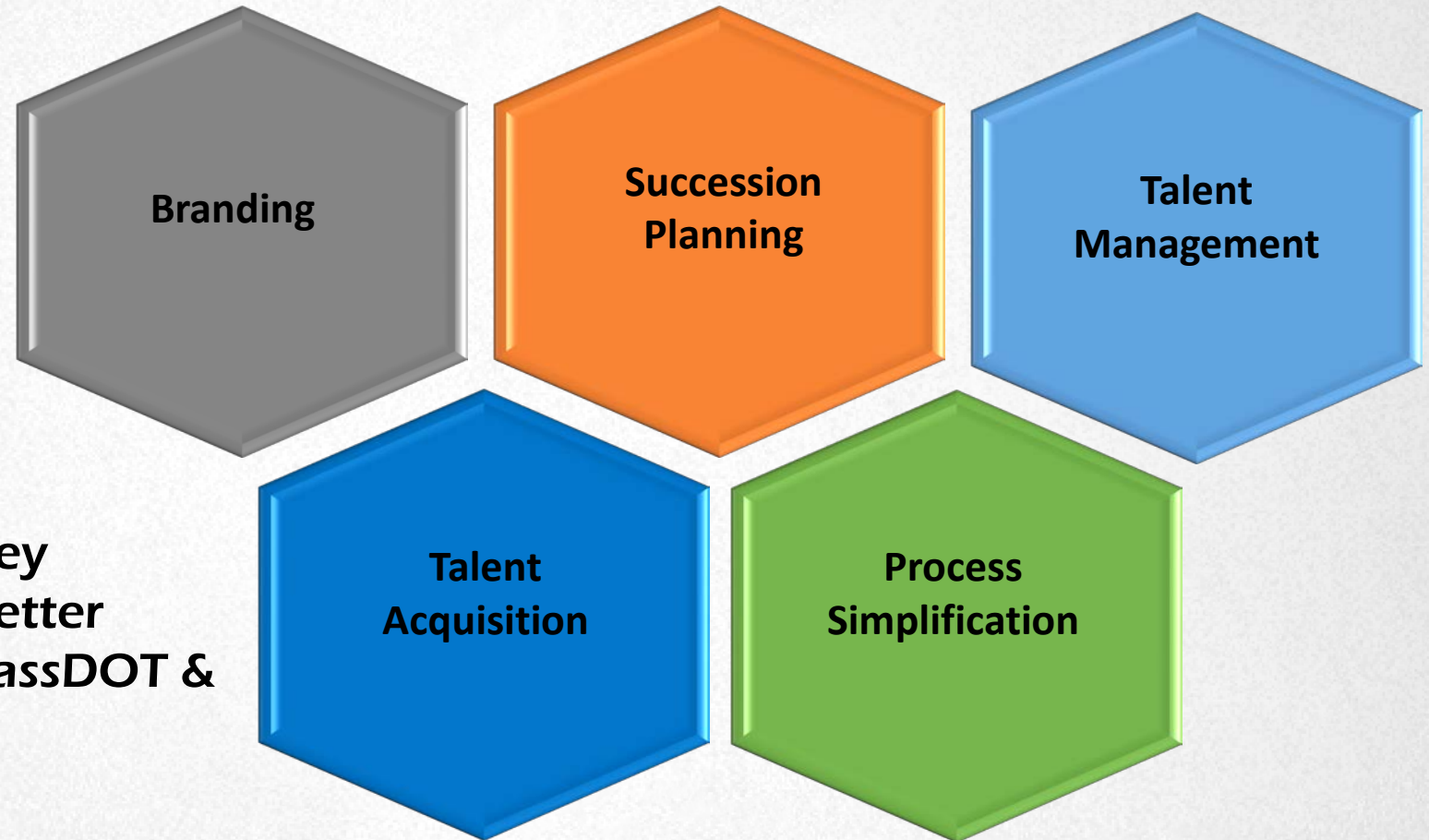


MassDOT – MBTA Human Resources Strategic Plan Updates

February 12, 2017

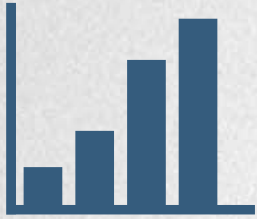
Workforce Strategy – Key Initiatives

Human Resources is committed to attracting, retaining, and developing a diverse and qualified workforce while advancing 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 MassDOT & MBTA.

Talent Management: Professional Development



Key Initiative:

Develop training programs that provide managers and supervisors with the tools needed to successfully perform and deliver on business priorities.

New Training Initiatives:



Management / Leadership

917



Digital Security eLearning

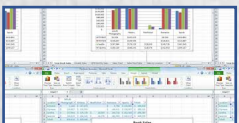
3665

Ongoing Training Initiatives:



Construction / Technical Training

2460



Computer Software Training

999

Key Deliverables:

- ✓ Manager and Supervisor Certificate Program
- ✓ Advanced Training and Professional Development Opportunities:
 - ✓ Develop pilot bus maintenance leadership and management training program
 - ✓ Partnership with MACP and community colleges

Status:

- ✓ DOT Performance Management Course has been launched
- ✓ Manager Certificate Program has been launched
- ✓ eLearning and Video Production Program for the Education department employees has begun

Talent Management: Occupational Health



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

November 2017		
11/21/17	Cabot Bus Garage 276 Devonshire Ave., 2nd floor	10:00AM - 2:00PM
11/16/17	JFK Rail Line 25 Morrissey Blvd.	10:00AM - 2:00PM
11/16/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	2:00PM - 5:00PM
11/17/17	Charlestown Bus and 21 Arlington Ave., 2nd floor	10:00AM - 2:00PM
11/17/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	9:00AM - 12:00PM
11/17/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	1:00PM - 2:00PM
11/21/17	Woburn 426 South St., Woburn	9:20 AM - 12:00PM
11/21/17	Station 5 Kennebec St. Boston	1:00PM - 2:00PM
11/21/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	2:00PM - 5:00PM
11/22/17	Esplanade Bus Line 400 Charcut Hill Ave.	10:00AM - 2:00PM
11/22/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	2:00PM - 5:00PM
12/11/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	9:00AM - 12:00PM
12/11/17	OHS Medical Clinic 10 Park Plaza, Room 2410, Boston	1:00PM - 2:00PM

Don't let the flu slow you down.
Get a free flu shot today!

massDOT | MassDOT University WELLNESS INSTITUTE
Massachusetts Bay Transportation Authority

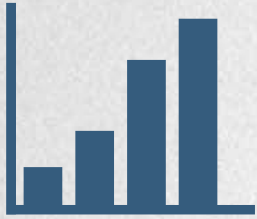
Key Initiative:

Provide preventative services to maintain workforce wellness, safety, and health.

Status:

- ✓ Administration of over 1,300 Flu vaccines statewide, to 25 locations, including all the MassDOT District Offices, MBTA garages, RMV locations, and the medical clinic located at 10 Park Plaza
- ✓ Training of over 850 MassDOT/MBTA employees in the Drug and Alcohol Program throughout 2017
- ✓ Technology upgrades to the medical clinic's scheduling and record keeping processes
 - ✓ Digitization of over 10,000 medical records is over 75% completed.
 - ✓ Electronic clinic check-in launch is 30% completed.

Branding



Key Initiative:

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

JOIN. STAY. GROW.
www.MBTA.com

massDOT
Massachusetts Department of Transportation

Jeffrey Gonneville, Deputy General Manager

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

Tamiela 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

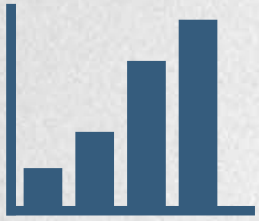
Key Deliverables:

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

Status:

- ✓ A full video testimonial campaign
- ✓ Advertising campaign with **MBTA** bus and train car cards, in-station and **RMV** digital videos, and **Highway** billboards
- ✓ Redesigning the www.mbta.com landing page to be visually attractive to candidates
- ✓ Utilizing social media, including Facebook and Twitter, to highlight employment and internship opportunities

Branding

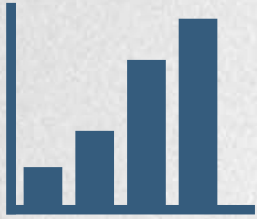


Key Initiative:

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



Process Simplification: MBTA On-Boarding Tool



Key Initiative:

Improve the onboarding experience by providing consistent and complete information to all new employees.



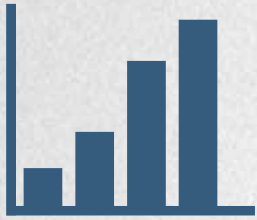
Key Deliverables:

- ✓ Online "On-Boarding" tool
 - ✓ Automated forms
 - ✓ Links to mandatory training, benefits, policies, organization info, facilities, transportation and resources

Status:

- ✓ The tool will be piloted with various groups during the first quarter of 2018
- ✓ Any feedback gathered will be used to improve the tool

Process Simplification: MassDOT On-Boarding Tool



Key Initiative:

Improve the onboarding experience by providing consistent and complete information to all employees.

Who are you?
Tell us a little about yourself so we can give you the information that's important for you to know

What department are you in?

- Role description
- Role description
- Role description

Who are you hiring?

- Staff
- Interns
- Contractors

Thanks!
Let's get started!

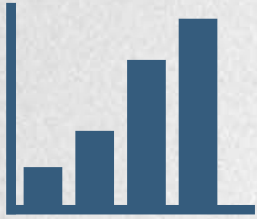
Key Deliverables:

- ✓ Online information tool to help navigate through hiring process
 - ✓ Release 1 will include instructions, guidance, and links to resources for pre-onboarding, hiring, and week 1 of an employee's onboarding

Status:

- ✓ HR is collaborating with OPMI and IT on content and development
- ✓ Design iterations for the tool are underway

Talent Management: Succession Planning



Key Initiative:

Develop and offer succession planning training and working sessions to help identify and develop internal talent with the potential to fill key and critical positions.

Two to Four Year Strategic Plan		Key Skills Already Present	
Key Org Skills Required for Success		Org Capability Gaps	
Action Plan to Address Gaps (1-3)			
Actions		Owner	Date

Business and Functional Capability Analysis

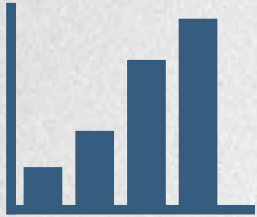
Key Deliverable:

- ✓ Assess capability gaps for key and critical positions

Status:

- ✓ Completed working sessions with senior managers
- ✓ In the process of establishing the competency program framework that will be used for:
 - ✓ Candidate assessments
 - ✓ Performance Management assessments
 - ✓ Succession Planning evaluations
 - ✓ Critical Positions planning

Talent Acquisition: Career Ladders



Key Initiative:

Identify and define career ladders to highlight growth opportunities, promote strategic advancement, assist with career planning.



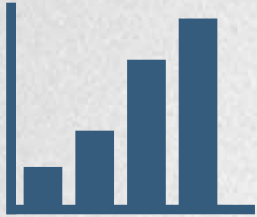
Key Deliverable:

- ✓ Create a visual flow of career paths for internal and external recruitment purposes.

Status:

- ✓ Finalized 15 career ladders covering departments across MassDOT & MBTA
- ✓ Added Knowledge, Skills and Abilities (KSAs) to better serve as a succession tool for 5 ladders
- ✓ Working to complete KSAs for remaining 10 ladders

Talent Acquisition: Internship Program



Internships at MassDOT
Summer of 2018
Information Technology
Gain hands-on experience by [applying here](#)
MassDOT: Your career starting line.



Internships at MassDOT
Summer of 2018
Aeronautics
Gain hands-on experience by [applying here](#)
MassDOT: Your career starting line.



Internships at MassDOT
Summer of 2018
Highway Engineering
Gain hands-on experience by [applying here](#)
MassDOT: Your career starting line.

Key Initiative:

Enhance the internship program and leverage partnerships with local colleges, universities, and technical schools in order to increase the number of interns who could eventually seek full-time employment with MassDOT and the MBTA.

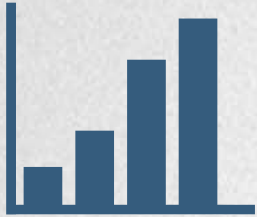
Key Deliverables:

- ✓ Develop an enhanced internship program and grow the talent pipeline
- ✓ Increase the number of interns who seek employment with the MassDOT upon completion of their studies.

Status:

- ✓ Confirmed 150 internship requests for MassDOT
- ✓ Posted available internships online in January 2018
- ✓ Launched social media campaign on Facebook, Twitter, LinkedIn and our MassDOT blog
- ✓ Working with Training Department to build professional development program for interns

Talent Acquisition: Enhanced Internship



Key Initiative:

Enhance the internship program and leverage partnerships with local colleges, universities, and technical schools in order to increase the number of interns who could eventually seek full-time employment with MassDOT and the MBTA.

<u>Department</u>	<u>FY19 Intern Head Count</u>
Registry of Motor Vehicles	52
Audit	4
Human Resources	2
Executive Office	1
Aeronautics	3
IT	5
Rail & Transit	2
Transportation Planning	2
Highway (Engineering)	70
Highway (Operations)	9
Total	150

Active College and University Partnerships

- ✓ Boston College
- ✓ Boston University
- ✓ Cape Cod Community College
- ✓ Mass Bay Community College
- ✓ Massachusetts Institute of Technology
- ✓ Massasoit Community College
- ✓ North Shore Community College
- ✓ Northeastern University
- ✓ Quincy College
- ✓ Roxbury Community College
- ✓ UMass Amherst
- ✓ UMass Boston
- ✓ UMass Dartmouth
- ✓ UMass Lowell
- ✓ Wentworth Institute of Technology
- ✓ Westfield State University
- ✓ Worcester Polytechnic Institute

MassDOT HR maintains communication with nearly 100 schools on all of our internship and entry level job postings.