Massachusetts Bay Transportation Authority

Human Resources Quarterly Update

July 22, 2019

Executive Summary

- **Hiring Update**
  - Update on critical position hiring
  - Hiring and separations

- **Diversity**
  - Data on workforce diversity by ethnicity and gender
  - Outreach activities and diversity recruitment
  - HR dashboard

- **Hiring Goals**
  - Flex Force
 - Acceleration options
  - Process streamlining

Update on Critical Position Hiring

#	Role	Status	New Hire	Start Date
1	**Chief Environmental, Health & Safety Officer**	Filled	Nancy Prominski	1/13/19
2	**Chief Counsel**	Filled	Michelle Kalowski	1/13/19
3	**Chief Information Security Officer**	Filled	Michael Woodson	3/25/19
4	**Chief Information Officer**	Filled	John Glennon	5/6/19
5	**Chief Safety Officer**	Filled	Steve Culp	5/12/19
6	**Executive Director, Commuter Rail**	Filled	Rob DiAdamo	5/13/19
7	**Chief Administrative Officer**	Filled	David Panagore	5/13/19
8	**Chief of Capital Programs**	Filled	Jay Neider	5/20/19
9	**Chief Transformation Officer**	Filled	Ron Renaud	6/10/19
10	**Program Manager, South Coast Rail**	Filled	Jennifer Tabakin	6/24/19
11	**Chief of Real Estate**	Filled	Richard Henderson	7/8/19
12	**Chief Financial Officer**	Interviewing		

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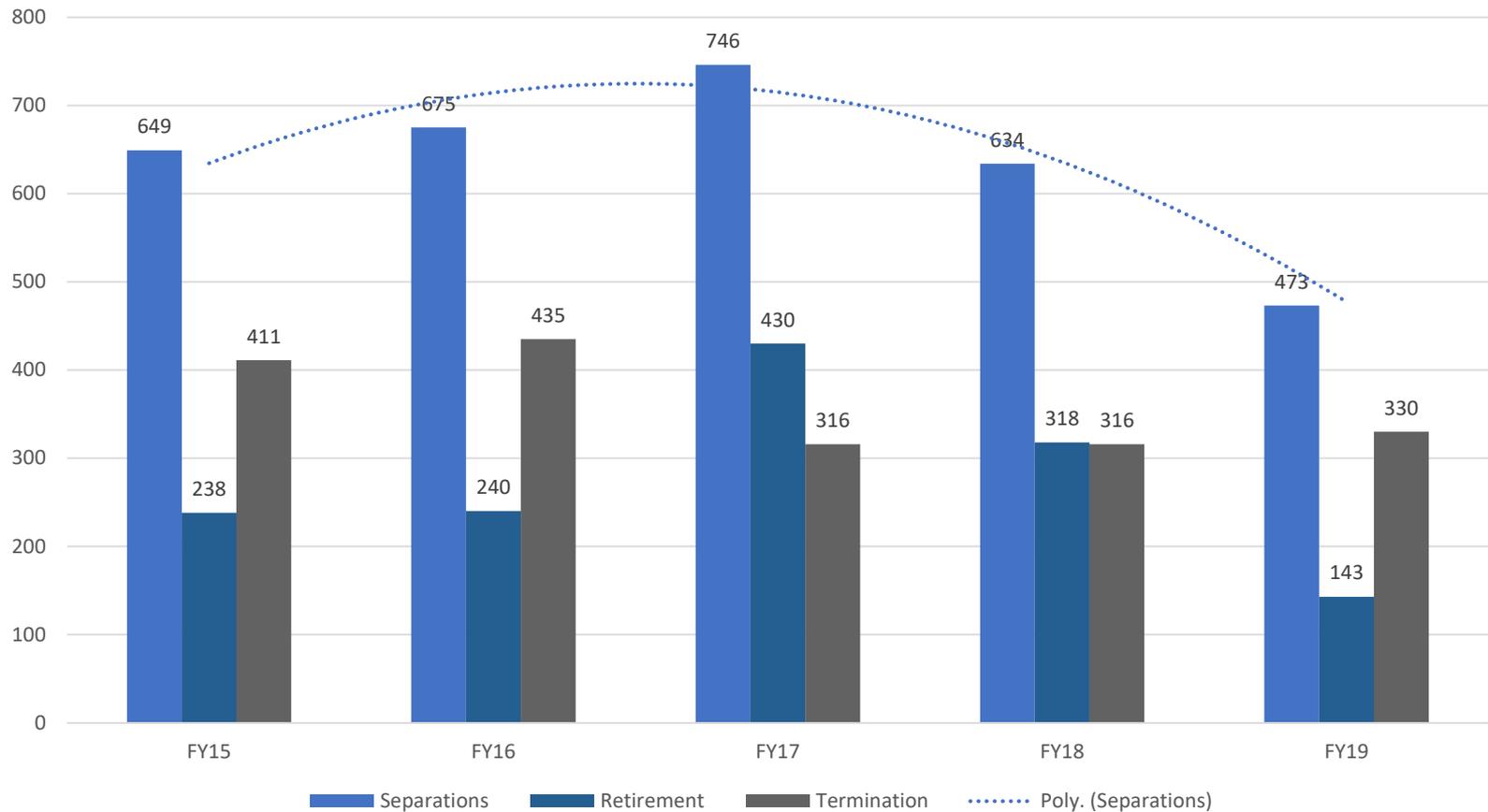## Historical Hiring and Separation Data

In FY19, Hiring exceeded Separations for the first time since before FY15

Legend: Hires | Separations | ······ Poly. (Hires) | ······· Poly. (Separations)
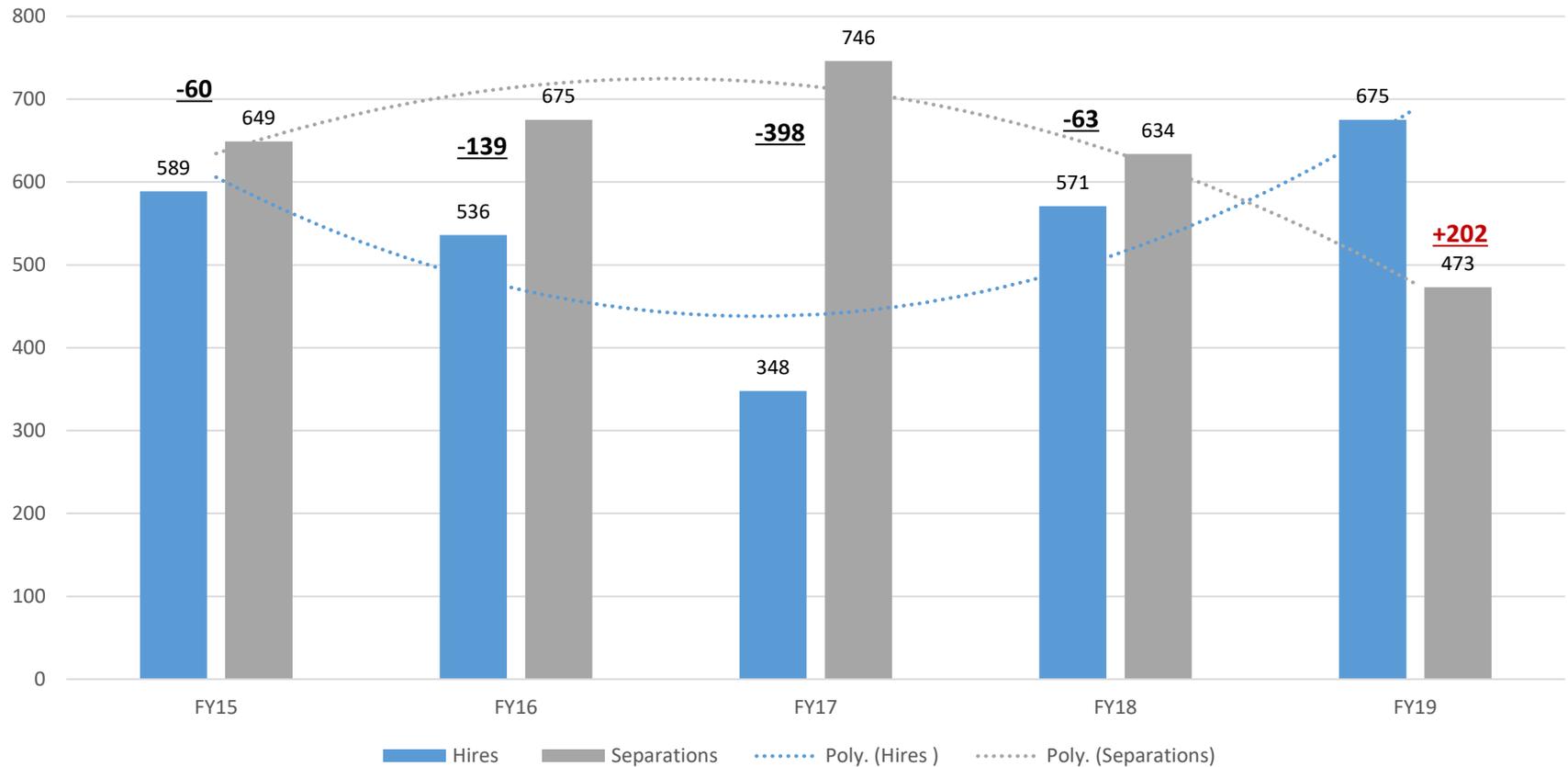
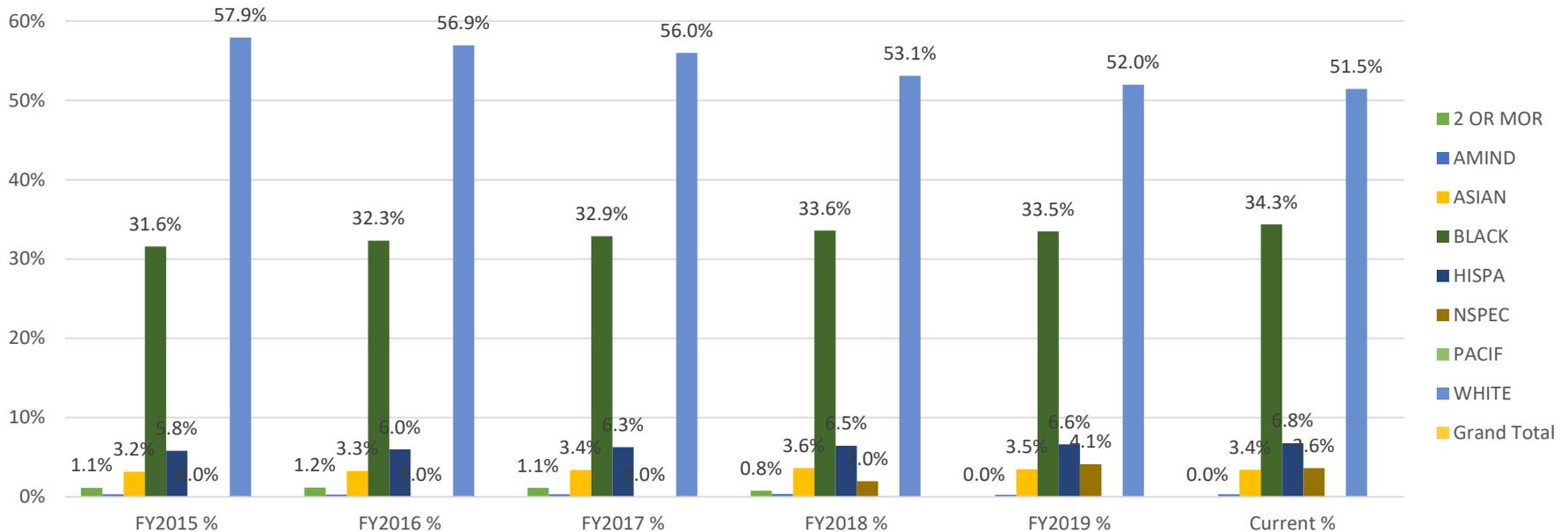# Historical Separation Data: Retirement vs. Termination

Ethnic Diversity

- **44.5% of the MBTA workforce identify as minorities** (34.3% Black, 6.8% Hispanic, 3.4% Asian), 51.5% identify as White, and 3.6% do not identify with any category.

- **+3.9% Increase in Diversity since FY'15**: includes +2.7% Black, +1.0% Hispanic, +0.2% Asian

Ethnicity - Historical

Legend: 2 OR MOR, AMIND, ASIAN, BLACK, HISPA, NSPEC, PACIF, WHITE, Grand Total

|	FY2015 %	FY2016 %	FY2017 %	FY2018 %	FY2019 %	Current %
2 OR MOR	1.1%	1.2%	1.1%	0.8%	0.0%	0.0%
ASIAN	3.2%	3.3%	3.4%	3.6%	3.5%	3.4%
BLACK	31.6%	32.3%	32.9%	33.6%	33.5%	34.3%
HISPA	5.8%	6.0%	6.3%	6.5%	6.6%	6.8%
NSPEC	0.0%	0.0%	0.0%	2.0%	4.1%	3.6%
WHITE	57.9%	56.9%	56.0%	53.1%	52.0%	51.5%

Gender Diversity

- 76.6% of MBTA workforce identify as Male, 23.2% as Female, and 0.2% do not identify with either category.

- Gender diversity has not changed much in last 5 years.

Gender - Historical
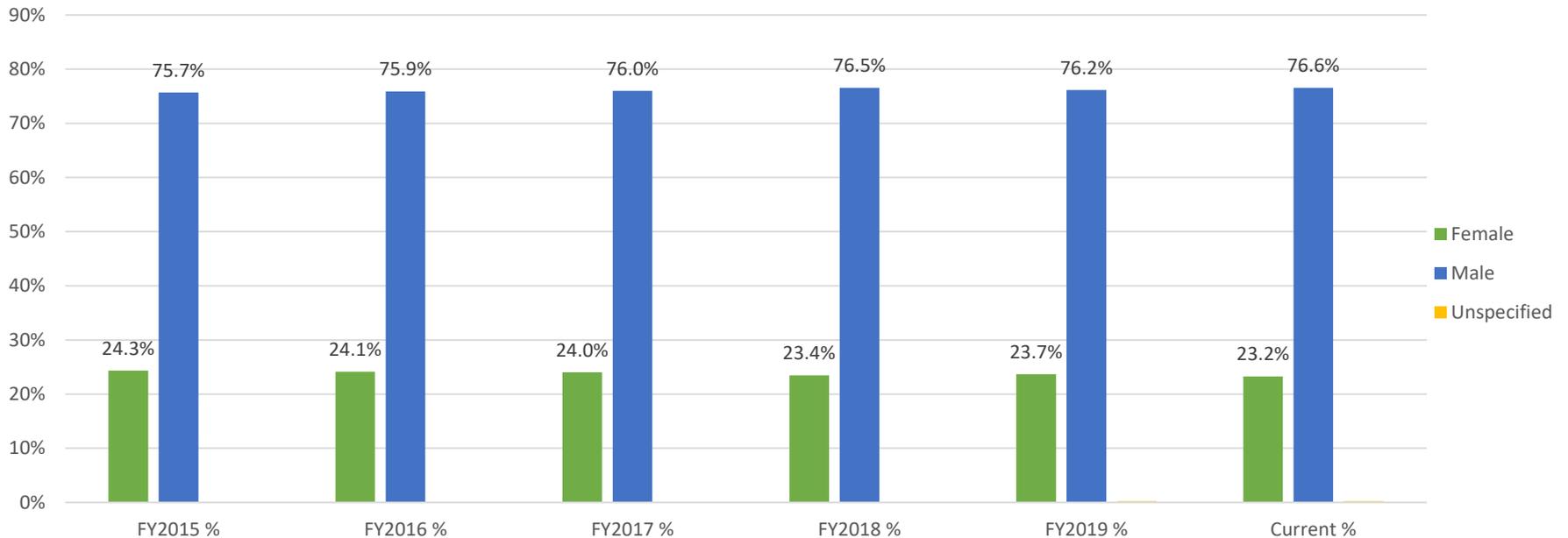
Outreach and Diversity Recruitment

1. **Data and Analytics**
   - Identified areas of underutilization
   - Key Metrics to monitor Diversity Recruitment Efforts
     - % of diverse candidates at each step in hiring process
     - % of women and minorities at different levels of the organization
     - % of diverse candidates interviewed by hiring managers
     - % of job offers extended to diverse candidates
     - % turnover rate of diversity hires within first year

2. **Branding & Marketing**
   - Emphasizing Employer Brand and proactive recruitment approach
     - External Engagement Manager
     - Social Media (e.g. Operator Facebook Page)
     - LinkedIn Groups

3. **Outreach to Workforce Suppliers**
   - Diverse professional associations, community organizations, and student groups (100+ so far!)
     - Job Posting Emails
     - Career Fairs
     - Partnerships

4. **Recruiting Process**
   - Ensuring our recruiting strategy aligns with our diversity and inclusion goals

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Examples of Outreach Activities

All opportunities are emailed and posted for all MBTA employees and unions. In addition there are government employees, community partners, affinity groups and schools who have opted to receive notices for all job postings.

Sample of Affinity Groups:
- Massachusetts Association of Hispanic Attorneys
- Massachusetts Dept of Veterans Services
- Hanscom Airforce Base TAP Job Board
- Dress for Success Boston
- MIT Student Disability Services

Sample of Community Partners:
- ASA Education & Career Planning Center (Boston Public Library)
- Dimock Community Health Center
- Community Work Services
- MassHire Downtown Boston
- Jewish Vocational Service - JVS Boston
- Mass Department of Career Services
- STRIVE
- Urban Edge
- Boston Public Health Commission
- United South End Settlements
- Urban League of Eastern Massachusetts
- Eliot Community Human Services

Sample of Schools:
- Bay State College Continuing Education
- Mount Wachusett Community College
- Bunker Hill Community College
- Benjamin Franklin Institute of Technology
- Universal Technical Institute (UTI)

Career Fairs attended since February 2019:
- Harvard Kennedy School Urban Innovations Career Fair
- MIT Sloan Career Fair
- Benjamin Franklin Institute for Technology Spring Career Fair
- Massachusetts Maritime Academy Spring Career Fair
- Greater Boston Veterans Career Fair
- State Career Fair for job seekers with disabilities

Upcoming career fairs:
- Wentworth Institute of Technology Fall Co-op and Career Fair
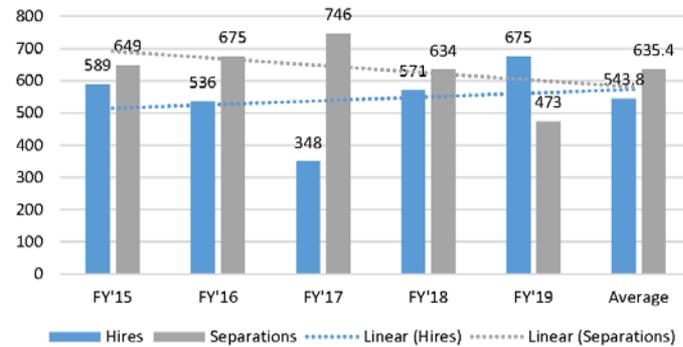- Urban League of Eastern MA Career Fair

MBTA HR Dashboard – FY'19 Year End 6.30.19

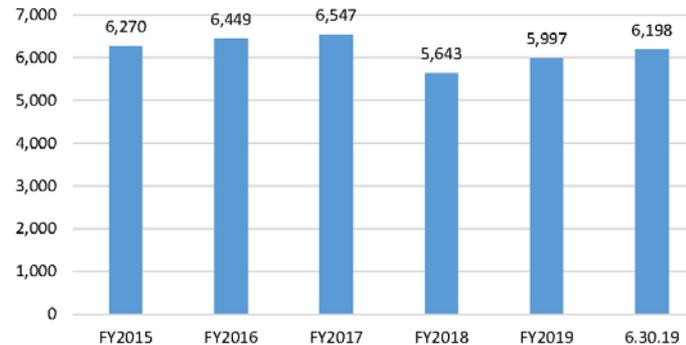**Average Salary:** **$78,764.81**
% Increase Year over Year: 1.0%

Average Salary - Historical

$79,000.00
$78,000.00 — $77,977.31 $78,076.18
$77,000.00
$76,000.00 — $76,083.56 $76,236.86
$75,000.00
$74,000.00 — $74,020.86
$73,000.00
$72,000.00
$71,000.00 — $70,787.84
$70,000.00

FY2015 FY2016 FY2017 FY2018 FY2019 Current

Historical Hires & Separations

	FY'15	FY'16	FY'17	FY'18	FY'19	Average
Hires	589	536	348	571	675	543.8
Separations	649	675	746	634	473	635.4

Legend: Hires, Separations, Linear (Hires), Linear (Separations)

Workforce Size

FY2015: 6,270
FY2016: 6,449
FY2017: 6,547
FY2018: 5,643
FY2019: 5,997
6.30.19: 6,198

FY'19 Turnover

Avg. Workforce	6,097
Separations	473
Turnover %	**7.8%**

Avg. Time to Fill:
73.2 Days* (Does not include manual processes)

Source of Applicants

0.1%, 0.1%, 1.2%, 0.4%, 0.2%, 8.2%, 16.9%, 0.5%, 10.7%, 41.5%, 7.4%, 12.9%

Legend: College Recruiting, Community/State Agency, Internet Job Board, Job Fair, Job Posting, LinkedIn, MBTA Employee, MBTA Website, Other, Printed Advertisement, Walk In

Current Open REQs - 130

REQ Approval -27 → Interview / Selection - 38 → REQs Filled this month - 77

Posted - 25 → Pre-Employment Screening - 8

Workforce Gender

0.2%
23.2%
76.6%

Legend: Female, Male, Unspecified

Workforce Ethnicity

0.3%, 3.4%, 51.5%, 34.3%, 6.8%, 0.1%, 3.6%

Legend: 2 OR MOR, AMIND, ASIAN, BLACK, HISPA, NSPEC, PACIF, WHITE

Workforce Tenure

Tenure (Yrs)	# of Employees	% of Workforce
0-10	3,157	50.9%
10-20	2,229	36.0%
20-30	708	11.4%
30-40	97	1.6%
40-50	7	0.1%

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Ethnic Diversity

Workforce Ethnicity

Pie chart legend:
- 2 OR MOR
- AMIND
- ASIAN
- BLACK
- HISPA
- NSPEC
- PACIF
- WHITE

Values: 0.3%, 3.4%, 34.3%, 51.5%, 6.8%, 0.1%, 3.6%

Ethnicity EXE vs. Union

Legend:
- White %
- Not Specified %
- Native Hawaiian/Oth Pac Island %
- Hispanic/Latino %
- Black/African American %
- Asian %
- American Indian/Alaska Native %

Union: 50.7%, 3.3%, 6.8%, 35.4%, 3.4%
EXE: 66.0%, 9.3%, 6.0%, 14.0%, 4.3%
Total: 51.5%, 3.6%, 6.8%, 34.3%, 3.4%

Ethnicity - Historical

Legend:
- 2 OR MOR
- AMIND
- ASIAN
- BLACK
- HISPA
- NSPEC
- PACIF
- WHITE
- Grand Total

FY2015 %: 57.9%, 31.6%
FY2016 %: 56.9%, 32.3%
FY2017 %: 56.0%, 32.9%
FY2018 %: 53.1%, 33.6%
FY2019 %: 52.0%, 33.5%
Current %: 51.5%, 34.3%

Ethnicity by Dept. Type

Legend:
- American Indian/Alaska Native %
- Asian %
- Black/African American %
- Hispanic/Latino %
- Native Hawaiian/Oth Pac Island %
- Not Specified %
- White %

Police: 67.5%, 8.0%, 6.6%
Operations: 37.5%, 49.2%, 3.0%, 6.7%, 3.2%
Capital: 67.9%, 16.1%, 5.1%, 5.8%, 4.0%
Admin: 60.9%, 19.2%, 4.8%, 7.7%, 7.4%

Top 10 – Most Diverse Depts.

Dept.	% Minority
CEX	65.0%
T_BUS	64.9%
ODCR	63.6%
T_LR	61.9%
T_HR	58.1%
LR	57.1%
HR	53.3%
WH	50.0%
OCC	45.9%
OOA	41.7%

Top 10 – Least Diverse Depts.

Dept.	% Minority
OPMI	0.0%
OSR	0.0%
PUBAF	0.0%
SW_AC	0.0%
LEGAL	12.5%
GM	15.0%
RROPS	15.2%
ENVIR	15.4%
RE	16.7%
MRAIL	17.4%
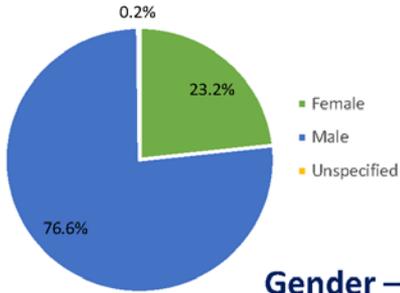
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Gender Diversity

Workforce Gender

- Female
- Male
- Unspecified

0.2%
23.2%
76.6%

Gender – EXE vs. Union

	EXE	Union	Total
U %	2.0%	0.1%	0.2%
M %	57.7%	77.5%	76.6%
F %	40.3%	22.4%	23.2%

Gender by Dept. Category

	Admin	Capital	Operations	Police	Total
F %	39.5%	28.8%	22.7%	9.9%	23.2%
M %	58.6%	71.2%	77.2%	90.1%	76.6%
U %	1.9%	0.0%	0.1%	0.0%	0.2%

Gender - Historical

	FY2015 %	FY2016 %	FY2017 %	FY2018 %	FY2019 %	Current %
Male	75.7%	75.9%	76.0%	76.5%	76.2%	76.6%
Female	24.3%	24.1%	24.0%	23.4%	23.7%	23.2%
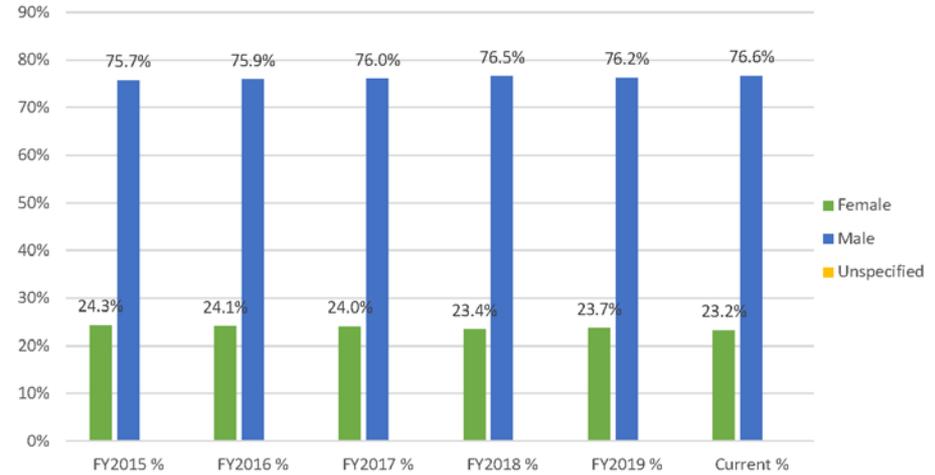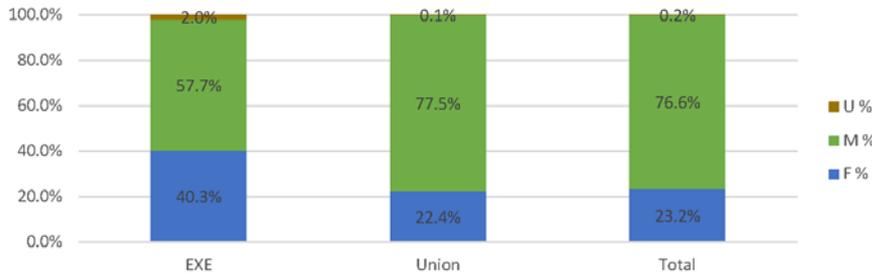
- Female
- Male
- Unspecified
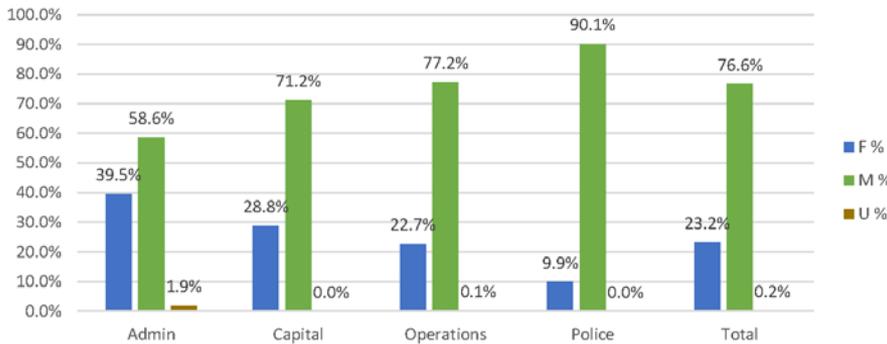
Top 10 – Most Female Dept.

Dept.	F %	M %	U %
INTER	100.00%	0.00%	0.00%
CEX	75.00%	20.00%	5.00%
SW_AC	75.00%	25.00%	0.00%
HR	73.33%	26.67%	0.00%
OHS	66.67%	29.63%	3.70%
WH	66.67%	33.33%	0.00%
ODCR	63.64%	36.36%	0.00%
CAPOV	58.82%	41.18%	0.00%
TC	58.62%	37.93%	3.45%
LEGAL	58.33%	41.67%	0.00%

Top 10 – Least Female Dept.

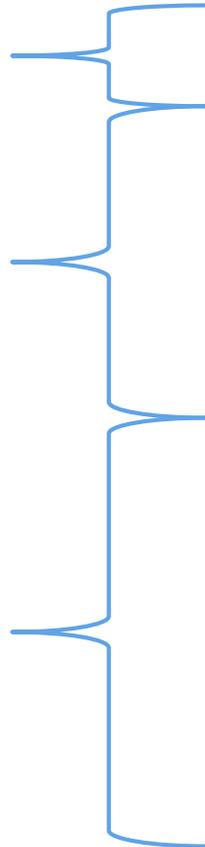| Dept.	F %	M %	U %
OHMED	0.00%	100.00%	0.00%
MRAIL	1.81%	97.93%	0.26%
PSM	4.55%	95.45%	0.00%
VHENG	4.76%	95.24%	0.00%
MBUS	4.77%	95.23%	0.00%
SCM	8.64%	91.36%	0.00%
MOW	8.82%	90.81%	0.37%
EVE	8.99%	91.01%	0.00%
POL	9.85%	90.15%	0.00%
TFM	10.86%	89.14%	0.00%

FY20 Hiring Goal: 834 Hires (+27% increase in hiring over FY19)
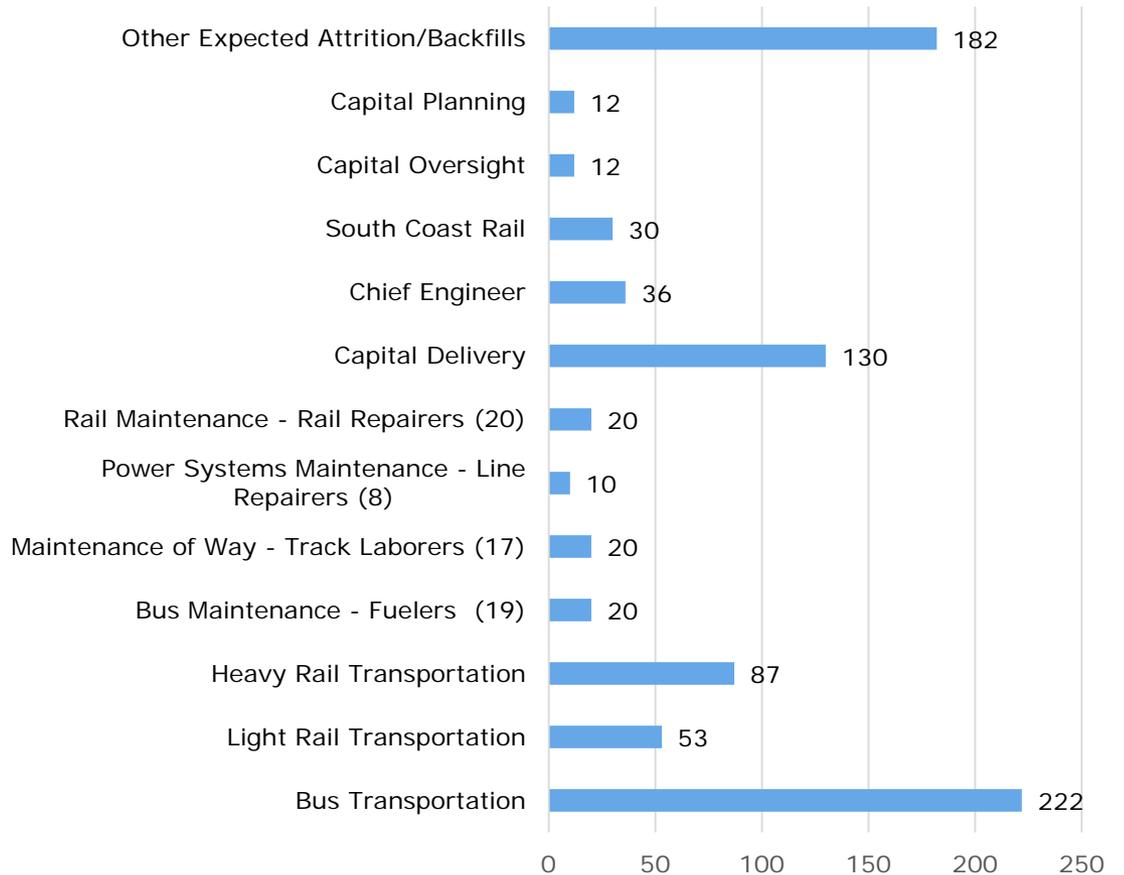
Expected Attrition:
182 Hires*

Selection Hiring:
220 Capital Hires

Flex Force

Programmed Hiring:
432 Hires

*accounts for turnover in all other departments

Distribution of Planned FY20 Hiring

Category	Value
Other Expected Attrition/Backfills	182
Capital Planning	12
Capital Oversight	12
South Coast Rail	30
Chief Engineer	36
Capital Delivery	130
Rail Maintenance - Rail Repairers (20)	20
Power Systems Maintenance - Line Repairers (8)	10
Maintenance of Way - Track Laborers (17)	20
Bus Maintenance - Fuelers (19)	20
Heavy Rail Transportation	87
Light Rail Transportation	53
Bus Transportation	222

Flex Force

Department	Resources	Benefit/Impact on acceleration plan
Safety	• Safety specialists	• Accelerated projects may require additional safety oversight
Human Resources	• Recruiters • External consultants	• Additional resources to support hiring surge and implement expedited process
Occupational Health (clinic)	• Nurse • Physician Assistant • Medical Assistant	• Additional resources to prevent process bottlenecks at pre-employment drug/alcohol testing and other requirements for safety sensitive positions
Materials and Services	• Specialized inspection contracts • Uniforms/supplies • Vehicles	• Contracts for specialized services to increase frequency of ultrasonic and geometric inspections of MBTA infrastructure • Material and supply costs associated with a fully outfitted workforce

- "Flex force" employees are available to work on capital projects and would be available to perform additional inspections and operating maintenance

- After initial surge, workforce would be integrated into steady-state operating and capital budgets

- Flexible resources include a mixed workforce of full time employees, temporary "960" retirees, and external contractors

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Acceleration: Hiring Options

Option	Benefit/Impact	Status
Implement Expedited Hiring Process to increase internal hiring capabilities • Execute business process improvement recommendations to streamline existing 96-step MBTA hiring process	• Reduce time to hire • Reduce risk of losing candidates due to lengthy process • Expand pool of qualified candidates	• Internal project team meets weekly • 3 sub-committees (NeoGOV, Int. process, Workflow/Approval Paths)

Modify policies to re-hire "960" annuitants • Modify pension rules to allow for "960" rehired annuitants	• Creates pool of qualified, immediately available talent to fill critical needs • Temporary staff will not impact long-term budget	• Draft policy created • Draft offer letter created

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Acceleration: Hiring Options

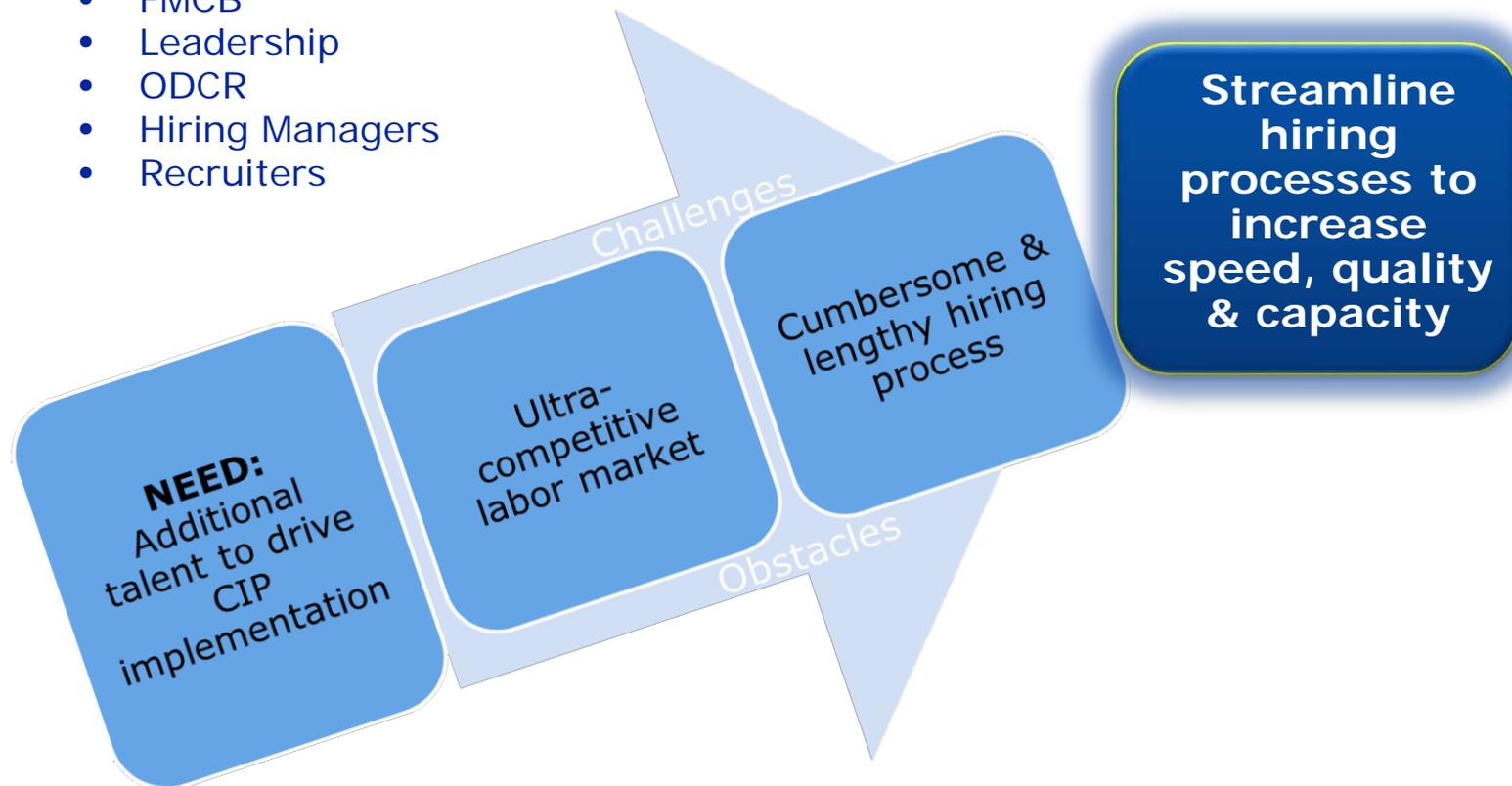|	Benefit/Impact	Status
Outside firms • Supplement HR team with outside firms to expedite hiring of project managers • Solicit architecture/engineering firms and contractors to provide on-site resources to augment existing MBTA PMs • Expand contracting out program management/construction management and retain MBTA oversight of capital programs	• Additional resources to manage project development and delivery • Several large programs have external PM/CM teams (GLX, Red Line/Orange Line, PTC)	• Several firms identified • Meeting set up with RPO • Need to determine which positions are applicable

Hire Engineering and Maintenance resources for Capital Project Delivery • Accelerate hiring of E&M resources: flaggers, signal maintainers, power linemen, engineers, and others to support delivery of capital projects	• Expand ability to access ROW • More projects supported • More diversions simultaneously • Fewer cancelled jobs due to staffing constraints	• Identified "Phase 1" list of 73 positions • Hiring in process

Change – and support for change – is needed to accomplish efficiencies

Stakeholders:
- FMCB
- Leadership
- ODCR
- Hiring Managers
- Recruiters

Challenges

Obstacles

NEED: Additional talent to drive CIP implementation

Ultra-competitive labor market

Cumbersome & lengthy hiring process

Streamline hiring processes to increase speed, quality & capacity

Increasing Capacity to Drive $8B, 5-year Capital Improvement Plan (CIP)

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Out of the 96 steps in the selection hiring process, we have identified 6 key milestones. The estimated time to hire is between 62 days and 145 days.*

For the customer (hiring manager) process starts before approval

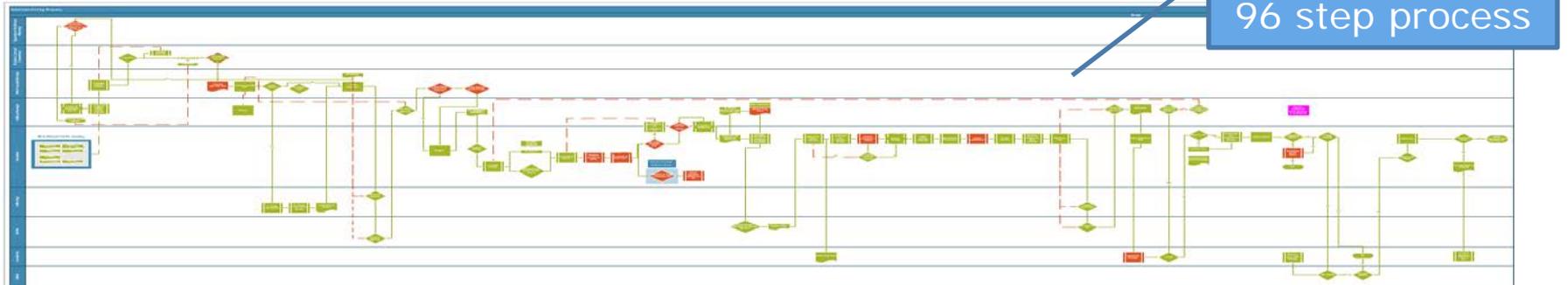| Milestone	Estimated Time	Estimated Time Extended	Federal Target (OPM)
Approved in Position Control	12 to 26	19 to 38	10
Posted On Website	16	46	25
SME Review sheet returned to recruiter (from hiring manager)	5	5	15
Interview candidates	6.5 to 13.5	6.5 to 13.5	3
Conditional offer to Candidate	22.5	42.5	27
Candidate passes pre-Employment Checks and start date set	0	0	0
Total Days to Hire	**62 to 83 days**	**119 to 145 days**	**80 days**

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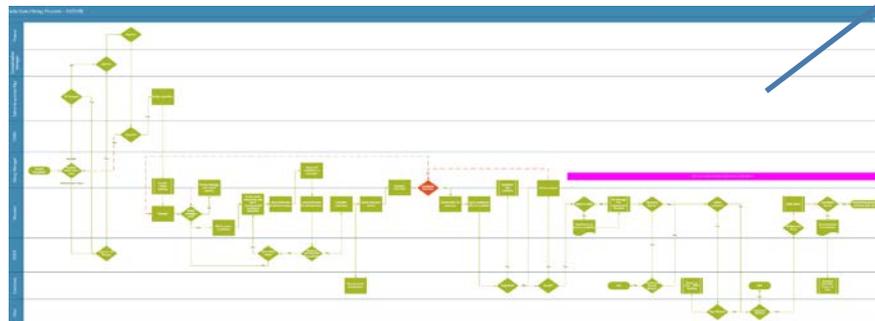
Based on self-reported estimates

Selection Hiring end-to-end mapping revealed keys to speed, quality, and efficiency

Creation	Posting	Interview & Selection	Pre-employment screening

Position Control	NeoGov requisition & approval	Post	Interviews	Scoring & Conditional Offer	Physical and D&A	Background & CORI

Current state

96 step process

Desired future state

47 step process

Keys to reduction:
- NeoGov
- Reduced Workflows
- Interview Process

50% reduction

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