



Massachusetts Bay Transportation Authority

Human Resources Workforce & Strategy Q1 CY-2017 Update

May 1, 2017



Payroll Reduction Program(s)

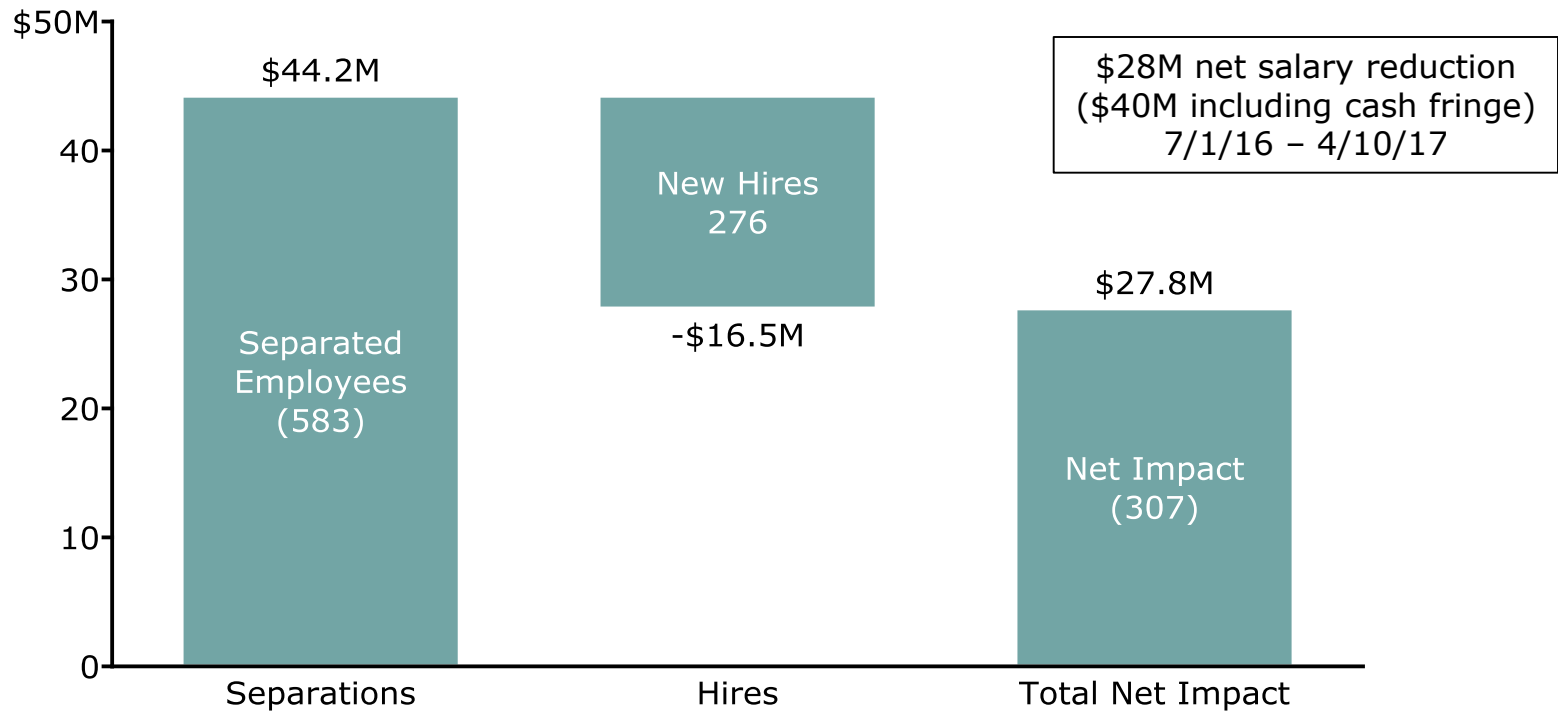




Bending the cost curve: Streamlining workforce

Annual value: \$40M

**MBTA Separations / Hires
Salary (\$ Millions)**



Avg. Salary

\$76K

\$60K



Time to Hire & Critical Hires





Time-to-Hire (# of Positions Filled to Open Job Reqs)

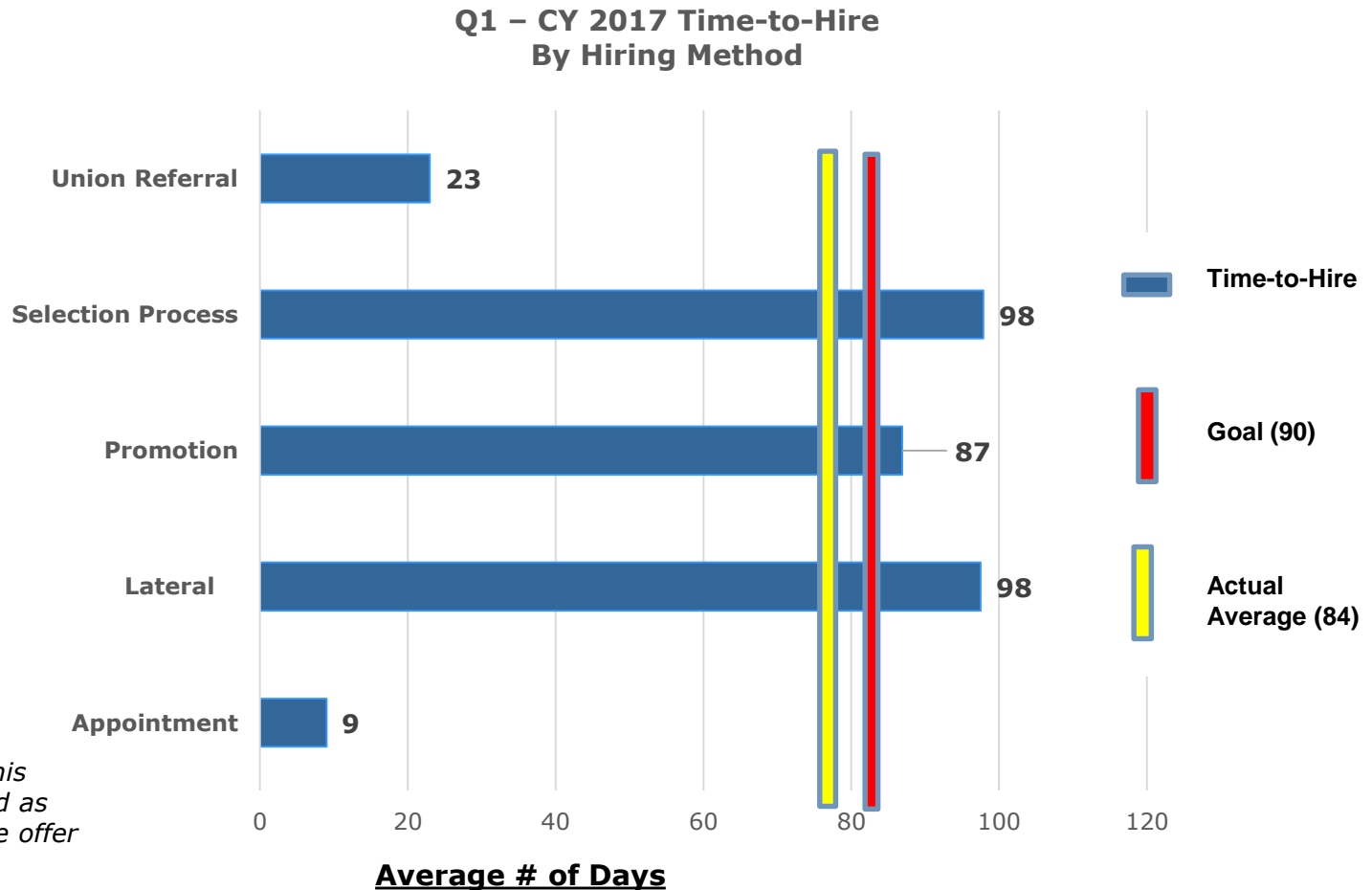
Q1 – CY 2017 Executive Summary

Date Range:
1/1/2017 –
3/31/2017

Total Hires: 45

Average time to hire: 84 days

Note: For the purposes of this report, time to hire is defined as the date of job posting to the offer date.





Time-to-Hire / Program Hiring (*Lottery and T Police*)

Q1 – CY 2017 Executive Summary

Date Range: 1/1/2017 – 3/31/2017

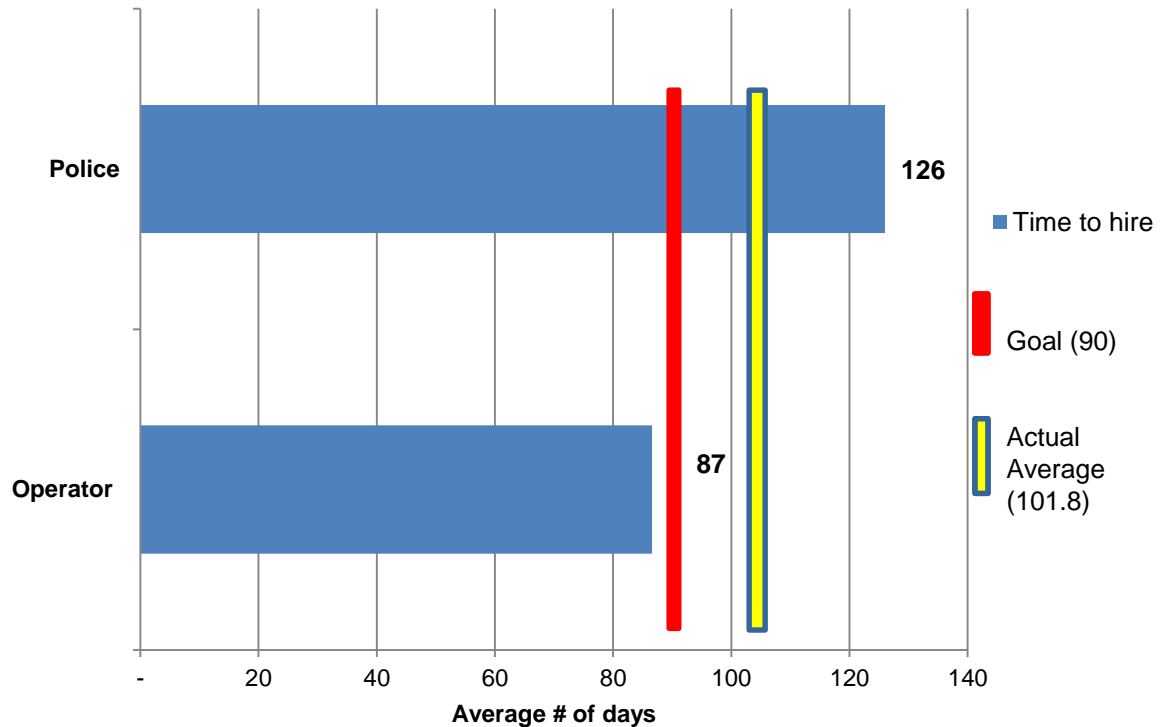
Total Hires: 44

Average time to hire:
101.8 days

Note: For the purposes of this report, time to hire for Lottery is defined as the interview date to the job offer date

For T-Police, time to hire is defined as the date offering candidates to start the process to the job offer date.

Q1 Time to Hire
by Hiring Method





Hires Highlights – CY 2017 Q1

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**
 - 1 Asset Manager
 - 2 Vault Agent Supervisors
 - 1 Vendor Ops Analyst
 - Director of Commuter Rail Strategy
 - Deputy Director of Applications (IT)
 - Director of Coordinated Mobility

- **Operations**
 - 2 Supervisors Bus Transportation
 - 2 Supervisors of Maintenance of Way
 - 2 Supervisors of Vehicle Schedules
 - 3 Eng. Maintenance of Way
 - 1 Eng. Heavy Rail Maintenance
 - Sr. Director of Vehicle Maint. & Strategy
 - DCOO SvcPI & Strategy
 - Deputy Director of System Safety & Eng

- **Capital Delivery**
 - 2 Exec. Assistants
 - 3 Resident Engineers
 - 1 Sr. Project Manager
 - 1 Project Control Analyst

	Total Hires
Administration	11
Operations	27
Capital Delivery	7
Procurement	0
Total	45

<u>PROGRAM HIRING</u>	Total Hires
Lottery – Operators	27
T-Police	17
Total	44



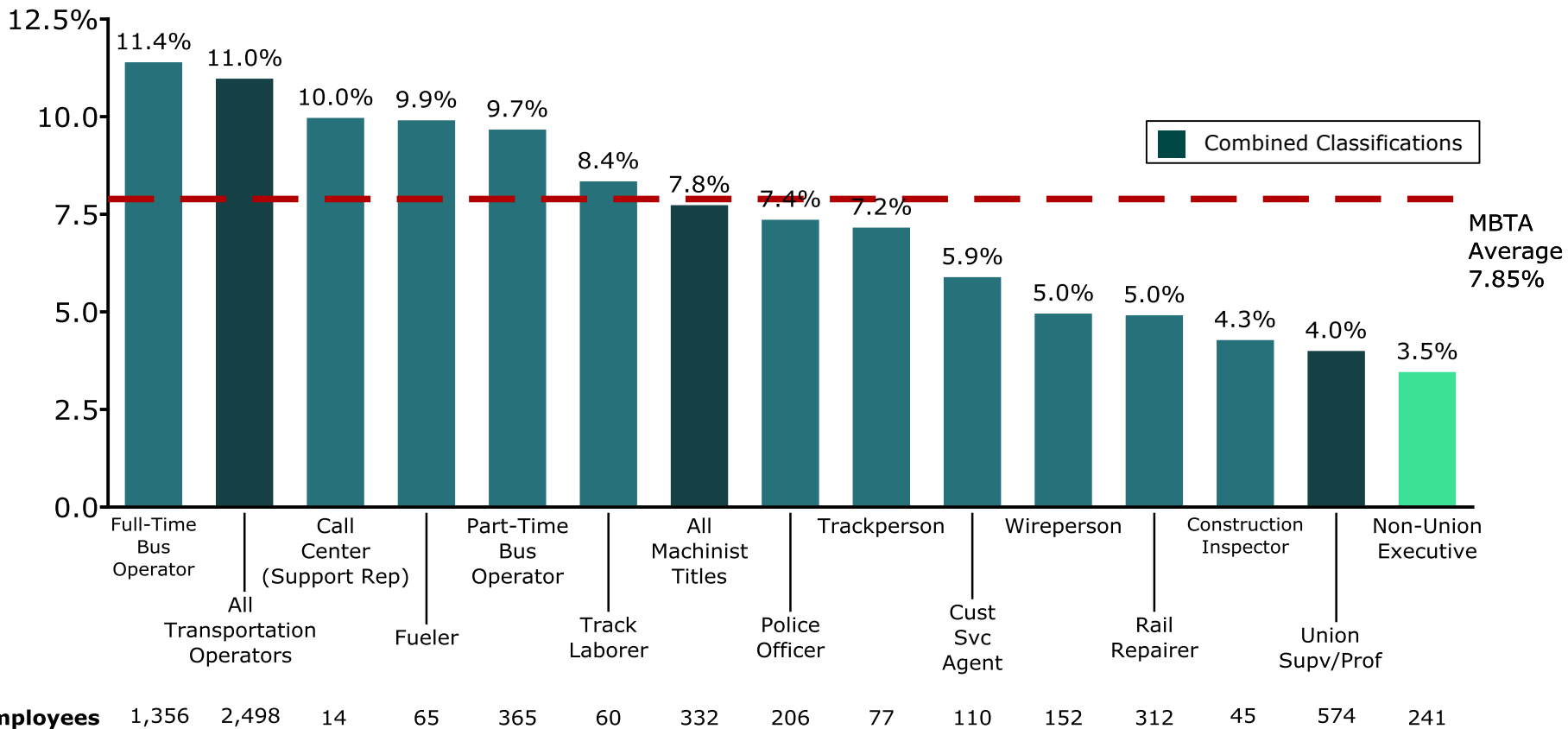
Absence Management & TPA Update





2017 Q1 update – absenteeism by classification

MBTA Unscheduled Absence %
(CY2017 - Q1)

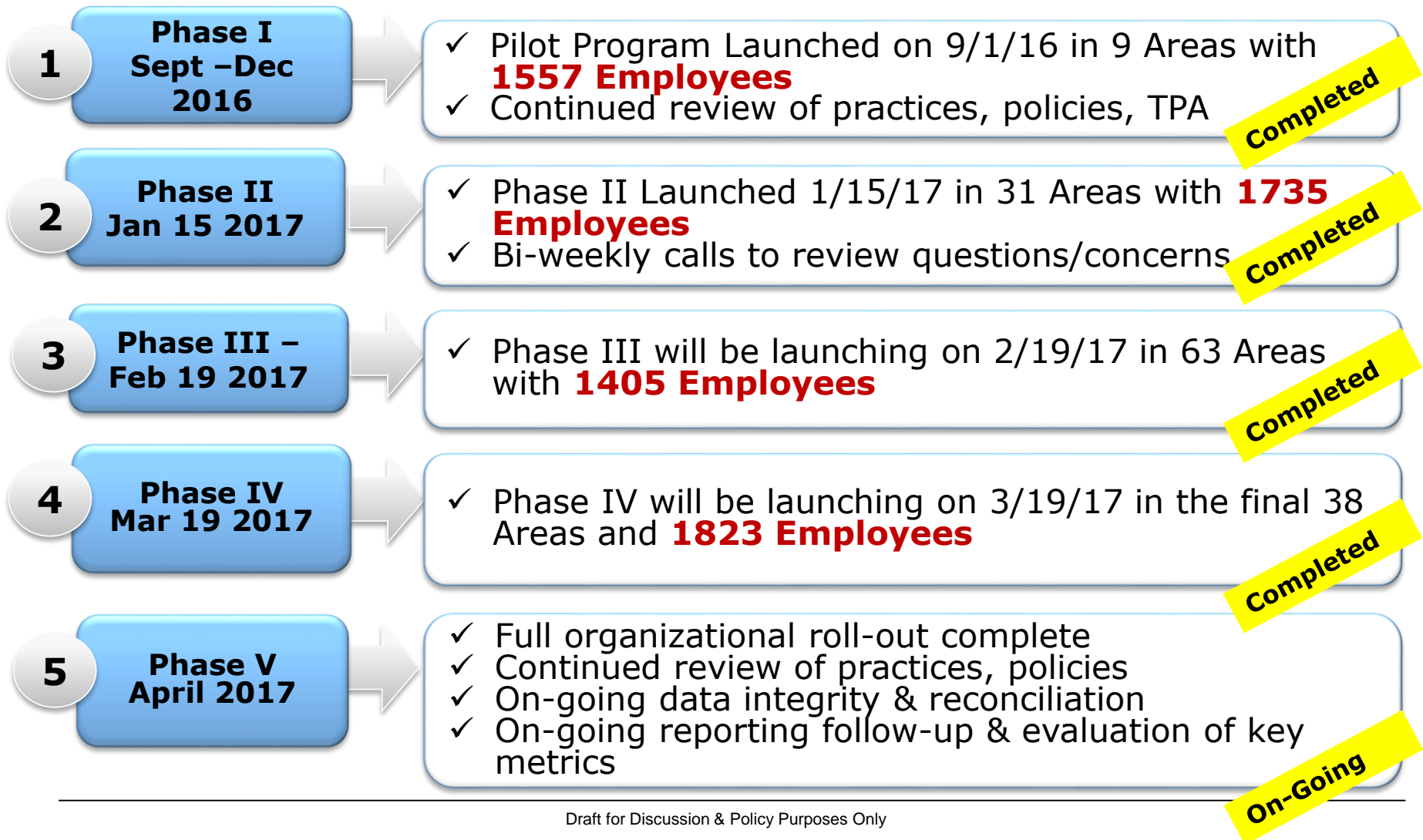


Source: MBTA Internal Data

Draft for Discussion & Policy Purposes Only



TPA Leave Strategy – UPMC WorkPartners

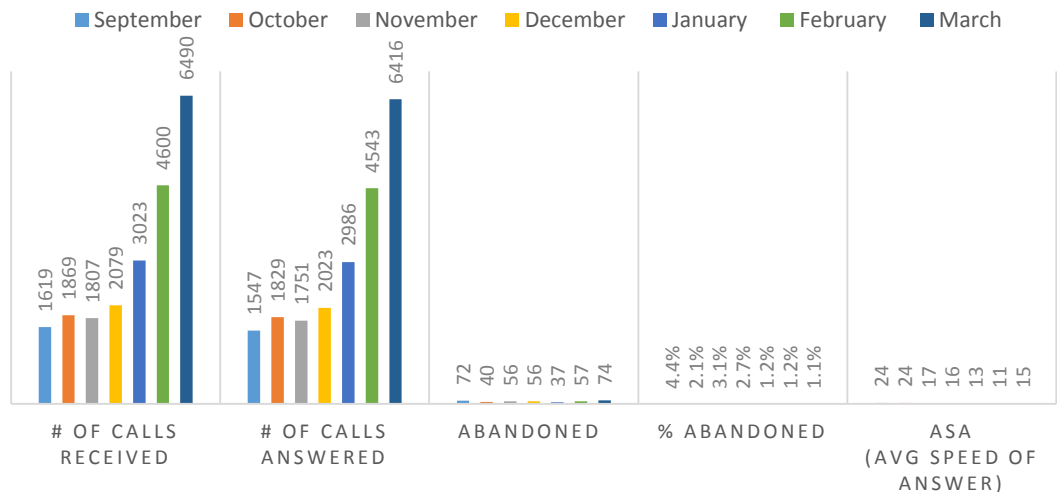


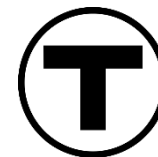


Pilot Statistics to Date

	<u># of Calls Received</u>	<u># of Calls Answered</u>	<u>Abandoned</u>	<u>% Abandoned</u>	ASA <i>(avg speed of answer)</i>
September	1619	1547	72	4.4%	24
October	1869	1829	40	2.1%	24
November	1807	1751	56	3.1%	17
December	2079	2023	56	2.7%	16
January	3023	2986	37	1.2%	13
February	4600	4543	57	1.2%	11
March	6490	6416	74	1.1%	15

CHART TITLE

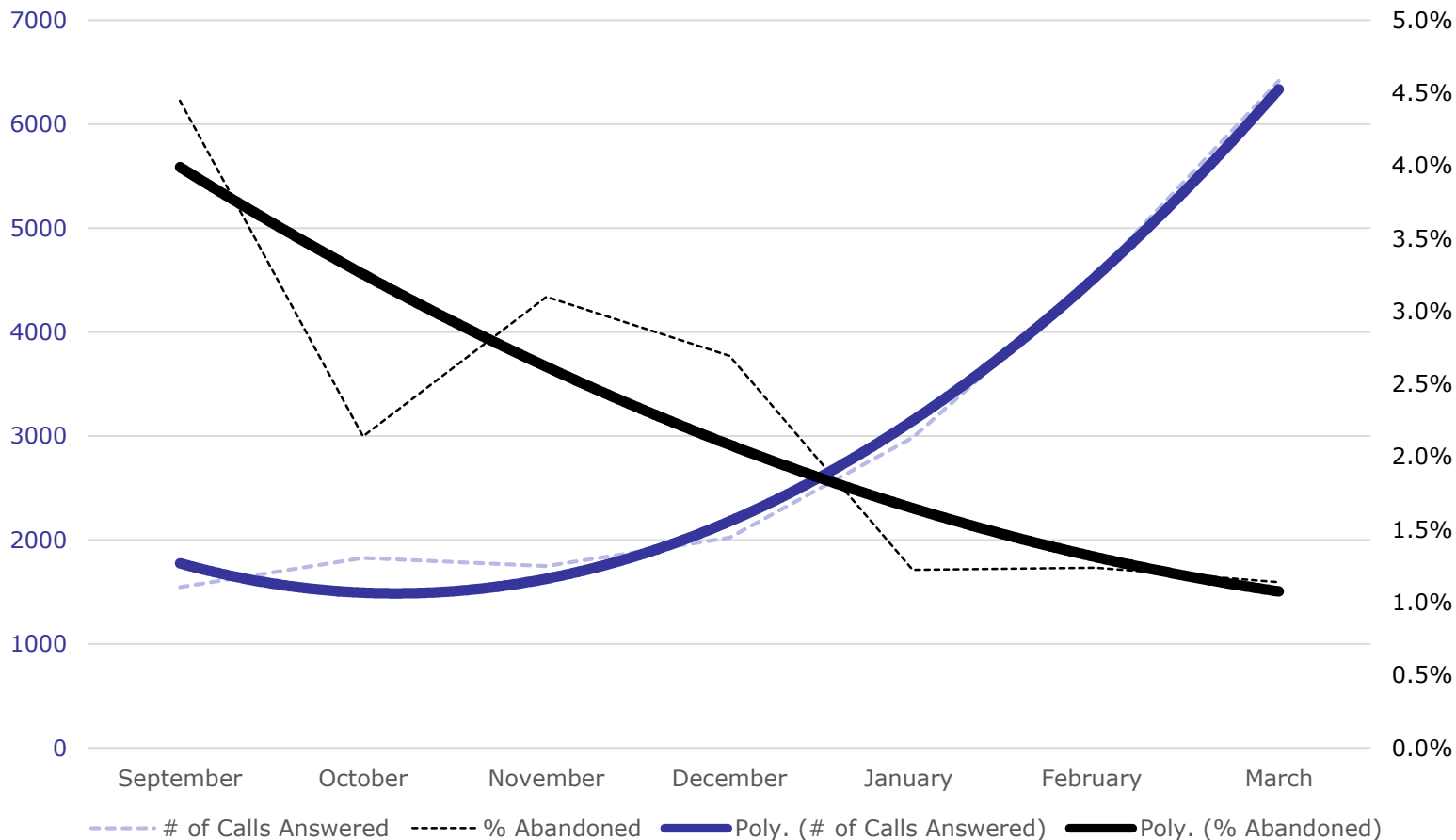




Third party administrator customer service improvements since 9/1/16

UPMC
WorkPartners

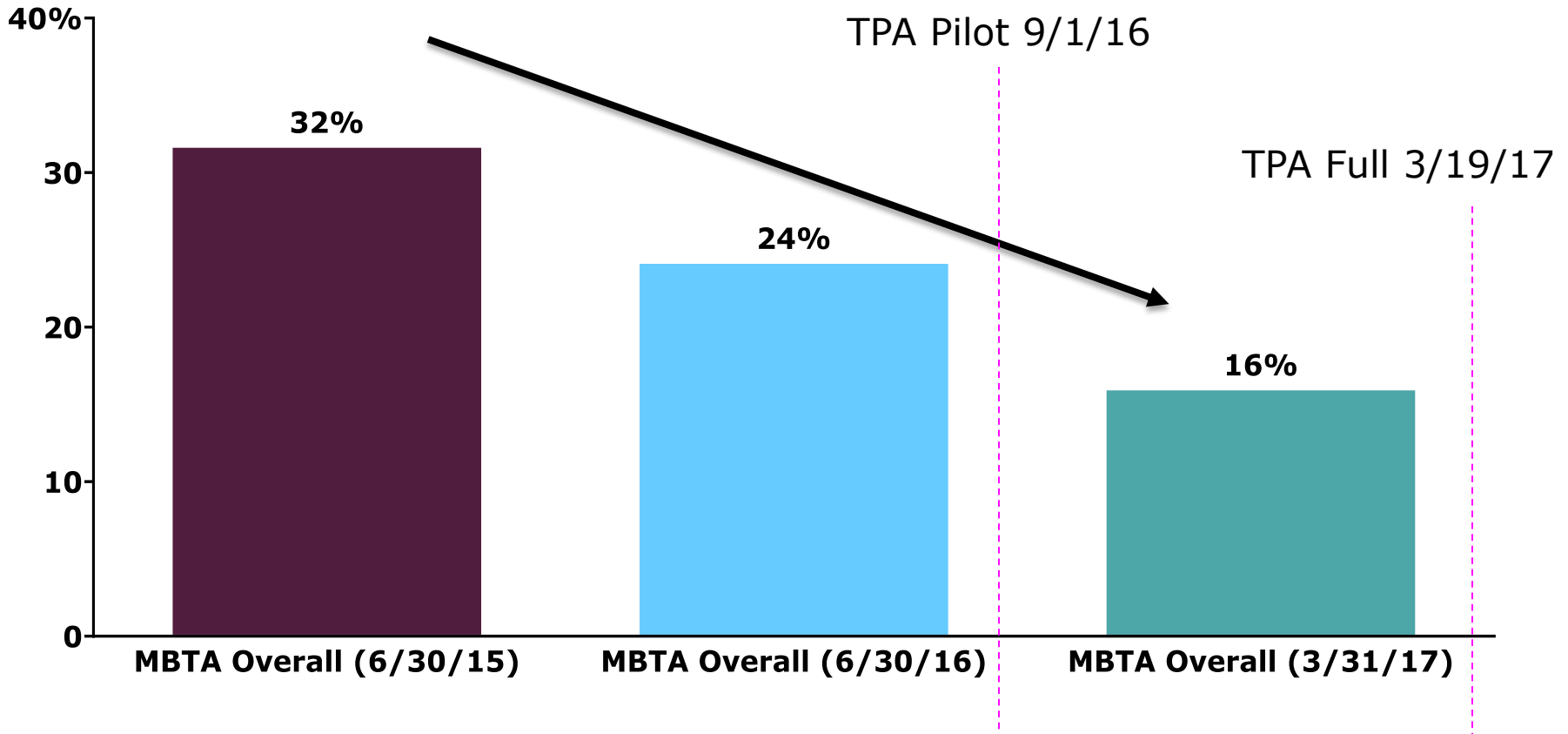
Calls Answered vs % Abandoned





FMLA certification % continues to drop as new policies are enforced

% of Employees with Active FMLA Certification

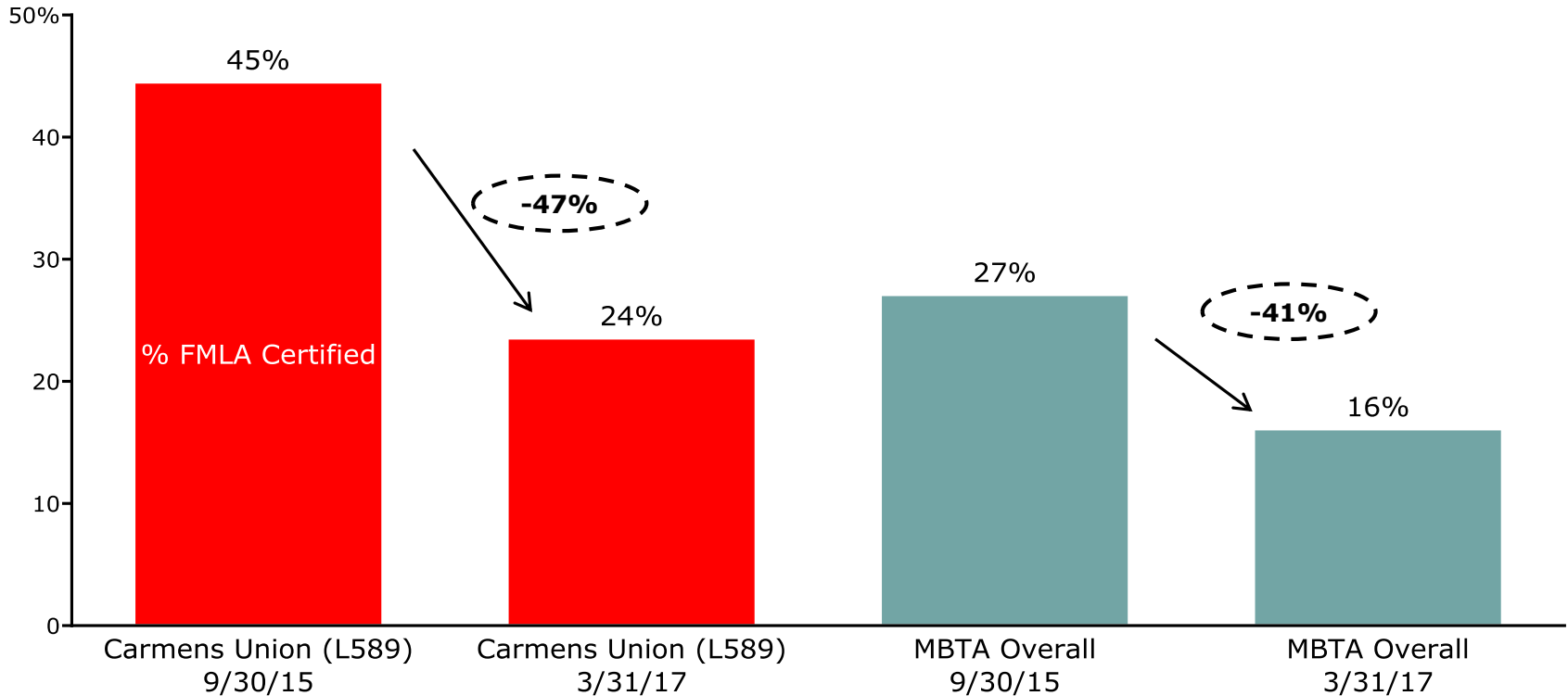


Source: Internal MBTA data



FMLA certification % continues to drop as new policies are enforced

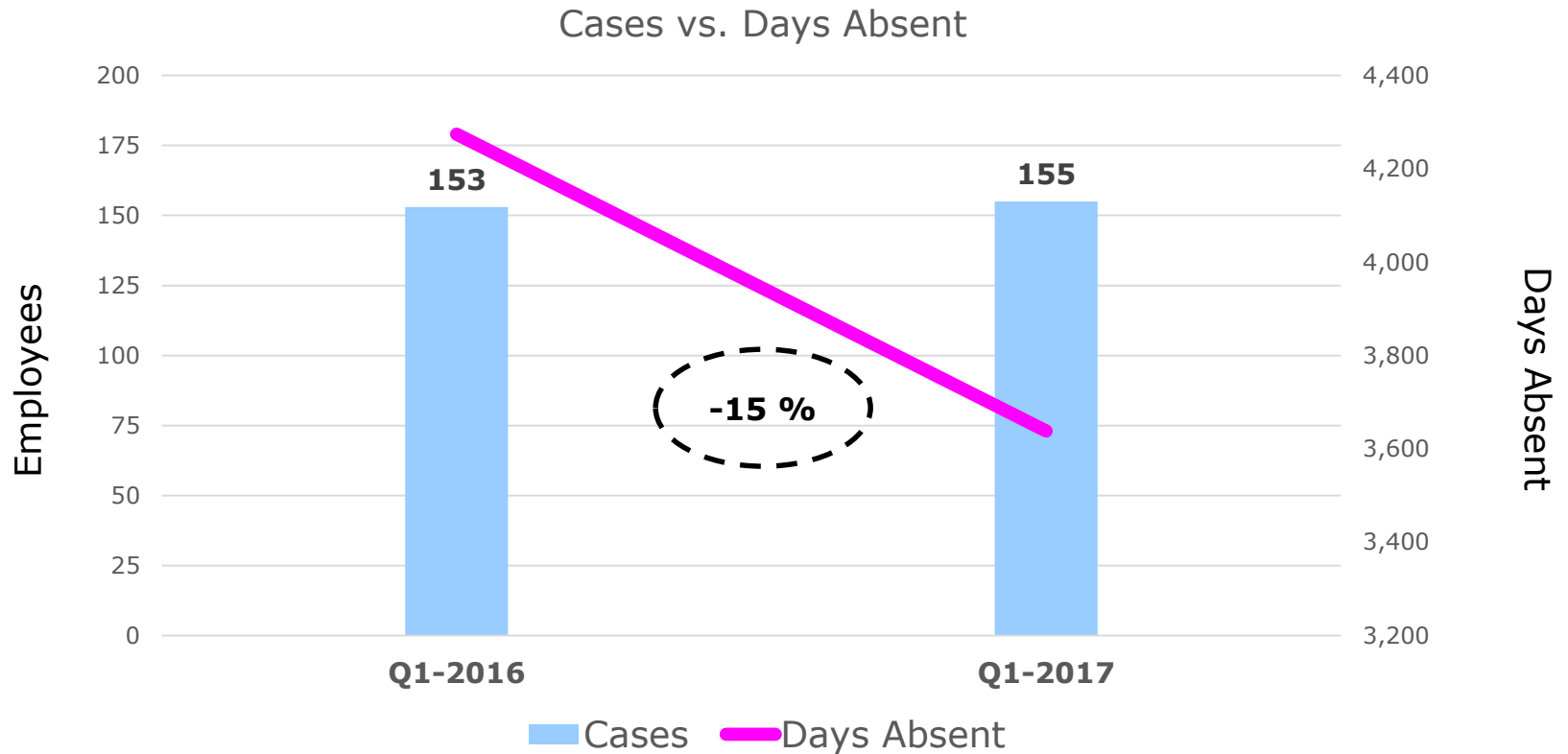
% of Employees with Active FMLA Certification



Source: Internal MBTA data



Case Management: Leave as an Accommodation 1Q2016 vs 1Q2017

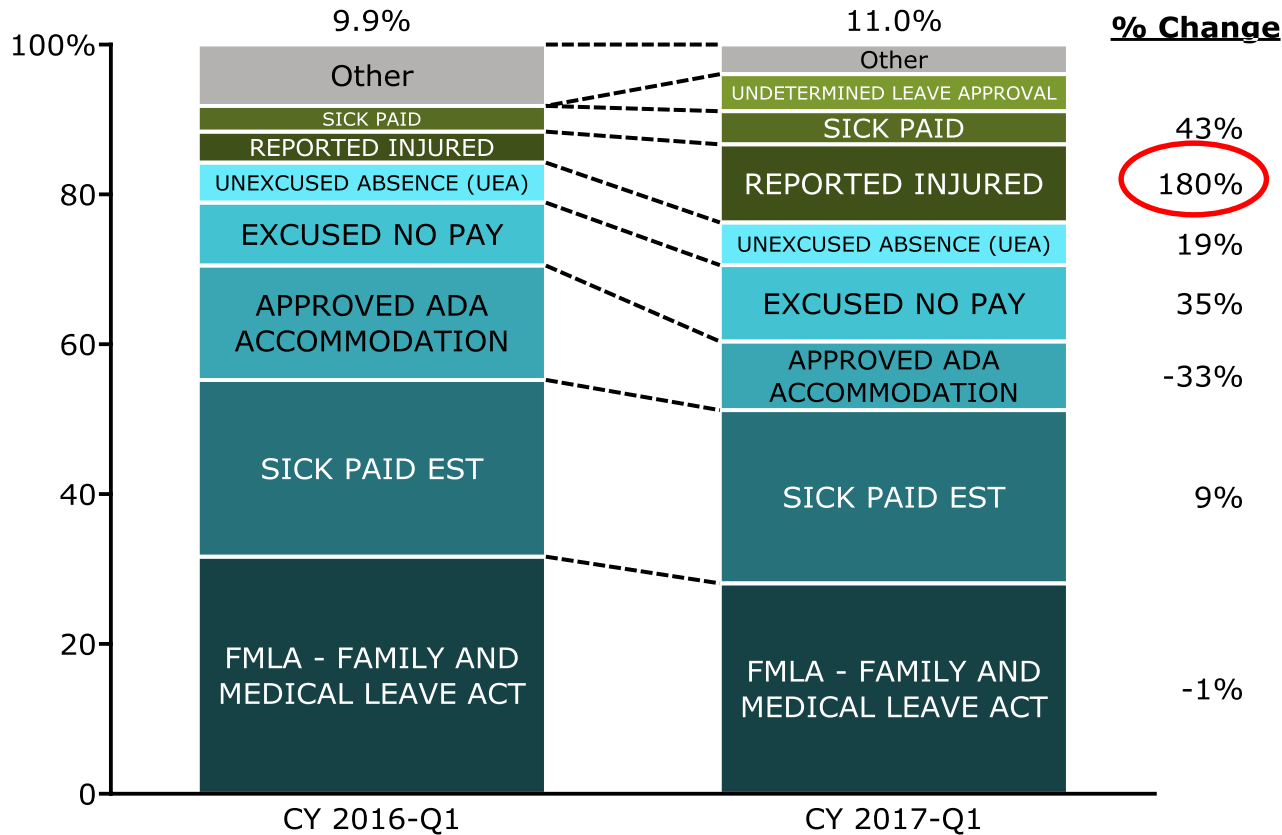


Source: Internal MBTA data



FMLA and ADA usage dropped in Q1 but “Reported Injured” doubled

Unscheduled Absence Rate -- All Transportation Operators



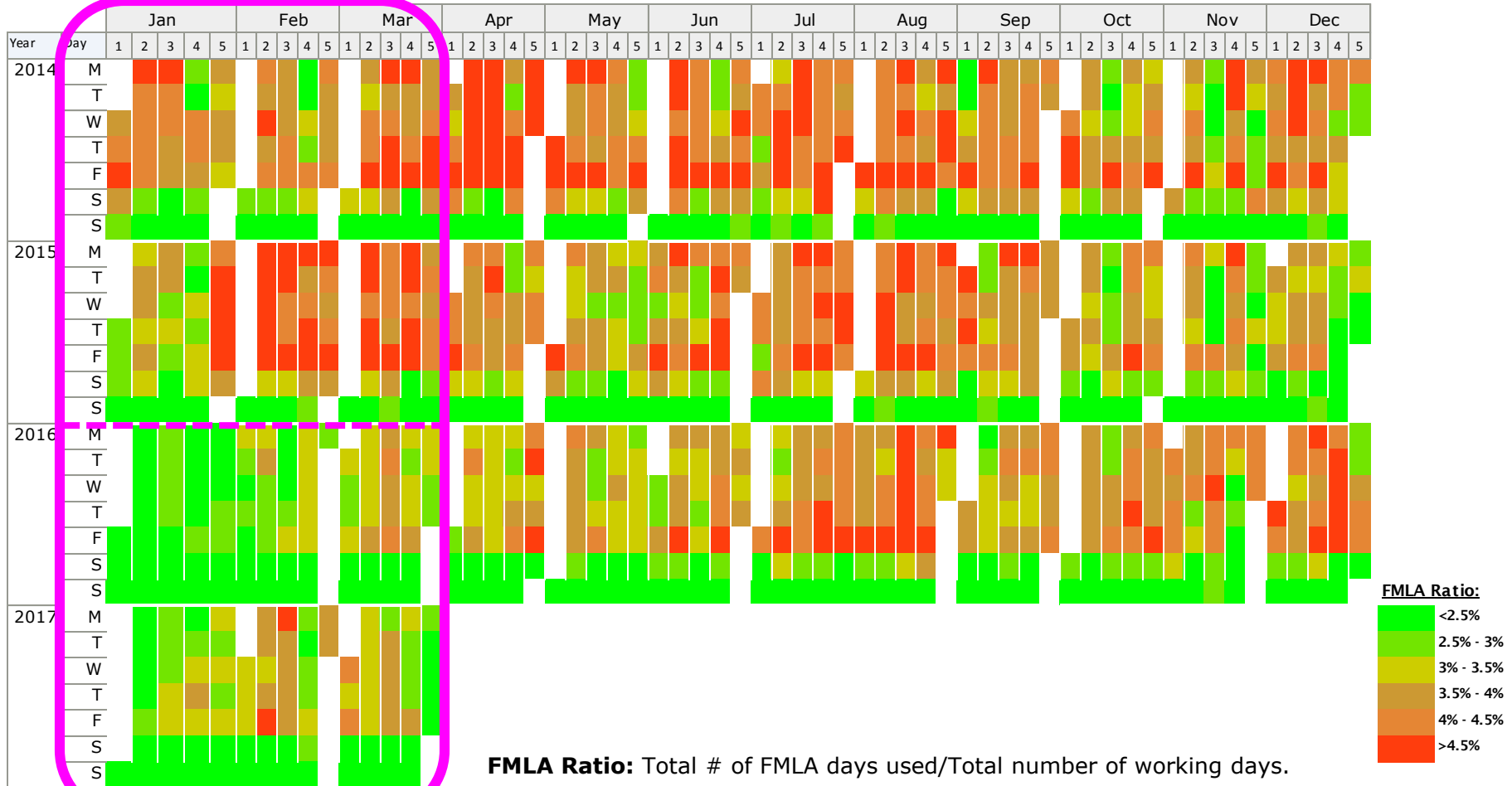
Source: MBTA Internal Data

Draft for Discussion & Policy Purposes Only

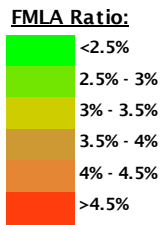


Reduced total days used in Q1 of 2016, 2017 versus 2014, 2015

MBTA 360 Heat Map of FMLA Ratio over Calendar Days



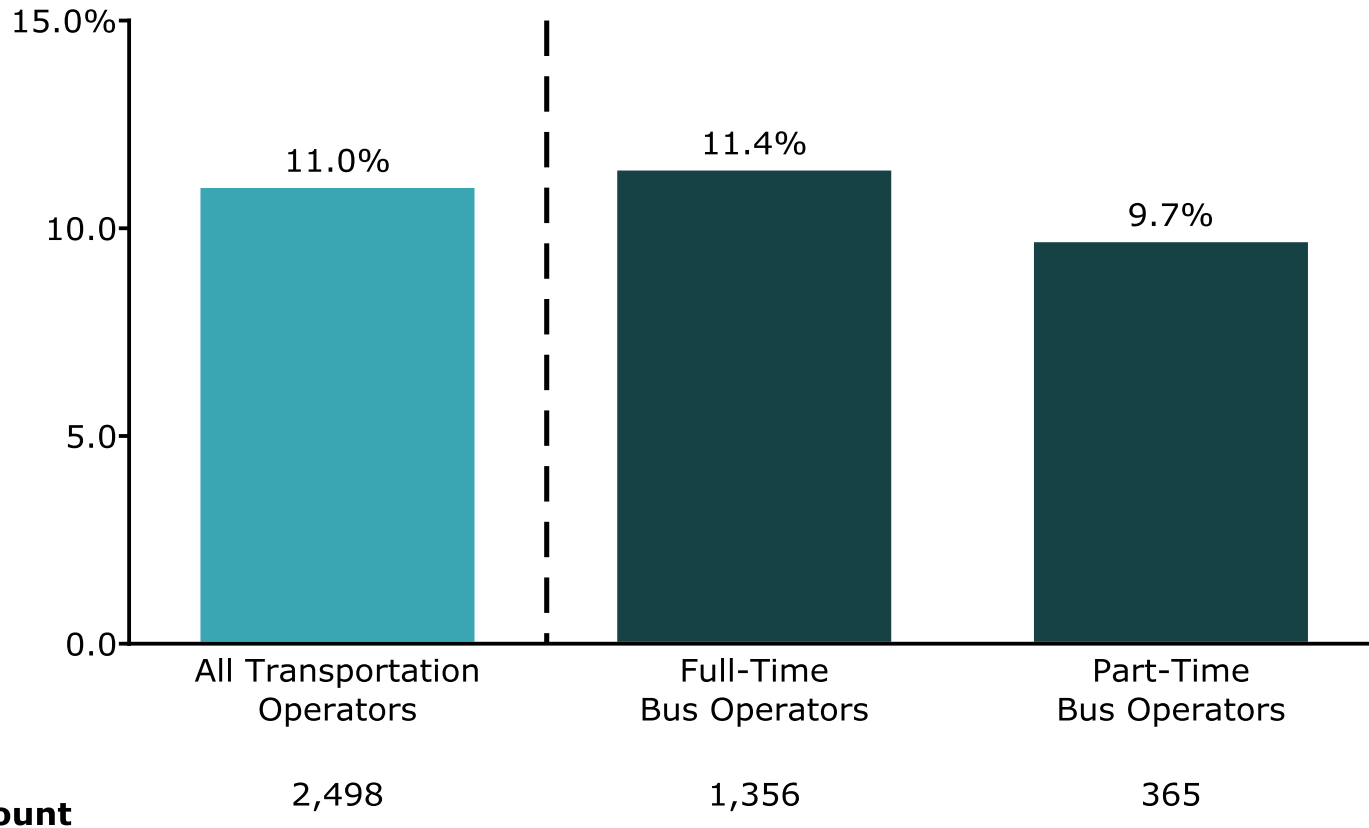
FMLA Ratio: Total # of FMLA days used/Total number of working days.





Full time bus operator absenteeism rate was 11.4%

Unscheduled Absence Rate (CY 2017 - Q1)



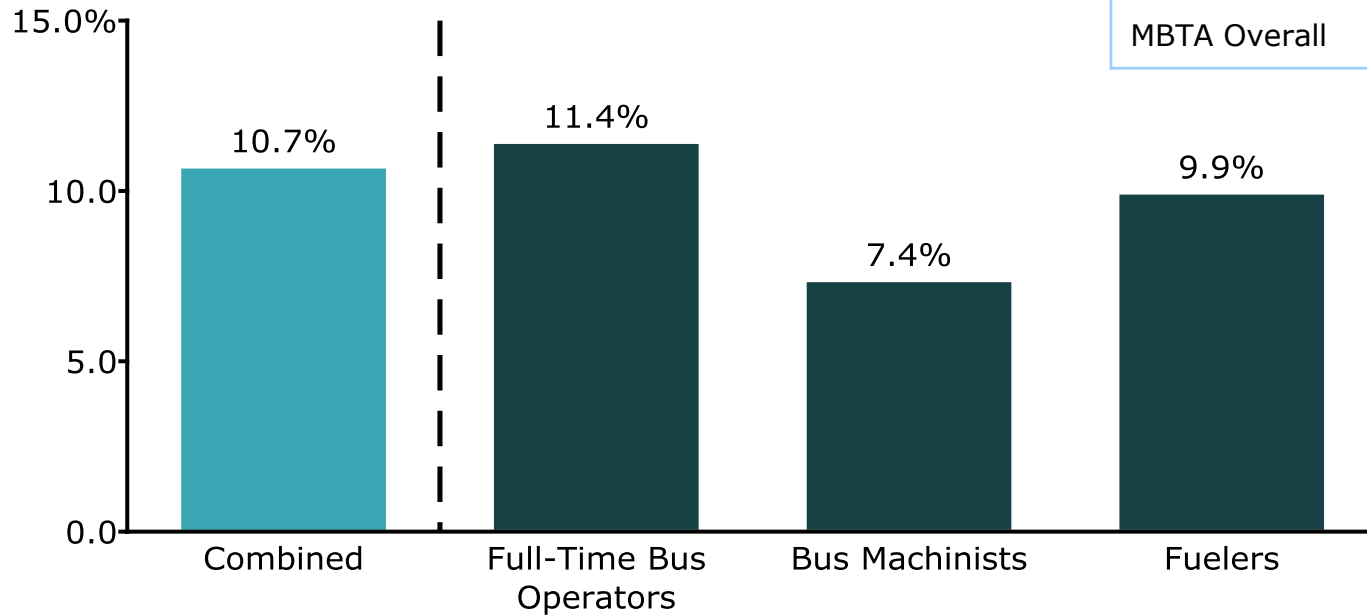
Source: MBTA Internal Data

Draft for Discussion & Policy Purposes Only



Bus operations and maintenance (combined) absenteeism rate was 10.7%

Unscheduled Absence Rate (CY 2017 - Q1)



Bus Operations and Maintenance	10.7%
MBTA Overall	7.85%

Avg. Headcount

1,699	1,356	278	65
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Union Affiliation

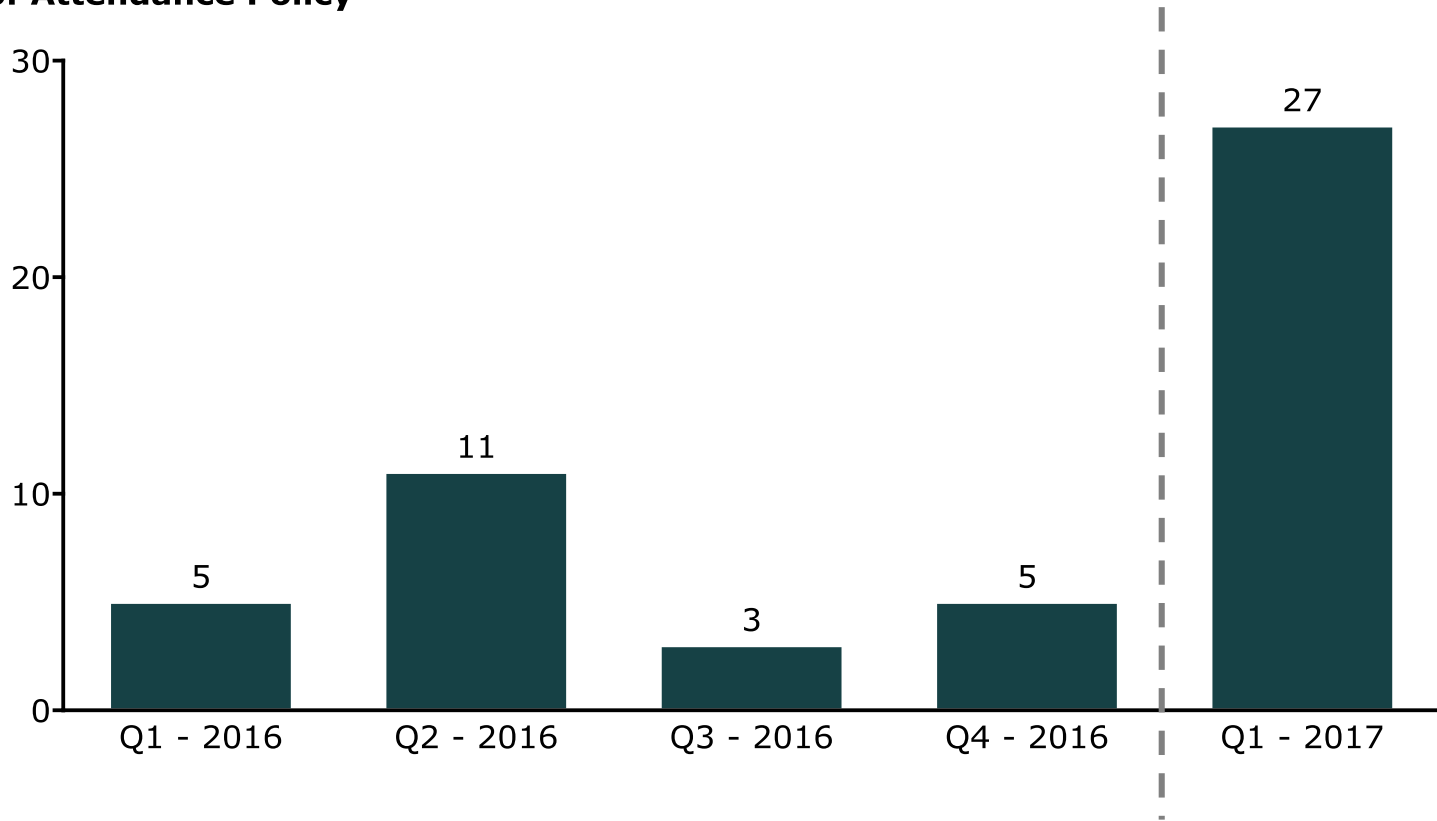
L589	L264	L264	
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Note: "Bus Machinists" includes machinists at bus garages (067400 and 067600), as well as Everett Automotive Machinists (057100)
Source: MBTA Internal Data



Enforcement: 27 employees terminated for attendance violations in Q1

Quarterly Terminations for Violation of Attendance Policy



Source: MBTA Internal Data

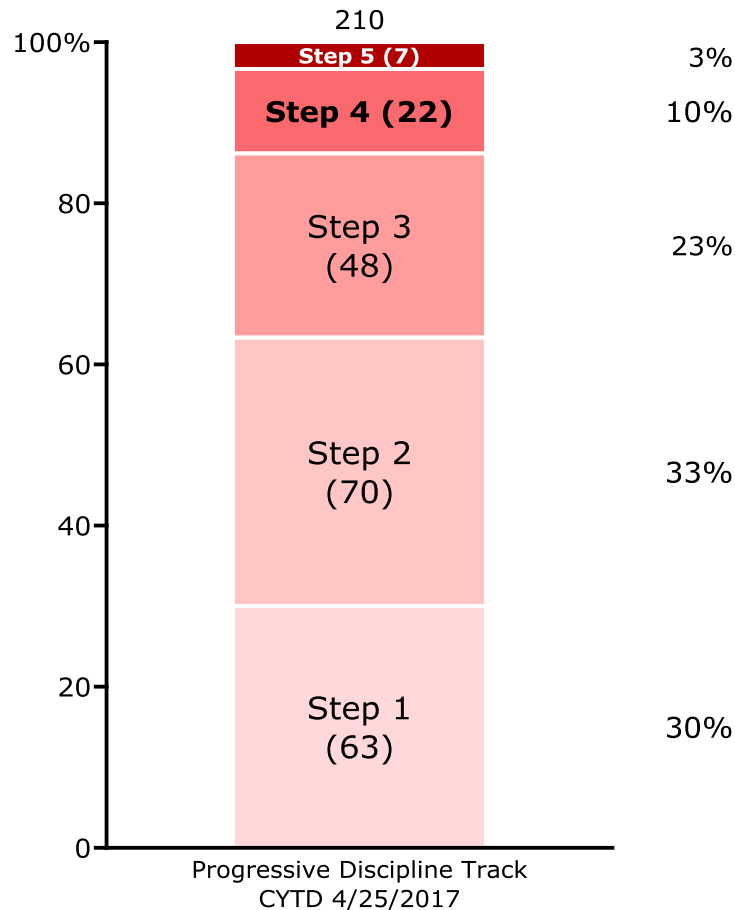
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More than 75 employees are currently in steps 3, 4 and 5 of progressive discipline for violating attendance policy

Number of Employees on Progressive Discipline Track for Attendance Violations

% of Total



Discipline Steps

- Step 5:** 70-day suspension with RFD
- Step 4:** 5-day suspension time-served
- Step 3:** 3-day administrative suspension
- Step 2:** 1-day administrative suspension
- Step 1:** Written warning

Human Resources Strategic Plan

Branding Initiative

Join – Stay – Grow

Led By Janice Brochu



BRANDING STRATEGIC INITIATIVES



Our objective is to promote a “ People First” approach to HR and convey a value proposition that compels employees and candidates to

JOIN -STAY-GROW

SHORT-TERM INITIATIVES

1

2017 MBTA Job Lottery
February – May 2017

2

Communication Plan
March – July 2017

3

Video
January- April 2017

4

Poster Campaign
May – July 2017

5

Career Landing Page
January – July 2017

LONG-TERM INITIATIVES

1

On-Boarding Program
Aug 2017 – Jan 2018

2

Stay Interviews
Feb 2018 – Apr 2018

3

Off-Boarding Program
Apr 2018 – June 2018



THE LOTTERY GETS A FACE-LIFT



2017 MBTA Job Lottery



WELCOME



Massachusetts Bay
Transportation Authority

JOB LOTTERY

We invite you to begin your career with the MBTA!

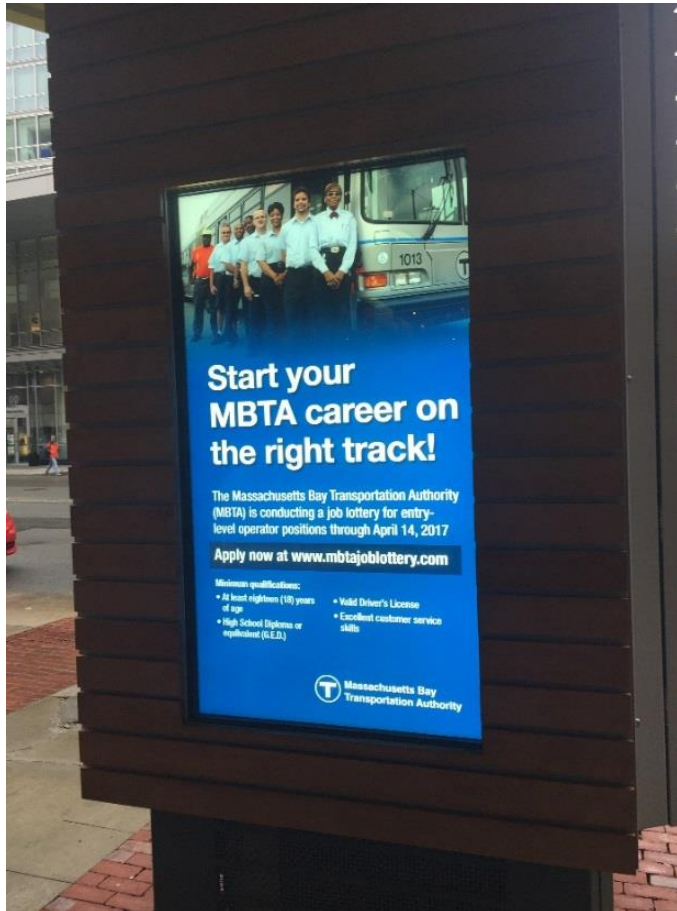
The Massachusetts Bay Transportation Authority (MBTA) is conducting a job lottery for entry-level operator positions.

The MBTA Job Lottery is now open through April 14, 2017

Apply now at www.mbtajoblottery.com

Minimum Qualifications:

- At least eighteen (18) years of age
- High School Diploma or equivalent (G.E.D.)
- Valid Driver's License
- Excellent customer service skills



Digital Advertising Boards



MBTA Job Lottery

April 1 at 9:04pm · 🌐

Did you know the fastest route to employment with the MBTA is as a bus driver? New hires start off as part-time, with opportunities for advancement. Apply today! www.mbtajoblottery.com



MBTA Job Lottery

March 29 at 4:52pm · 🌐

Check out our explanatory video, and apply today to start building your career with the MBTA.

<https://youtu.be/PCirFXFPAGo>



MBTA Job Lottery 2017

YOUTUBE.COM



MBTA Job Lottery

March 29 at 5:01pm · 🌐

The MBTA is looking for some new team members who want to start building their career with entry level operator positions. Go to www.mbtajoblottery.com now to watch the video and learn about career opportunities! The MBTA is an Equal Opportunity/Affirmative Action Employer.

[Facebook - 191 Likes & 192 Followers](#)

<http://www.mbtajoblottery.com/>



2017 Job Lottery Outreach Timeline

Advertisement (3/10/17-4/9/17)

Newspaper ads, bulletins, flyers, train ads



Email Blasts (3/8/17-3/22/17)

Bi-weekly Lottery introductory email sent to organizations along with a flyer and coupon



Social Media Posts (3/10/17-4/14/17)

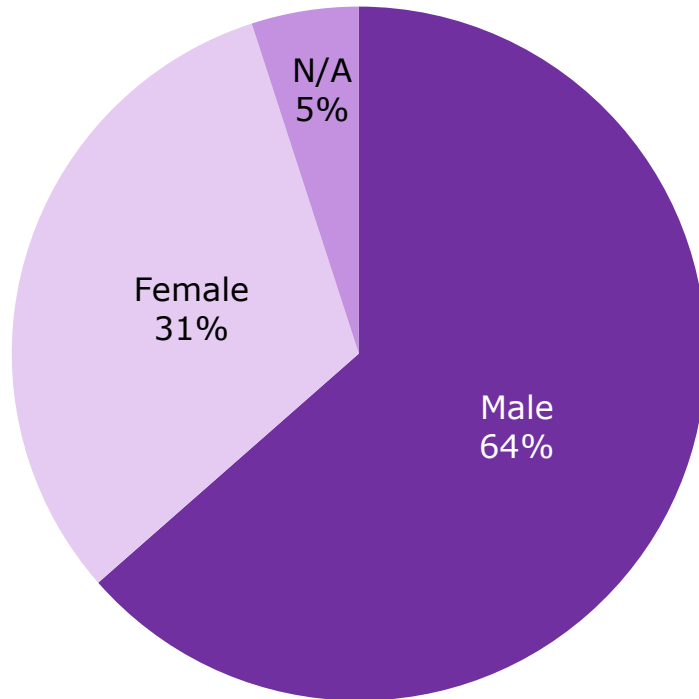
LinkedIn, Twitter, Instagram, Facebook

- Diversity Groups
- Veteran Organizations
- Trades Organizations
- Career Service Centers
- Educational Institutions
- Constituent Services
- College Fairs

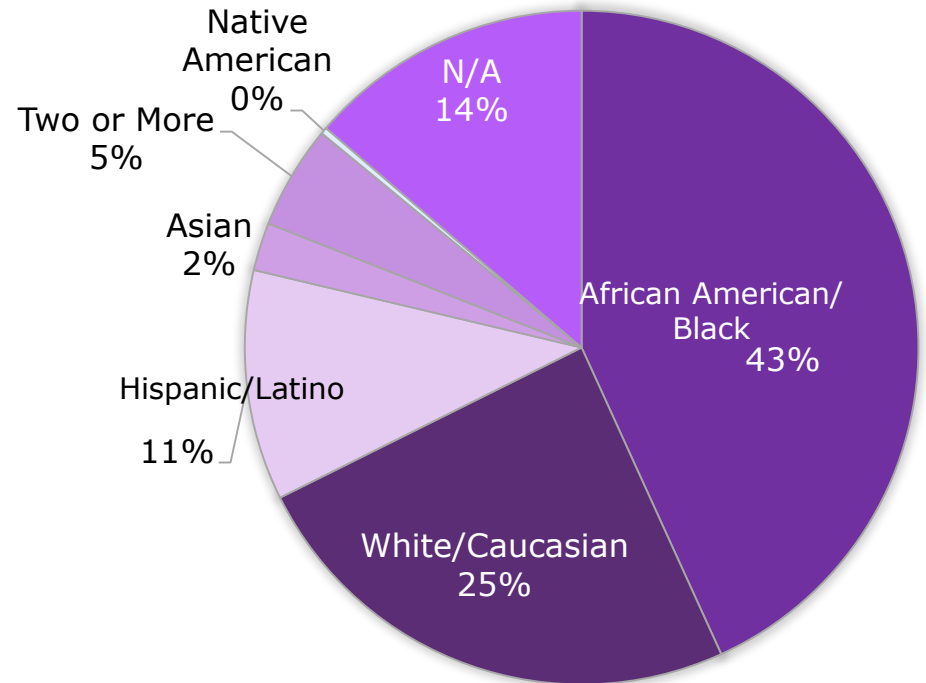


2017 MBTA Job Lottery

APPLICANTS BY GENDER



APPLICANTS BY RACE



Based on 17,193 applicants as of 4/13/17 (*closed at 17,855 applicants*)

JOIN - STAY - GROW

[Home](#) > Career Opportunities



Career Opportunities

MBTA Careers: We'll get your career on track!



VIDEO

See & Hear What It's Like Working At The MBTA

Dream Job
Next Exit 



Stay
on
Track



JOIN



Employee Testimonials

**Why They
Joined**

STAY



Employee Testimonials

**Why They
Stayed**

GROW



Employee Testimonials

**How They
Grew**

1

Join

"I joined the MBTA from the private sector to help stabilize an organization that underpins the Greater Boston area. The opportunity to lead a team with a shared commitment to public service has been an extremely rewarding experience and one that will keep me at the T for the indefinite future."

Paul Brandley, Treasurer - Treasury Department

2

Stay

"I joined the MBTA some 20 years ago to pursue a career with a World Class Transportation Agency, I thoroughly enjoy working and meeting new people while doing a job that I also enjoy, I am proud to do my job and ensure that it is done right, working on a daily basis with a great and diverse staff also adds to my enjoyment of working here. "

Charlie Hill, Manager, Mailroom Services - Procurement & Logistics

3

Grow

"I enjoy being part of an organization that is such a vital part of Boston. The opportunities to learn and grow have added to my professional and personal development."

Anna Boelcskevy, HR Analyst

Working at the T

Benefits

Learn about healthcare, our training programs, tuition assistance, and more

Equal Opportunity Employer Policies

View our policies and learn about the MBTA Civility Standard

Diversity

Learn about how the MBTA strives to foster diversity



Career Opportunities



FIND YOUR SEAT AT THE MBTA

MBTA External Job Openings

MBTA Internal Only Job Openings

MassDOT Job Openings

2017 MBTA Job Lottery

Human Resources Poster Campaign

Branding Initiative

Join – Stay - Grow



VISIT MASSDOT'S AND THE MBTA'S CAREER LANDING PAGE



Massachusetts Department of Transportation has many career paths.

Which path will you choose?

IT
Legal
Finance
Planning
Logistics
Marketing
Real Estate
Engineering
Procurements
Labor Relations
Human Resources

#MBTA *Be a part of something great.* #MASSDOT

Join – Stay – Grow



Join – Stay – Grow



VISIT MASSDOT AND THE MBTA'S CAREER LANDING PAGE



Moving you forward and taking you places



Join – Stay – Grow



VISIT MASSDOT AND THE MBTA'S CAREER LANDING PAGE



We are more than just transportation....

We are a great place to work!



Join - Stay - Grow



**BUILDING CAREERS ONE
STOP AT A TIME**





Compensation Update





COMPENSATION: Approach to the Talent Challenge

PHASE 1: Internal Talent Parity **Completed**

- We've developed an understanding of how we are currently compensating our leaders and identified parity risks.
- 1/17/2017 Outlined recommended immediate compensation adjustments for high value roles & retention of talent.

PHASE 2: Benchmark / Align Compensation to Market **Completed**

- Benchmark comparable compensation for high value roles within targeted departments
- Outline recommended compensation adjustments for targeted roles
- RFP issued on 11/21/16
- RFP Compensation Committee began interviewing vendors on 1/18/17 with contract execution planned by mid-February 2017. This competitive analysis will help set a baseline view of how MBTA's pay levels compare to market

PHASE 3: Talent Management **In Process**

- 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



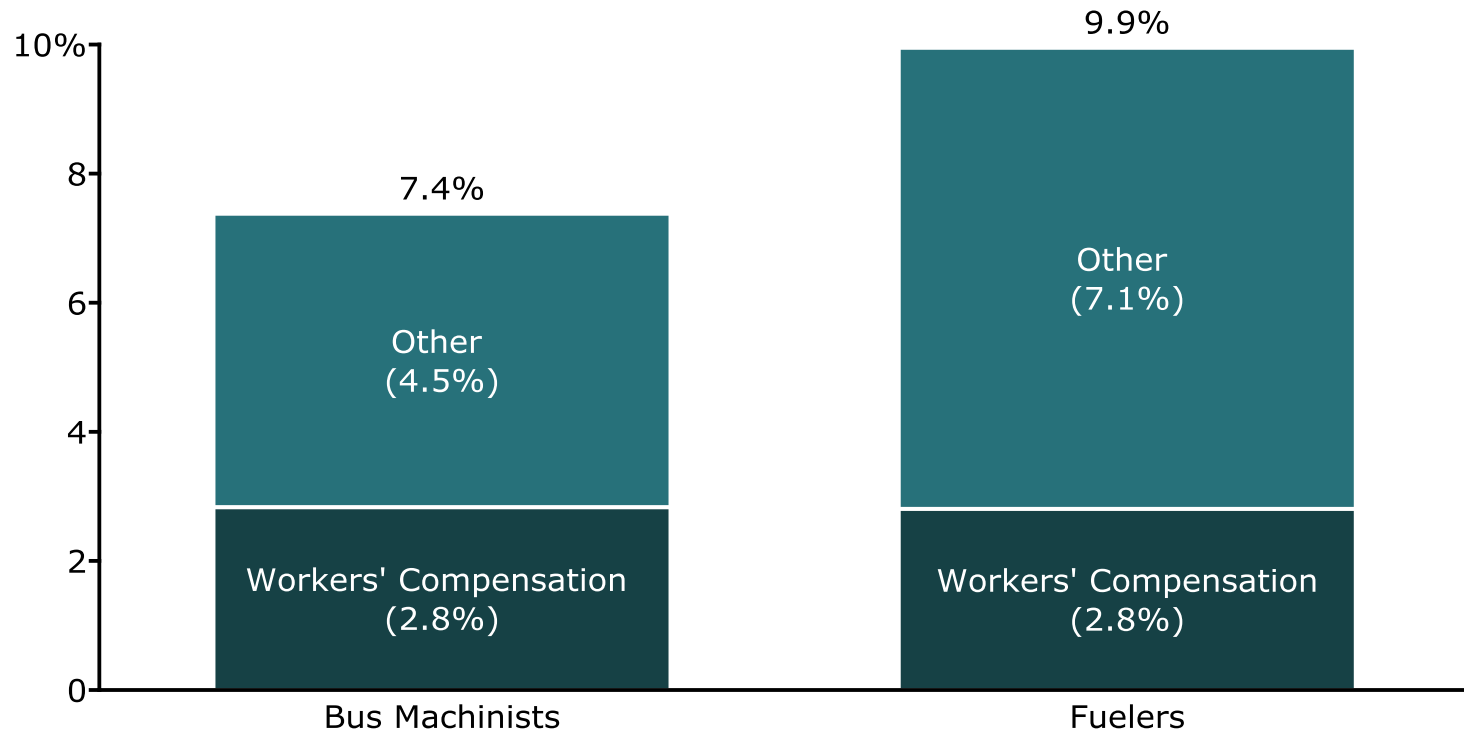
Back Up





Breakdown: Unscheduled absences for bus machinists and fuelers

Unscheduled Absence Rate (CY 2017 - Q1)



Note: "Bus Machinists" includes machinists at bus garages (067400 and 067600), as well as Everett Automotive Machinists (057100)
Source: MBTA Internal Data