

MassDOT – MBTA Human Resources (HR) Strategic Plan

October 16, 2017

Background

Winter of 2015 exposes systemic failures and lack of investment in infrastructure and human capital at the MBTA.

- Governor's Special Panel Key MBTA Findings:
 - ❑ Ineffective Workplace Practices: The MBTA is ineffective at managing work due to weak workplace practices and chronic absenteeism.
 - ❑ Organizational Instability: The MBTA is hampered by frequent leadership changes, vacancies, and looming attrition.
- Similar challenges at MassDOT: Limited alignment to business needs and ineffective workplace business practices
- Focus of 2015 -2017: Address legacy issues and build strong HR Foundation

Laying a strong foundation enables the HR to refocus on strategy - the alignment of services to business needs, and business partnerships.

Progress from 2015 - 2017: Steady and Improving



Headcount Reduction of 398 helps to reduce operating deficit
\$35.5 Million Net Salary Savings
\$50 Million Fully Loaded Net Cash Savings.



New business processes helped to reduce time to hire from 137.5 Days in 2015 to 69 Days YTD, filling critical roles



Absence Management Program leads to overtime reduction of 22% from FY 2014 (FY14 – 332 OT Hours/Day, FY17-260 OT Hours/day)



Compensation Review improves MBTA's ability to competitively compensate new talent and those currently in critical roles workforce.



Technology: HR played critical role in HCM & Payroll System Migration of over 6,000 employees



Performance Management Training Program provides managers with tools to manage

Progress from 2015 - 2017: Steady and Improving



↓ Successful transition of over 1000 employees as part of cost savings measures and All Electronic Tolling transition (412 Early Retirement; \$29.1 Million in Savings; 65 Voluntary Separation Incentive leads to 4.5 Million in savings; 543 toll Workers at Peak)



↓ New business processes helped to reduce time to hire from 85.9 CY2015 to 70.74 YTD, Implementation of Taleo improves reporting capability.



✓ Enhance Recruitment Strategy improves MassDOT's ability to fill Critical Roles



✓ Technology: Automation of payroll process and replacement of applicant tracking system eliminates manual processes, improves transparency and reporting capabilities.

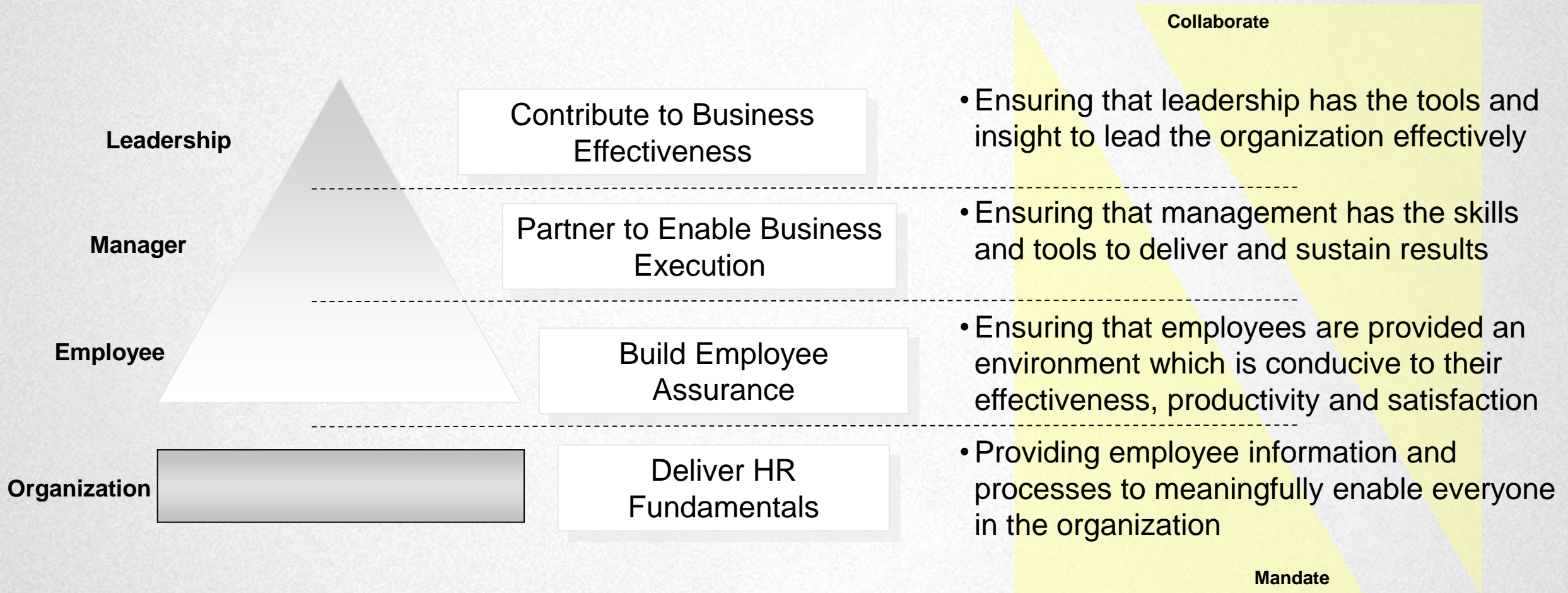


✓ Performance Management Training Program provides managers with tools to manage



Shift to Strategic Focus

In addressing legacy issues and establishing a strong HR Foundation, the HR Department has shifted its focus on to providing the appropriate level of services at every level of the organization.



Workforce Strategy – Key Initiatives

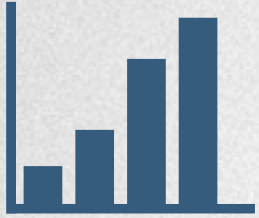
Human Resources is committed to attracting, retaining, and developing a diverse and qualified workforce while developing and implementing solutions that lead to business improvements.



This strategic plan lays out five key initiatives designed to help HR better support the business needs of both organizations.

Talent Management

Survey Analysis: Talent Management



MassDOT – MBTA Manager Survey finds 95% responded that talent management was extremely important, important, or somewhat important. With senior leadership seeing it as the #1 priority. However, 72% of those surveyed responded that they were not adequately trained for their new role.

Key Initiative: New Manager and Supervisor Development Programs



Phase I: Manager and Supervisor Certificate Program *(Available Now)*

A 20 hour program for MassDOT/MBTA for current and future leaders. Provides an Introduction to Key Management Concepts

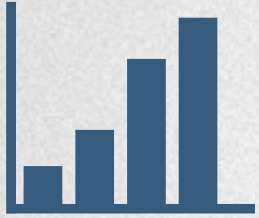
- The Role of a Manager / Leading a Team
- Emotional Intelligence
- Effective Communication
- Situational Leadership
- Project / Process Management
- Fiscal / Business Awareness



Phase II: Advanced Training and Professional Development will be Offered (rolling out over next 6 – 9 month):

- eLearning / Video Based Training
- Lunch and Learns
- College-based Management Program

Branding



Survey Analysis: Branding

Key Finding: 83% responded that branding was extremely important, important, or somewhat important. Managers are clear that they want the best candidates for each opening, but only 55% of those surveyed answered positively to the statement “qualified candidates responded to the advertisement.”



**JOIN.
STAY.
GROW.**

MBTA career opportunities are as diverse as the people who work here.
Apply at MBTA.com.

Tamieka Thibodeaux, Division Chief Light Rail

- 2015
Division Chief Light Rail
- 2011
Superintendent of Transportation - Surface Lines
- 2006
Instructor
- 2005
Inspector, Chief - Surface Lines
- 1997
Part-Time Streetcar Motorperson

 Massachusetts Bay Transportation Authority
The MBTA is an Affirmative Action/
Equal Opportunity Employer

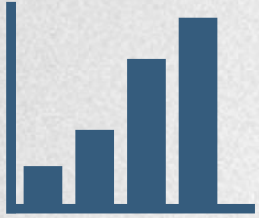
Key Initiative:

Communicate MassDOT – MBTA’s career opportunities and value proposition to prospective and current employees.

Key Deliverables:

- ✓ Join. Stay. Grow. Video
- ✓ New Career Landing Page
- ✓ Full Communications Plan

Succession Planning



Survey Analysis: Succession Planning

Key Findings: 93% responded that succession planning was extremely important, important, or somewhat important. . Only 20% have identified successors, and 10% have closed the knowledge gap.

- **Key Initiative:** Develop and offer succession planning training and working sessions.

Process Steps

1. Business / Functional Capability Analysis:

What we need to do,
and what our gaps are

2. Leader Assessment of Their Staff.

Accurately assesses the potential and performance of all staff

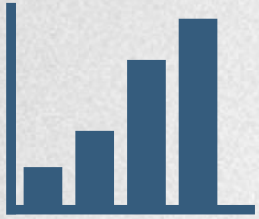
3. Talent Review / Succession Planning Session

Calibrate standards for performance and potential across all critical roles

4. Action Plans / Metrics

Tracks and follows up
with accountability

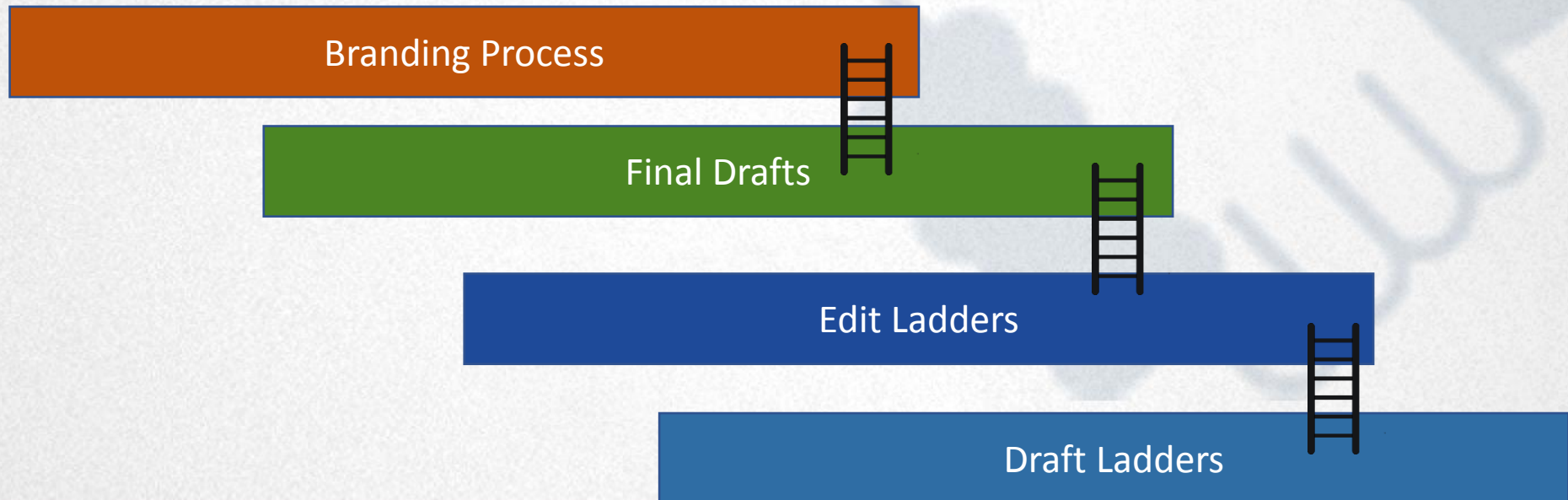
Talent Acquisition



Survey Analysis: Talent Acquisition

Key Finding: 95% responded that talent acquisition was extremely important, important, or somewhat important. Only 62% of respondents answer positively to the statement “qualified candidates accept positions.” Only 31% of respondents answering positively to the statement opportunities for advancement exist for talented employees.”

Key Initiative: Identify and define career ladders leading to key and critical positions

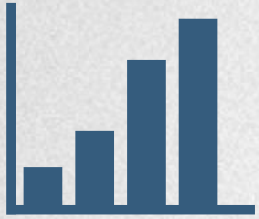


Talent Acquisition

Key Initiative: Talent Acquisition – Enhanced Internship Program – Building a Talent Pipeline



Process Simplification



Survey Analysis: Process Simplification

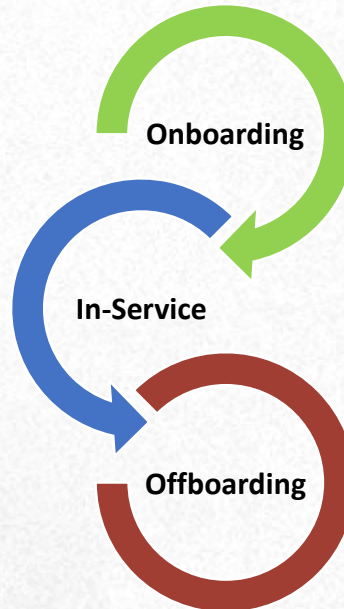
Key Findings:

- 94% responded that HR process simplification was extremely important, important, or somewhat important.
- 32% of respondents disagree that job postings are advertised appropriately.

Key Initiative: Improve onboarding experience and offboarding process

Onboarding (Phase One)

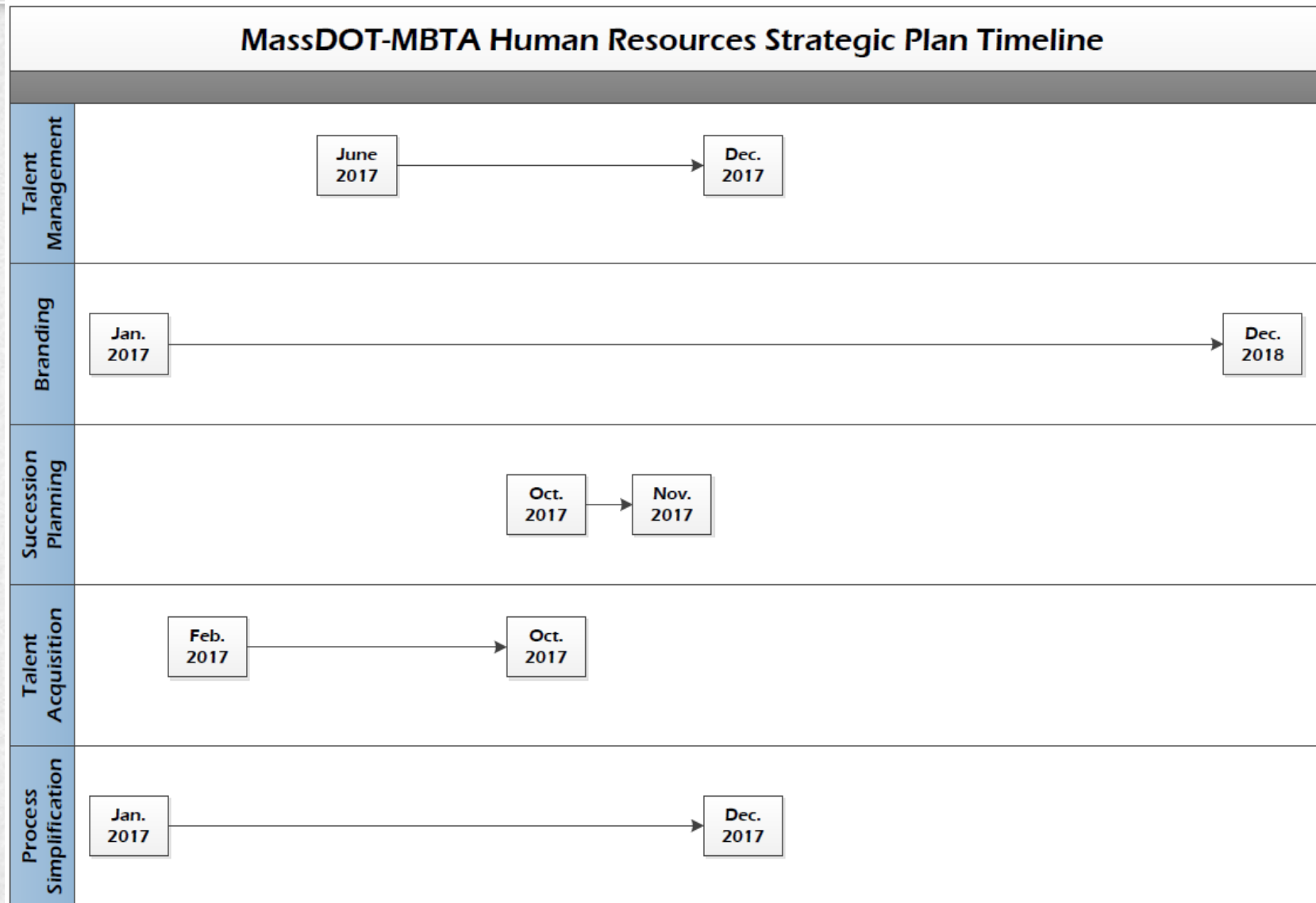
- Improving information Flows
- Simplifying One-Time Equipment (Facilities & IT) Request Process
- Setting Performance Expectations at Hire



- Improving information Flows
- Reducing Offboarding Process Error Rate
- Improving Inventory Reclamation Process

Offboarding (Phase Two)

Strategic Plan Timeline



Appendix

Branding

Join. Stay. Grow Video

