

**Massachusetts Bay
Transportation Authority**

**Human Resources/Workforce Planning
Update**

April 2019



Today's Presentation

- Overview of MBTA Human Resources
- Hiring and Separation Data
- Key Strategic Initiatives
- Next Step

Overview of MBTA Human Resources



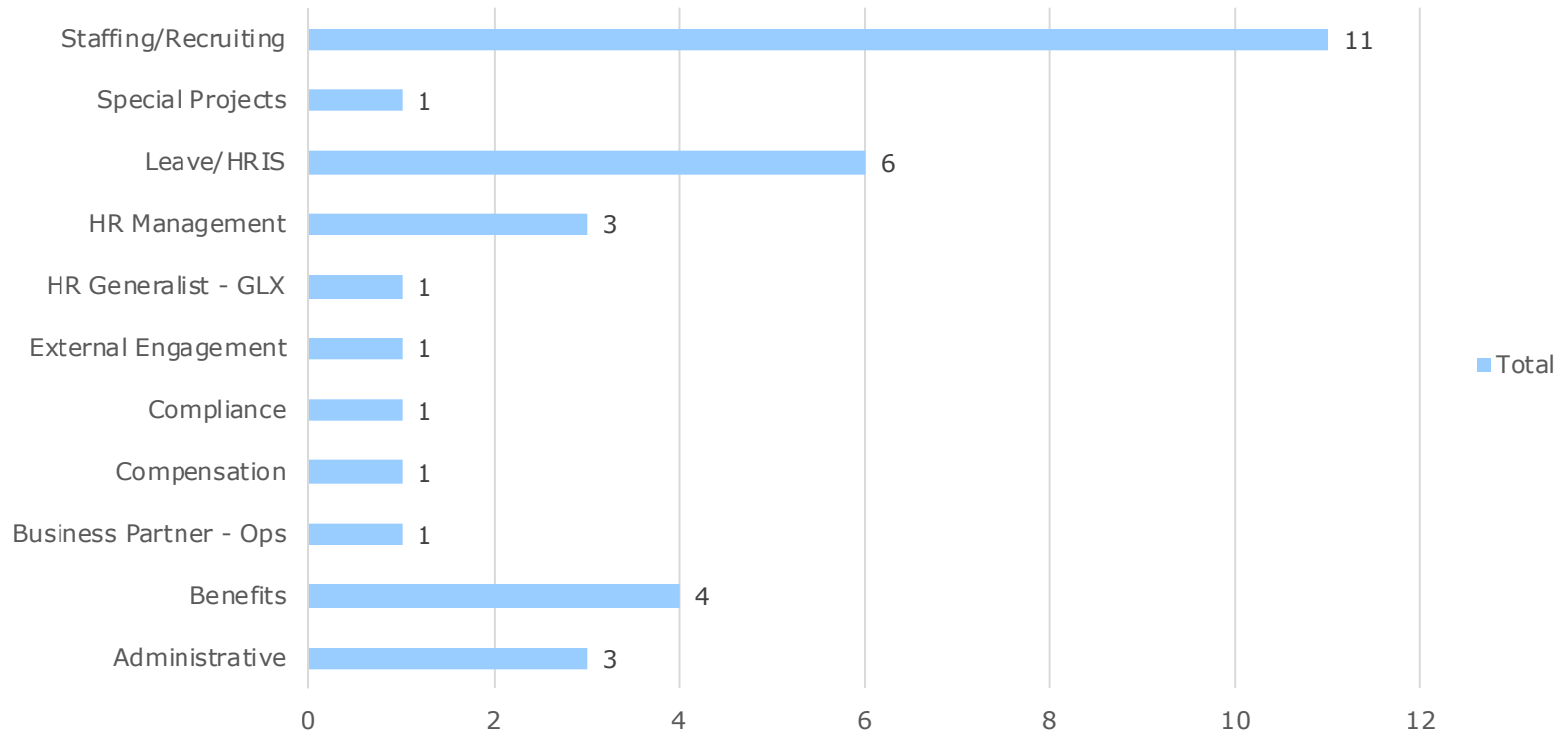
**Role of HR:
Our People are
the Key to Progress**

Overview of MBTA Human Resources



(continued)

Distribution of HR Staff - (33 Total)



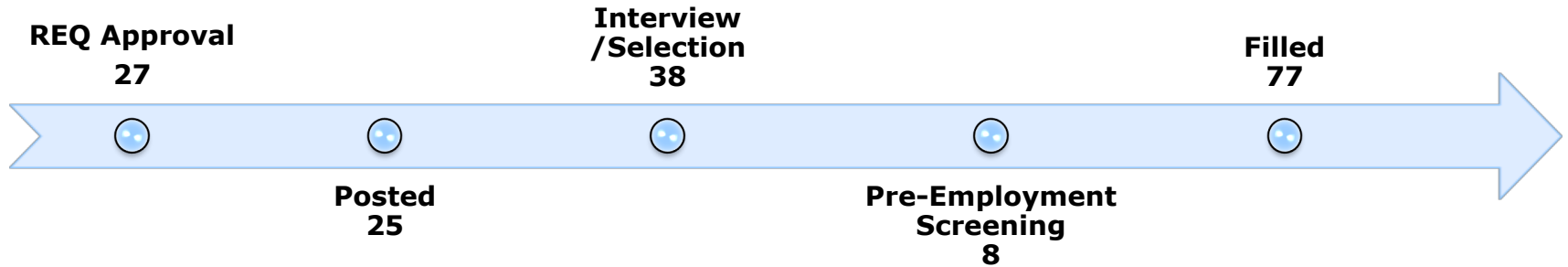


Follow up on Critical Position Hiring

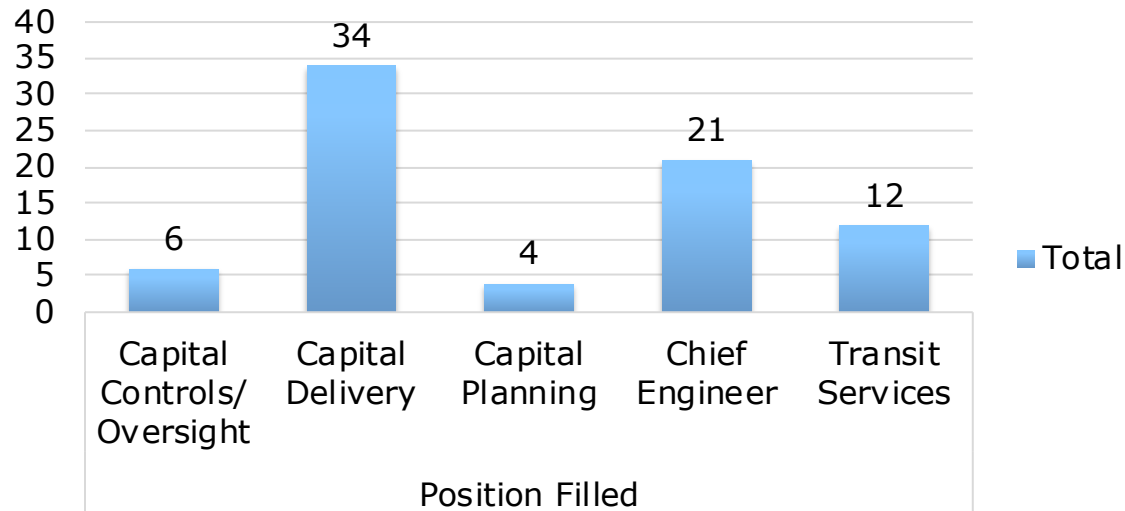
Role	Status	New Hire	Start Date
Chief Environmental, Health & Safety Officer	Filled	Nancy Prominski	1/13/2019
HR Business Partner - Operations	Filled	Kathleen McCann	10/28/2018
Chief Counsel	Filled	Michelle Kalowski	1/13/2019
Deputy Chief of Real Estate	Filled	David Lepore	10/28/2018
Senior Director of Warehouse & Inventory Mgmt	Filled	Dan Barton	7/8/2018
Chief Experience Officer	Filled	Danny Levy	7/1/2018
CFO Operations Finance & Control	Filled	Kashif Qadeer	7/22/2018
Senior Dr of Engineering and Maintenance	Filled	Joseph Cheever	Internal
Sr Dr of Infrastructure Engineering and Planning	Filled	Joseph Pavao	10/14/2018
Chief Information Security Officer	Filled	Michael Woodson	3/25/2019
Chief of Green Line Transformation	Filled	Angel Pena	9/9/2018
Chief Capital Programs Officer	Interviewing		
Executive Director of Commuter Rail	Offer Accepted		
Chief Administrative Officer	Offer Accepted		
Chief Information Officer	Offer Pending		



Capital Hiring – Progress to Date



Capital Hiring - Filled Positions by Dept.

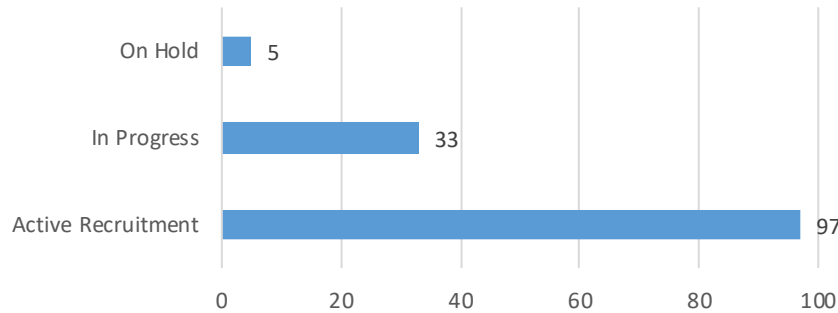


Ongoing Hiring Workload



The current hiring workload consists of 135 REQs in various stages of the hiring process

Status of Current Open REQs



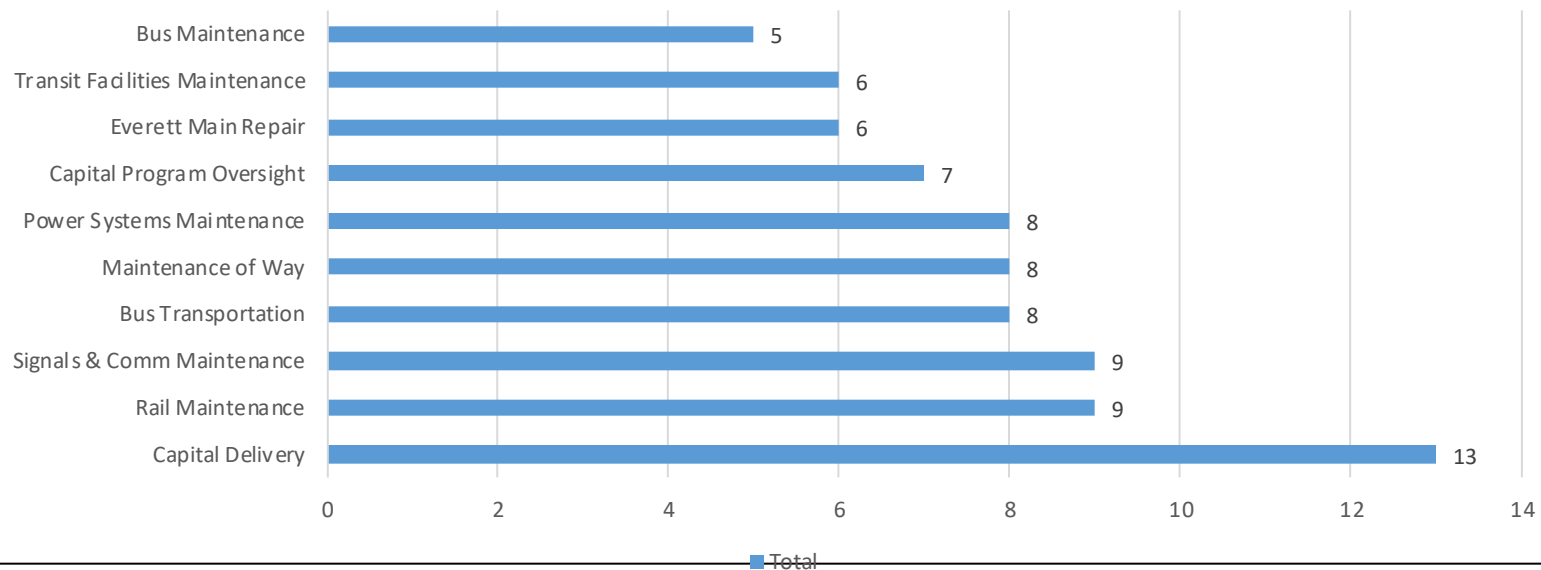
Key:

In Progress: Candidate has been selected and is in offer or pre-hire stage

Active Recruitment: Position is posted and is in active recruitment/interview stage

On Hold: Pause in recruitment efforts

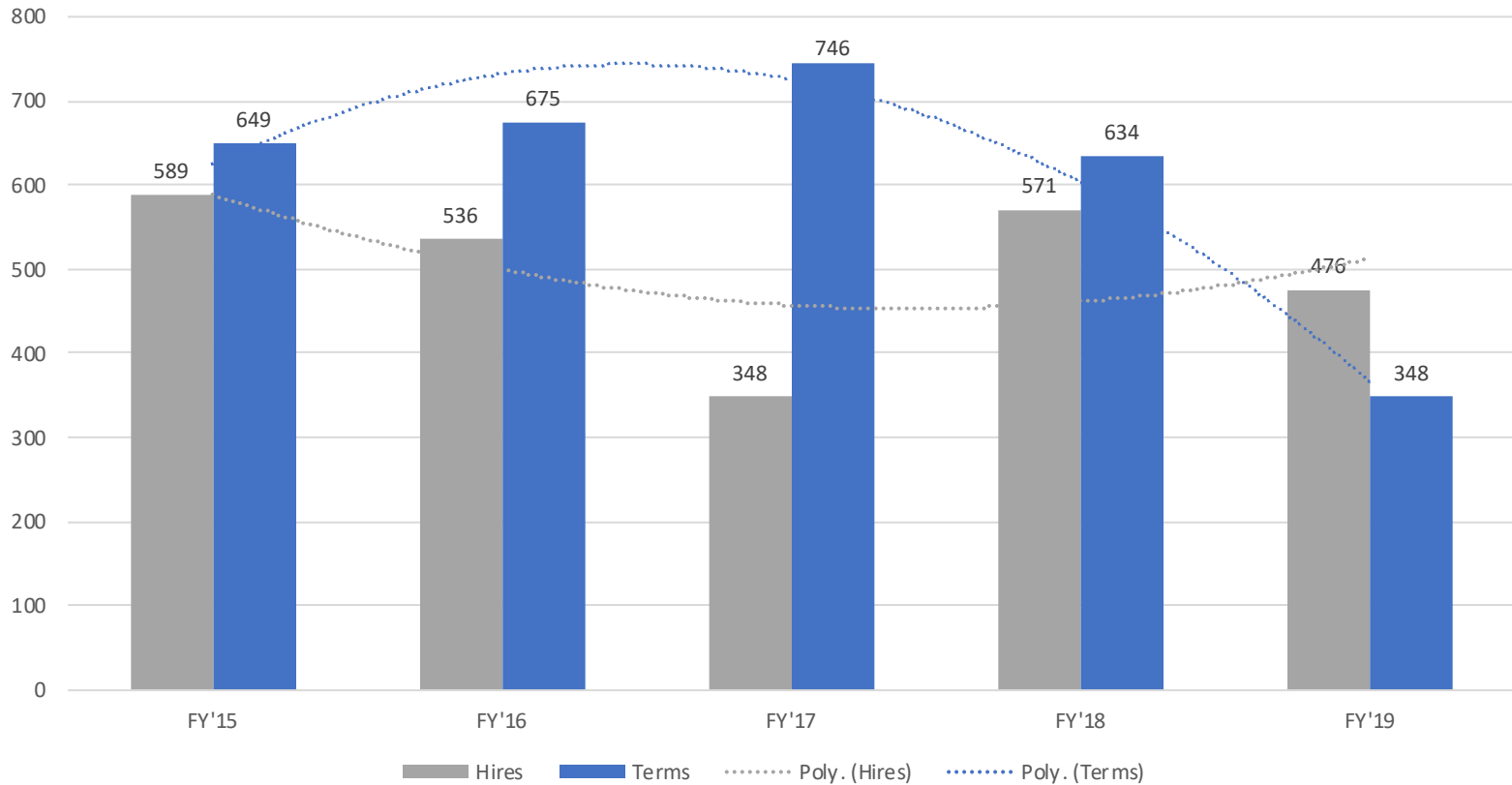
Department Overview



Draft for Discussion & Policy Purposes Only

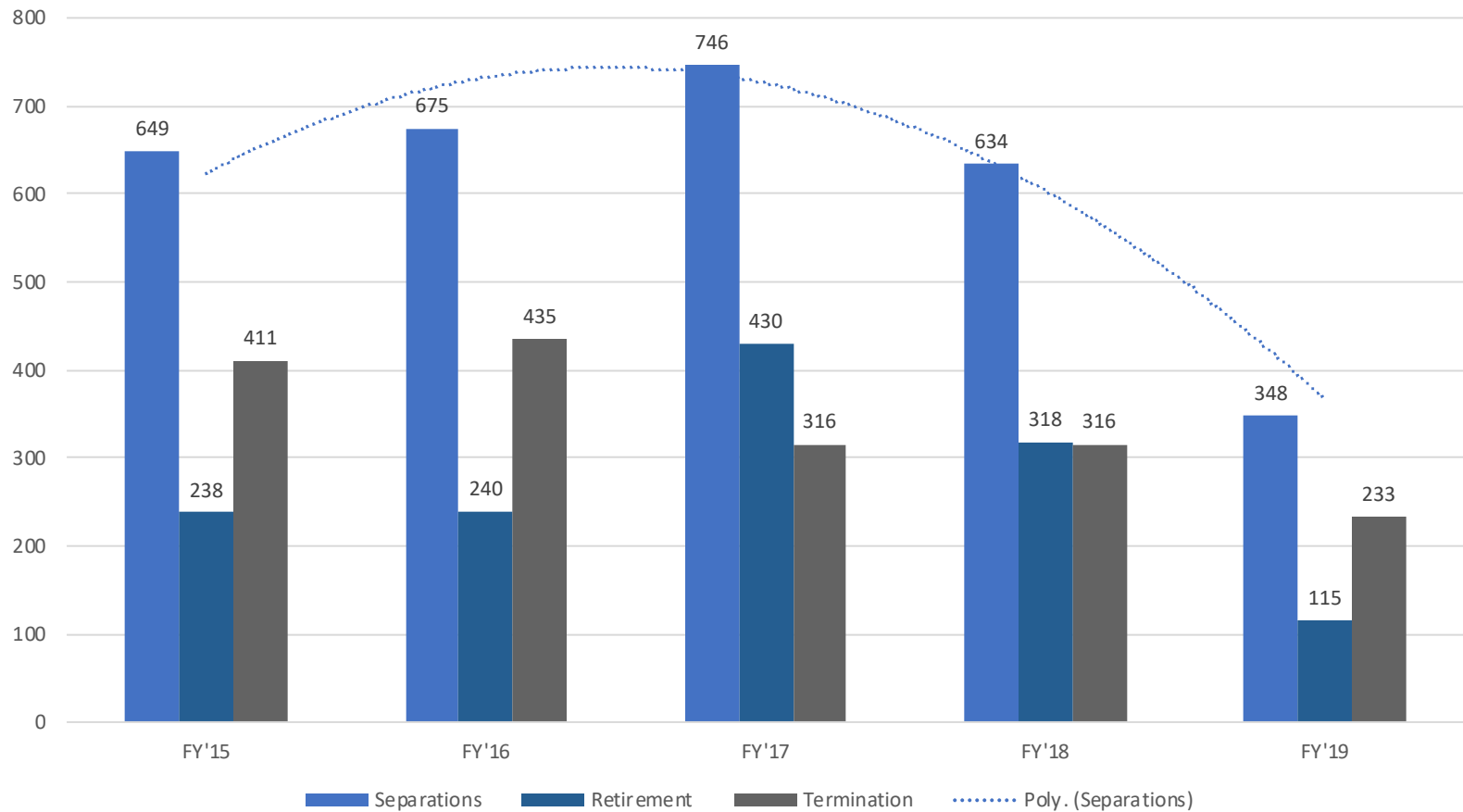


Historical Hiring and Separation Data





Historical Separation Data – Retirement vs. Termination





HR Key Strategic Initiatives

Talent Acquisition & Hiring Processes

- Brand/Employee Value Proposition
- Pipeline Strategy & Diversity
- Streamlining
- Sourcing Tools
- Candidate Experience
- Data Analytics & Metrics/ROI

Strategic HR Mgmt & Workforce Planning

- Capital Hiring
- Operations Deep Dive
- Workforce Planning

Performance Mgmt & Compensation

- Performance Reviews/Annual Merit Program
- Compensation Analysis
- Training & Development

Robust, Resilient, Reliable



Workforce Planning

Workforce Planning Model



HR SOLUTIONS

CHOSEN EMPLOYER, CHOSEN PROVIDER • by Government, for Government

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Demand Planning

Align strategic planning with head count and talent planning. Forecast talent needs in advance and build workforce strategy to meet the needs in each department/role.

Internal Supply Analysis

Evaluate internal talent supply by job role accounting for attrition – turnover, retirement and internal job movement.

Gap Analysis

Identify size, type and time of gaps between demand and supply. Understand highest priority areas and most difficult to fill externally.

Action Plan

Pro-active recruitment based on prioritization of gaps. Drive retention, engagement and organizational performance through pay strategy and annual merit increase program, performance evaluation program, professional development and career ladders, promotions, etc.



Next Steps

Over the **next 6 months** we will be engaged in a strategic planning process for HR to improve our capabilities and capacity and to ensure our department is able to meet the MBTA's human capital demands.

1. **Launch MTBA Recruitment Strategic Planning**

Employee Value Proposition - LinkedIn

Candidate Experience – OnBoarding/Hiring Process

Retention and Engagement – Compensation/Annual Merit Program

Improve capabilities and capacity of HR team

2. **Workforce Planning Assessment**

Data analysis of hiring & attrition trends at MBTA by Department

Detailed Assessment of Capital recruitment demand – Validation of needs

Recommendations on current Capital recruitment demand - build, buy, partner

3. **Data/Metrics**

Develop strategy for gathering data more accurately and timely

Develop data visualization dashboards