

Chief Administrative Officer

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Audit Services

The Audit Services Department serves as in-house consultants for the Massachusetts Bay Transportation Authority. The scope of services encompasses the examination and evaluation of the adequacy and effectiveness of the Authority's systems of management control and the quality of performance in carrying out its operations.

To ensure achievement of added-value results, Audit Services established a CPA Pool. The objective of this pool is to perform financial, operational, and compliance audits for the Board of Directors, the General Manager, and/or Senior Managers.

While meeting professional auditing standards, Audit Services promotes open and candid communication and a continuing spirit of cooperation toward the common objectives of protecting public assets and providing cost-effective services; monitors timely and effective implementation of audit recommendations; and guides management in the establishment and maintenance of systems to fortify management controls.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Performance and Operations Monitoring	Financial, compliance, operational and internal controls	Complete financial, compliance, operational and internal control audits/agreed-upon procedures	\$70,185
	Support services to senior managers	Complete compliance audits on professional services and construction contracts Assist senior managers with audits utilizing the MBTA's CPA Pool	\$23,200
TOTAL BUDGET			\$93,385

Customer Support Services

Customer Support Services (CSS) is responsible for providing service information to MBTA customers. The staff responds to approximately 2,000 inquiries daily via telephone, email, letter and walk-in customers who seek a wide range of information about the MBTA and its services. The Customer Support Services team is composed of a diverse work staff, which provides translation services to MBTA customers in Spanish, French, Haitian Creole, and Cantonese. The Department also provides additional translation services through a translation vendor as needed.

Customer Support Services' management tracking system allows staff to electronically track customer calls from start to finish. It provides reports regarding complaints, commendations, and trends in service levels, allowing us to use these to make changes to our services to the benefit of our customers. This system is also used as a method of electronically communicating real-time information to the staff regarding service interruptions.

With the use of an Automated Call Distributor (ACD), the Customer Support Services Department is able to provide real-time call volume, call wait time statistics and reports. The ACD also provides customers with the ability to select a representative who speaks either English or Spanish.

Given our inevitable expansion as we provide internal departments with wide ranging support, Customer Support Services facilitates focus groups to explore how we can continuously improve our customer service delivery. The Customer Support Services team is dedicated to providing first-class service in a timely manner to all MBTA customers.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Customer Support Services	Service customer inquiries, complaints, and commendations	Respond, log, and track customer inquiries	\$1,791,367
TOTAL BUDGET			\$1,791,367

Human Resources Department

The Human Resources Department strategically manages several business functions by implementing fiscally sound practices without sacrificing any services it provides. The Department serves as an internal resource to the MBTA, all applicants, employees and retirees while providing the highest level of customer service in meeting the staffing, learning, education, health, welfare and compliance needs of the organization. As part of its approach to human resources, the Department aligns itself with the overall goals of the Authority and supports the MBTA's mission to meet the transportation needs of the Commonwealth of Massachusetts.

The cornerstone of the Authority's success is its employees, and Human Resources provides a variety of services to the MBTA to ensure that it hires, develops, and supports the most talented and diverse workforce in Massachusetts. Every year, Human Resources recruits, tests, and interviews thousands of applicants to identify the most qualified candidates to fill vacancies across the MBTA. Through ongoing collaboration with departments, Human Resources works to identify fair and consistent methods by which all candidates are screened and selected in order to promote current employees and hire external applicants.

Human Resources then works with all employees to continually enhance the skills of the entire workforce. By offering training programs such as Tomorrow's Leaders, Human Resources is anticipating how the Authority's employees must be prepared to adapt to the increasing demands of technological advancement and customer expectations. A highly successful tuition reimbursement program is also managed and administered by the Department for those employees who independently choose to attend area colleges to enhance their skills.

Finally, Human Resources offers a benefits package and an array of services to ensure that the ongoing and unanticipated needs of the Authority's employees are always met. Through the management and administration of a competitive package of health, dental, child-care, and retirement programs, the Authority provides its employees and retirees with the physical, emotional, and financial stability that make the MBTA one of the premier employers in the state. Human Resources also recognizes the many twists life may bring and administers the Family Medical Leave Act, Sick Leave programs, life insurance and long-term disability coverage, and reviews accommodation requests under the Americans with Disabilities Act to support employees during these trying times.

Throughout the upcoming year, as it does every year, the Human Resources Department will work to improve its efficiency by implementing new technologies that enhance its current HRMS and applicant tracking systems. In addition, the Department will implement a Document Scanning and Workflow Project to better manage employee information. These systems enable Human Resources to record, manage, and report on all completed and ongoing transactions related to hires, retirements, promotions, benefits, wages, and training. With improved technology and an ongoing commitment to customer service, the Human Resources Department will remain a vital point of service available to all MBTA employees and retirees.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Employment	Recruitment and employment	Ensure that all job vacancies are posted	\$1,290,387
	Applicant screening and tracking	Make recommendations in a timely fashion Complete reference checks on all recommended candidates	
	Process Job lottery	Maintain hire ready candidate pool of PT Bus Operator, PT Train Attendant, PT Streetcar Motorperson, PT Customer Service Agent and Track Laborer	
Compensation, Budget & Labor Analysis	Review and maintain job descriptions	Ensure that all job descriptions are up-to-date and accurately reflect the functions of the position	
	Wage and salary administration	Ensure that Per Forms are in compliance with collective bargaining agreements Maintain PeopleSoft Foundation Tables	
	Conduct labor analysis	Provide management with recommendations and analysis on policy design (i.e., position control) Maintain organizational charts	
	Expand utilization of PeopleSoft	Process, track, and report all personnel related activity on PeopleSoft	
	Monitor and maintain PeopleSoft	Maintain/audit PeopleSoft and provide reports Process quarterly transportation PICK accurately and timely	
	Prepare Absenteeism Report	Prepare and distribute monthly reports	
	Training	Provide training for "Tomorrow's Leaders"	
Provide New Hire Orientation		Accurately track employee training and ensure relevancy and content by reviewing feedback evaluations	
Assist with the implementation of the General Manager's Training Initiatives		Assist in contract administration	
Participate in Massachusetts State Police Online Academy - MBTA Transit Police		Accurately track employee training and ensure relevancy and content by reviewing feedback evaluations	
Human Resources Services	Support Employee Recognition and Charitable Contribution Programs	Administer Performance Recognition and Fall Charity Drive	
	Unemployment services	Monitor unemployment activity	

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Educational Assistance	Educational Assistance Program	Track Educational Assistance Program and review vouchers for accuracy	\$150,000
Child Care	Child Care Program	Track Child Care Program and review vouchers for accuracy	\$169,803
Benefits and Human Resources Management Systems (HRMS)	Administer healthcare plans	Administer self-insured healthcare programs and COBRA plans for active/retired employees in the most cost-effective manner	\$773,419
	Monitor Life, Accident, and Disability Insurance Programs	Manage life insurance, accident insurance, death benefits, and long-term disability insurance programs in the most cost-effective manner	
	Coordinate Retirement Plan issues with the Retirement Fund	Ensure Deferred Compensation Plan issues are resolved Ensure MBTA Retirement Fund issues are resolved	
	Maintain on-time enrollment account link with healthcare vendors	Ensure 100% accuracy of healthcare enrollments with Blue Cross, Harvard, Tufts, and Delta Dental	
	Conduct audits of medical and dental providers	Perform formal enrollment and claim audits of healthcare plans on a periodic basis	
	Collect premium co-payments from off-payroll MBTA employees	Maintain and enhance the accounts receivable system for employee premium co-payments	
Leave & ADA Programs	Administer Leave Programs	Administer FMLA, SNLA, and Military Leave of Absence Programs in the most cost-effective manner	
	Administer Sick Leave Plan	Ensure that all affiliated employees have verifiable medical documentation for their period of absence in order to receive sick leave benefits	
	Administer ADA	Administer ADA in the most cost-effective manner	
TOTAL BUDGET			\$2,383,609

Marketing Communications Department

In FY 2009, Marketing Communications will build on and intensify its ongoing marketing efforts to position the MBTA as 100% customer-service driven, by leveraging its technology-based rider amenities and by showcasing initiatives that enhance the overall customer experience. In addition, Marketing Communications will seek new opportunities to generate increased non-fare revenue and to provide strategic interdepartmental support.

- Marketing Communications will continue to promote technology products, such as Mobile.MBTA.com, T-Alerts, Commuter Rail/Boat WIFI access, as cutting-edge customer-service tools that offer convenience and personalized service. In addition, the Semester Pass Program is expected to convert to CharlieCards during FY 2009. Together these technology tools and the CharlieCard conversion will lay the groundwork for the introduction during the year of the following anticipated new products:
- “Bike” CharlieCard – enabling customers to lock/unlock station bike cages and pay fare
- “Parking” CharlieCard – enabling customers to pay for parking and fare
- “University” CharlieCard – a pilot program enabling university students to pay for college fees and fare

The Department’s robust marketing of these technology products will further position the Authority as an organization dedicated to continuous improvement and customer satisfaction.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Advertising, Promotion and Marketing	Strategy Development	Establish an ongoing dialogue that identifies the actions crucial to delivering value to our external customers and internal stakeholders. Through targeted assessment and analysis of various communication projects, we optimize opportunities by creating the blueprint to design and execute marketing communications plans. <ul style="list-style-type: none"> • Measures of successful marketing communications strategies include: <ul style="list-style-type: none"> - increased ridership - building awareness - media coverage - internal and external customer feedback - industry-wide recognition 	\$115,300
	Copy and Design Services	By following defined strategies, create written and visual solutions which include foundational advertising concepts such as: persuasion, color psychology, composition, copywriting, typography, and brand communication. Campaign tactics include but are not limited to: electronic media, broadcast, newspaper advertising, transit advertising and outdoor advertising. <ul style="list-style-type: none"> • Write and design a minimum of 20 primary marketing campaigns. • Develop the content and overall layout and design of over 200 unique projects including: four quarterly newsletters, two annual reports and two system maps. 	\$249,000
	Print Production	Ensure the final printed quality of all projects by trafficking and writing specifications, following Authority purchasing procedures, overseeing translations, attending press checks and meeting delivery schedules. <ul style="list-style-type: none"> • Oversee the print production of at least 200 projects. 	\$250,000
	Media Planning	Develop advertising schedules that are both effective and efficient by identifying the combination of media and the associated reach and frequency that will be most effective in delivering the key message to the target audience - while meeting marketing objectives and budget limits. Types of media include newspapers, trade magazines, internet and broadcast. <ul style="list-style-type: none"> • Create media plans for ten key projects. 	\$145,806
	Promotional Partnerships	Develop promotional partnerships to provide added value to taking the T, help draw new customers and assist in retaining current customers. Our partners include national brands, sports teams, and civic and transit organizations; while partnership elements range from co-branded car cards to station sampling to promotional discounts.	\$173,000
TOTAL BUDGET			\$933,106

Labor Relations

To further bolster fare revenue, Marketing Communications will take advantage of the current spike in commuter ridership to promote the benefits, e.g., cost-savings and convenience, of using the MBTA during off-peak hours for recreational activities. Also, the Department will undertake a “parking lot” campaign, highlighting Authority lots that can accommodate increased usage.

Marketing Communications itself will embrace new technology to market new products and initiatives, employing e-mail blasts to targeted customer and special interest lists and purchasing advertising on select websites. This should effect cost-savings as well as advance the Authority’s “green” initiative by reducing paper consumption.



As noted previously, Marketing Communications will contribute substantially to non-fare revenue generation in FY 2009. The Titan Outdoor Advertising contract enters its fourth year with revenues projected to exceed the Minimum Annual Guarantee. This year the Department’s partnership both with Titan Outdoor and Clear Channel will not only generate significant income, but also provide subway riders with a new electronic media platform that will deliver real-time news and information and a more desirable customer experience. The Department expects its successful filming and sampling program will gain even more momentum this year as more major brand names and production companies seek to capitalize on Boston’s growing market appeal.

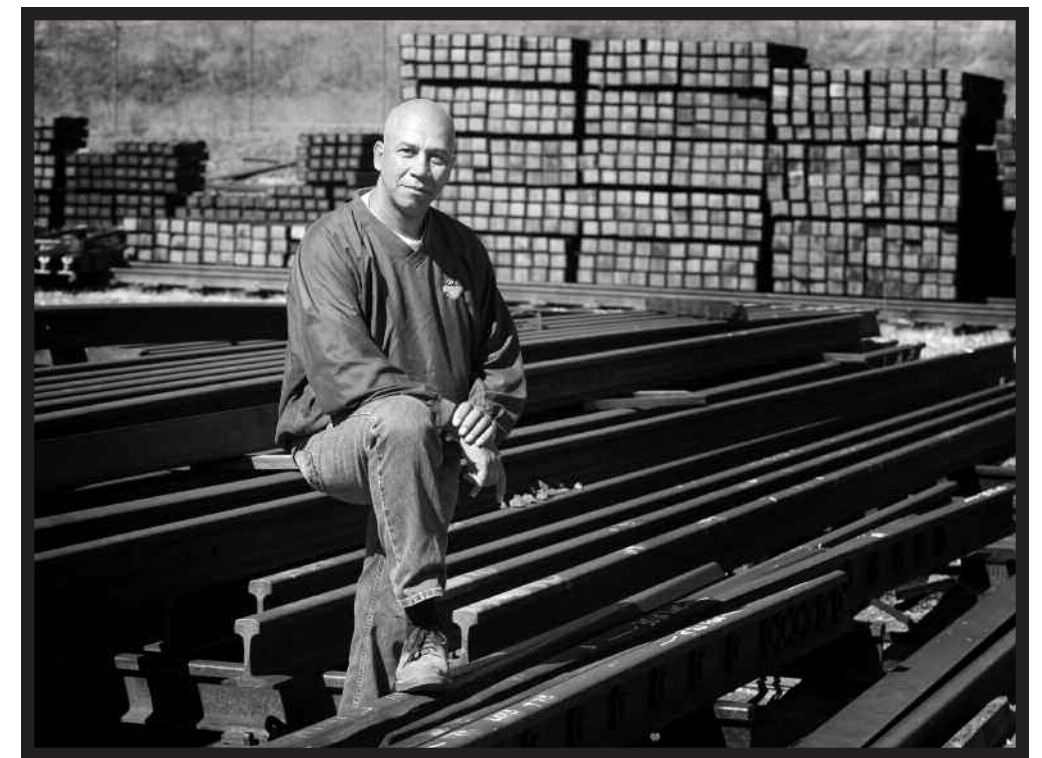
Finally, Marketing Communications will continue to provide ongoing support in the form of logos, brand identity, newsletters, posters, flyers and related marketing collateral for the internal and external communications programs of other functional departments within the MBTA and the Executive Office of Transportation (EOT).

The Labor Relations Department plays a crucial role in managing positive and productive relations between labor and management within the Authority. Labor Relations is responsible for negotiating labor contracts with the Authority’s 29 unions and 16 collective bargaining units, which represent 97% of the MBTA’s employees.

The Department also manages day-to-day labor issues, which include interpretation of provisions of collective bargaining agreements to assist all departments in achieving their goals; training of supervisory and management employees on union contract compliance, progressive discipline and grievance processing procedures; and representation of the MBTA in an average of 50 arbitrations and 460 grievance cases annually. In addition, Labor Relations represents the Authority in interest arbitrations when necessary.

Labor Relations oversees all unemployment compensation claims filed by MBTA employees. The Department is also responsible for review and processing of all discharge cases to the General Manager for final action.

Labor Relations represents the Authority’s interests in various other forums, including The Civil Service Commission, Division of Administrative Law Appeals, Labor Relations Commission, Superior Court, Appeals Court and the Supreme Judicial Court concerning labor-related controversies.



PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
For the collective bargaining term July 1, 2006 through June 30, 2010, execute successor collective bargaining agreements with the Authority's bargaining units for agreements through negotiations and/or interest arbitration	Implement the interest arbitration award with Local 589 and continue negotiations with all other unions for successor collective bargaining agreements to replace those that expired on June 30, 2006	Sign new contract/implement interest arbitration awards	\$426,862
Manage grievance processing in a cost-effective and timely manner assisting all departments with interpretation and application of the various collective bargaining agreements	Step 2 Grievance processing, General Manager Hearing, Mediation and Arbitration preparation	Process all grievances within contractual time limits	\$461,211
Assist operating departments with implementation of MBTA Strategic Plan initiatives including Automated Fare Collection and introduction of new technology vehicles	Provide advice and assistance, and negotiate changes in collective bargaining agreement as needed	Successful implementation of initiatives	\$79,555
Defend the MBTA's receipt of uninterrupted 13(c) federal funds	Monitor all Department of Labor certifications and 13(c) challenges	Favorable certification from Department of Labor	\$31,185
Revise and redistribute the MBTA's disciplinary policy	Distribute revised Authority Discipline Policy	Ongoing training of operating personnel on revised policy	\$7,213
Train managers and front line supervisors on contract and grievance administration, including rules enforcement, due process, and just cause standards	Teach ongoing Labor Relations module as part of monthly training program to all managers and supervisors Conduct ongoing Labor Relations Roundtables for Operations Management Assist with "Tomorrow's Leaders" training	Reduction in the number of grievances at the Step 2 Level that are sustained or require compromise settlements	\$17,366
Work with all MBTA unions to ensure continued compliance with the Authority's EEO and Affirmative Action Plan	Assist the Office of Diversity and Civil Rights, the Law Department, and Operations with investigations and training as necessary	Timely resolution of complaints and successful defense of related Authority disciplinary actions	\$79,453

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Assist operating divisions with the interpretation and implementation of the Authority's Drug & Alcohol, Americans with Disabilities Act (ADA), Family and Medical Leave Act (FMLA), and Small Necessities Leave Act (SNLA) policies	Respond to Operations on a case by case basis and continue to assist with issues during weekly meetings with senior management	Challenges to Authority's policies are unsuccessful in judicial and administrative arbitrations	\$21,669
Participation in New Hire Orientation Program to familiarize new employees with the role of Labor Relations in the Authority	Continue to participate in all regularly scheduled sessions	100% participation in New Hire Program	\$2,887
Assist the Absence Management Committee to curtail long-term absences and cost to the Authority	Continue to assist in this important ongoing initiative and continue to attend Absence Management Committee meetings with senior management	Number of long-term absences of one year or longer has decreased	
TOTAL BUDGET			\$1,127,371

Occupational Health Services

Occupational Health Services (OHS) is composed of three departments: Workers' Compensation, Medical Operations, and the Employee Assistance Program (EAP). These three departments continue to work together to promote and maintain a safe and healthy work environment, while fulfilling the Authority's statutory obligations. Occupational Health Services develops, administers, and advises the Authority on policies and procedures designed not only to comply with statutory requirements, but also to promote a healthy and productive workforce.

The FY 2009 goals for Occupational Health Services include the continued compliance with federal regulations for drug and alcohol testing and procedures. The Medical Clinic will maintain the fitness for duty standards for the Authority's workforce.

In an ongoing effort to sustain the low positive drug and alcohol testing rates, the Employee Assistance Program will provide continual drug and alcohol education. Workers' Compensation will continue implementing cost-saving measures throughout the Department, while providing injured employees with appropriate medical treatment. All of the Occupational Health Services departments will continue to join together in an effort to reduce employee absenteeism throughout the Authority.

PROGRAM	ACTIVITY	MEASURE	FY09 BUDGET
Workers' Compensation	Processing claims	<p>Monitor time frames on all claim payments, review documentation, and assign claims to investigation when needed</p> <p>Represent the Authority at the conciliation stage of the Industrial Accident Board procedure</p> <p>Represent the Authority in challenges of claims at the Department of Employment and Training</p> <p>Reduce outside counsel expenses</p>	\$506,958
	Risk management	Represent OHS on the Authority's Risk Management Committee	
	Monitor modified work assignments	Identify and assign injured employees to modified duty	
Medical Operations	Drug and alcohol testing	Meet federal and MBTA regulations as expressed in the MBTA Drug and Alcohol Policy and Testing Procedures	\$813,387
	Medical evaluations	Ensure all applicants and MBTA employees meet the medical standards set forth by the MBTA and state licensure agencies	
Employee Assistance Program	Substance abuse evaluations and referrals	Meet federal regulations for substance abuse professional evaluations while reducing the overall recidivism rate of EAP participants	\$196,883
	Critical incident stress management	Provide critical incident stress management for all employees involved in serious and/or fatal accidents	
	Education/Training	Provide drug and alcohol educational training in accordance with federal regulations and the Authority's Drug and Alcohol Policy	
TOTAL BUDGET			\$1,517,228