



**Massachusetts Bay  
Transportation Authority**

# Workforce Management Department

March 14, 2024

# Agenda

- **Hiring Updates**
- **Workforce Attraction & Retention**
- **Bus Operator Training Class Update**
- **Labor Relations Update**

# Calendar Year 2024 Hiring Update

As of: 2/27/2024

**360 Total Hires | 86 Separations**

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	9	4	13
Operations	57	45	102
Programmed Hiring	201	5	206
Support	28	11	39
<b>Grand Total</b>	<b>295</b>	<b>65</b>	<b>360</b>

360 Total Hires: 295 external hires | 65 internal hires (promotions)

**Headcount + 209**

Separations	Retirement	Voluntary	Involuntary	Total
Capital	1	4	0	5
Operations	9	6	3	18
Programmed Hiring	8	16	22	46
Support	3	14	0	17
<b>Grand Total</b>	<b>21</b>	<b>40</b>	<b>25</b>	<b>86</b>

86 Separations: 21 Retirements | 40 Voluntary | 25 Involuntary

\* Promotions include selection process internal hires only



# Healey Administration Hiring Update

As of: 2/27/2024

**2,154 Total Hires | 633 Separations**

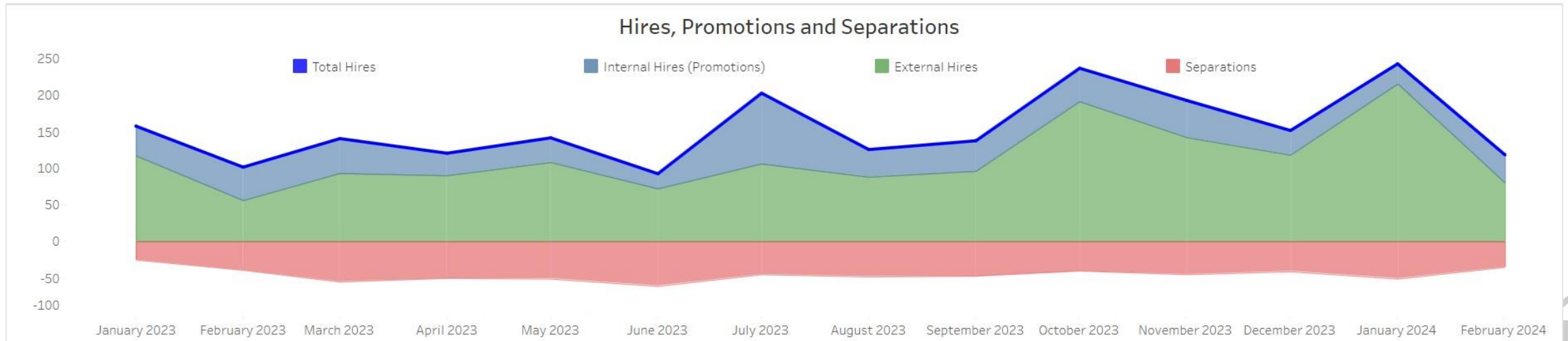
**Headcount + 939**

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	87	66	153
Operations	378	357	735
Programmed Hiring	818	33	851
Support	289	126	415
<b>Grand Total</b>	<b>1,572</b>	<b>582</b>	<b>2,154</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	12	32	6	50
Operations	76	45	24	145
Programmed Hiring	79	144	122	345
Support	19	63	11	93
<b>Grand Total</b>	<b>186</b>	<b>284</b>	<b>163</b>	<b>633</b>

2,154 Total Hires: 1,572 external hires | 582 internal hires (promotions)

633 Separations: 186 Retirements | 284 Voluntary | 163 Involuntary



\* Promotions include selection process internal hires only

# Fiscal Year 2024 Hiring Update

As of: 2/27/2024

**1,403 Total Hires | 351 Separations**

**Headcount + 685**

Hiring Activity	External Hires	Internal Hires (*Promotions)	Total
Capital	46	35	81
Operations	261	222	483
Programmed Hiring	545	24	569
Support	184	86	270
<b>Grand Total</b>	<b>1,036</b>	<b>367</b>	<b>1,403</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	2	13	5	20
Operations	50	26	14	90
Programmed Hiring	34	73	78	185
Support	12	38	6	56
<b>Grand Total</b>	<b>98</b>	<b>150</b>	<b>103</b>	<b>351</b>

1,403 Total Hires: 1,036 external hires | 367 internal hires (promotions)

351 Separations: 98 Retirements | 150 Voluntary | 103 Involuntary

Hires, Promotions and Separations



\* Promotions include selection process internal hires only

# Attraction: Diversity of Workforce

## Upcoming Events:

### March

- 3/28 Women's Transportation Symposium (WTS) Luncheon with Tiffany Chu, Chief of Staff to City of Boston Mayor Michelle Wu
- 3/28 Spring 2024 B.L.A.C.K & L.A.T.I.N.X Career Fair

### April

- 4/4 Boston Veteran Job Fair
- 4/3 Women's Employee Resource Group will host a Women in the Trades Panel

Continuing to grow partnerships with:

Women's Transportation Symposium (WTS)

Conference of Minority Transportation Officials (COMTO)

Building Pathways

Massachusetts Girls in Trades Programs-Tradeswomen Tuesdays



# Retention: Employee Relations

The Employee Relations (ER) team formed in November 2023, is responsible for addressing conflicts between employees, performance management issues, or general concerns brought by an employee or supervisor.

The team was formed to address issues that don't necessarily fall under a formal ODCR complaint of harassment or discrimination, or typical Labor Relations questions like a wage, overtime, or seniority issue.

Employees can contact the ER team via email, in person, the hotline or the web.



**Be heard.  
Report a concern  
or issue.**

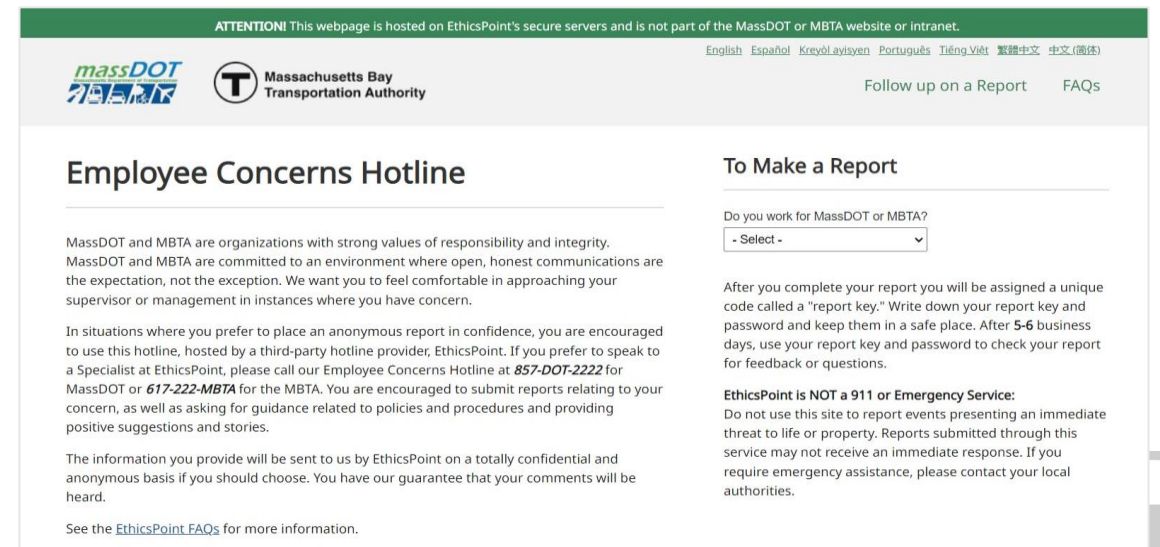
**Safety Hotline**  
617-222-SAFE (7233)  
safetynotification@mbta.com

The MBTA's Safety Hotline is available for 24-hour confidential reporting of safety concerns, suggestions, and hazards with the potential to cause injury or death, damage to MBTA facilities and assets, or service-related impacts.



**Employee Concerns Hotline**  
617-222-MBTA (6282)  
MBTA.ethicspoint.com

The Employee Concerns Hotline is an anonymous reporting resource available for all issues regarding employee relations, fraud, ethics violations, falsification of attendance records, harassment and discrimination.

 Massachusetts Bay Transportation Authority



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## Employee Concerns Hotline

MassDOT and MBTA are organizations with strong values of responsibility and integrity. MassDOT and MBTA are committed to an environment where open, honest communications are the expectation, not the exception. We want you to feel comfortable in approaching your supervisor or management in instances where you have concern.

In situations where you prefer to place an anonymous report in confidence, you are encouraged to use this hotline, hosted by a third-party hotline provider, EthicsPoint. If you prefer to speak to a Specialist at EthicsPoint, please call our Employee Concerns Hotline at **857-DOT-2222** for MassDOT or **617-222-MBTA** for the MBTA. You are encouraged to submit reports relating to your concern, as well as asking for guidance related to policies and procedures and providing positive suggestions and stories.

The information you provide will be sent to us by EthicsPoint on a totally confidential and anonymous basis if you should choose. You have our guarantee that your comments will be heard.

See the [EthicsPoint FAQs](#) for more information.

## To Make a Report

Do you work for MassDOT or MBTA?

- Select -

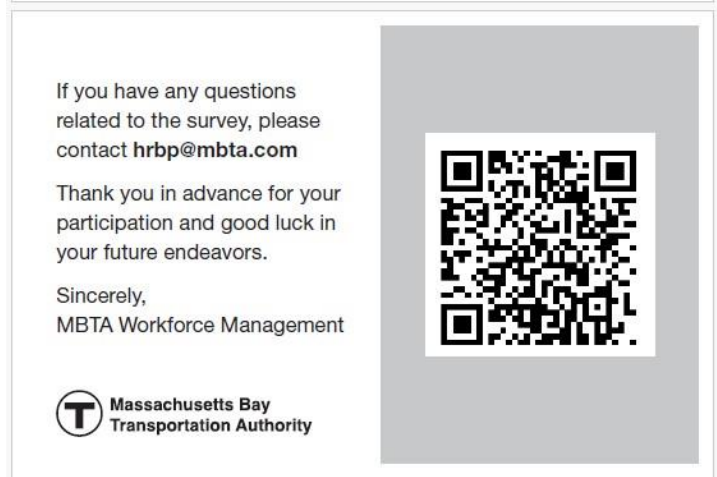
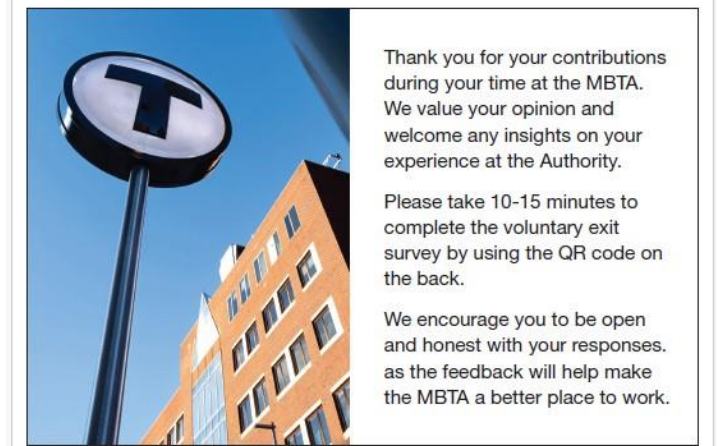
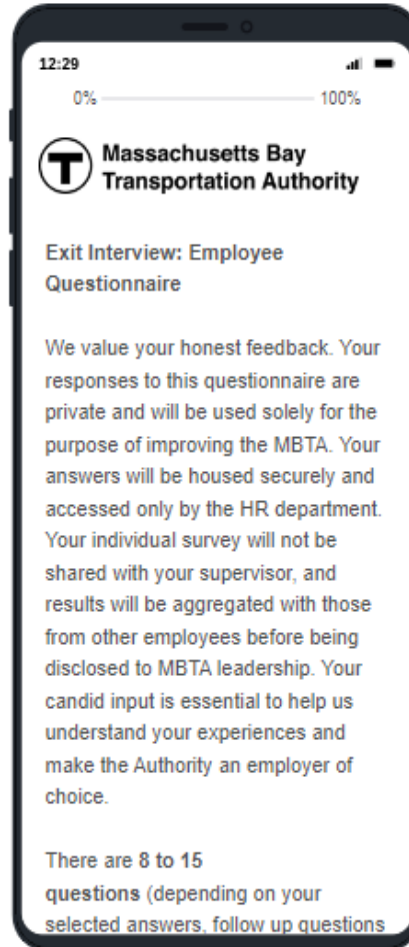
After you complete your report you will be assigned a unique code called a "report key." Write down your report key and password and keep them in a safe place. After 5-6 business days, use your report key and password to check your report for feedback or questions.

**EthicsPoint is NOT a 911 or Emergency Service:**  
Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response. If you require emergency assistance, please contact your local authorities.

# Exit Survey Implementation

As part of our commitment to continuous process improvement and employee feedback exit survey changes went live February 2024.

- This feedback will help us identify areas for improvement and implement necessary changes to make the Authority a better place to work.
- Anonymous, electronic, and mobile-friendly survey.
- Conducted by a third party, results are stored in a secure online environment to ensure that the responses remain private.
- Employees without a work email address will be sent an exit postcard, including a QR code, to their home address for completion.
- Human Resources will continue to offer in-person or virtual exit interview meetings to departing employees who wish to elaborate on the feedback provided in the survey or to discuss any concerns not covered.





# Bus Operator Training Class Update

As of: 02/23/2024

**Vacancies: 153\* | Target Class Size: 100**

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

## Upcoming Dates

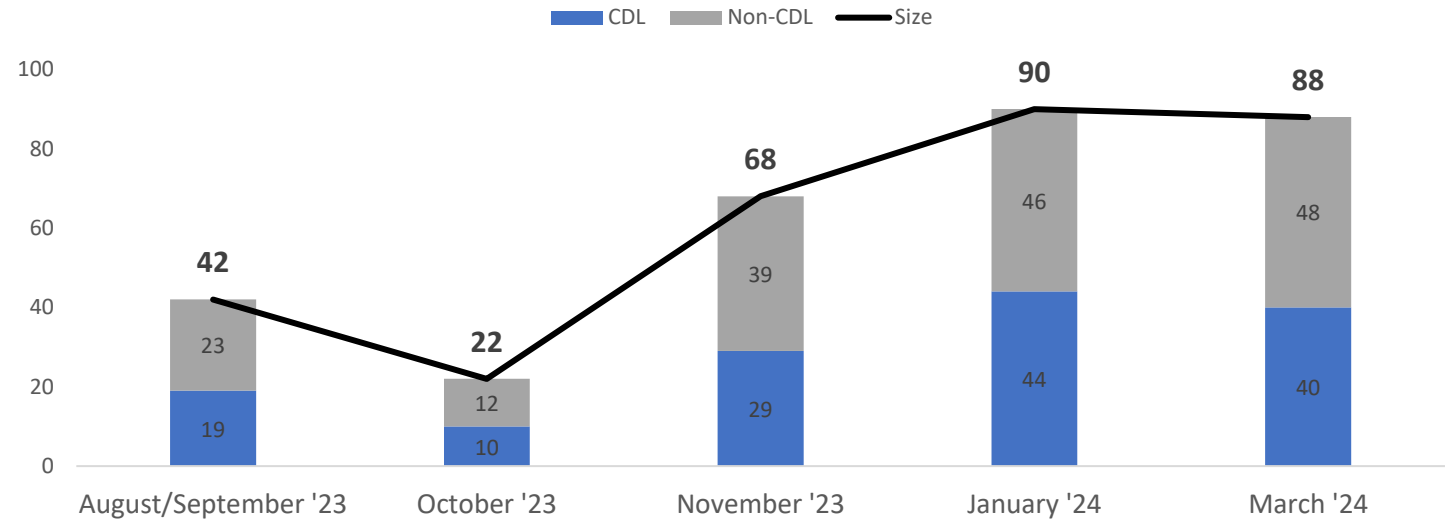
**April 24:** Deadline for CDL Permit candidates

**April 29:** CDL Permit Training starts

**May 8:** Deadline for CDL holder candidates

**May 13:** CDL Training starts

Bus Operator Training Class Size



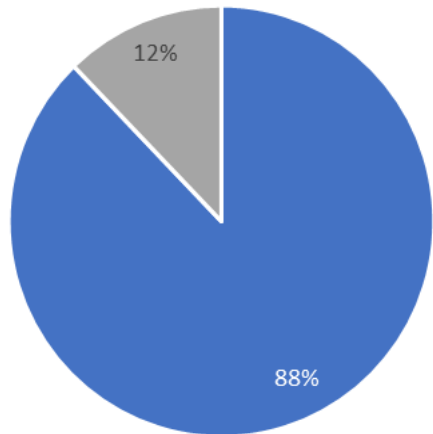
## March 18, 2024, Bus Operator Class Details



# Labor Relations

Labor Relations continues to partner with local unions to reach agreement on outstanding contracts

Percentage of Affiliated Workforce Under Contract




■ Under Contract   ■ In Negotiations

Under Agreement	In Negotiations
Alliance	Building Trades
Local 104	Local 69
Local 105	Local 717
Local 264	Steelworkers
Local 453	Transportation Executive Association*
Local 589	
Local 600	
Local 601	
Police Association	
Sergeants Association	
Superior Officers Association	*TEA will be presented to sub-committees and Board in March for approval




# Look Ahead: March 2024

The Workforce Management Department, in collaboration with Customer & Employee Experience (CEX), looks forward to highlight and celebrate our workforce.

 Workforce Management Department

## Celebrate Women's History Month with us!



Join us in supporting the women and work of Rosie's Place.

From **March 1 to March 29**, we are organizing a drive to collect personal care items for donation to Rosie's Place.

Check Rosie's Place Wishlist before donating to ensure your donation can be accepted.

These essential items are distributed to the hundreds of women who visit them daily.

**Drop-off Location**  
MBTA Workforce Management Department  
10 Park Plaza, Suite 2810

Women's History Month Celebration



Transit Driver Appreciation Day



# Appendix

# Calendar Year 2024 Hiring Update

As of: 1/29/2024

**243 Total Hires | 51 Separations**

**Headcount + 165**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	8	2	10
Operations	30	15	45
Programmed Hiring	160	5	165
Support	18	5	23
<b>Grand Total</b>	<b>216</b>	<b>27</b>	<b>243</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	0	2	0	2
Operations	7	3	3	13
Programmed Hiring	5	10	13	28
Support	1	7	0	8
<b>Grand Total</b>	<b>13</b>	<b>22</b>	<b>16</b>	<b>51</b>

243 Total Hires: 216 external hires | 27 internal hires (promotions)

40 Separations: 13 Retirements | 22 Voluntary | 16 Involuntary

\* Promotions include selection process internal hires only



# Healey Administration Hiring Update

As of: 1/29/2024

**2,036 Total Hires | 598 Separations**

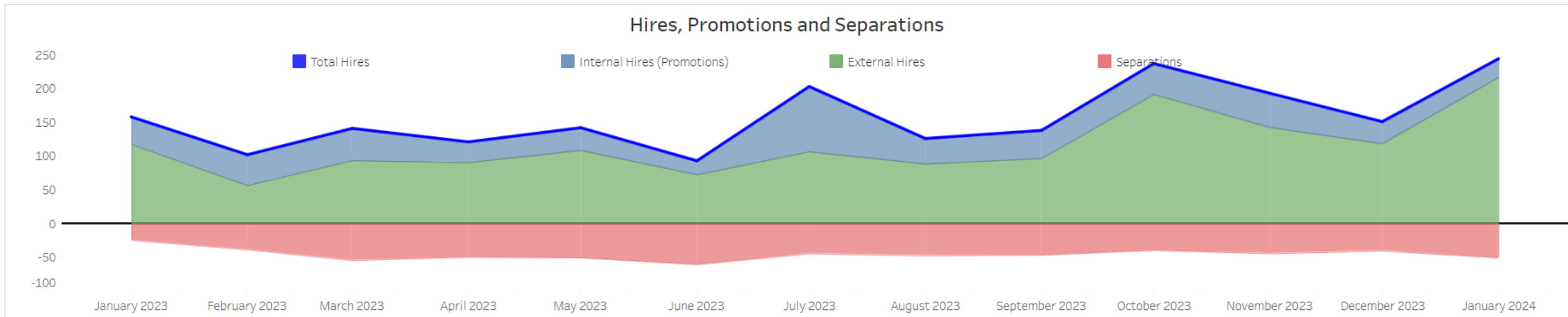
**Headcount + 895**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	86	64	
Operations	351	327	
Programmed Hiring	777	33	
Support	279	119	
<b>Grand Total</b>	<b>1,493</b>	<b>543</b>	

Separations	Retirement	Voluntary	Involuntary	Total
Capital	11	30	6	47
Operations	74	42	24	140
Programmed Hiring	76	138	113	327
Support	17	56	11	84
<b>Grand Total</b>	<b>178</b>	<b>266</b>	<b>154</b>	<b>598</b>

2,036 Total Hires: 1,493 external hires | 543 internal hires (promotions)

598 Separations: 178 Retirements | 266 Voluntary | 154 Involuntary



\* Promotions include selection process internal hires only

# Fiscal Year 2024 Hiring Update

As of: 1/29/2024

**1,285 Total Hires | 317 Separations**

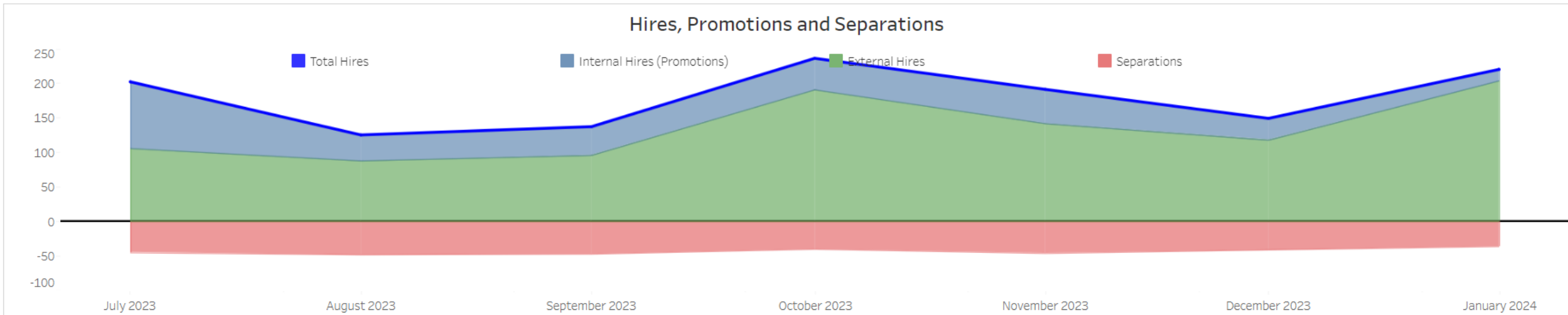
**Headcount + 640**

Hiring Activity	External Hires	Internal Hires (Promotions)	Total
Capital	45	33	78
Operations	234	192	426
Programmed Hiring	504	24	528
Support	174	79	253
<b>Grand Total</b>	<b>957</b>	<b>328</b>	<b>1,285</b>

Separations	Retirement	Voluntary	Involuntary	Total
Capital	2	11	5	18
Operations	48	23	14	85
Programmed Hiring	31	67	69	167
Support	10	31	6	47
<b>Grand Total</b>	<b>91</b>	<b>132</b>	<b>94</b>	<b>317</b>

1,285 Total Hires: 957 external hires | 328 internal hires (promotions)

317 Separations: 91 Retirements | 132 Voluntary | 94 Involuntary



\* Promotions include selection process internal hires only

# Attraction: Diversity of Workforce

## External Engagement Team Upcoming Events:

### February

- 2/14 Technical School Career Fair at MassHire
- 2/15 City of Boston Office of Worker Empowerment

### March

- 3/12 Wentworth Co-Op Career Fair
- 3/21 National Aviation

### April

- 4/4 Lynn Tech Career Fair through MassHire



## Partnership with Professional Diversity Network (PDN)

- Job board that pulls in open MBTA positions and reaches both passive and active job seekers, connecting with diverse audiences from a variety of backgrounds
- Hosting 20+ Diversity Recruiting Events in 2024

### PDN Top Ten Performing Jobs Viewed in December 2023

- Rail Vehicle Maintenance Technicians
- Security Monitor
- Nurse Practitioner
- Employee Assistance Program Representative
- Bus Operator
- Executive Assistant
- Quality Assurance Analyst
- Senior Accountant
- Business Intelligence Analyst
- Chief of Staff for Administration



NAACP



National Urban League





# Retention: Centralized Training Governance Objective

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- Training at the MBTA has historically been de-centralized, initiated by specific departments based on individual trainings and objectives
  - This has led to a lack of standards for training, multiple training layers, lack of planning, inconsistent quality, disaggregated records, unclear accountability and increased risk of incompliance
- The Authority has identified the need to establish a unified and global organizational structure for what, when and how we manage and deliver training to our workforce
- As part of the September 22nd Memo issued by Chief of Staff: “Training administration and governance will be centralized in the Administration Division under the Workforce Department”



# Retention: Centralized Training Governance Objective

## Goals of the Executive Steering Committee (ESC) and Training Council

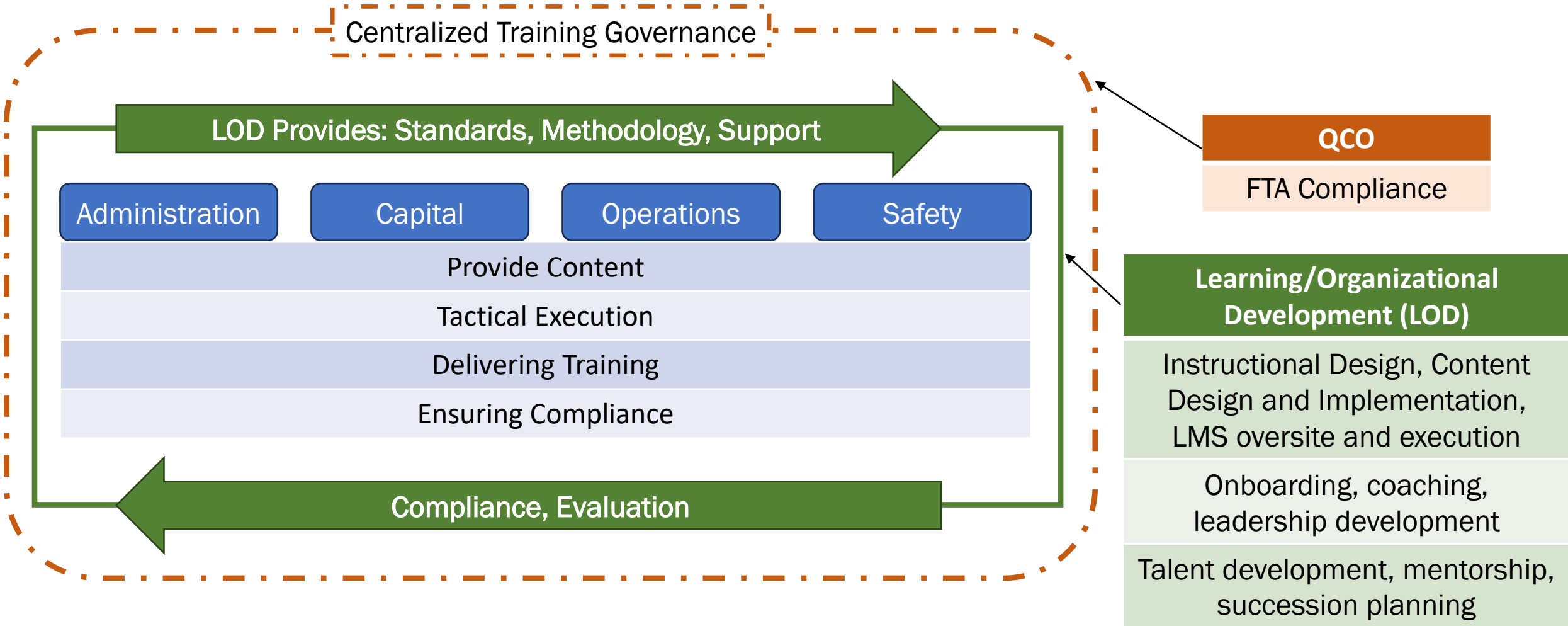
- Develop training scheduling process and leverage technology to include instructor and facility assignments
- Implement training-related processes and policy standards that are created by the Training Council and approved by ESC
- Review non-instructional duties of divisional training instructors to assess appropriateness of duties as they impact training capacity
- Consists of members from Learning & Development, Operations, and QCO

## Priorities and Intended Outcomes

- Focus on Operations
- Ensure that all training facilities have the appropriate resources for both online and instructor lead trainings
- Create guidelines that will inform content templates, standards, and style guides so that materials have the same look and feel across the various departments, including online courses
- Allow the instructors to focus more intently upon training content, delivery, and effectiveness and help to continue to provide consistent necessary training content to the workforce.



# Retention: Centralized Training Governance Objective



# Bus Operator Training Class Update

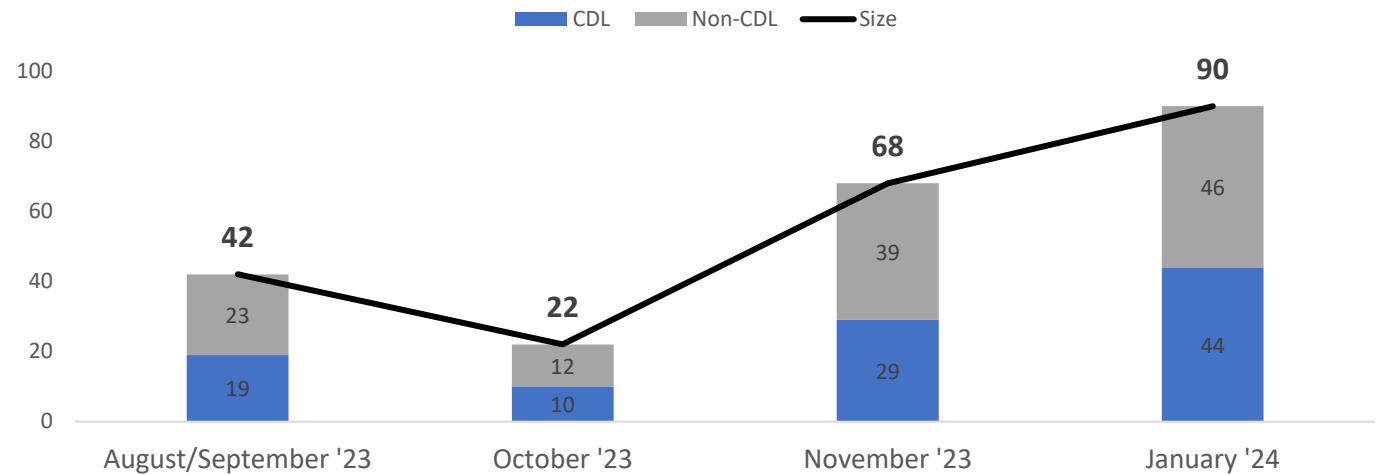
As of: 01/25/2024

**Vacancies: 170\* | Target Class Size: 100**

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

- As of October 2023, training class cadence changed from every 12 weeks to every 8 weeks.
- The Hiring team continues to progress to increase Bus Operator class sizes to 100 people starting in 2024, from the previous target of 20-30 people.

Bus Operator Training Class Size



**February 28:** Deadline for CDL Permit candidates

**March 4:** CDL Permit Training starts

**March 13:** Deadline for CDL holder candidates

**March 18:** CDL Training starts

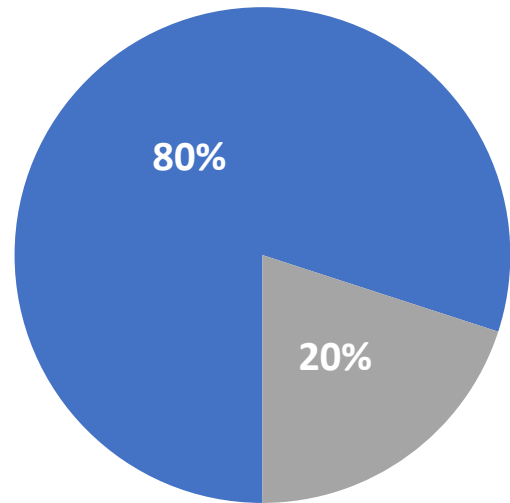
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Percent of Affiliated Workforce Under Contract Agreement



■ Under Agreement ■ In Negotiations

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Sergeants Association	
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# Look Ahead: Next Steps

## 2024 Workforce Strategic Planning Q1 Focus

Strategic planning for the Workforce Management Department involves aligning the Authority's Human Resources and Labor Relations resources with its overall business goals.

Next steps to ensure successful workforce strategic planning:

- Further refinement and maturity of External Engagement Team
- Continue compliance review and audit of internal records
- Begin review of skills-based hiring practices

