



**Massachusetts Bay
Transportation Authority**

Human Resources Strategy Update

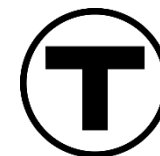
October 31, 2016



This update includes information on:

- Payroll Reduction Program
- Time to Hire
- Absence Management
- Overtime Management
- Compensation
- Technology





HR progress since June 2015: Steady and Strong

	Value	June 2015	June 2016	Sept 2016
Workforce Reduction	\$15M savings in 2017 and \$25M in 2018	Lack of position control	\$13.3M annual recurring savings	\$14.1M annual recurring savings
Time to Hire	Quicker recruitment of talent	Excessive time to hire	Over 35% Improvement	53% Improvement YTD over CY-15
Absence Management	Reduce impact on customers	Absenteeism negatively affecting rider experience	23% reduction	19% reduction
Overtime Management	Operating budget savings	Excessive use of OT w/ insufficient controls	40% reduction	33% reduction
Compensation	Ensure talent is appropriately compensated	Compensation strategy missing	Building overall strategy for FY17	Building overall strategy for FY17
Performance Management	Hold employees accountable for their performance	Inconsistent use of P/M	Hold managers of people accountable	Training program development & kick-off
Technology	Improve internal customer experience and reduce human input errors with self service	Unfunded technology roadmap	Commitment to modernize	Conduct Fit/Gap Analysis for Migration



Payroll Reduction Program

Voluntary Retirement Incentive Program (VRIP)/
Voluntary Separation Incentive Program (VSIP)
both closed 6/30/16:

- A total of **287** employees opted to participate
- **\$14M** in recurring annual payroll savings
- **\$4.95M** in one-time employee incentive payments
- Total of **166** positions will not be back-filled (2.5% of total budgeted headcount)
- This leaves a total of approximately 134 remaining positions to be eliminated
- Involuntary program is under review
- Also reviewing open requisitions, backfill requests and budgeted vacant positions as well as alternative organizational design considerations

	Admin	Ops	Total
VRIP	69	208	277
VSIP	8	2	10
Total	77	210	287
Backfill	0	121	121
Net Reduction	77	89	166
Total Population	1,001	5,551	6,552
Net % Reduction	<i>7.7%</i>	<i>1.6%</i>	<i>2.5%</i>

Employee exits are staged beginning 8/1, monthly through year's end



Employee Exit Timing

- Employees will be departing the organization over a period of five months based on their elected preference. Only one employee did not receive their preference and was pushed back based on the critical nature of their role

	Aug 1	Sept 1	Oct 1	Nov 1	Dec 1	TOTAL
Administrative	15	4	11	16	31	77
Operating	42	11	36	44	77	210
TOTAL	57	15	47	60	108	287
Backfill	24	5	23	27	42	121
NET REDUCTION	33	10	24	33	66	166



Time to Hire decreased by 53% in 2016 compared to 2015

Number of new hires

- 425 employees hired YTD (**hires out of PeopleSoft*)
- Of these, 142 designated as priority hires
- 767 employees hired in 2015 (**hires out of NeoGov*)

Time to hire – Calendar Year Comparisons

- CY16 Q1: 132 hired in an average of 51.3 days
- CY16 Q2: 141 hired in an average of 64 days
- CY16 Q3: 152 hired in an average of 76.2 days
- **CY 16 Weighted Average of 64.4 days for 425 Hires**
- CY 15: 767 hired in an average of 137.5 days

Backfill

- 121 positions to be backfilled due to VRIP/VSIP

** PeopleSoft is our system of record, not NeoGov. In 2015, the # of hires was pulled from NeoGov. In 2016 and moving forward, the # of hires is pulled from PeopleSoft. NeoGov contained Interns, Re-Hires, Promotions, Transfers, etc.*



Hires Highlights – CY 2016

The **HR Talent Acquisition team** has partnered the business to help drive the transformation of the organization with the hiring of high caliber talent across many departments. Talent has filled important roles including:

- **Administration** hired a new Deputy Director IT Risk Management, Director Warehouse and Logistics and Deputy Director eSourcing, Chief Human Resources Office and Deputy Director of HR, Manager of Staffing, Manager of Benefits, Manager of ADA, Manager of Org Analysis & HR-CRM and Manager of Compensation
- **Operations** hired a Director of Maintenance of Way (MOW), Dpty Director of MOW, Director of Power Systems Maintenance and Dpty Director of Power Systems Maintenance and Director of Transit Facilities Maintenance

	Total Hires	Key Positions
Administration	69	30
Operations	329	92
Design & Construction	16	13
Procurement	11	7
Total	425	142



Time to Hire

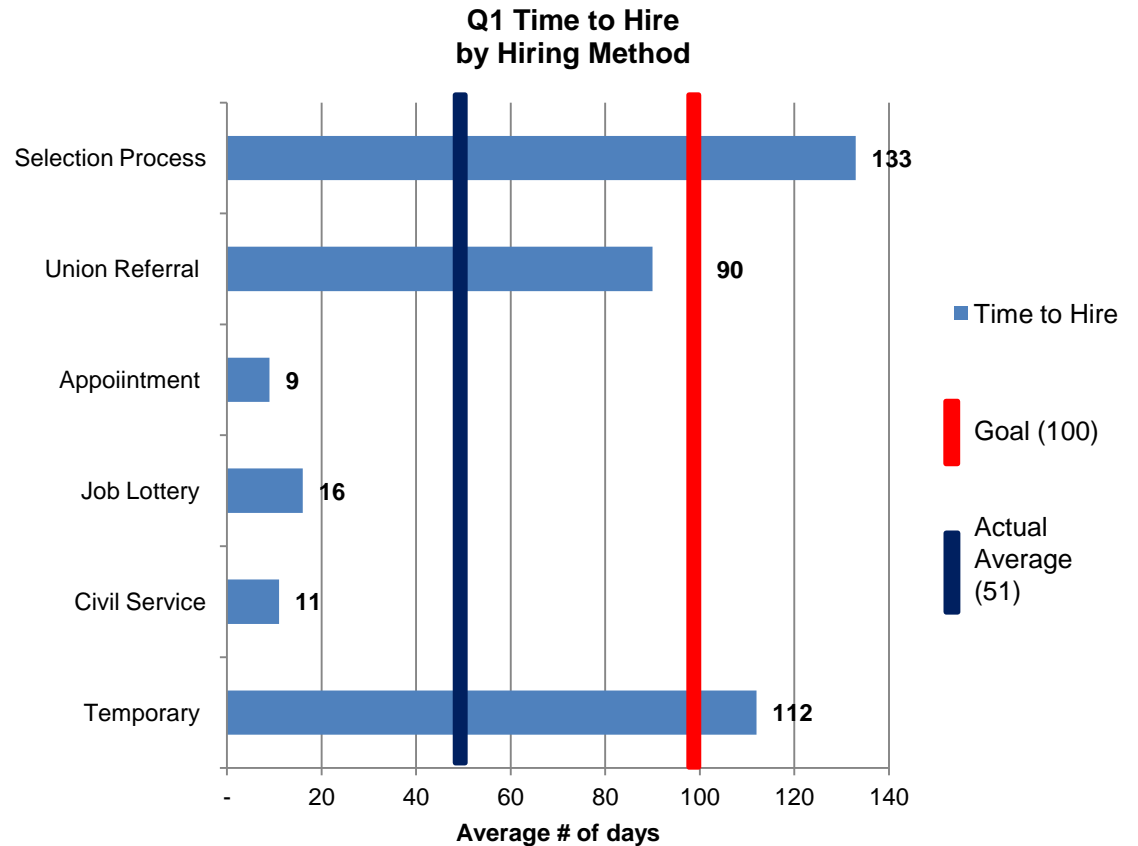
Calendar Quarter 1 Executive Summary

Date Range: 1/1/2016 – 3/31/2016

Total Hires: 132

Average time to hire: 51.3 days

Note: Hires are organized by month based on the candidate’s start date. If a candidate begins a job on 1/11/2016, that candidate will be counted as a January hire. For the purposes of this report, time to hire is defined as the date of job posting to the job start date.





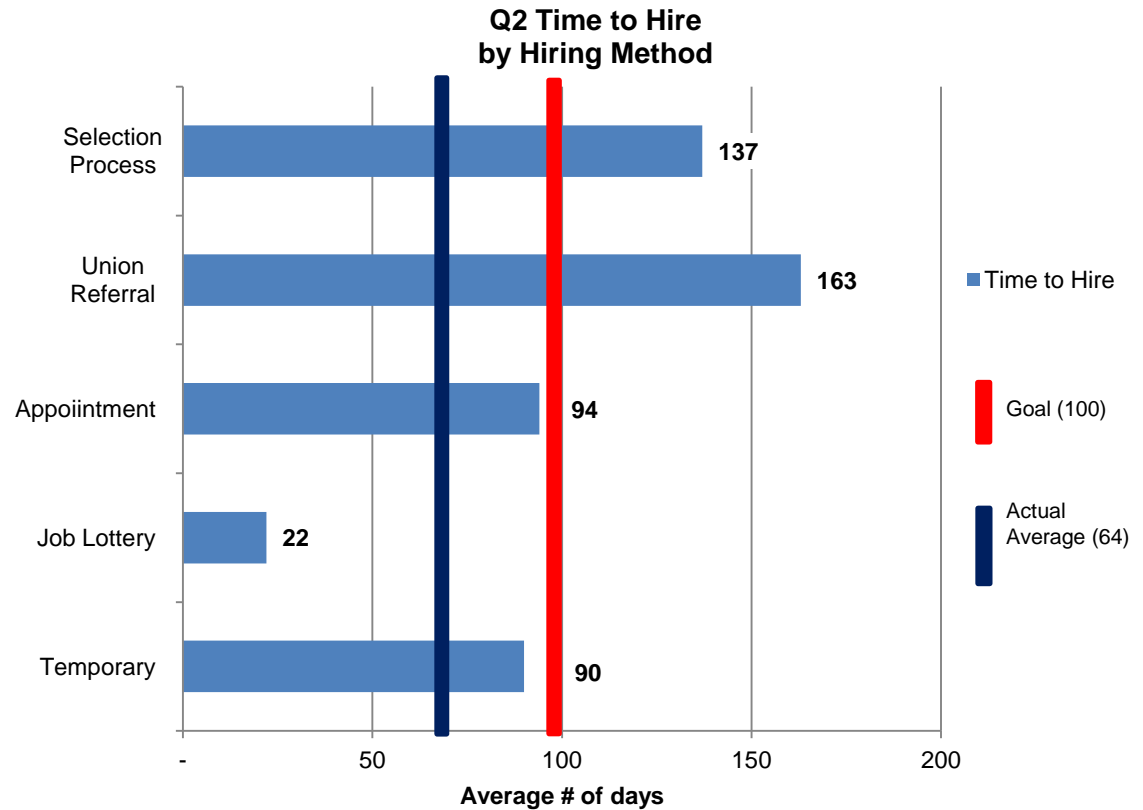
Time to Hire

Calendar Quarter 2 Executive Summary

Date Range: 4/1/2016 – 6/30/2016

Total Hires: 141

Average time to hire: 64 days





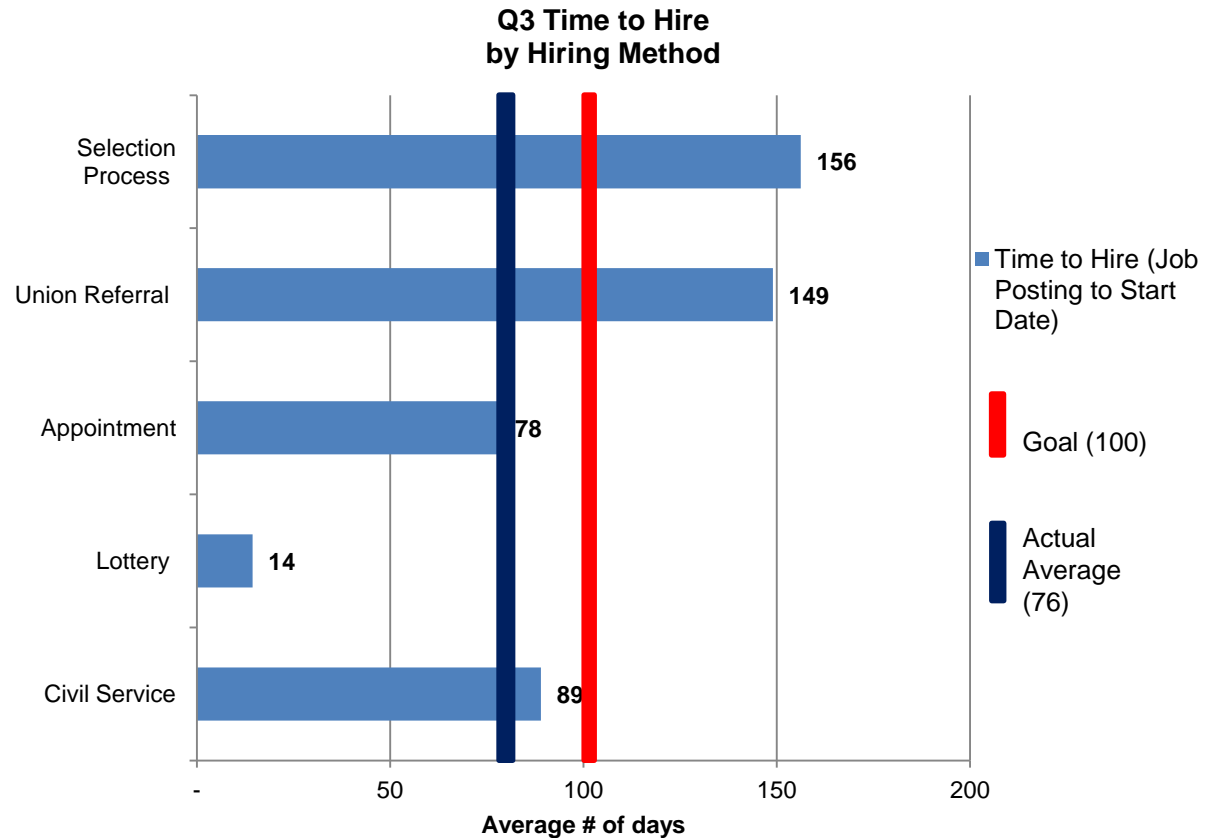
Time to Hire

Calendar Quarter 3 Executive Summary

Date Range: 7/1/2016 – 9/30/2016

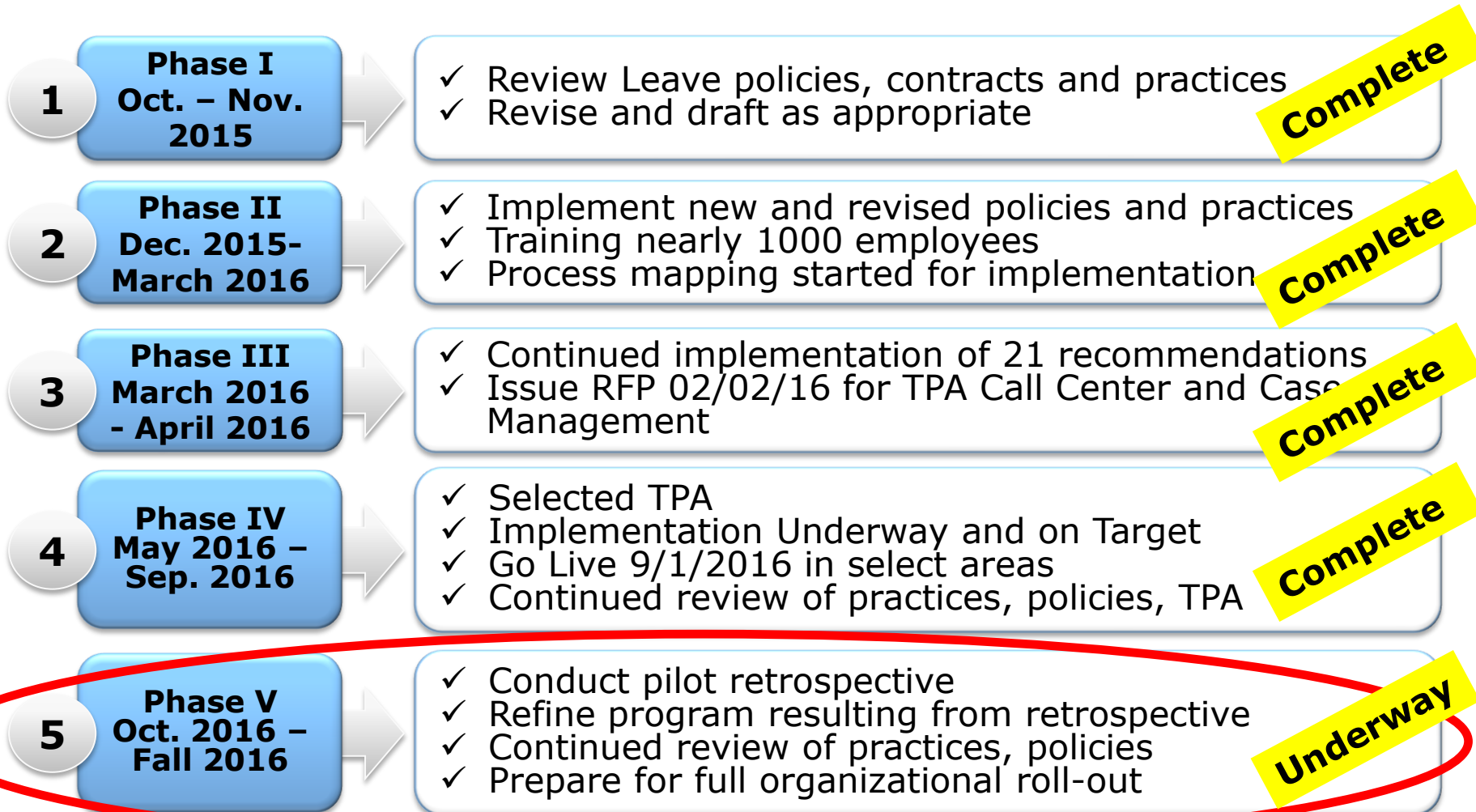
Total Hires: 152

Average time to hire: 76 days





Absence Management Strategy





Absence Management Strategy: Phase 5 - TPA

Pilot Retrospective:

What worked & what didn't?

- Identify impediments and implement resolution
- Evaluate key metrics
- Expand communication and response to feedback

Full Scale Implementation Concerns:

What are the MBTA's concerns?

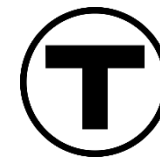
- Additional volume of employees
- Communication & Training
- Programming changes by the TPA's software vendor
- Off-hours call-center operation and wait times
- Activity summary reporting for Operations

Any considerations?

- Phased approach to adding the volume of employees extending the roll-out period

What must be in place prior to full-scale implementation?

- Disaster recovery
- Contingency plan for call center outage
- Return data updating HRIS
- Improved ASA (Average Speed of Answer) performance
- Data integrity and reconciliation



Introduction:

- The MBTA has formed a partnership with WorkPartners to provide TPA capability's to sustain the gains in absence management and ensure compliance with both governmental and labor requirements
- Pilot launched on time 9/1 covering approximately 1,500 employees

Business Unit		Department		# EEs
HR	Human Resources	751	Hum Res Staffing & HR Analysis	19
HR	Human Resources	754	Hum Res Benefits & Leave	12
MBUS	Bus Maintenance	455	Bus Maintenance Cabot	76
MRAIL	Rail Maintenance	462	Rail Maint. Green Reservoir	43
MRAIL	Rail Maintenance	466	Rail Maint. Green Riverside	124
T_BUS	Bus Transportation	123	Bus Transportation CabotAlbany	545
T_LR	Light Rail Transp. & Cust.	132	LRail Transp. Green Reservoir	631
T_LR	Light Rail Transp. & Cust.	837	LRail Customer Service Green	46
GMO	General Manager's Office	713	Tres. Controller Money Room	61

- Full implementation begins 1/1



Pilot Statistics to Date

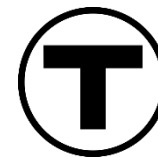
The pilot launched on 9/1. For September operational statistics are :

- 1,653 calls
- Day 1 Calls Offs: 54% employee sick; 27% unexcused absence; 19% info requests
- Abandoned calls 4.4% (72 calls)
- ASA is 20 seconds

Operational Tweaks

- 9/2 – MBTA moved to priority line during business hours to improve ASA
- 9/9 – Vendor added additional line to increase call capacity
- 9/13 – Vendor added staffing, IVR call routing to reduce abandons
- 9/20 – Script updated
- 10/7 – Employee FAQ’s

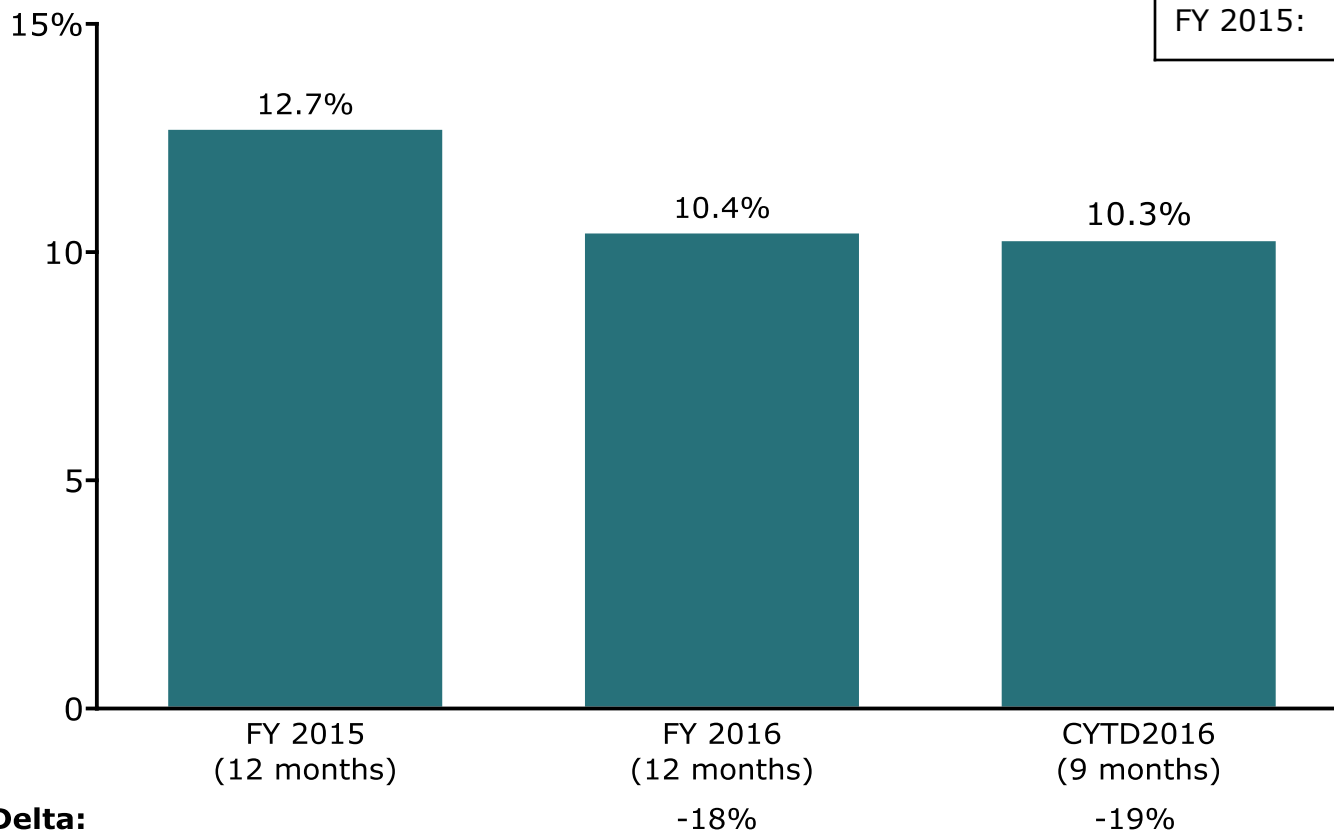
To Date:	1,581	1,653	72	4.4%	20	
COMBINED						
Date	ACD Calls	Total Calls	Abandoned Calls	% Abandoned	ASA	Avg Talk Time
9/1/2016	27	30	3	10.0%	31	0:00:00
9/2/2016	43	47	4	8.5%	23	0:05:03
9/3/2016	19	20	1	5.0%	24	0:04:05
9/4/2016	24	24	0	0.0%	11	0:02:55
9/5/2016	8	11	3	27.3%	4	0:04:09
9/6/2016	45	49	4	8.2%	30	0:05:21
9/7/2016	62	63	1	1.6%	21	0:05:07
9/8/2016	49	57	8	14.0%	34	0:05:39
9/9/2016	59	67	8	11.9%	19	0:06:13
9/10/2016	37	37	0	0.0%	8	0:03:06
9/11/2016	34	36	2	5.6%	9	0:02:49
9/12/2016	74	75	1	1.3%	38	0:05:01
9/13/2016	57	58	1	1.7%	11	0:05:32
9/14/2016	61	64	3	4.7%	18	0:04:37
9/15/2016	56	56	0	0.0%	11	0:04:07
9/16/2016	61	62	1	1.6%	26	0:04:58
9/17/2016	47	47	0	0.0%	7	0:01:50
9/18/2016	39	40	1	2.5%	9	0:02:14
9/19/2016	83	90	7	7.8%	29	0:03:40
9/20/2016	63	63	0	0.0%	20	0:03:10
9/21/2016	60	63	3	4.8%	46	0:04:16
9/22/2016	59	59	0	0.0%	7	0:03:25
9/23/2016	74	77	3	3.9%	41	0:05:11
9/24/2016	40	40	0	0.0%	8	0:02:34
9/25/2016	46	48	2	4.2%	7	0:02:27
9/26/2016	63	74	11	14.9%	62	0:05:08
9/27/2016	68	69	1	1.4%	18	0:03:39
9/28/2016	65	65	0	0.0%	9	0:04:44
9/29/2016	83	85	2	2.4%	15	21:54:16
9/30/2016	75	77	2	2.6%	18	0:04:09



ABSENCE MANAGEMENT: Unscheduled absence percentage for TRANSPORTATION OPERATORS down 18% in FY2016 vs. FY2015 and down 19% for 9M CY2016 vs. FY2015

MBTA Unscheduled Absence %
(All Transportation Operators)

<u>FY 2016 vs. Prior Periods:</u>	
FY 2014:	-16%
FY 2015:	-18%



Delta:

Source: Internal MBTA data



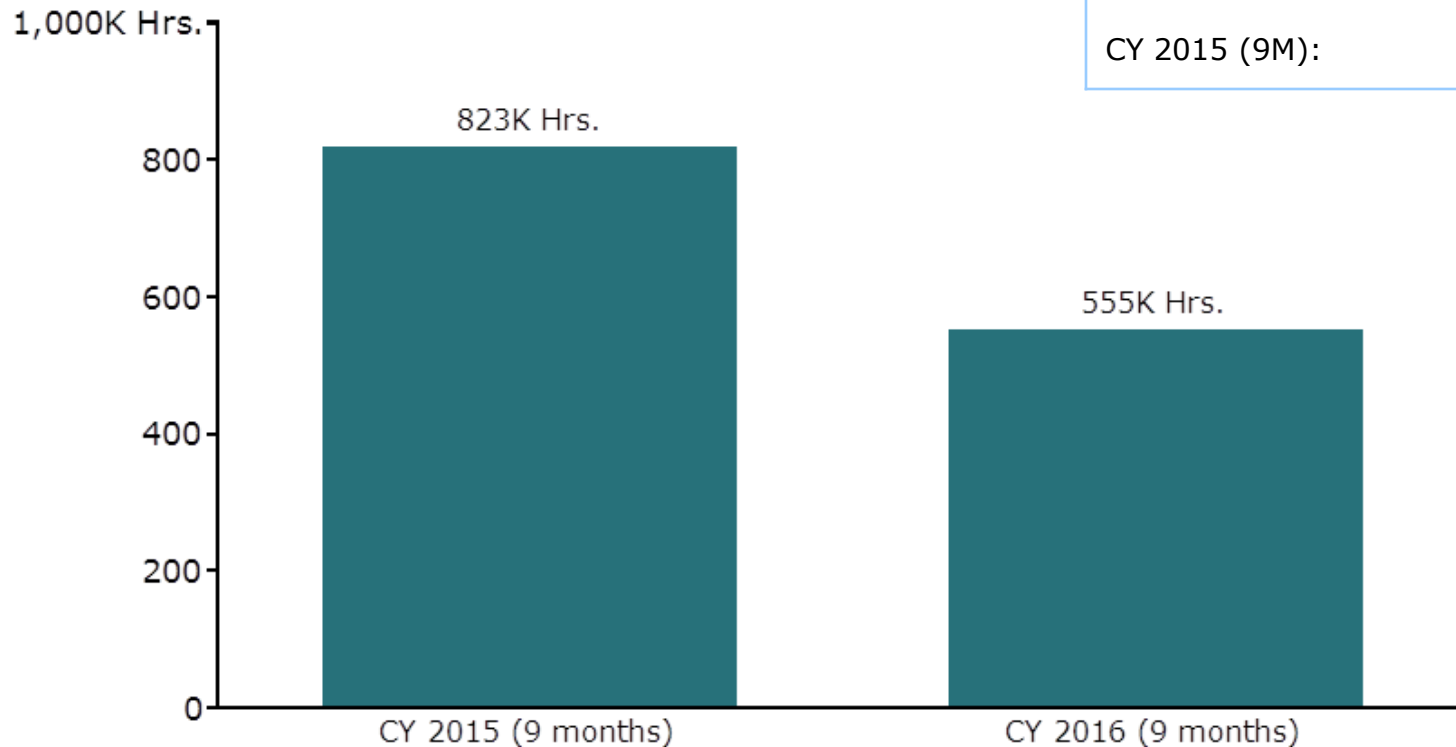
OVERTIME MANAGEMENT: Operating Budget OT Hours down considerably in nine months of CY16 compared to both CY15 and CY14

Operating Budget Overtime Hours
(January 1st - September 30th)

CY2016 (9M) vs. Prior Periods:

CY 2014 (9M): **-15%**

CY 2015 (9M): **-33%**



Delta:

-33%

Source: Internal MBTA data



COMPENSATION: Approach to the Talent Challenge

To address this three talent challenge the following approach will be taken:

PHASE 1: Internal Talent Parity

- Understand how we are currently compensating our leaders and identify parity risks
- Outline recommended immediate compensation adjustments for high value roles

PHASE 2: Benchmark / Align Compensation to Market

- Benchmark comparable compensation for high value roles within targeted departments
- Outline recommended compensation adjustments for targeted roles

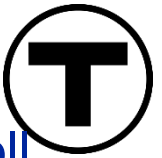
PHASE 3: Talent Management

- Implement a talent management process to identify hi-potential talent and develop plans to invest in them
- Implement a succession planning process to ensure a pipeline of 'ready now' talent is available to ensure continuity of the MBTA



Compensation: Executing the Plan

	Internal Talent Parity	Benchmark / Align Compensation	Talent Management
Key Activities	<ul style="list-style-type: none"> • Identify the top 237 leaders with name / dept / title / compensation • Surface job descriptions and where dated create short position profiles • Determine if / where specialized job families exist e.g. technical track • Create layer / level org chart and determine compensation gaps • Conduct compensation analysis 	<ul style="list-style-type: none"> • Benchmark compensation for Design & Construction and Engineering & Maintenance roles using APTA data sets, and other areas as appropriate • If needed issue an RFP to capture more accurate / comprehensive compensation data • Conduct gap / risk assessment based on benchmarks and current (adjusted) high value role compensation • Identify potential role / job / title changes as identified through this assessment 	<ul style="list-style-type: none"> • Create and facilitate 3x3 talent assessment process to entire leadership cadre • Identify development needs / investments for top 50 leaders • Create succession plan / pipeline with associated action plan to ensure ‘ready now candidate’ availability for all high value positions
Deliverable	<ul style="list-style-type: none"> • Recommendations for immediate compensation adjustments and associated total cost <div style="background-color: yellow; transform: rotate(-30deg); padding: 5px; display: inline-block;">Not fully vetted - underway</div>	<ul style="list-style-type: none"> • Recommendations for high value D&C and E&M compensation adjustments and associated total cost • Draft leadership Compensation Strategy <div style="background-color: yellow; transform: rotate(-30deg); padding: 5px; display: inline-block;">Underway</div>	<ul style="list-style-type: none"> • Identified hi-potential talent with development plans • Succession plan with actions to ensure ready now talent available within 18 months for all high value roles



TECHNOLOGY: HR 2.0 will improve employee experience for payroll and benefits

MBTA and Commonwealth entered a partnership to align human resource/payroll processes and systems

- Facilitates transactional to strategic transition of human resources and payroll processes
- Increased efficiency and accuracy for benefits processing & administration (e.g., automated integration with GIC)
- Accelerated implementation timeline compared to other options


Employees will have access to “Self-Service” upon implementation

- Simplify benefits enrollment and administration (real-time)
- Elimination of paper timecards/online approval by supervisor
- Online access to leave accruals and pay advice (anytime/any place)



Employee Self-Service Portal Example

Favorites ▾ Main Menu ▾ > My Page



My Page

Announcements

No Current Announcements.


Employee Expiring Licenses


No expiring licenses in the next 60 days


Employee Expiring Memberships


No expiring licenses in the next 60 days


Quick Link(s)


 **Timesheet**
Click this link to get to timesheet for the current period.


 **Personal Details**
Employee Self-Service Address fluid component. The Personal Details tile is tied to this component.


 **Direct Deposit**
Add or update your direct deposit information.


 **Pay**
View Paychecks

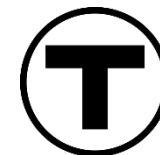
 **View W2**
View electronic W-2 and W-2c forms.

 **Profile Management**
Click the link to review your education/qualification/civil service information

 **Authorize Data for MassCareers**
Click this link to authorize (or de-authorize) personal information such as home mailing address, home and/or mobile telephone # to update to your MassCareers account. Note: For use by executive department employees.

 **MassCareers: More Info Here**
MassCareers is the new SaaS Recruitment Application being rolled out during FY2016. Executive department employees may apply for Internal and External position openings with departments using MassCareers.

 **Access Employee Service Center**
If your department participates in the Employee Service Center (ESC), click the link to launch. If your agency does not participate, please contact your local HR/Payroll office.



Employee Electronic Timecard Example

Timesheet

James DiGritz

Employee ID 100001

Program Coordinator III

Empl Record 0

Actions

Time Source

Schedule Information

Earliest Change Date 02/08/2015

Select Another Timesheet

*View By

Previous Week Next Week

*Date

Scheduled Hours 37.500

Reported Hours 0.000

Elapsed Timesheet

From 02/22/2015 to 02/28/2015

Comments	Day	Date	Reported Status	In	Meal Out	Meal In	Out	Punch Total	TRC	Type	Short Description	Quantity	Sched Hrs	Date		
	Sun	2/22	New										0.00	2/22		
	Mon	2/23	New	8:00:00AM	12:00:00PM	12:30:00PM	4:00:00PM	7.500					7.50	2/23		
	Tue	2/24	New	8:00:00AM	12:00:00PM	12:30:00PM	4:00:00PM	7.500					7.50	2/24		
	Wed	2/25	New	8:00:00AM	12:00:00PM	12:30:00PM	4:00:00PM	7.500					7.50	2/25		
	Thu	2/26	New	8:00:00AM	12:00:00PM	12:30:00PM	4:00:00PM	7.500					7.50	2/26		
	Fri	2/27	New	8:00:00AM	12:00:00PM	12:30:00PM	4:00:00PM	7.500					7.50	2/27		
	Sat	2/28	New										0.00	2/28		

Save for Later Submit

Clear

Summary Leave / Compensatory Time Exceptions Payable Time

Reported Time Summary Find | 1-4 of 4

Category	Total	Sun 2/22	Mon 2/23	Tue 2/24	Wed 2/25	Thu 2/26	Fri 2/27	Sat 2/28
Total Reported Hours								
Total Scheduled Hours	37.500		7.500	7.500	7.500	7.500	7.500	
Schedule Deviation	37.500		7.500	7.500	7.500	7.500	7.500	
No category Displayed	37.500		7.500	7.500	7.500	7.500	7.500	

Self Service
Time Reporting



Just show your MBTA or MassDOT I.D. card
at one of these locations:

November 2016

11/3/16	Charlestown/Bennet 21 Arlington Ave., 2nd floor	10:00 AM - 3:30 PM
11/4/16	Transit Police Headquarters 240 Southampton St.	10:00 AM - 12:00 PM
11/7/16	OHS Medical Clinic 10 Park Plaza, Room 7610	1:30 AM - 4:00 PM
11/8/16	Cabot Bus 275 Dorchester Ave., 2nd floor	10:00 AM - 3:30 PM
11/8/16	OHS Medical Clinic 10 Park Plaza, Room 7610	2:00 PM - 4:30 PM
11/9/16	High Street 45 High St., 6th floor	9:00 AM - 11:30 AM
11/14/16	Reservoir Green Line 400 Chesnut Hill Ave.	10:00 AM - 1:00 PM
11/15/16	JFK Red Line 25 Morrissey Blvd	9:00 AM - 10:00 AM
11/15/16	Quincy Bus 95 Hancock St.	11:30 AM - 1:30 PM
11/15/16	OHS Medical Clinic 10 Park Plaza, Room 7610	1:00 PM - 3:30 PM
11/15/16	Orient Heights Bus 1069 Bennington St.	8:30 AM - 11:00 AM
11/15/16	Lynn Bus 985 Western Ave.	12:30 PM - 3:00 PM
11/17/16	Arborway 500 Arborway	10:00 AM - 1:00 PM
11/22/16	Wellington Orange Line 37 Revere Beach Pkwy.	9:30 AM - 12:00 PM
11/22/16	Charlestown/Bennet 21 Arlington Ave., 2nd floor	1:00 PM - 3:00 PM

**FLU SEASON
AHEAD.**

**Get a free flu
shot today!**

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