

Operations Budget Stability Committee Report to FMCB

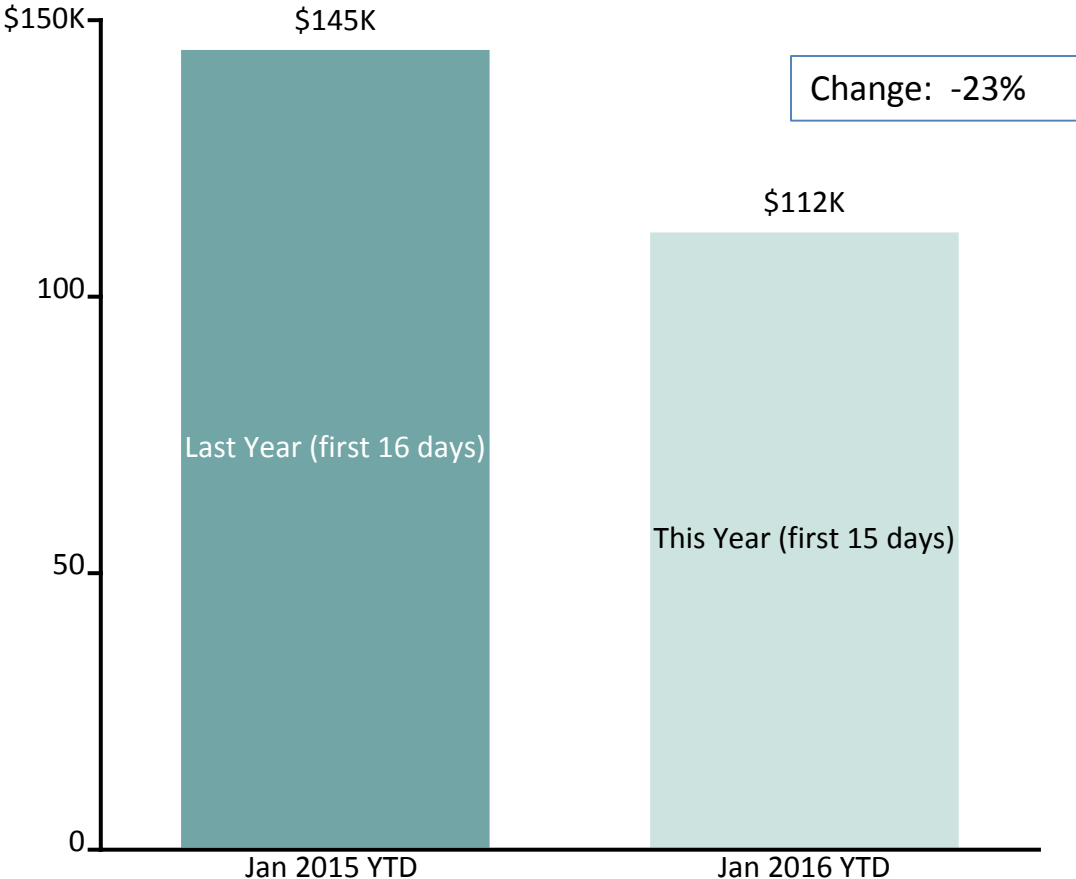
Overtime, Absenteeism and Dropped Trips YTD Update

1/25/2016

Average daily overtime expense has dropped 23% in Jan 2016, compared to January last year



Average Actual Overtime Expense per Day (Operating)



- FY16 full-year operating overtime budget is \$36.5M (\$100K per day)
- FY16 November 5 month YTD operating overtime was \$4.5M over budget (\$19.5M actual versus \$15M budget)
- Our goal for rest of FY16 is to reduce average daily overtime expense to \$100K, consistent with FY16 budget target

Source: MBTA Internal Data. Operating budget overtime in first three pay cycles of 2016 (16 days) versus 2015 (15 days). Total overtime expense (operating) for Jan 16 YTD is \$1.68M; total overtime for Jan15 YTD is \$2.33M



- Employee shift scheduling to balance resources to cover business needs
 - MOW track inspection pick completed 12/15
- Enhanced maintenance planning and scheduling to reduce costs and improve effectiveness
- Direct management approvals of OT
 - Increase accountability and oversight



- Filling critical staffing vacancies
 - Supervisors are key to overseeing and planning maintenance
- Use and enforcement of employee hand scanners
 - Tied to Time Keeping System (TKS) for payroll adherence
- Elimination of overtime staffing for late night service
 - Example MOW Emergency Truck on Sat and Sun AM

MBTA implemented new attendance policy effective 1/1/2016, incorporating 21 LMC recommendations

Focus Area	Recommendations
Training	<ol style="list-style-type: none"> 1. Require employees to adhere to MBTA call-in procedures 2. Use a “call-taker” script when taking calls from employees for unscheduled absences to: a) Gather more accurate information about the basis for the unscheduled employee absence (sick, FMLA-self, FMLA-family), b) Improve the accuracy of coding absences, c) Ensure compliance with leave laws and CBA terms 3. Code unscheduled absences correctly, with multiple codes to ensure leaves run concurrently 4. Identify Pattern Absenteeism and FMLA absences in excess of approved frequency and duration 5. Apply new Attendance Policy
Process (now)	<ol style="list-style-type: none"> 1. Run leaves concurrently, where appropriate 2. Recertify FMLA, where appropriate 3. Initiate FMLA process where a possible “serious health condition” is evident from contractual sick pay medical documentation 4. Commence ADA process promptly
Process (2016)	<ol style="list-style-type: none"> 1. Move from a minimally-resourced FMLA administrative process to a fully-resourced, compliant, fair, and consistent FMLA process 2. Use DOL Forms for FMLA Administration 3. Implement FMLA tracking system 4. Delay or deny FMLA designations where employee, despite notice, fails to timely provide complete medical certification 5. Fully review medical certifications for validity, and seek second opinions, where appropriate 6. Ensure chiropractic certifications meet FMLA standards 7. Require FMLA recertification every 6 months; more often for pattern absenteeism, and for use beyond approved frequency and duration 8. Require employees to use accrued sick pay when taking FMLA or other statutory leave under new Attendance Policy 9. Shift from the current, fixed year to a true “rolling year,” after 60 day notice period, under revised FMLA policy
Contract/ Policy/ Procurement	<ol style="list-style-type: none"> 1. Expand the purposes for which contractual sick time may be used to match up with EST purposes, to care for an injury, illness, or medical condition of the employee and his or her child, spouse, parent, or parent of spouse 2. Pay contractual sick time for all “sick” absences before requiring documentation for: Excused and unexcused absences and for the employee or for his or her child, spouse, parent, or parent of spouse 3. Issue a Request for Proposals (RFP) for a Third Party Administrator (TPA) to operate a call center and provide case management support of unscheduled employee absences



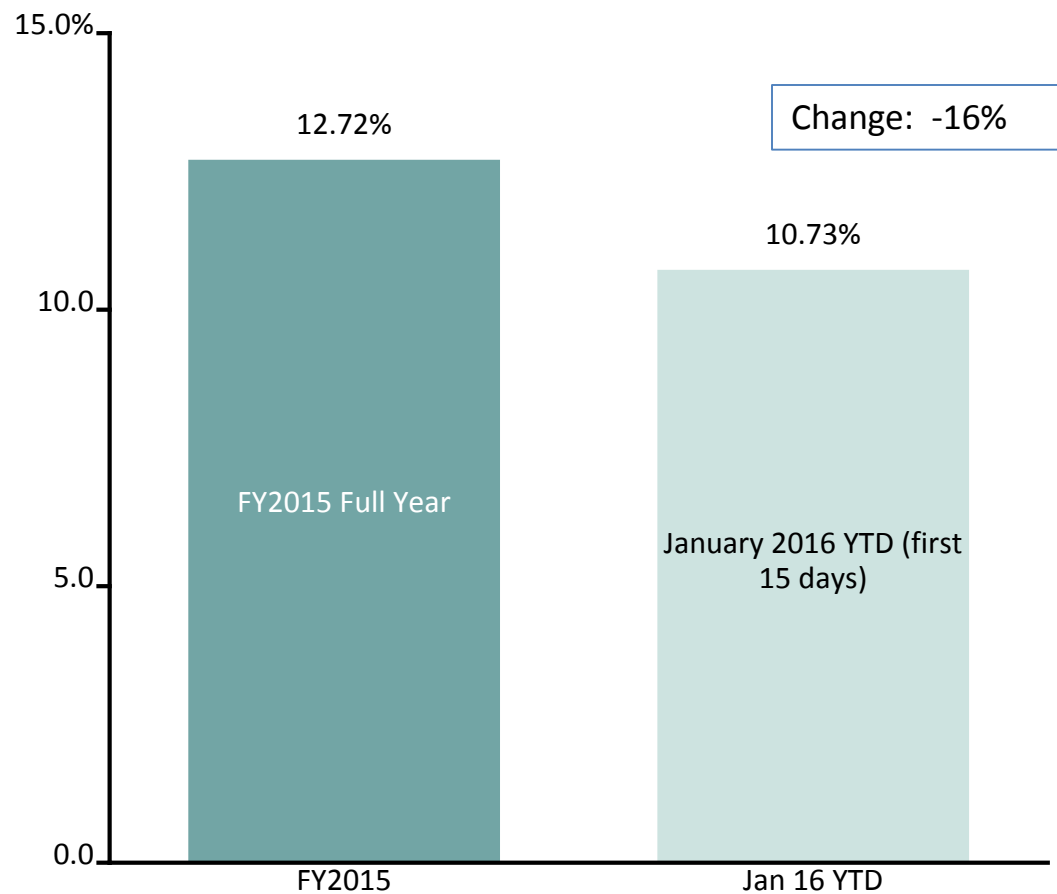
Concurrent Usage of Leave:

The Authority requires Concurrent Usage of Leave, meaning employees must "substitute" or run concurrently their accrued paid leave, including Massachusetts Earned Sick Time (EST), Contractual Sick Leave (including Sick Paid Protected or SPP where available), personal, and vacation leave, during any otherwise unpaid leave, including but not limited to leave under the Family and Medical Leave Act (FMLA); Americans with Disabilities Act (ADA); the Massachusetts Parental Leave Act (MPLA); Domestic Violence Leave Act (DVLA); and/or the Small Necessities Leave Act (SNLA), to the extent applicable, until (1) the exhaustion of the employees' accrued paid leave, or (2) the exhaustion or termination of the approved unpaid leave, whichever comes first.

Unscheduled absence % for MBTA operators (all drivers) dropped in January



MBTA Unscheduled Absence %
All Transportation Operators



Unscheduled absenteeism % calculation methodology:

In a 4 week month, there are 20 available work days

Example: If an operator missed 3 work days for unscheduled absence (does not include vacation/holiday), that would be a 15% rate ($3 / 20 = 15\%$)

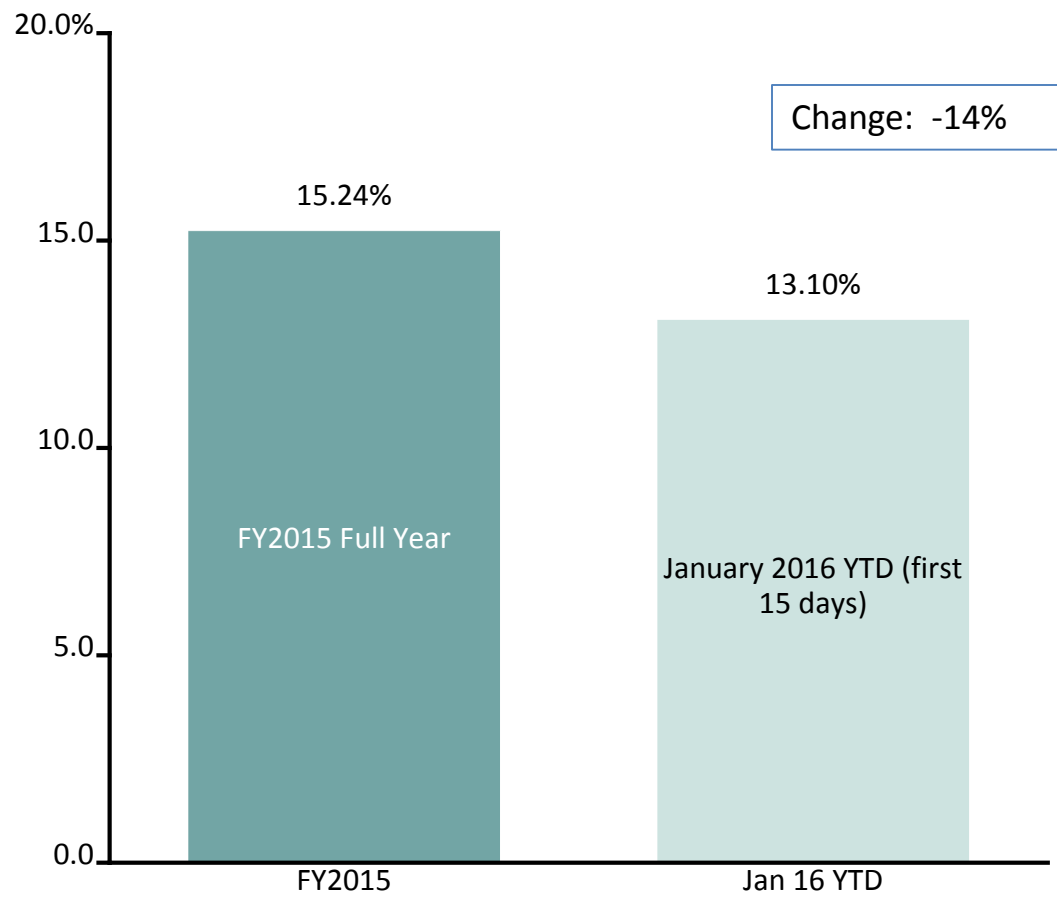
See slide 16 for further discussion on methodology

Source: Internal MBTA data

Unscheduled absence % for full-time bus operators dropped in January



MBTA Unscheduled Absence %
Full-time Bus Operators



Operational Impact Description:

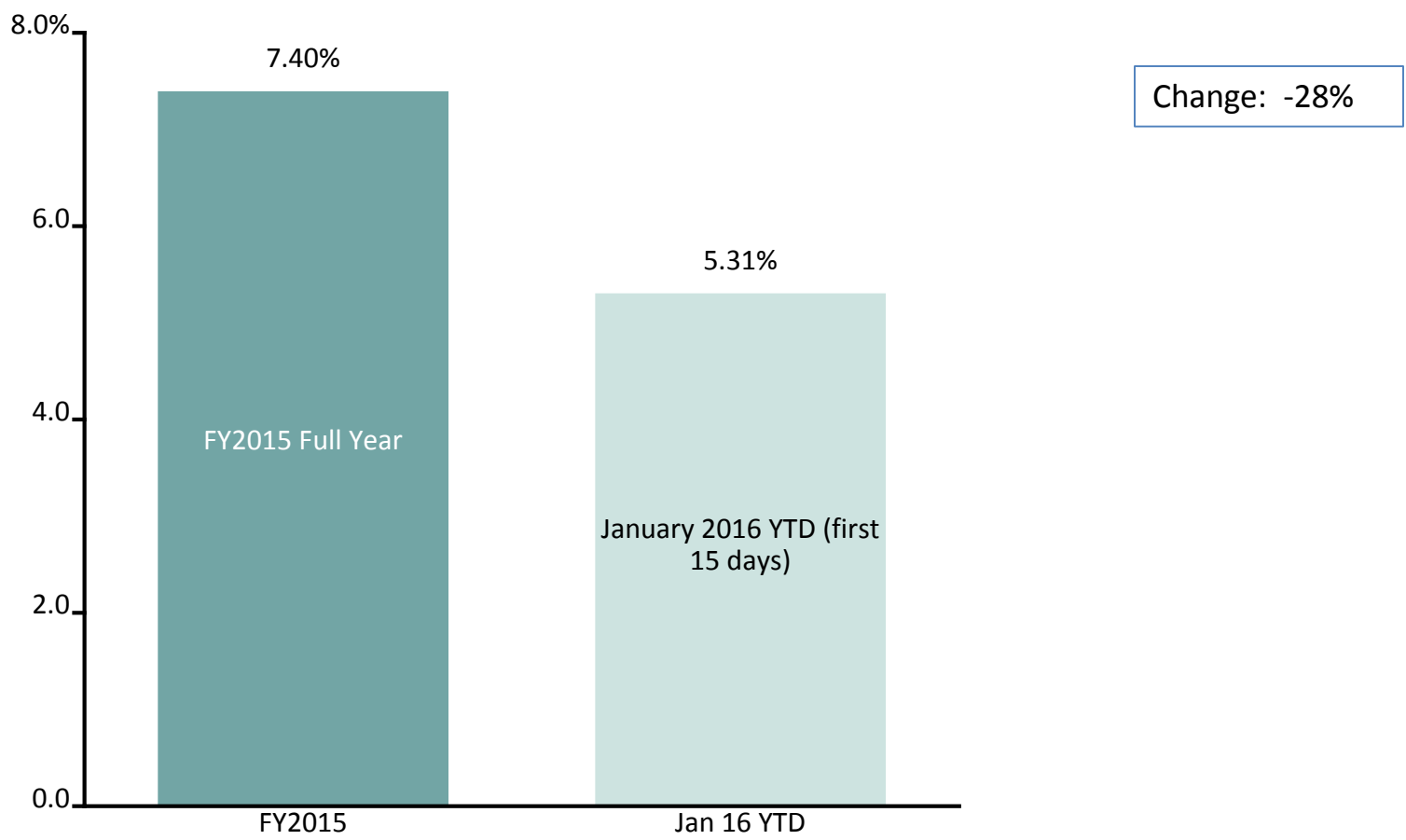
In a 4 week month, there are 20 available work days

A 13.1% unscheduled absence rate means that an operator was absent unscheduled for 2.6 days out 20 total available work days in a month (20 x 13.1%)

Source: Internal MBTA data

Unscheduled absence % for part-time bus operators dropped in January

MBTA Unscheduled Absence %
Part-time Bus Operators

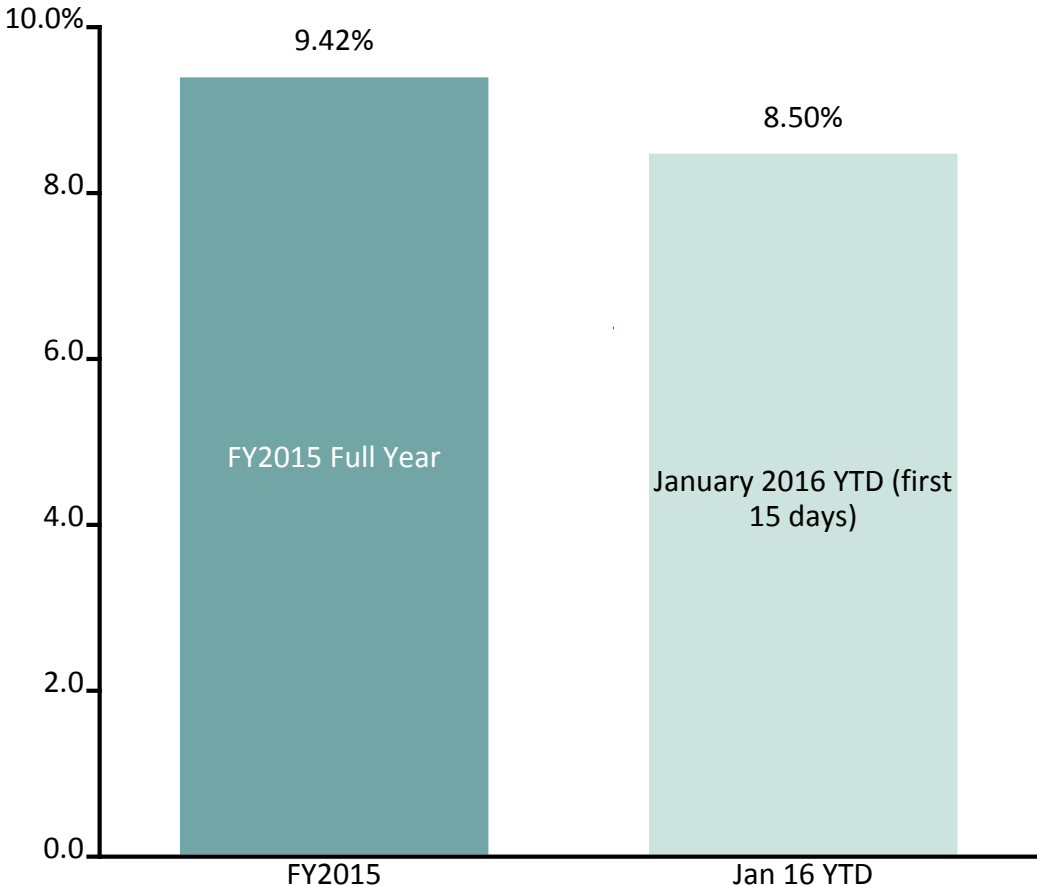


Source: Internal MBTA data

Unscheduled absence % for machinists (all types) dropped 9.8 % in January, compared with FY15



MBTA Unscheduled Absence %
Machinists (all types)

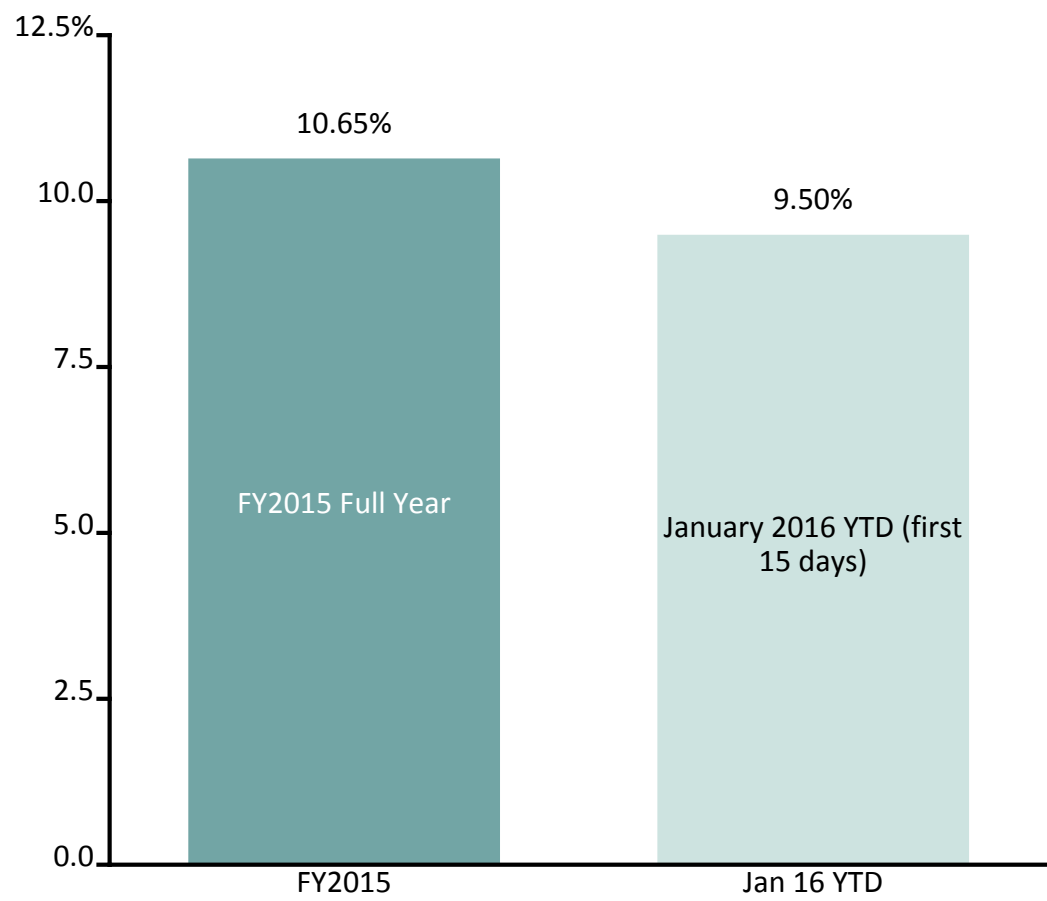


Change: -9.8%%

Source: Internal MBTA data

Unscheduled absence % for fuelers decreased in January

MBTA Unscheduled Absence %
Fuelers



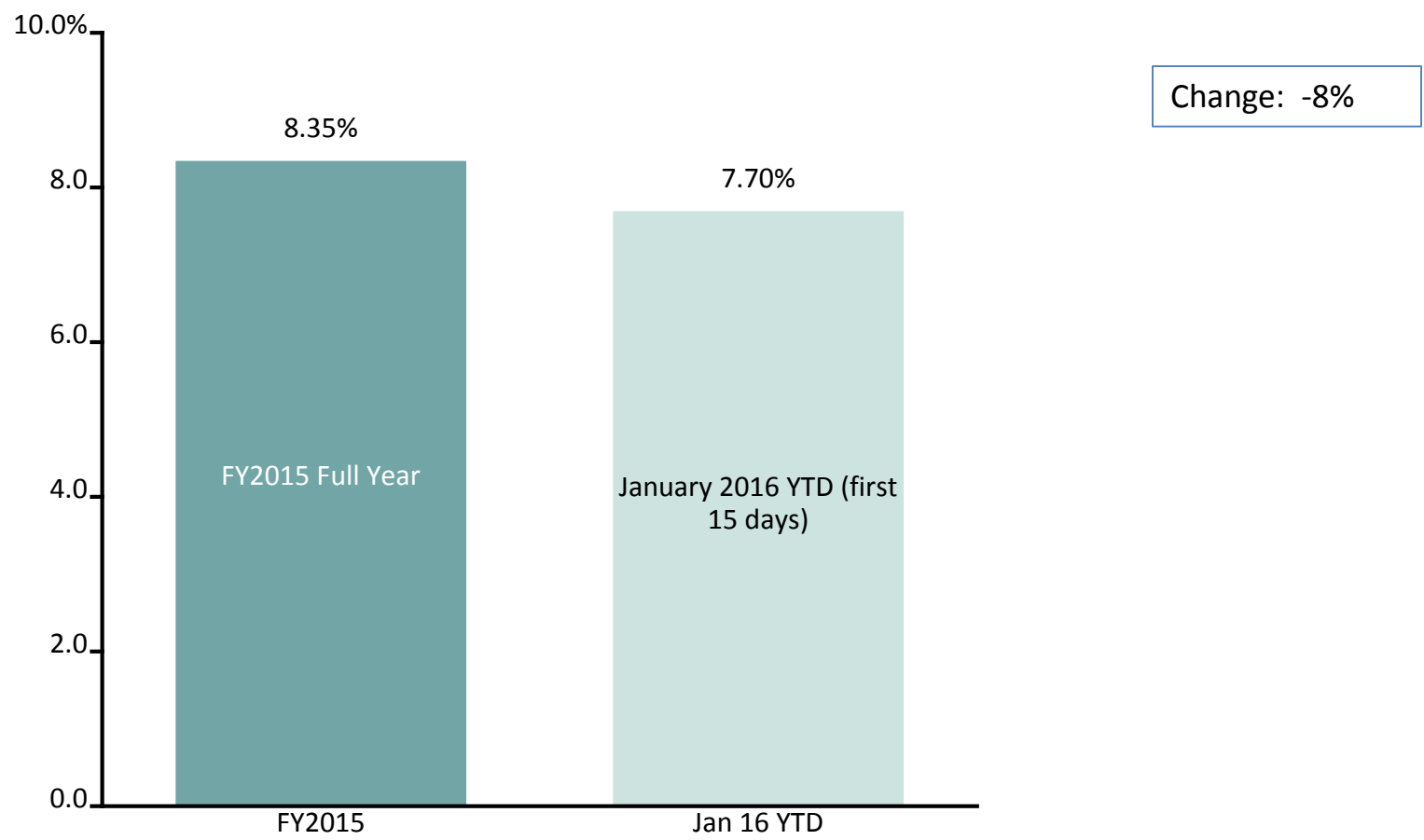
Change: -11%

Source: Internal MBTA data

Unscheduled absence % for non-union Executives (EXE) decreased in January



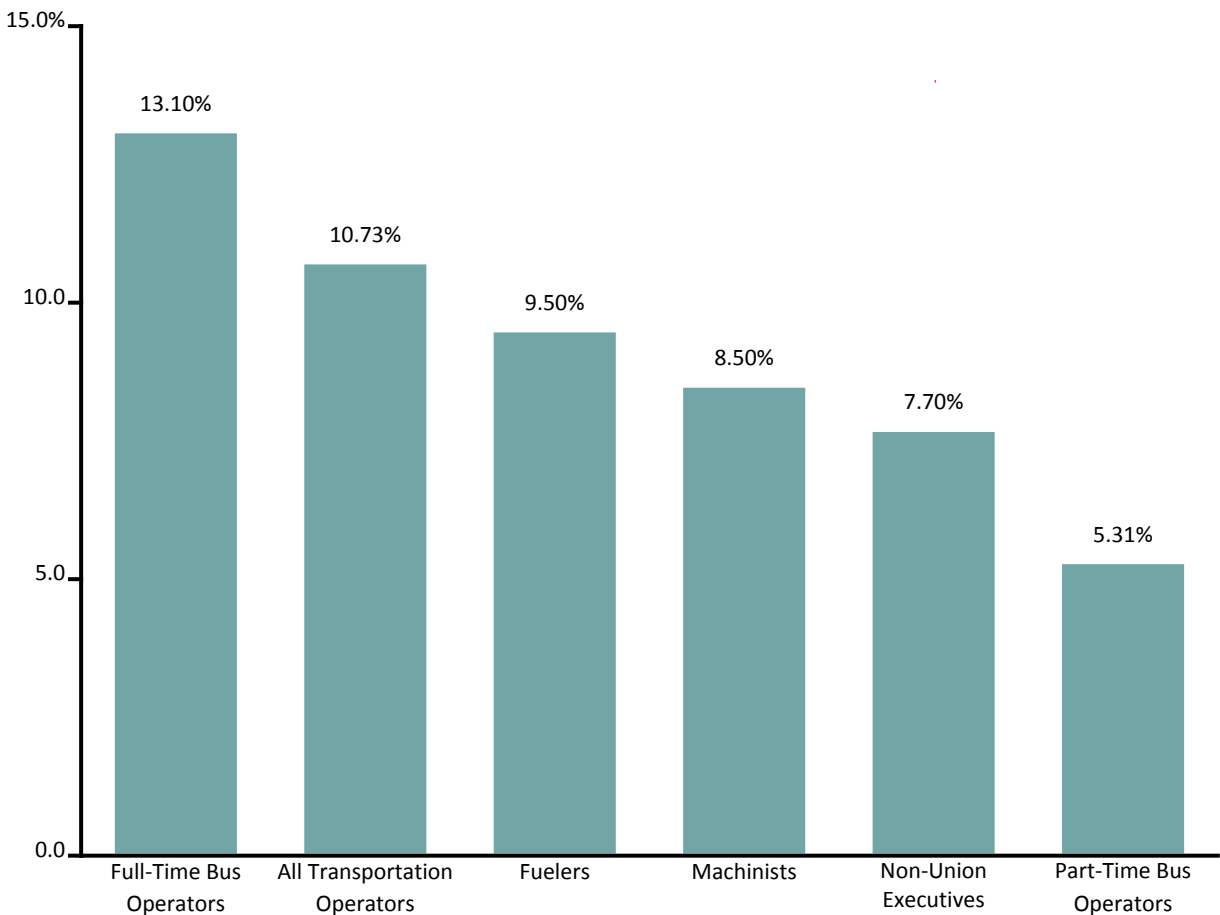
MBTA Unscheduled Absence %
Unaffiliated non-union titles



Source: Internal MBTA data

Summary absenteeism metrics by category through 1/15/16

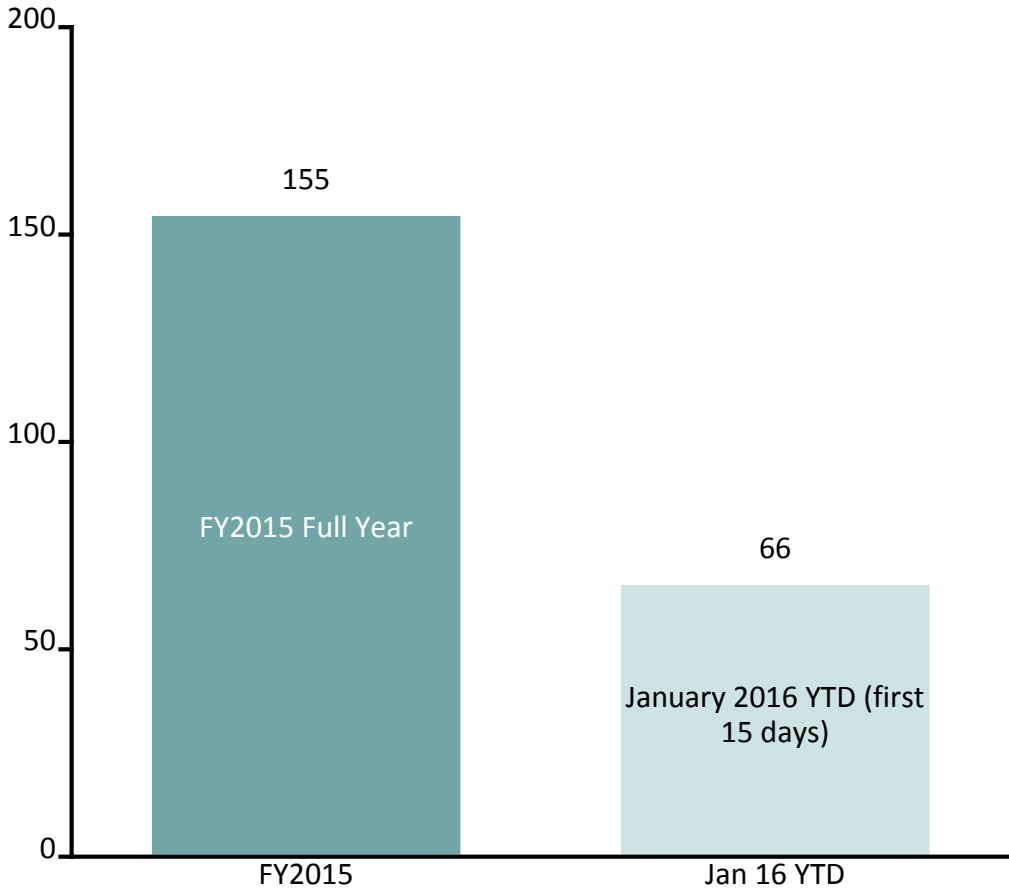
MBTA Unscheduled Absence %
January 2016 YTD



Source: Internal MBTA data

Week day Bus dropped trips per day 50% + in January as compared with FY15 benchmark

MBTA Bus Weekday Average Dropped Trips Per Day



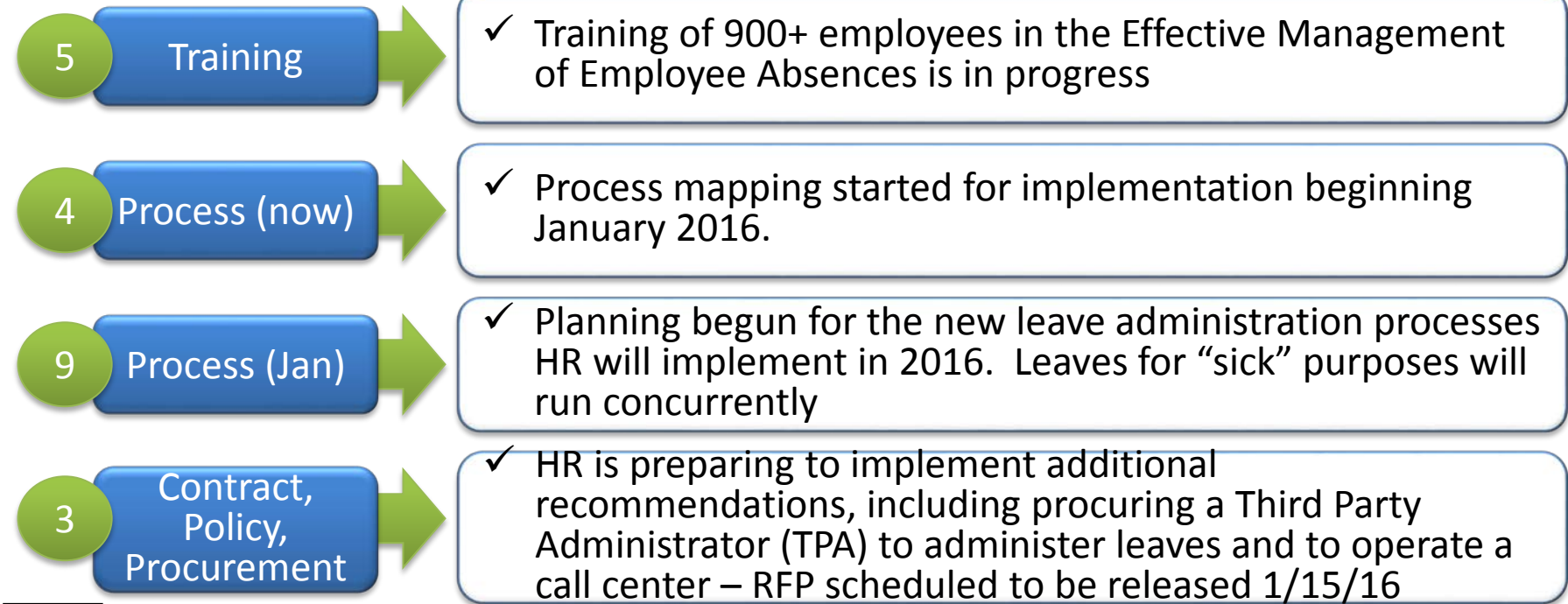
Change: -57%

Source: Internal MBTA data

Reducing Absenteeism: Action Plan

Implementation status of Leave Management Consultant (LMC) recs to address excessive employee absences and to ensure legal compliance.

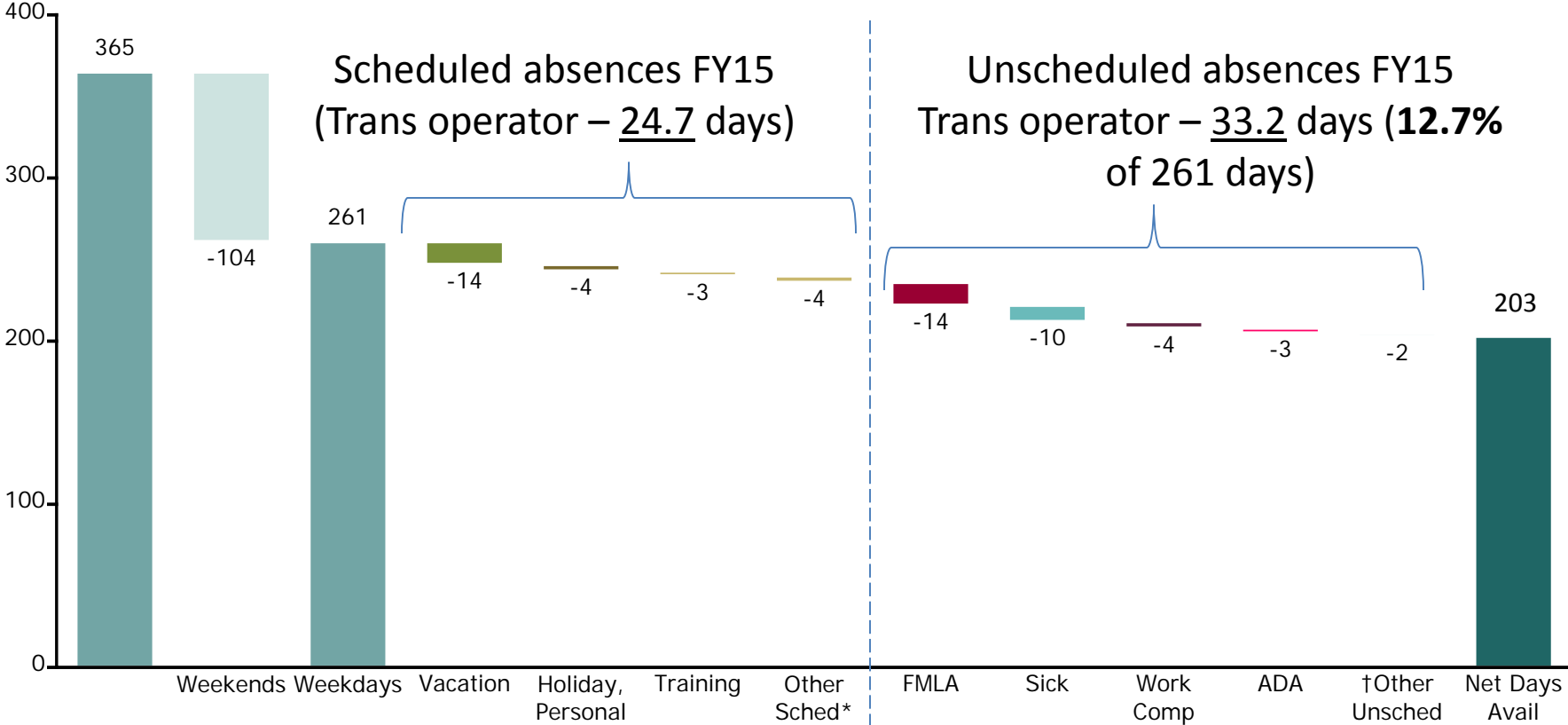
rec's



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Note: HR in the process of auditing FMLA certifications to ensure compliance going forward.

MBTA bus and rail operators missed 33 days of work due to unscheduled absence in FY15 – this is focus of new leave policy



*Other Scheduled days include jury duty, court app, union business, parental and military leave

†Other Scheduled days include bereavement, SNLA, AWOL, unexcused and medically disqualified