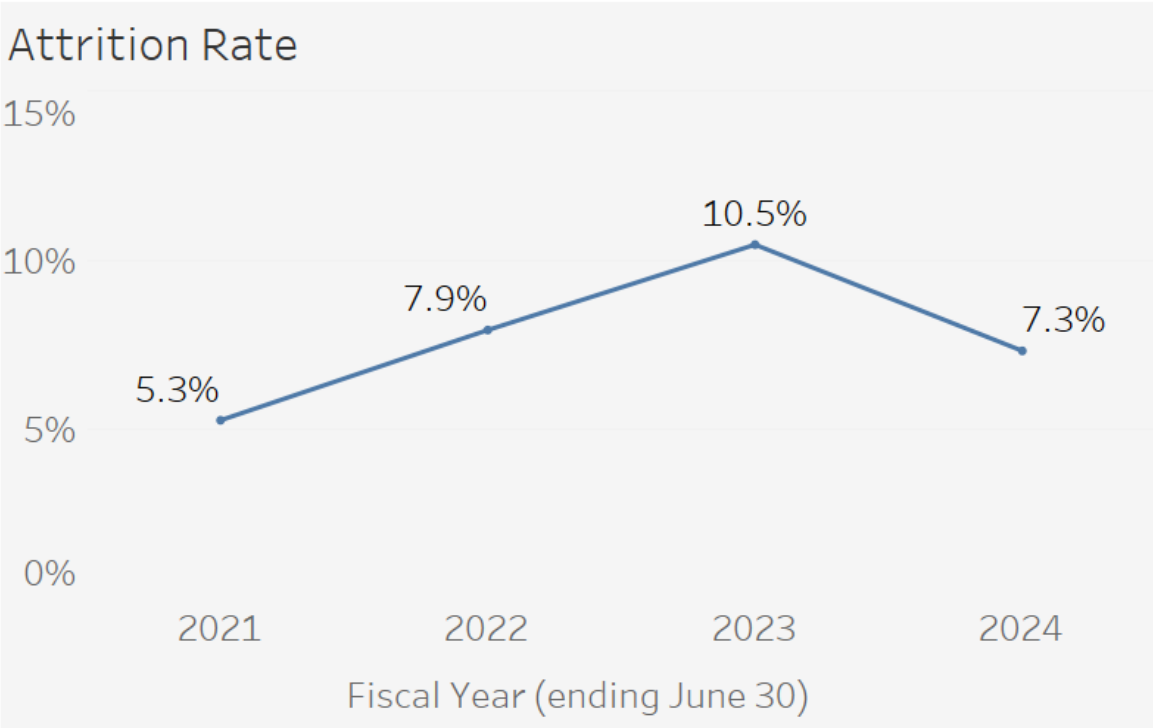


Headcount growth, primarily within Operations, was enabled by improvements in compensation, attraction, and training.



MBTA Attrition in FY24

Data as of 7/25/24



Retirement deferral bonuses, longevity bonuses, and improved employee outlook on retirement benefits reduced retirements in FY24.

	2021	2022	2023	2024
Attrition	5.3%	7.9%	10.5%	7.3%
Avg HC	6,349	6,355	6,522	7,123

Division	Attrition rate		
	FY22	FY23	FY24
Operations Service	8.8%	12.4%	8.0%
Operations Maintenance	5.4%	6.5%	4.9%
Operations E&M	6.6%	7.7%	6.4%
Capital	2.7%	10.3%	9.3%
Support & Safety	11.9%	10.4%	8.1%



FY24 Hiring

Data as of 8/2/24

Division	FY24 Vacancies filled (Internal + External hires)	
	Estimated goal	Actual
Capital	130	120
Operations	864	712
Program Hiring	676	936
Support & Safety	350	357
Total	2,020	2,125

The MBTA Staffing team exceeded FY24 goal of 2,020 vacancies filled.

Staffing performance in FY24 was concentrated in Program Hiring: external, entry level operations roles such as Bus Operator.

In FY25, the MBTA anticipates hiring to shift further to Operations roles, many of which are promotional opportunities.

These roles require more specialized recruiting techniques and hire from the growing pool of qualified talent brought in through external hiring.



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Building the Workforce Management Department

FY24 Department Highlights

- Merged Human Resources + Labor Relations into one department to drive greater alignment and partnership between groups serving MBTA workforce
- Created 4 new teams
- Grew from 80 to 104 employees to support growth in MBTA headcount and increased scope of work

Workforce Management Teams

- Benefits
- HR Business Partners
- Compensation
- Compliance (new in FY24)
- Employee Relations (new in FY24)
- HR Information Systems (HRIS)
- Labor Relations
- Learning & Organizational Development (new in FY24)
- Leave Management
- People Analytics (new in FY24)
- Talent Acquisition / Staffing
- Project Management Office



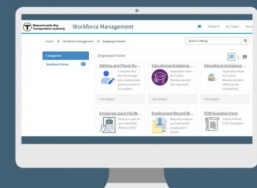
Workforce Accomplishments

- Hired over 100 Track Laborers through innovative Hiring-On-The-Spot event
- Improved Bus Operator hiring through historic CBA and class size increases
- Offered better transparency and service through the new workforce management portal for employees
- Launched in-person new hire orientation
- ...and many more



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WORKFORCE MANAGEMENT PORTAL




One stop shop for HR Employee Forms

- Submit forms online via computer or mobile device
- Receive Real-Time Status Updates on your request
- Enhanced Customer Service to make your experience seamless
- Guided Tours, Quick Links and other resources available

Let's Get Started!

1. Scan QR Code
2. Sign in using SSO (Single Sign-On)
3. Select a form and submit

Workforce Management Portal



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Labor Relations

As of: 6/30/2024

Labor Relations has partnered with local unions to reach agreement on all outstanding contracts. All Union Contracts are under agreement through June 30, 2027.

Percent of Affiliated Workforce Under Contract



■ Percent Under Contract

Under Agreement		In Negotiations
Alliance	Local 651	
Building Trades	Local 717	
Local 104	Steelworkers	
Local 105	Transportation Executives Association	
Local 264	Police Association	
Local 453	Sergeants Association	
Local 589	Superior Officers' Association	
Local 600	Starters and Inspectors	
Local 069 (merged with Building Trades)		



MBTA Collective Bargaining Agreements

- Working Agreements

The Authority is a party to 15 Collective Bargaining Agreements, encompassing 28 Unions, governing the wages and terms and conditions of employment of ~92% of its workforce

- Pension Agreements

The Authority is a party to two collective bargained pension agreements that cover the entire workforce

- Main Fund

- Negotiated with Local 589; Available to all MBTA employees

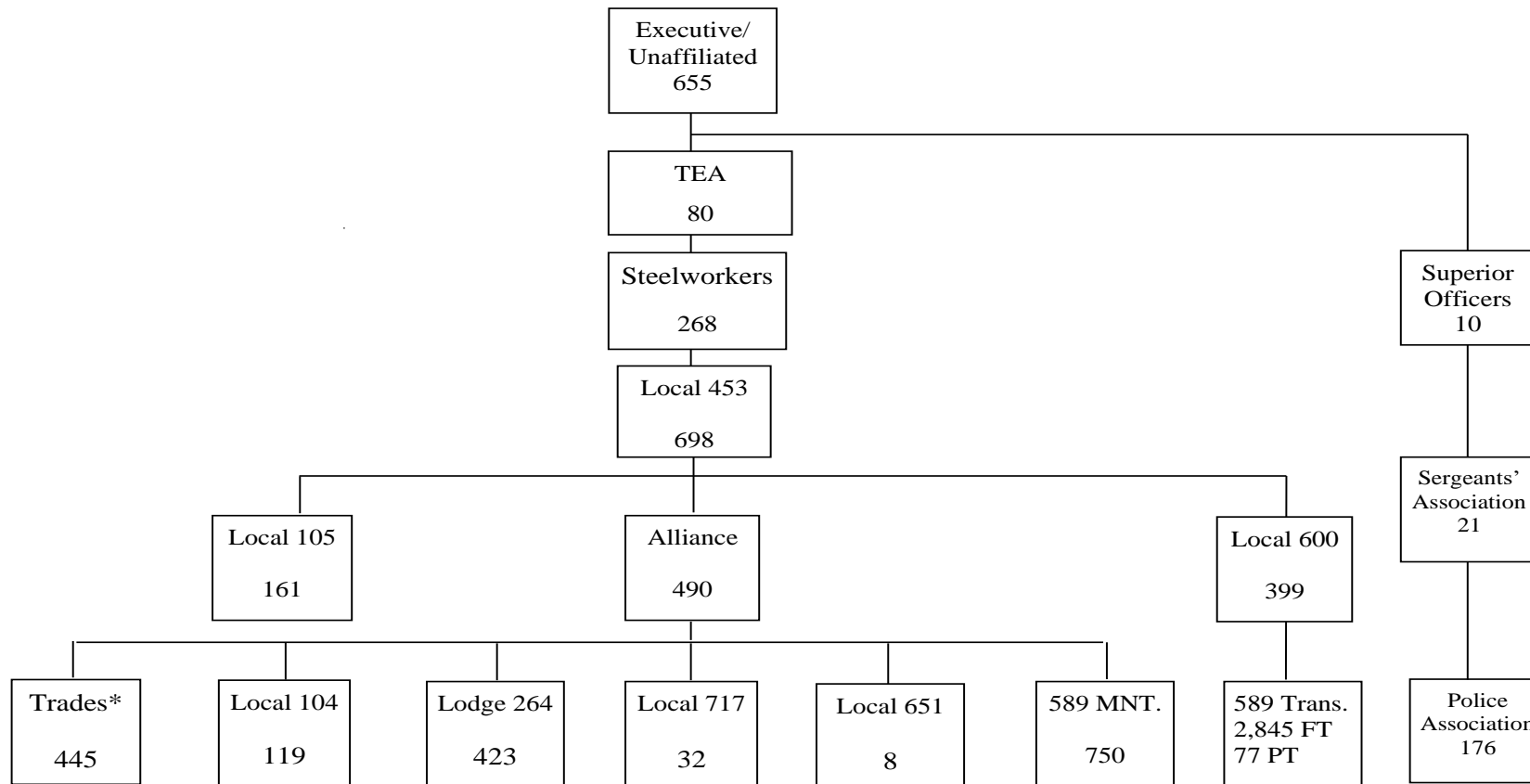
- Police

- Negotiated with MBTA Police Association; Available to sworn TPD officers



MBTA Unions

Massachusetts Bay Transportation Authority
 Summary of Reporting Relationships between MBTA Unions
 Head Counts as of 7/22/2024



* Building Trades consist of 14 separate unions that collectively bargain one contract with the MBTA

Draft for Discussion & Policy Purposes Only



MBTA Bargaining Basics

- Authority collective bargaining is unique within the Massachusetts public sector
 - Bargaining is authorized via the MBTA's governing statute, chapter 161A of the Massachusetts General Laws
 - Chapter 161A, s25 sets out mandatory, permissive, and prohibited subjects of bargaining
 - Established in 1980, brought about sea-change in Authority collective bargaining
 - Where Authority is unable to reach an agreement with a union over a CBA ("Impasse"), Chapter 161A, ss28-32 mandate binding interest arbitration to determine contract terms



MBTA Bargaining History and Pattern Bargaining

- Pattern Bargaining
 - Since at least the 1950s, the Authority has been engaged in “pattern bargaining” with its unions, where the Authority first reaches agreement with its largest union, Local 589, and then the other unions copy (aka, pattern) the duration and primary terms of the Local 589 agreement.
 - Pattern bargaining encourages fiscal stability for the Authority as a whole and bargaining equity between larger and smaller unions
- Bargaining Cycles
 - Due to pattern bargaining, all Authority CBAs have roughly the same contract durations. These collective durations are referred to as “bargaining cycles”.
 - In the 13 bargaining cycles since 1980, there has been at least one interest arbitration in nearly every cycle. (18 total interest arbitrations)



2023 – 2024 Bargaining Principles

- Building back our workforce
 - FTA and internal indicators noted acute staffing shortage coming out of pandemic
 - Bargaining goals of promoting recruitment, retention, and workforce stability
- “The success of the MBTA depends on a well-trained, motivated, and empowered workforce.” Gov. Maura Healey



2023-2027 Bargaining Highlights

- Key provisions of union agreements
 - Four year Agreements (FY2024 – FY2027)
 - 18% increased wages/salaries over duration of agreements
 - 1% targeted equity adjustments, most used as longevity incentives to retain senior employees
 - Retention Bonuses to retain retirement-eligible frontline employees
 - Improvements to new hire wages in critical frontline positions
 - Clarification of compensatory time for salaried employees
 - Expansion of bereavement leave to include domestic partners
 - Improved wages for frontline employees working on overnight shift
 - Improved holiday pay for employees working on Thanksgiving and Christmas



2023-2027 Bargaining Highlights

- All unions reached agreement within 12 months of bargaining
 - Typically takes 2+ years
- Earliest agreement with Local 589 in a bargaining cycle
 - Agreement was reached in August 2023, one month into bargaining cycle
 - Average time to reach agreement is typically one year into bargaining cycle
- First time all unions have been under agreement since 2010
- With all unions being under contract for the next three years, it will be the longest period of labor stability at the Authority since the 1980s



Pension Agreements

Recruitment, Retention, and Stability as key goals in negotiations

- **Main Fund** (7147 active employees enrolled)
 - Key Issue: 2022 interest arbitration award cast doubt on available benefits for current employees
 - March 2023 Agreement
 - Stabilized benefits for current employees
 - New tier of benefits for new hires, giving more flexibility to employees and more closely aligning with traditional Massachusetts public pensions
 - Better investment requirements for Fund
 - Ability to hire retirees on part-time basis
- **Police Pension** (250 active employees enrolled)
 - Key Issue: TPD retirement benefits not aligned with Main Fund or municipal comparators
 - October 2023 Agreement
 - Increased benefits to align with Main Fund and Municipal Comparators
 - Fairer employee contributions
 - Elimination of ability of employees to manipulate pensionable income



Appendix

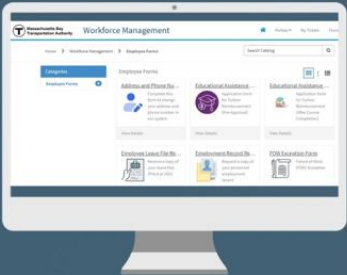
Workforce Management Portal

As of: 6/30/2024


Portal launched on 6/17/2024 with *six new forms managed across four functions of department including Administration, Benefits, HRIS, and Leaves teams.





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3. Select a form and Submit



Function	Form	Open	Closed	Total
HRIS	Address/Phone Number Change	1	2	3
Benefits	Educational Assistance Form 1	1	6	7
Benefits	Educational Assistance Form 2	1	1	2
Administration	Employee Record Request	1	2	3
Administration	Verification of Employment	1	8	9
Leaves	Employee Leave File Request	0	0	0
Total		5	19	24

*Two other forms moved from the IT Portal that were built there in the onset of the pandemic including Future of Work Exceptions and the Workpartners Notifications. There are a total of eight forms currently available on the portal.



Bus Operator Training Class Update

As of: 05/29/2024

Vacancies: 103* | Target Class Size: 100

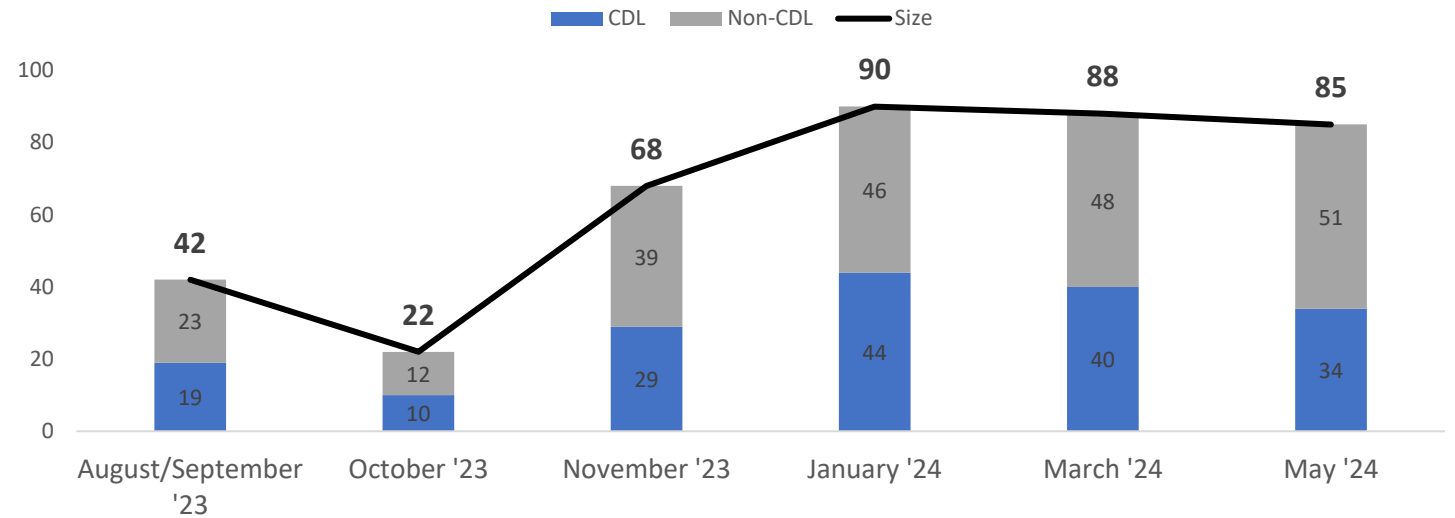
**Vacancies after accounting for current in-training employees*

Upcoming Dates

July 8: CDL Permit Training starts

July 22: CDL Training starts

Bus Operator Training Class Size



July 22, 2024, Bus Operator Class Details



Attraction: Diversity of Workforce

External Engagement Team Upcoming Events:

June

- 6/6 Mass Hire Info Session
- 6/6 BPS Adult Education College & Career Fair
- 6/6 Urban League's Career Fair

El Mundo Latino Career Expo

With over two hundred candidates in attendance, the event provided a dynamic platform for job seekers to explore opportunities within the MBTA. Prospective employees learned about the MBTA's commitment to diversity and the wide range of career paths available.



Lynn Automotive School Visit

The Lynn Automotive School, in collaboration with MassHire, recently organized an exciting visit to the Lynn Bus Maintenance Garage. Graduating students from the automotive program had the unique opportunity to explore job prospects, gaining hands-on experience and insights into potential career paths

