



**Massachusetts Bay
Transportation Authority**

Workforce Management Department

2023 in Review

January 11, 2024

Agenda

- **Workforce Attraction & Retention Year-End Review**
- **CY 2024 Look Ahead**
 - **January Bus Operator Training Class Update**

Record Hiring Achieved in Calendar Year 2023

Hiring far exceeded prior years

Hiring (external & internal) was

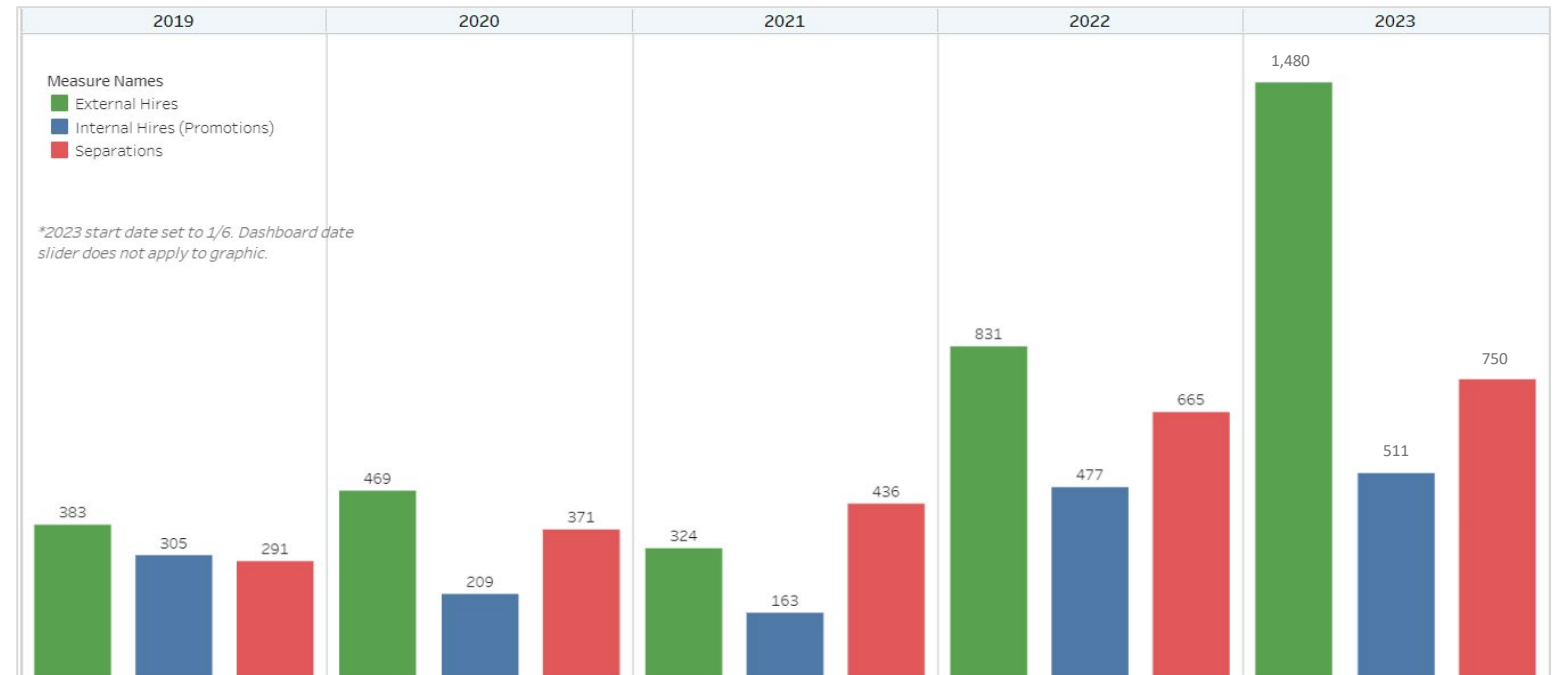
- 50% higher than in 2022
- >150% higher than 2019-2021

MBTA averaged:

- 124 external hires per month
- 42 internal hires per month

Hiring volume grew over the course of the year, averaging 162 monthly external hires in the past 3 months (Oct-Dec).

FYTD24 and FY23 hires are 50%+ diverse



As of: 12/30/2023

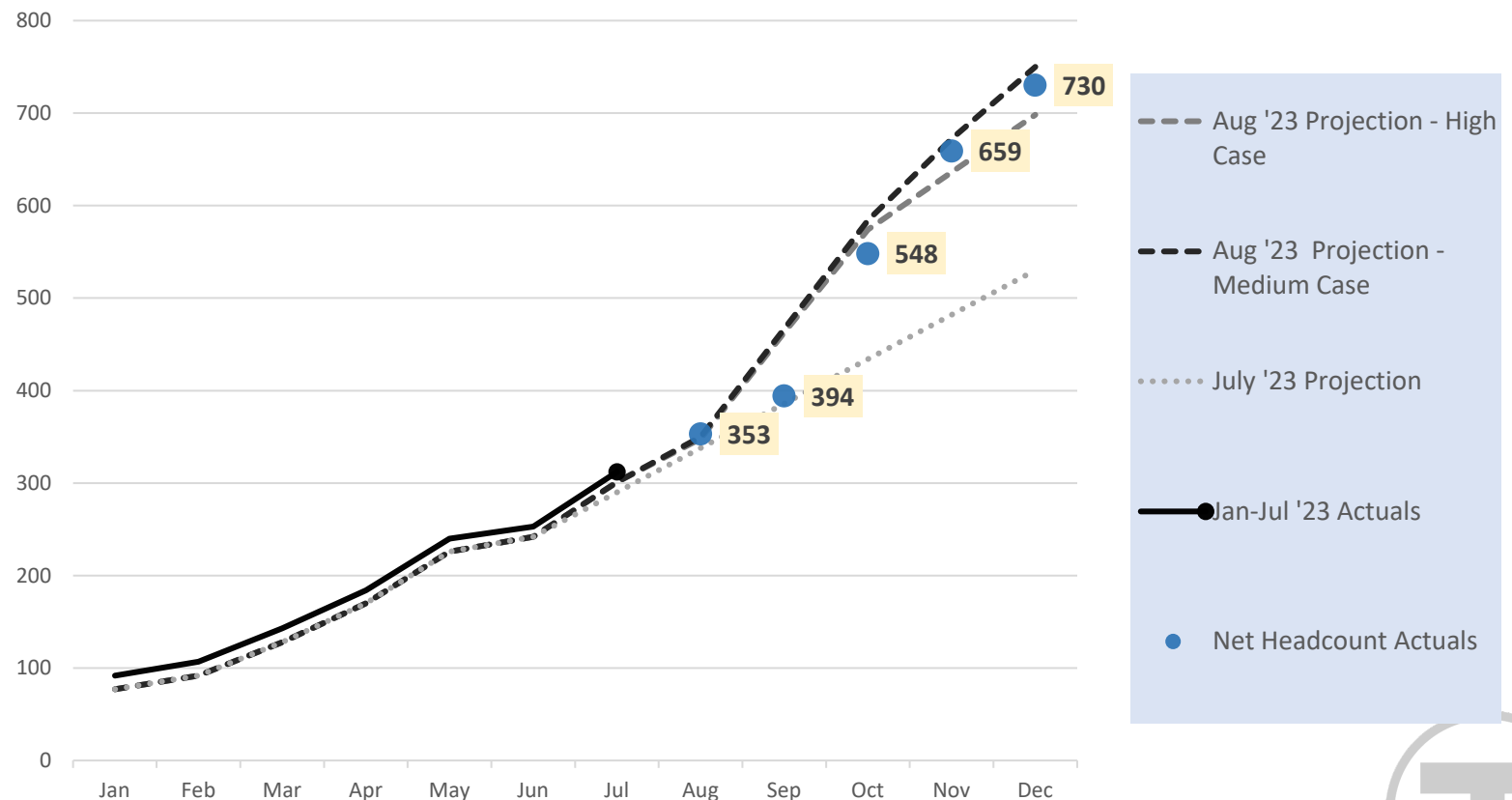


Rebuilding the Workforce in Calendar Year 2023

MBTA headcount today is now the largest in recent history.

- Record headcount increase. 7,083 employees, representing ~11% increase compared to 2022 (6,339).
- Record hiring, meeting the goal of hiring +1000 people within the calendar year
- Implemented numerous attraction and retention initiatives

The MBTA made projections of headcount growth in July, and refreshed projections in August following the Local 589 CBA. Headcount growth exceeded "Medium Case" projection of +698 and reaching 97% of the "High Case" projection of +750.



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As of: 12/30/2023



Calendar Year 2023 Hiring Update

As of: 12/30/2023

1,991 Total Hires | 750 Separations

Headcount + 730

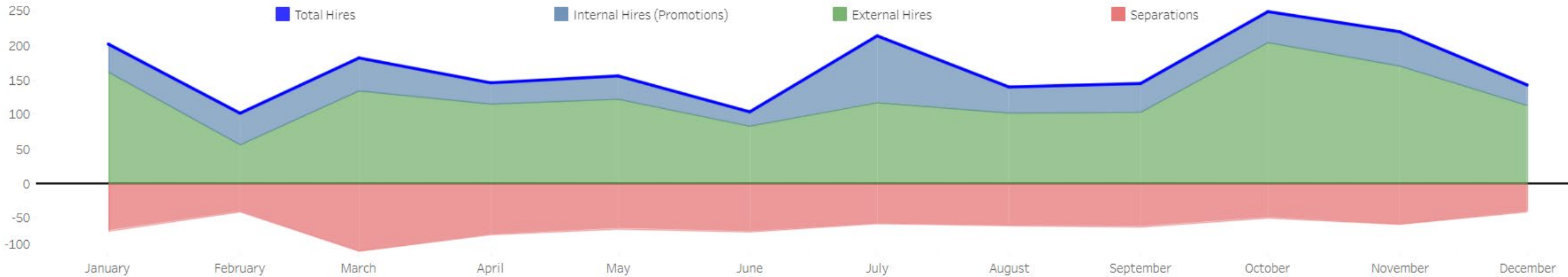
Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	80	60	140
Operations	340	311	651
Programmed Hiring	789	28	817
Support	271	112	383
Grand Total	1,480	511	1,991

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	11	28	6	5	50
Operations	62	36	21	10	129
Programmed Hiring	68	124	123	163	478
Support	16	49	13	15	93
Grand Total	157	237	163	193	750

1,991 Total Hires: 1,480 external hires | 511 internal hires (promotions)

750 Separations: 157 Retirements | 237 Voluntary | 163 Involuntary | 193 Hired but Did Not Start

Hires, Promotions and Separations



* Promotions include selection process internal hires only

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* Calendar Year 2023 starts on 1/6 - Inauguration day.

Historic 2023 Collective Bargaining Agreements

Transformative Pension Agreements

- MBTA Retirement Fund (Main Fund) Agreement
 - First major structural reform of Fund in 40+ years of benefits, contributions, and investments
 - Goal of bringing stability to Fund and workforce
- Police Retirement Plan Agreement
 - Sworn TPD Officers covered by separate pension agreement
 - Maintained fiscal stability and enhanced benefits

Historic Collective Bargaining Agreement with Local 589

- Earliest agreement in contract cycle between parties in 40+ years
- 18% wage increases over four years of contract
- Longevity wage increases to retain existing workforce
- Retention Bonuses to retain retirement-eligible employees
- Increase wages for new hires to attract new Operators and Motorpersons

Eight additional unions reached agreement, with similar focus on recruitment and retention

- Lodge 264, Alliance, Local 600, Police Association, Sergeants Association, Superior Officers Association, Local 104, and Local 651
- Nearly 80% of affiliated workforce covered by these new contracts
 - Earliest in a contract cycle this percentage of workforce has been under contract in 40+ years



Gov. Healey, GM Eng, L589 Exec Board, and MBTA employees speak at announcement of MBTA-Local 589 agreement at Cabot Yard on August 2, 2023.
Credit: boston.com



Key Hiring & Retention Impacts of 2023 Collective Bargaining Agreements

Hiring

>450%

Application volume for Bus Operators in month following 589 pay increases

Competitive pay, marketing, and improved employee experience contributed to high interest in a role which previously received low application volume.

Other 589 roles such as Light Rail Motorperson saw up to 300% increase in application volume following the CBA.

Retention

48%

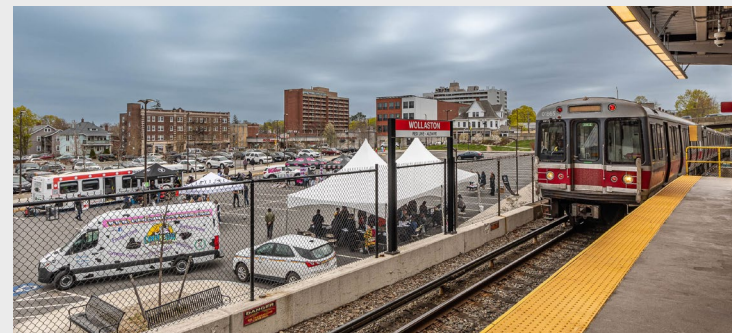
Lower attrition

, October – December attrition is **48% lower** than attrition during those months in 2022.

234

Employees signed up for retention bonuses

80% of eligible employees elected to sign up for retirement deferral bonuses.



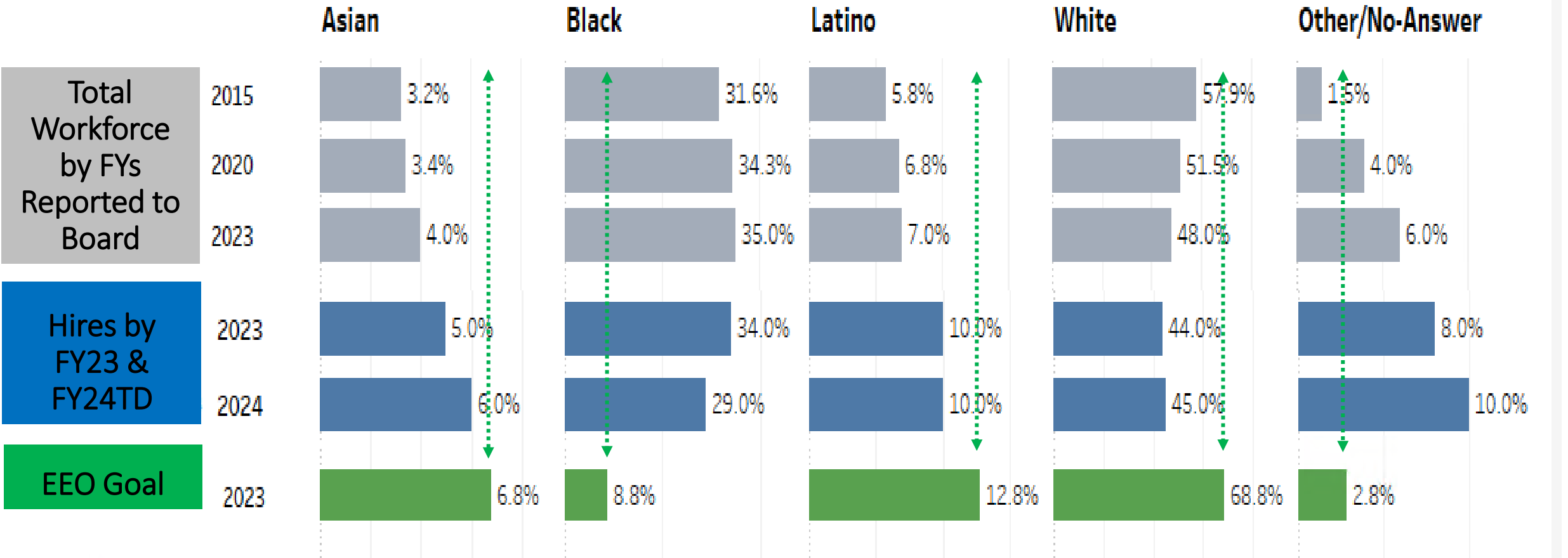
Key 2023 Accomplishments: Attracted record number of candidates

Substantial increase in hiring volumes across the Authority to meet growing needs

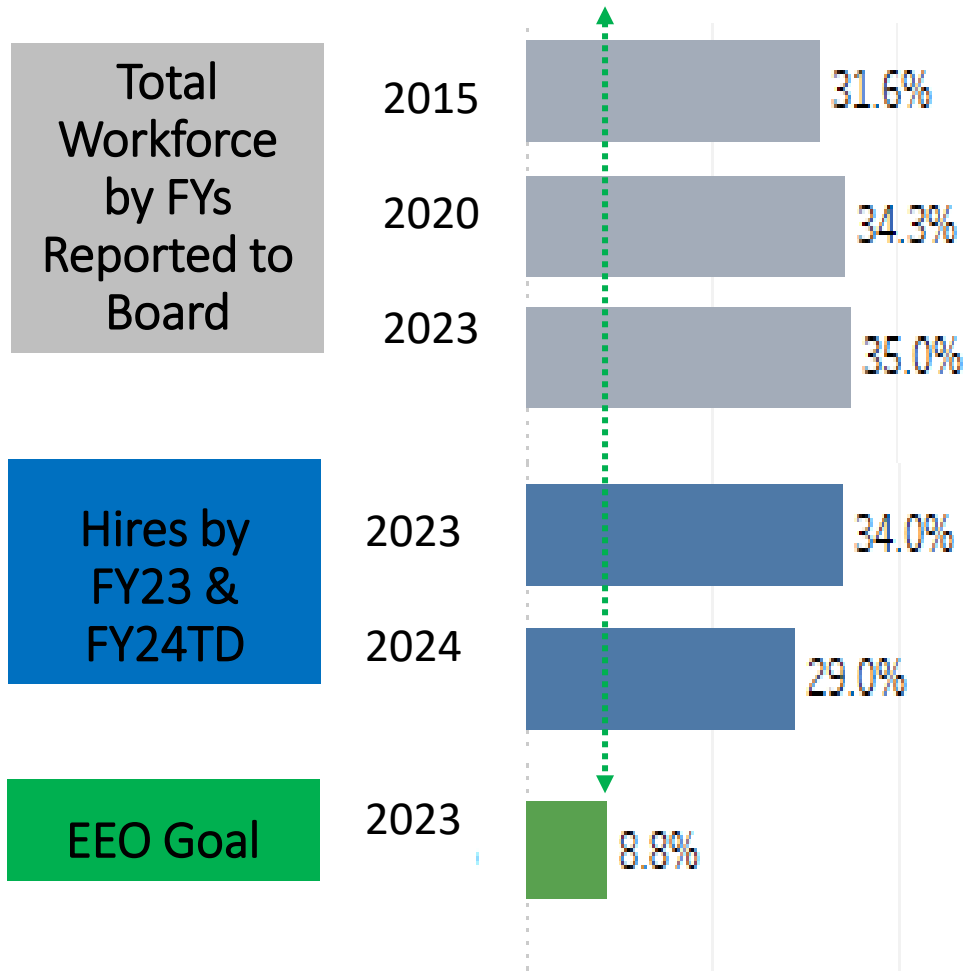
- **Drove massive growth in hiring volume;** Program hiring increased by 98% compared to prior FYTD; Operations hiring increased by 32%
- Managed 6 large-scale hiring events, including **first hiring on the spot event**, and supported candidates through the hiring process
- Managed **>600 sign-on / referral bonus payments** in conjunction with the Payroll Team throughout CY2023
 - Sign-on Bonuses: 501 Sign-On Bonus Installments Paid
 - Referral Bonuses: 109 Referral Bonus Installments Paid
- Developed interim FY24 Hiring Plan
- Recruiting and hiring a diverse group of new employees:
 - FYTD24 and FY23 hires are **50%+ diverse**
 - Exceeding our EEO goal by nearly double
 - Reflecting the rich diversity of the riders we serve



Trends in MBTA Hires & Workforce by Race / Ethnicity



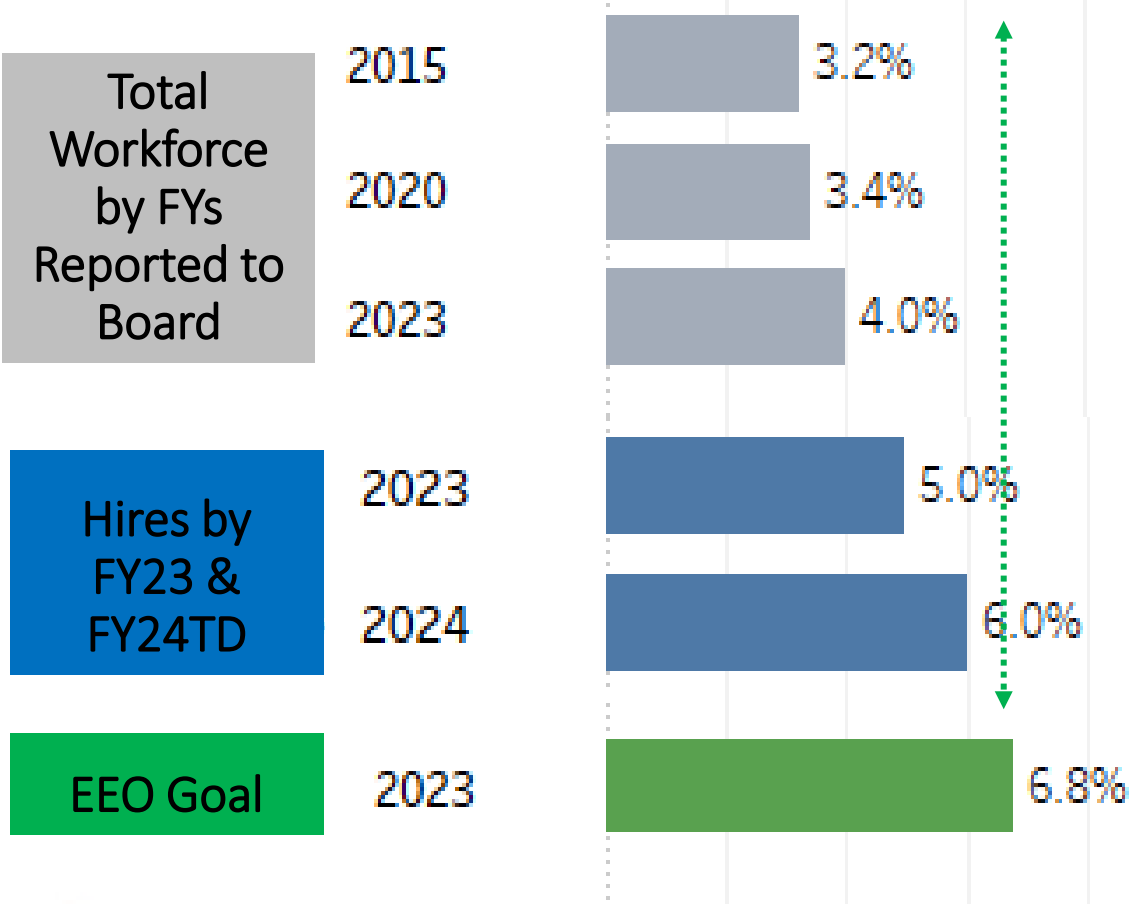
Trends in MBTA Hires & Workforce for Black & African Americans



Current Black & African American MBTA workforce of 35% is approximately 400% or approximately 1,800 above the Black & African American workforce EEO goal of 8.8%.

MBTA hires of Black & African Americans in FY23 at 34% and FYTD24 at 29% continue to be well above the EEO goal.

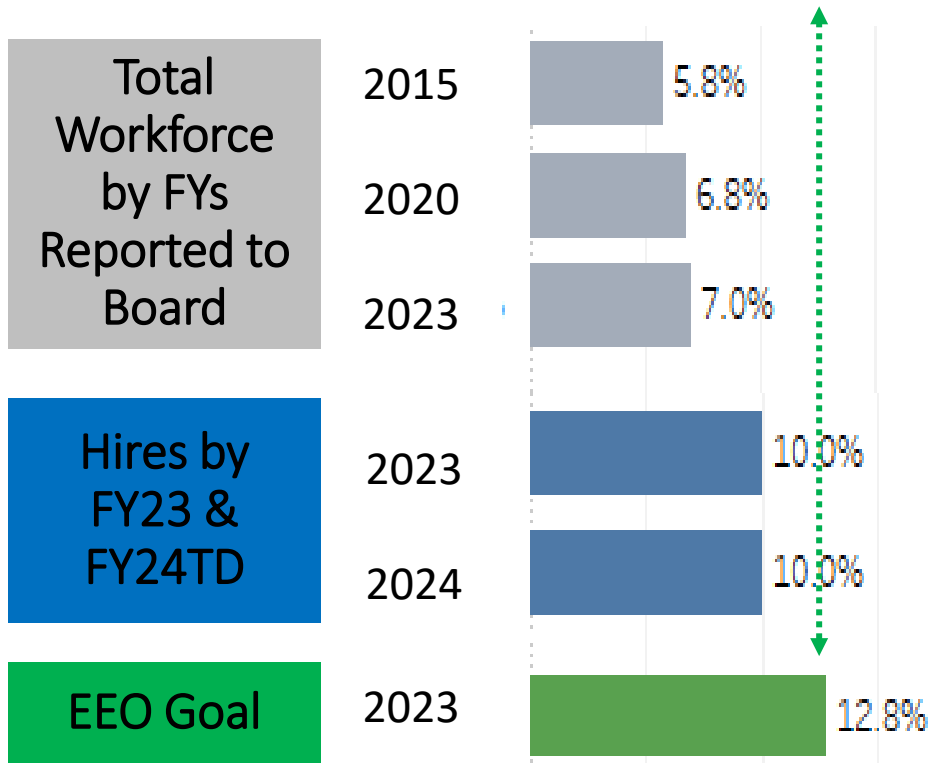
Trends in MBTA Hires & Workforce for Asian Americans



Current MBTA Asian American workforce of 4% is approximately 60% of the Asian American workforce EEO goal of 6.8%. Delta needed to meet EEO goal is approximately 200 employees.

MBTA hires of Asian Americans trending positively in FY23 at 5% and FYTD24 at 6% towards meeting the EEO goal

Trends in MBTA Hires & Workforce for Latinos



Current MBTA Latino workforce of 7% is approximately 55% of the Latino workforce EEO goal of 12.8%. Delta needed to meet EEO goal is approximately 400 employees.

MBTA hires of Latinos is trending positively in FY23 at 10% and FYTD24 at 10% towards meeting the EEO goal.

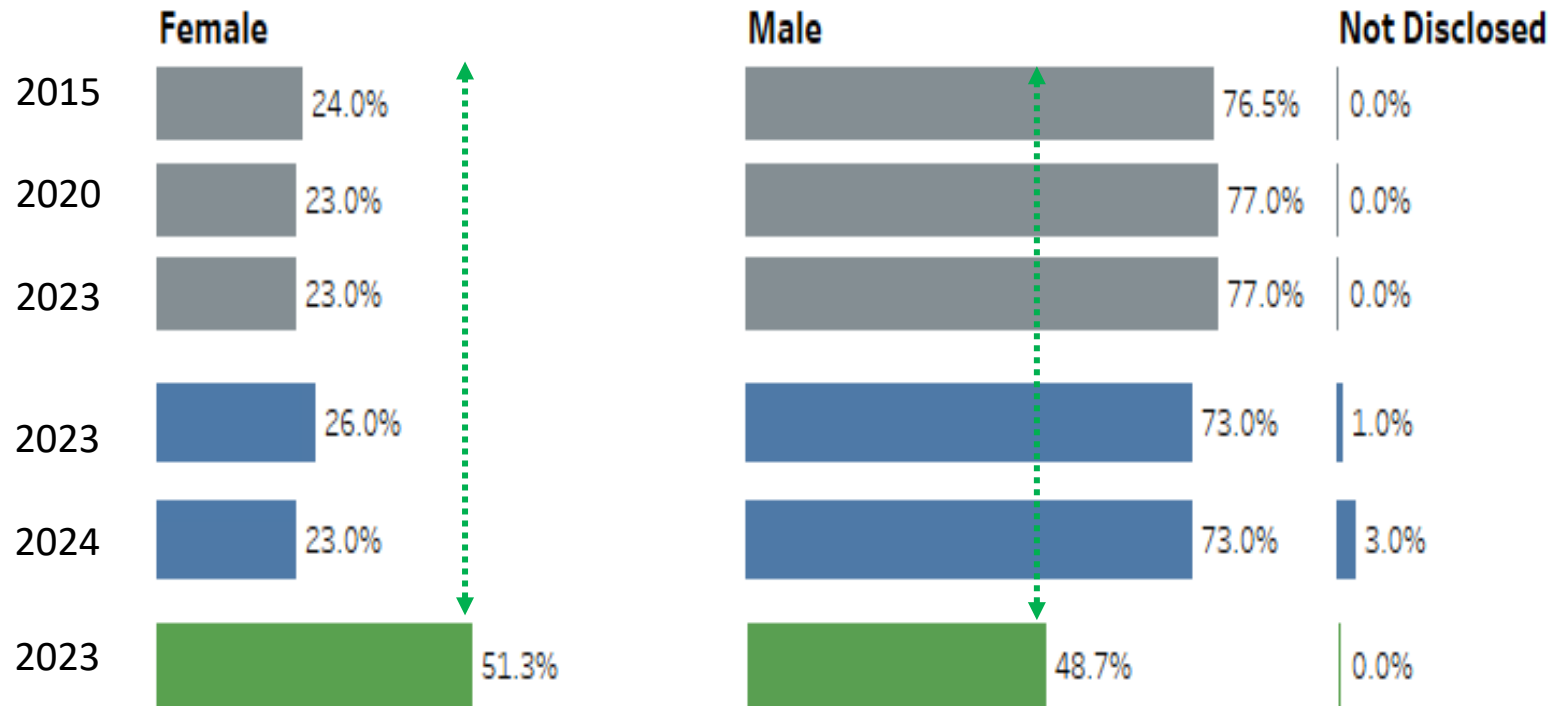
Trends in MBTA Hires & Workforce by Gender



Total Workforce by FYs Reported to Board

Hires FY23 & FYTD24

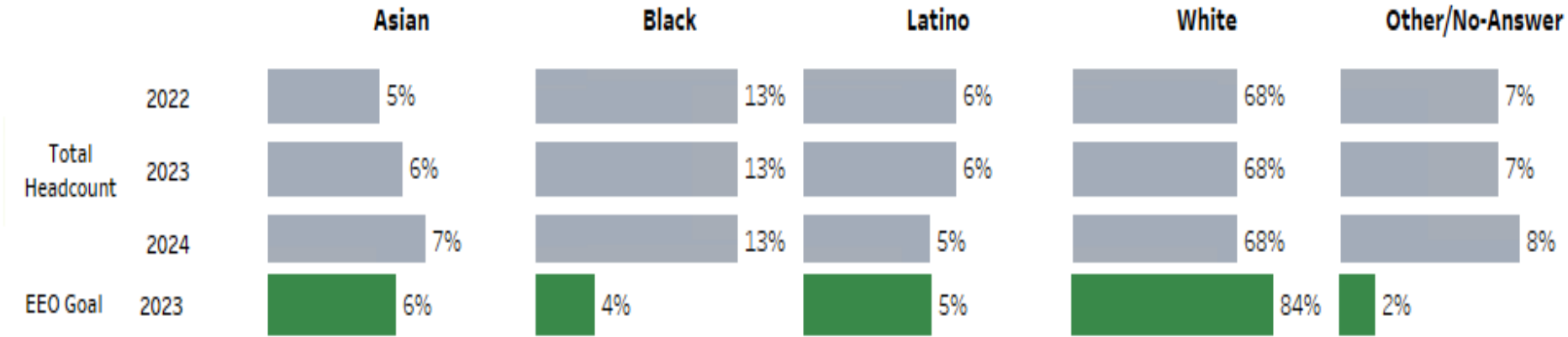
EEO Goal



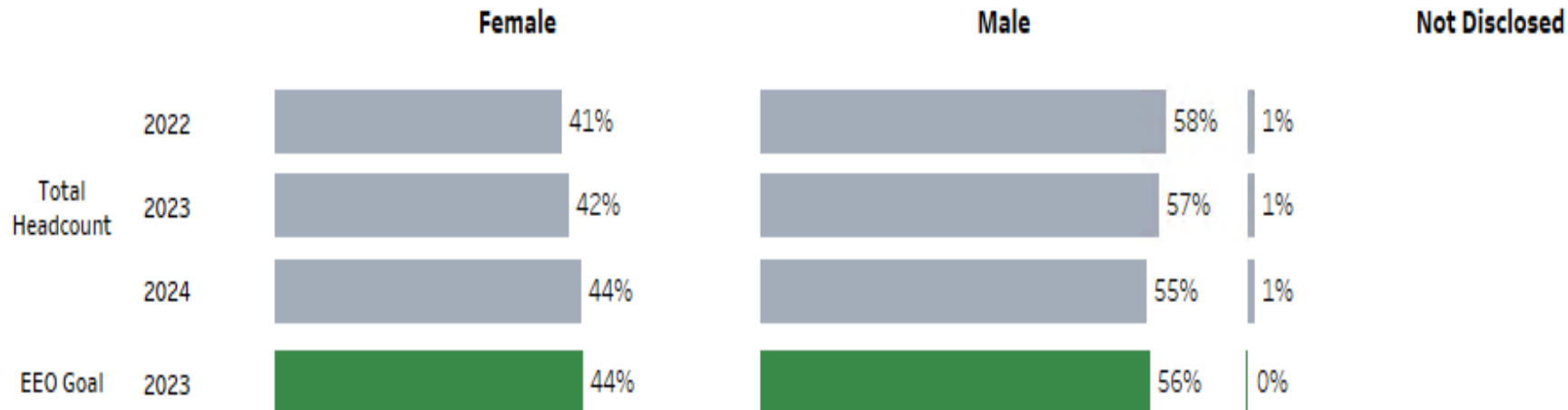
Gender representation in our workforce is consistent with the transportation sector and our peers as an area for continual improvement.

Delta needed to meet the EEO female goal is approximately 1,800 employees.

Unaffiliated Non-Union Employees - Race / Ethnicity Comparisons



Unaffiliated Non-Union Employees - Gender Comparisons



The current MBTA Unaffiliated (non-union) workforce total is 560.

The EEO goals are exceeded for Asian Americans and Black & African Americans.

The EEO goals are met for Latinos and Women.



MBTA Diversity Hires & Workforce Trends Key Takeaways

- The workforce diversity of the MBTA continues to dynamically grow reflecting the commitment and intentional efforts to mirror the region's available workforce and rich diversity of riders we serve
- There are areas of success as well as opportunities for continual improvements
- Black & African American employees representation is a longstanding major strength of our current diverse workforce and pipeline of new hires
- We continue to expand the hiring of Latinos and Asian Americans into our workforce recognizing that these communities are the fastest growing in the region
- Gender representation of women in our workforce is a challenge in the transportation sector overall and among our peers, which is why we continue to make efforts to improve

Key 2023 Accomplishments: Implemented Organizational & Cultural Change

Creation of new teams and process improvements, resulting in a more compliant, streamlined, and organizational structure

- **Merged HR and Labor into Workforce**, grew by 28 employees
- Detailed involvement in large-scale Authority reorganization
- **Developed Employee Relations and Compliance departments**
- Revamped exit interview process
- Completed agreement on MBTARF Main Pension Fund through FY28; first structural reform in 40+ years
- Launched Executive Steering Council and Training Council
- DEI Toolkit pilot with departments

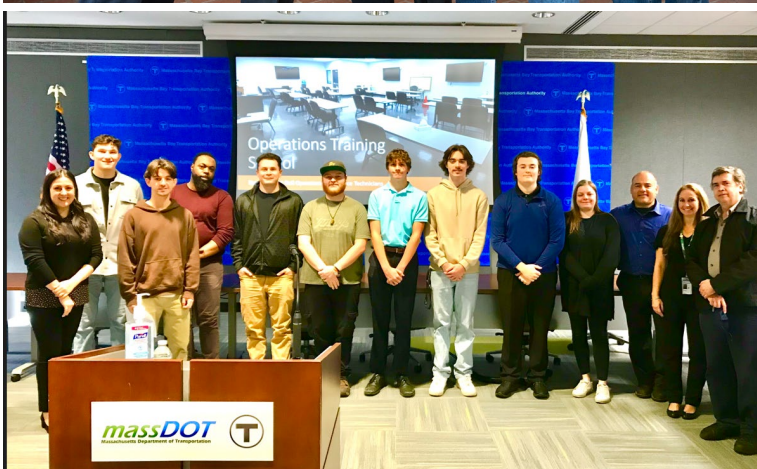


Key 2023 Accomplishments: Invested in Our Workforce

Commitment to employee development and fostering a culture of growth aimed to enhance employee experience, skillsets, and overall satisfaction



- Developed revamped onboarding process and launched check-ins for new hires
- Procured and implemented Salary.com data analytics tool
- Creation of Rail Equipment Technician Trainee program
- **Forged a historic Local 589 CBA** including pay raises and retention bonuses
- Received \$20 million to begin delivering on the Governor's Policy Initiative to expand and increase the MBTA's hiring and retention efforts
 - Training School Expansion
 - Retention Bonus: Target retirement eligible employees
 - Expansion of the Sign-on Bonus: Increase to \$7,500 and expand to include 7 of the primary entry level positions
 - Increased Entry Level Pay for Bus Operators
 - Robust Marketing Campaign
- Provided Inclusive Leadership Training to managers and leaders



CY 2024 Look Ahead: Next Steps

Continuing to transform the MBTA into an Employer of Choice

Training	Expand capacity & develop alignment Ex: Complete DEI Inclusive Leadership training for 1,500 managers and leaders
Retention	Build a long-term, stable workforce for the MBTA Ex: Next steps after retention bonuses, employee survey actions, Service technicians
Promotions	Building on the Feeder Pool foundation Ex: MOW promotion ladder work, training support, L&D
Measurement	Develop quantitative and qualitative feedback loops for constant improvement Ex: Employee Survey actions, People Analytics
Customer service	Improve communication to candidates, areas Ex: Employee relations team, Recruiting, Employee Hotline
Strategy	Work with departments to better understand their needs & craft a hiring strategy Ex: FY25 budgeting (HRBP), heavy rail hiring plans (Staffing), Training schedule alignment
Planning	Centralize workforce planning activities Ex: Develop 5-year hiring pro forma process which informs budgeting



CY 2024 Look Ahead: January Bus Operator Training Class Update

As of: 12/29/2023

Vacancies: 232* | Target Class Size: 90 **

**Vacancies after accounting for current in-training employees*

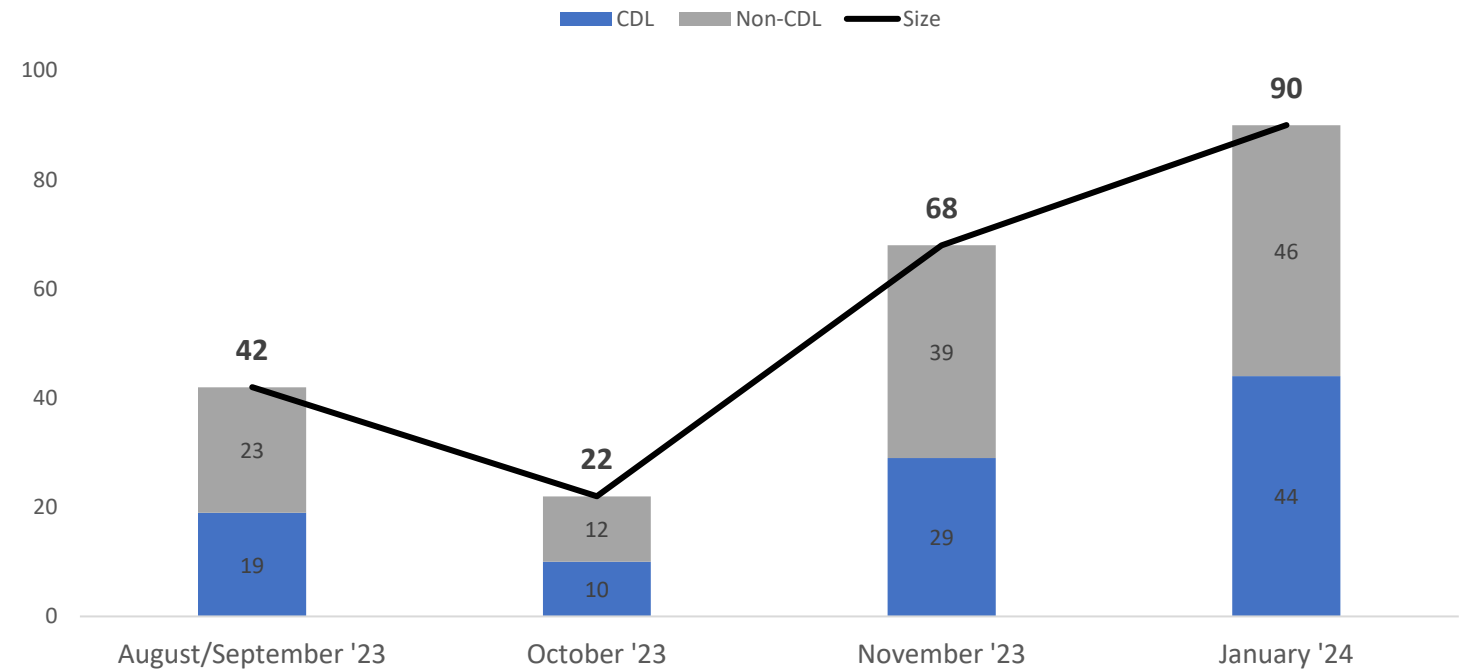
***Target Class Size increased to 90 for January Class*

The Hiring team continues to progress to increase Bus Operator class sizes to 100 people from the previous target of 20-30 people.

Note during 2023:

- As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks.
- Hourly rate changed from \$22.21 to \$30.25 per hour.
- >450% application volume in month following L589 pay increase.

Bus Operator Training Class Size



January '24 Class Details:

- Candidates that require CDL Permit Training (start date January 8): 46
- Candidates possessing a CDL (start date January 22): 44



CY 2024 Look Ahead

Building off the momentum achieved in CY 2023 to continue the significant progress in rebuilding and fostering our diverse workforce through a strategic approach in CY 2024



New Hire Orientation Class Size

Monday, January 8: 140

External Engagement Events:

- Assabet Technical Institute Career Fair 1/24
- Veterans Virtual Outreach Symposium 1/25
- MassHire Merrimack Valley Career Fair 1/30
- The City of Boston Office of Workforce Empowerment 2/15
- Massachusetts Maritime Academy Center for Career & Professional Services 2/15



Appendix

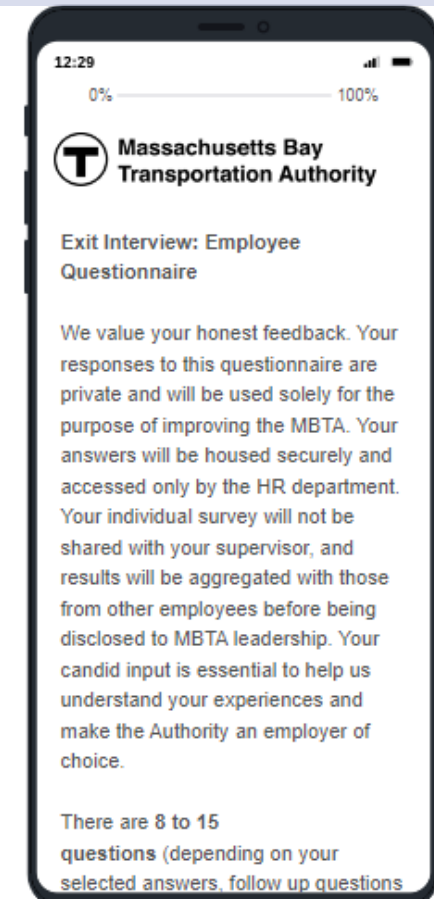
Attraction and Retention: Exit Interview Enhancement

Goal : To improve employee work experience from exit interviews and gather data for analysis

Challenge: The facilitation of exit interviews differs by department

Solution: Centralize and streamline the exit interview process to better understand attrition drivers

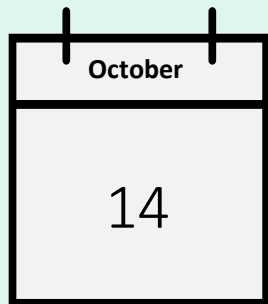
- Updated exit questionnaire to reflect industry best practices.
- Eliminating paper and physical copies, created survey using Qualtrics
 - **Mobile friendly** – link can be shared via text message.
 - **Anonymous** – does not ask for name, reusable link can't be tracked or used to identify respondents
- This efforts and these improvements will enhance employee privacy, simplify the process for employees along with better reporting.



Attraction: Track Laborer Hiring On-the-Spot 10/14

Goal

1-day effort to increase the number of hires



238 resumes screened as candidates for the Track Laborer role, a critical feeder pool position for System Repairers, Trackpersons, and Forepersons in the Maintenance of Way (MOW) Department.

118 conditional offers distributed to candidates.

54 MBTA employees staffed the event.

32 Track Laborers hired and started

Pre-employment, clinic appointments and background checks are ongoing.

Doubling class sizes for Track Laborers starting November. Moving from 8-10 per class to 20. Hope to get everyone through training through year end.



Largest New Hire Class in Fiscal Year

90 New hires started employment 11/27

22 Bus Operators

20 Track Laborers

15 Rail Vehicle Maintenance Technicians

5 Heavy Rail Operators

5 Wireperson

4 Fuelers

4 Service Technicians

2 Safety positions

13 various other roles including Project Coordinators, Managers, and Senior Managers

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Calendar Year 2023 Hiring Update

As of: 11/28/2023

1,817 Total Hires | 684 Separations

Headcount + 675

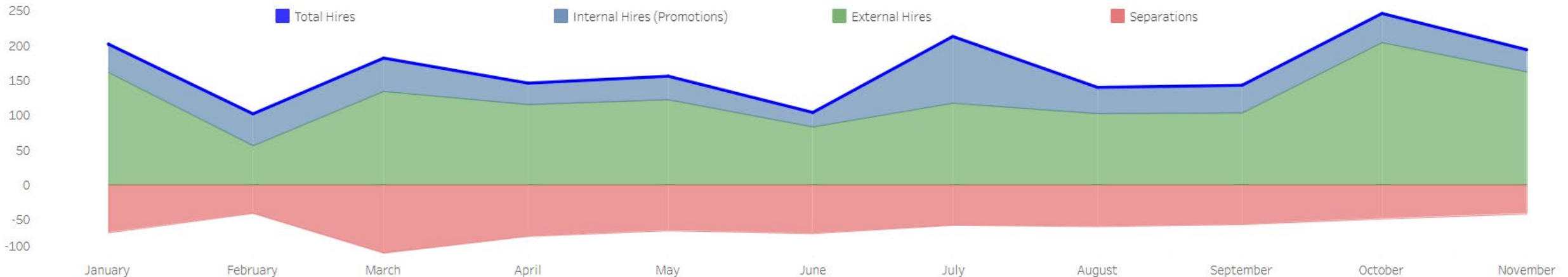
Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	78	56	134
Operations	304	296	600
Programmed Hiring	782	24	806
Support	195	82	277
Grand Total	1,359	458	1,817

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	11	27	4	4	46
Operations	54	32	19	9	114
Programmed Hiring	62	118	108	155	443
Support	15	45	11	10	81
Grand Total	142	222	142	178	684

1,817 Total Hires: 1,359 external hires | 458 internal hires (promotions)

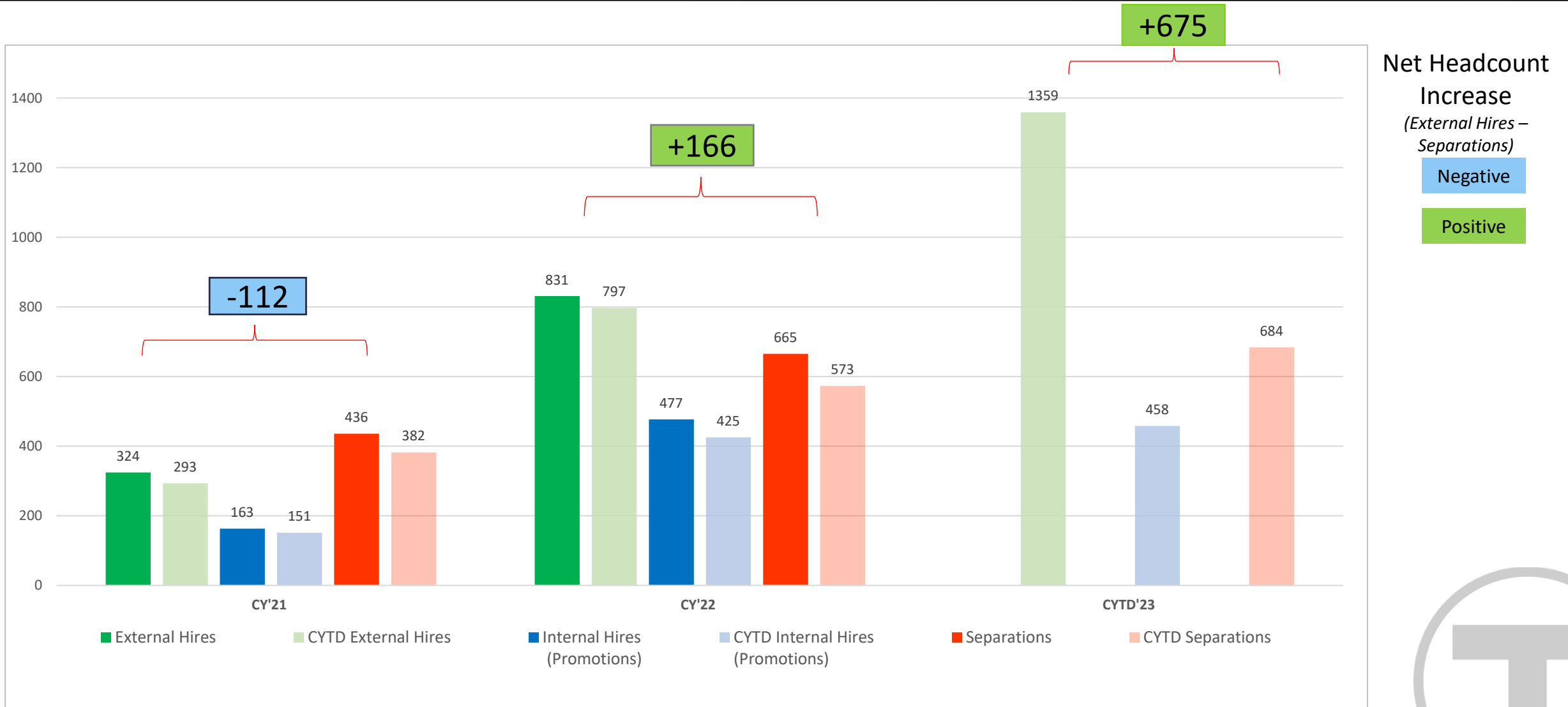
684 Separations: 142 Retirements | 222 Voluntary | 142 Involuntary | 178 Hired but Did Not Start

Hires, Promotions and Separations



Calendar Year 2021 - 2023* Authority-wide Hiring Actuals

As of: 11/28/2023



Fiscal Year 2024 YTD Hiring Update

As of: 11/28/2023

931 Total Hires | 266 Separations

Headcount + 422

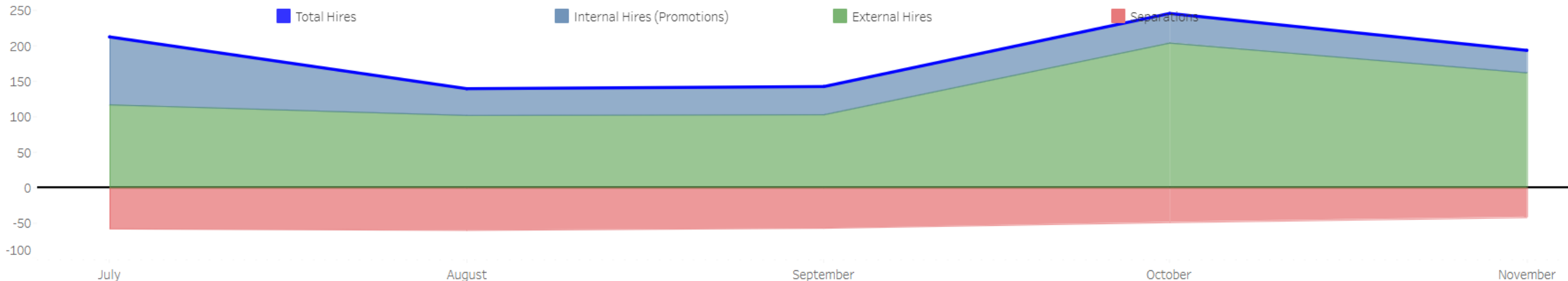
Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	35	25	60
Operations	183	161	344
Programmed Hiring	386	15	401
Support	84	42	126
Grand Total	688	243	931

Separations	Retirement	Voluntary	Involuntary	Hire Did Not Start	Total
Capital	2	8	3	2	15
Operations	27	13	9	5	54
Programmed Hiring	16	47	58	39	160
Support	8	20	5	4	37
Grand Total	53	88	75	50	266

931 Hires: 688 external hires | 243 internal hires (promotions)

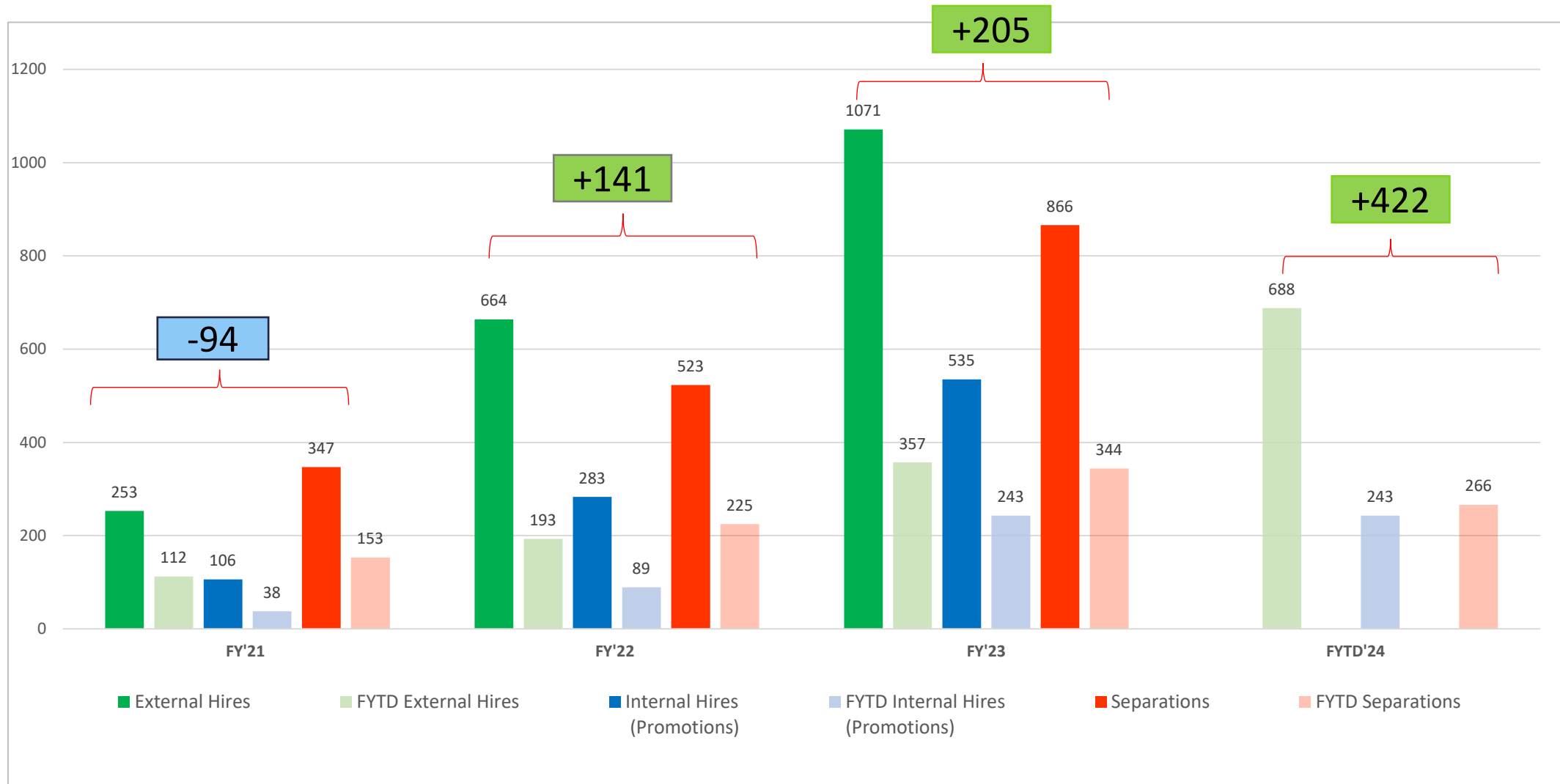
266 Separations: 53 Retirements | 88 Voluntary | 75 Involuntary | 50 Hired but Did Not Start

Hires, Promotions and Separations



Fiscal Year 2021 - 2024 Authority-wide Hiring Actuals

As of: 11/28/2023



Net Headcount Increase
(External Hires – Separations)

Negative

Positive



Bus Operator Training Class Update

As of: 11/28/2023

Vacancies: 225 | Target Class Size: 66

August/September Class

- Candidates that required CDL Permit Training (start date August 21): **23**
- Candidates that possessed a CDL (start date Sept 5): **19**
- Current class size as of November 28: **27**

*October Class

- Candidates that required CDL Permit Training (start date October 2): **10**
- Candidates that possessed a CDL (start date October 16): **12**
- Current class size as of November 28: **19**

November Class

- Candidates that required CDL Permit Training (start date November 13): **29**
- Candidates possessing a CDL (start date November 27): **39**
- Projected class size as of November 28: **57**

January Class

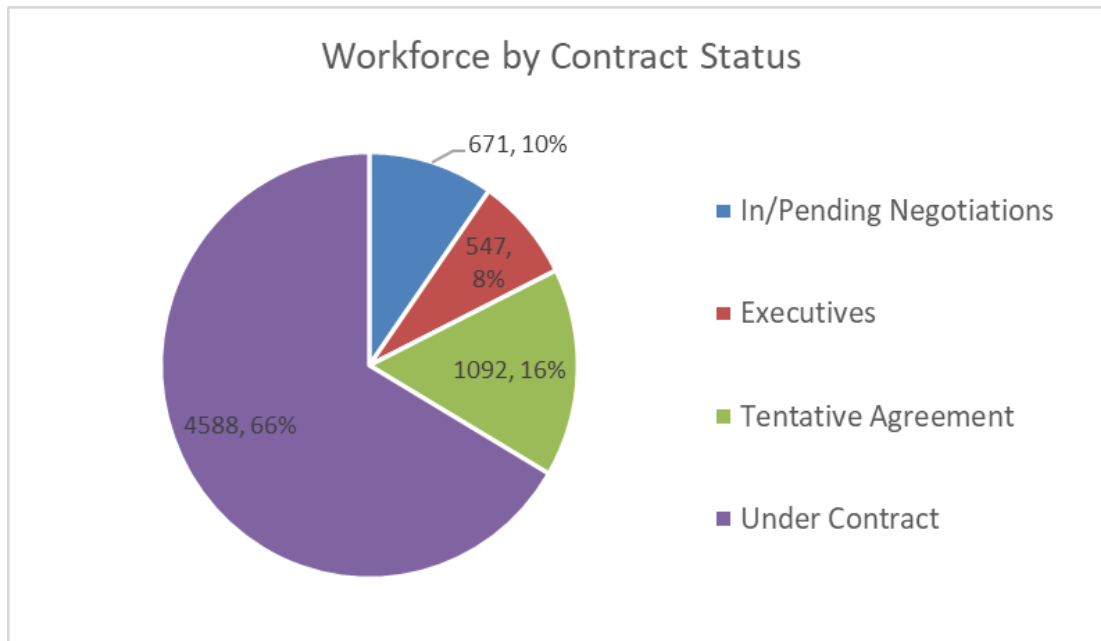
- Candidates that require CDL Permit Training (start date January 8): **44**
- Candidates possessing a CDL (start date January 22): **24**

* As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks and the hourly rate changed from \$22.21 to \$30.25 per hour



Labor Relations CBA Update

Following the historic Local 589 agreement approved in August 2023, negotiations with the remaining 15 bargaining units have continued:



- Three additional contracts have received Board Approval
- Tentative Agreements have been reached with Six Bargaining Units
- Negotiations continue with the other unions.

