



**Massachusetts Bay
Transportation Authority**

Workforce Management Department

Ahmad Barnes, Chief Workforce Officer

February 20, 2025

Agenda

February 20, 2025

- **Hiring Updates**
- Learning and Organizational Development
- Workforce Development Updates

Healey Administration Hiring Update

As of: 02/10/2025

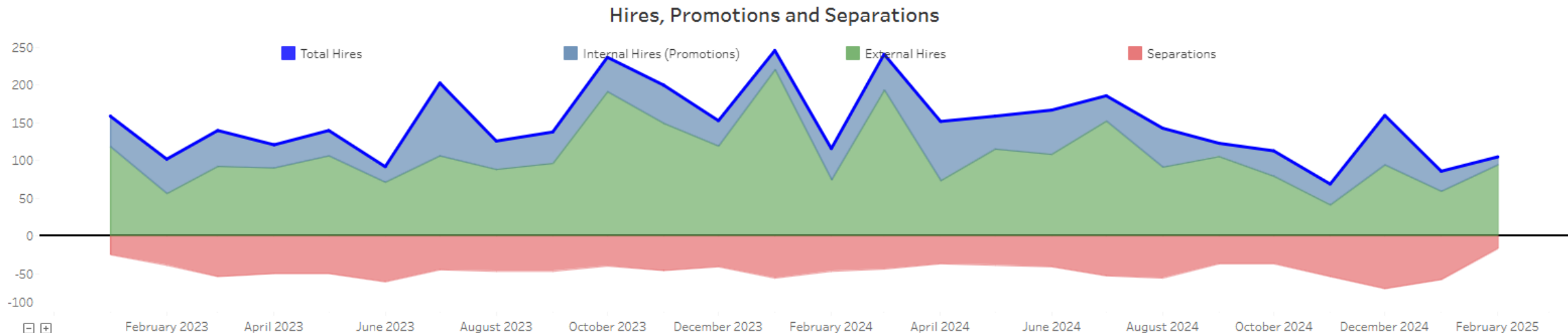
3,851 Total Hires
(External + Internal)

1,191 Separations

1,589 Net Headcount

Hiring Activity	External Hires	Internal Hires (Promotions)	Total Hires
Capital	133	106	239
Operations	585	691	1,276
Programmed Hiring	1,636	74	1,710
Support	426	200	626
Grand Total	2,780	1,071	3,851

Separations	Retirement	Voluntary	Involuntary	Grand Total
Capital	21	50	11	82
Operations	154	79	48	281
Programmed Hiring	153	284	234	671
Support	32	103	22	157
Grand Total	360	516	315	1,191



* Promotions include selection process internal hires only

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Fiscal Year 2025 Hiring Update

As of: 02/10/2025

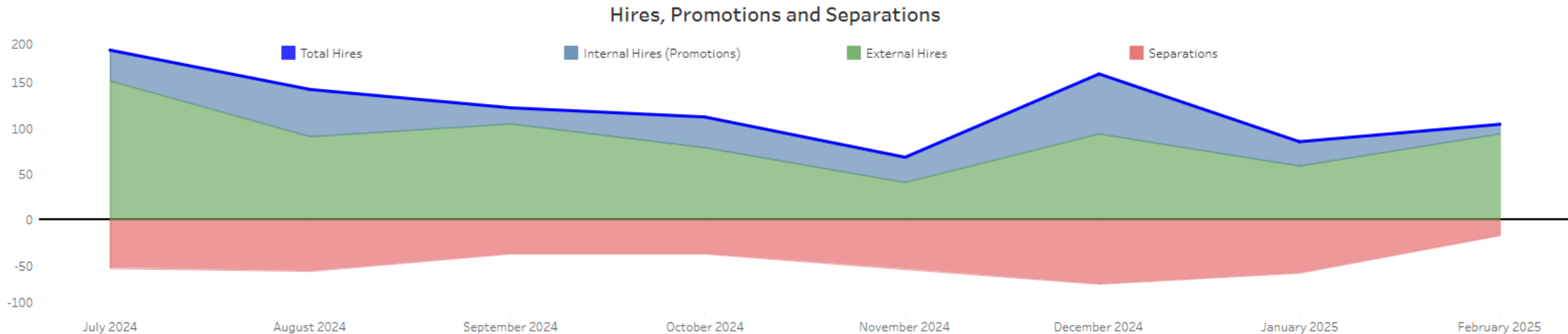
977 Total Hires
(External + Internal)

382 Separations

333 Net Headcount

Hiring Activity	External Hires	Internal Hires (Promotions)	Total Hires
Capital	25	22	47
Operations	139	172	311
Programmed Hiring	478	17	495
Support	73	51	124
Grand Total	715	262	977

Separations	Retirement	Voluntary	Involuntary	Grand Total
Capital	5	9	4	18
Operations	61	23	17	101
Programmed Hiring	47	97	76	220
Support	10	25	8	43
Grand Total	123	154	105	382



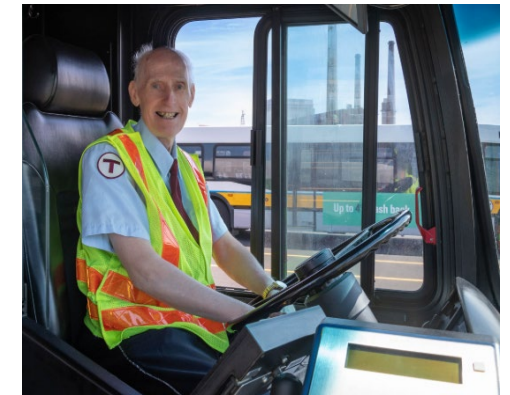
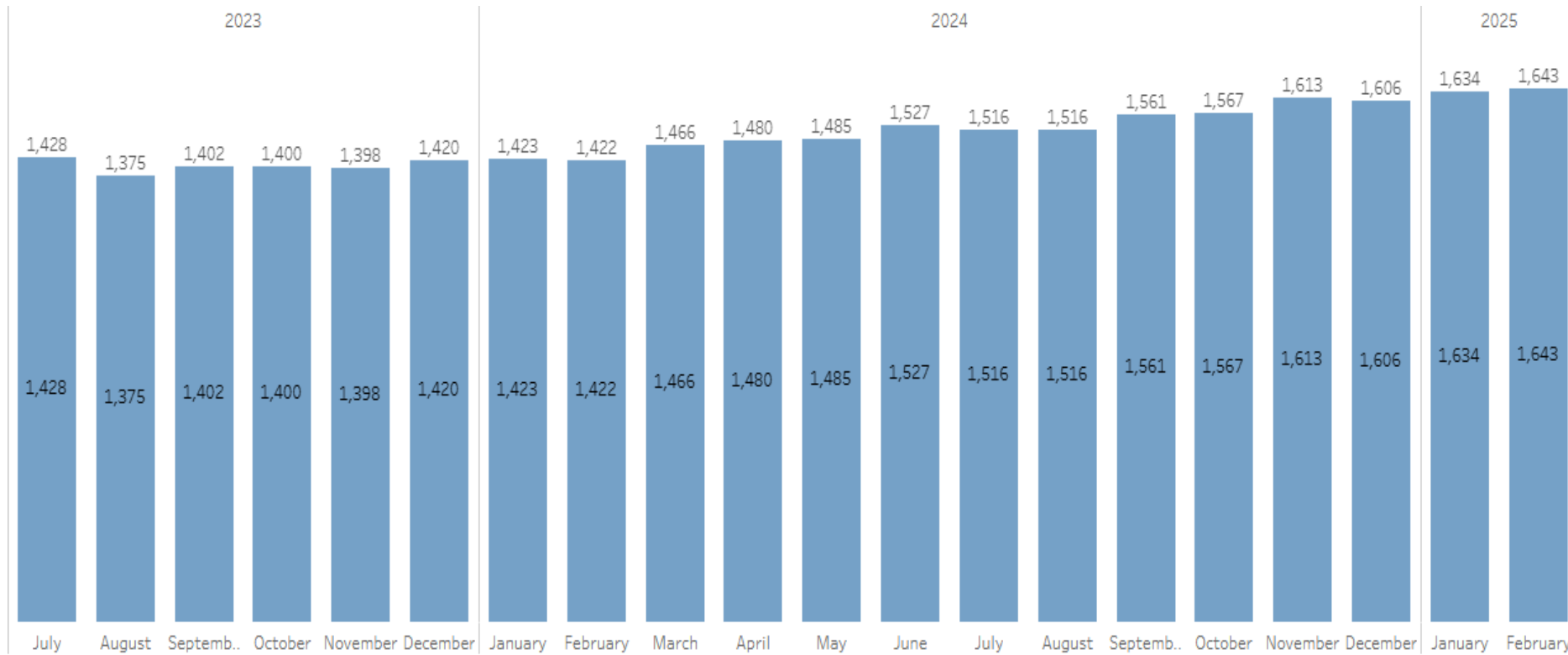
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Bus Operators Hiring Update

Bus Operator headcount has seen a steady increase since July 2023 which has contributed to improved delivery of service and better quality of employee work schedules



Staffing the Operations Control Center (OCC)

The **Operations Control Center (OCC)** Rapid Transit Line (RTL) Dispatcher position was historically available to internal employees only. In response to **staffing shortages and challenges retaining employees** the Workforce Management Department partnered with Operations Planning, Scheduling, and Strategy to **expand the candidate pool to hire externally.**

The first **ten external hires** started February 10 and will attend **Dispatcher Fundamental training** through March. From April- June the employees will work on obtaining the **RTL Dispatcher Initial Certification** and will receive **on the job training** after that.



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Performance Management Launch

The Learning and Organizational Development (LOD) Team successfully launched the new **performance management process** for unaffiliated employees.

Webinars were held in December and January to share the **long-term strategy** with employees and answer any questions they had. Annual performance reviews are **key to helping employees individually and the T collectively** to set and meet goals, ensure clear expectations, and give feedback with an **emphasis on continuous improvement**.

Several **performance management trainings** are available on **Career LINE** and have been assigned accordingly.



December 4, 2024

Dear Colleagues,

The Workforce Management team is pleased to announce that we are introducing an improved **performance management process** for unaffiliated employees. Performance management enhances employee experience and engagement by ensuring clear expectations and providing regular feedback. Performance reviews help both the employee, and the organization look to the future and focus on continuous improvement.

The first phase of implementation will stress engagement, training and learning the processes, setting measurable goals, and gathering feedback for continuous improvement. We will not be introducing merit pay in FY '25. Instead, for this year, all non-affiliated employees must participate in all performance management activities to be eligible for any potential Cost of Living Adjustment.

Performance Management FY '25 Launch

- **December – Inform and Engage:** Get everyone ready to participate through information sessions held by webinar. L&OD will also be attending leadership team and All Hands meetings, not limited to.
- **January / February – Train and Execute:** Training (LMS or Webinar option) and provide due date for Goal Setting
- **February – Approve:** Ensure all goals are approved in the system and approved by managers
- **March – Gather Feedback:** Survey Employees to gather feedback

To prepare, goal-setting training will start in mid-January. In May, we will launch a new Annual review process to ensure performance conversations against the goals established happen and are aligned with the overall performance management framework.



New Interview Training

Interview Skills Enhancement Training

This course **provides candidates instruction and practice** about the interview process and helps participants build the **necessary skills** and confidence to **successfully navigate through the interview process**. This includes mastering behavioral interviews using the Problem, Action, Result (PAR) Framework, discussing **professionalism, punctuality, and building confidence**.

Interview Skills for Hiring Managers

This course **teaches hiring managers how** to conduct effective interviews while **following the guidelines** set by Workforce Management and ODCR. Participants will learn how to **serve as a valuable member** of the interview team to **select the best candidate** for the role.



Person Interviewing with warm expression on face.



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Workforce Development Upcoming Events

Bunker Hill Engineering Career Fair	Opportunity for mechanical engineering students to hear more about technical career opportunities and co-op pathways	Charlestown	2/25
Harvard Black Student Diversity Career Fair	Opportunity to highlight internships and co-ops focused on engineering roles	Cambridge	2/28
Umass Boston Spring Career Fair	Opportunity to highlight internships and co-op opportunities as well as focused on other roles.	Boston	3/5
Keene State – Safety and Construction Career Fair	Opportunity to focus on skilled students in the trades. This is a follow-up to the Safety Conference for Women in Fall 2024.	Keene	3/6
Latino Career Fair	Opportunity for increased diverse applicants	Boston	3/20
High School Focus	Continued meetings with local trade schools focused on promoting skilled jobs at the MBTA	Madison Park High, Quincy High, Everett High, Chelsea High	On-going



Appendix

MA Girls in Trades Eastern Conference & Career Fair

MBTA attended this years "MA Girls in Trades Eastern Conference & Career Fair" held on November 13, at IBEW Local 103 in Dorchester.

This event provided an opportunity to network with high school women enrolled in Career and Technical Education Programs who are interested in careers in the construction industry.



Franklin Cummings Automotive Technology Lunch & Learn



Members of the Workforce Development External Engagement Team, Rail Maintenance, and Bus Engineering introduced several Franklin Cummings Tech students to MBTA career opportunities at a lunch and learn. T representatives shared lessons on how to succeed in a professional environment and what its like to work at the Authority. The audience was first semester students between the ages of 18-24, that aspire to be automotive technicians.



National Society of Black Engineers (NSBE) Career Fair



The NSBE Boston 2024 Career Fair was held on October 24, at the Foundry in Cambridge, MA. This networking event allowed the MBTA to meet local talent and served to connect professionals with top employers.



Healey Administration Hiring Update

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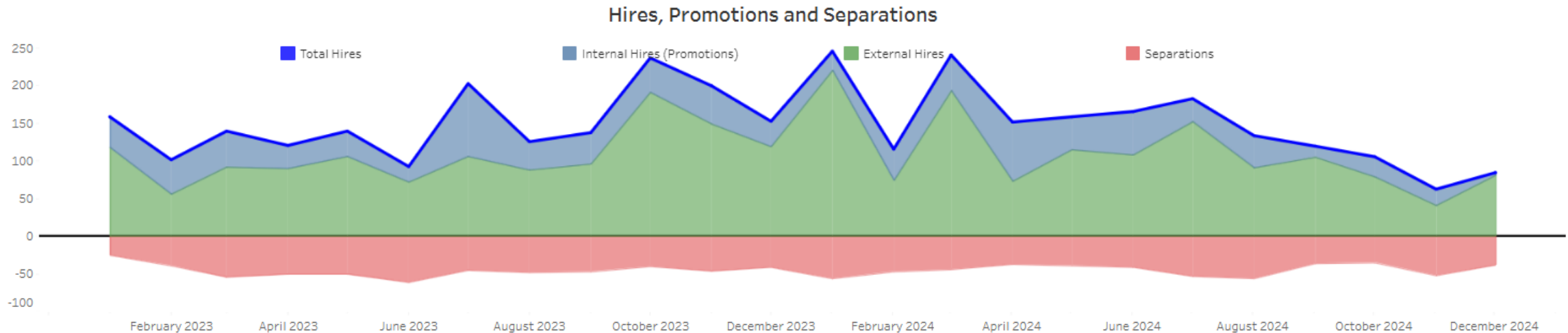
3,559 Total Hires
(External + Internal)

1,080 Separations

1,535 Net Headcount

Hiring Activity	External Hires	Internal Hires (Promotions)	Total Hires
Capital	127	93	220
Operations	548	610	1,158
Programmed Hiring	1,534	61	1,595
Support	406	180	586
Grand Total	2,615	944	3,559

Separations	Retirement	Voluntary	Involuntary	Grand Total
Capital	20	49	10	79
Operations	133	73	45	251
Programmed Hiring	148	256	202	606
Support	27	96	21	144
Grand Total	328	474	278	1,080



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Fiscal Year 2025 Hiring Update

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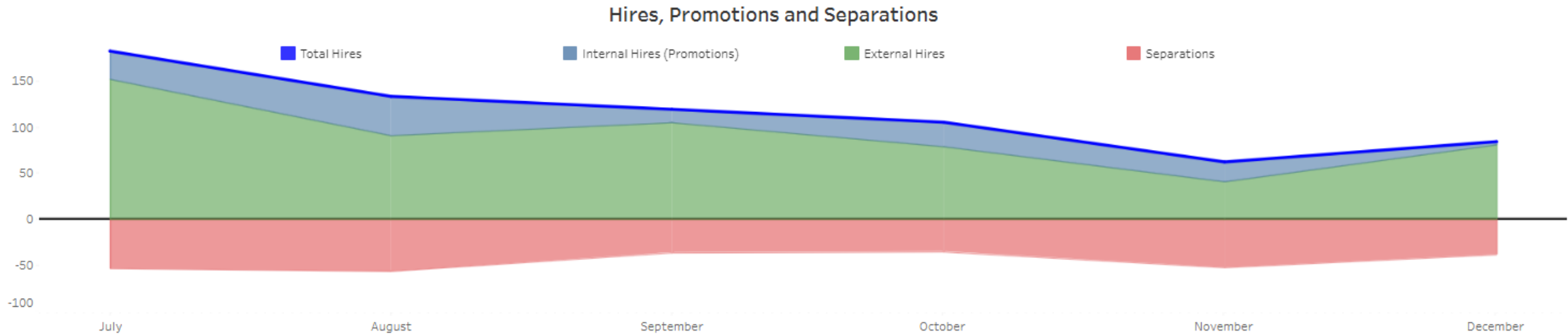
685 Total Hires
(External + Internal)

270 Separations

279 Net Headcount

Hiring Activity	External Hires	Internal Hires (Promotions)	Total Hires
Capital	19	9	28
Operations	102	92	194
Programmed Hiring	375	4	379
Support	53	31	84
Grand Total	549	136	685

Separations	Retirement	Voluntary	Involuntary	Grand Total
Capital	4	8	3	15
Operations	40	17	14	71
Programmed Hiring	42	68	44	154
Support	5	18	7	30
Grand Total	91	111	68	270



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