



**Massachusetts Bay
Transportation Authority**

Diversity, Equity, and Inclusion Initiatives

Joint Meeting of the MassDOT Board & Fiscal and Management Control Board
October 19, 2020

Moment in Time

- In America and in the Greater Boston region there is consensus that the issues of diversity, equity, and inclusion have been sidelined for too long.
- The MBTA is not immune from a history of discrimination and mistreatment of people from marginalized communities, including people of color, women, LGBTQ individuals, persons with disabilities, folks who speak other languages or who are from other countries, and our indigenous communities.
- However, discriminatory behavior is unacceptable and will not be tolerated. I see potential for both addressing the wrongs of the past and working to build a better, more equitable, MBTA for the future. I'm committed to this work over the long term.
- Today I want to report on where we are, what we have done so far, and what we intend to do going forward.



Diversity, Equity, and Inclusion in Our Strategic Plan

- In our recent Strategic Planning process, MBTA leadership identified *Equity* as defined below as one of our four Core Values.
 - Equity:** We strive to treat all customers and employees fairly and to consult diverse voices and perspectives in decision-making.
- More importantly MBTA leadership recognized that we had significant work to do to live out this value. *Enhancing DEI, therefore, became one of our three strategic initiatives moving forward, which we defined as:*
 - Investing in a more diverse, inclusive and equitable organization**
- We launched a work group in mid-March to begin to tackle this.



Diversity, Equity, and Inclusion (DEI) Working Group

- Working group makeup
 - 23 staff members
 - Two MBTA chairs
 - Three ODCR staff people
 - 13 different departments represented
- Group meets twice monthly
- Chairs will meet monthly with the General Manager
- Working Group has three goals in partnership with ODCR:
 1. Create accountability for senior leadership regarding what needs to change, promoting a constantly evolving list of actions and tasks
 2. Ensure greater awareness across the organization of the shared value of DEI and to ensure DEI is embedded in all decisions by challenging the status quo
 3. Develop a culture of equity and on-going learning, championed by members of the DEI Working Group



DEI Listening Session Feedback

- Responding to unconscious bias through training and process changes
 - Suggestion to anonymize resumes
- Training/workforce development opportunities
 - Ensure equity in opportunities for all staff to participate
 - Ensure equity in promotional opportunities
- Skepticism about enduring commitment to DEI and concern that the MBTA will commit resources to support needed changes
- Creating safe spaces for DEI conversations
- Fear of retaliation for filing complaints or raising issues
- Creating a diverse leadership team
- Belief that internal candidates are not treated fairly



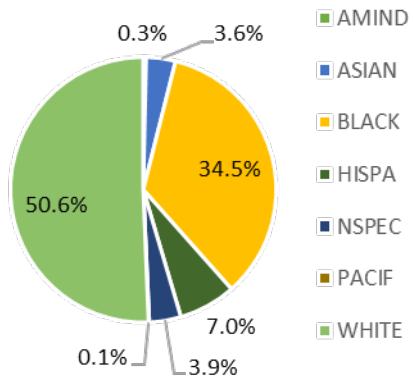
Building Internal Capacity

- Formally naming Assistant Secretary Julian Tynes as Chief Diversity Officer for the MBTA and MassDOT
- Hiring a Senior Manager to coordinate DEI initiatives, who will:
 - Be a member of Senior Leadership Team
 - Coordinate activities across multiple stakeholders
 - Drive execution of projects
- Institutionalizing the DEI Working Group
- Creating a DEI Executive Council
 - Will include OCDR, DEI Working Group, HR, Strategic Planning, Legal

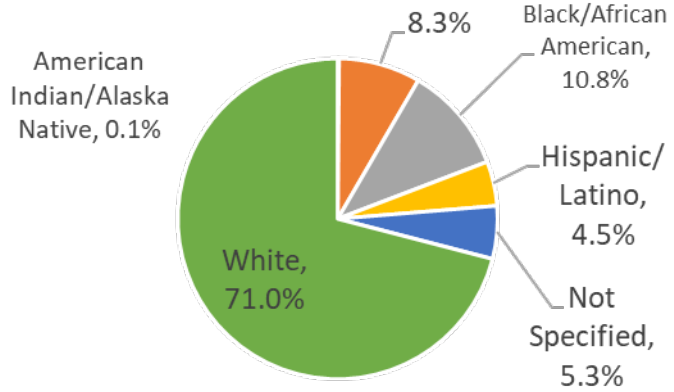


Examining the MBTA's Ethnic Diversity (July 2020)

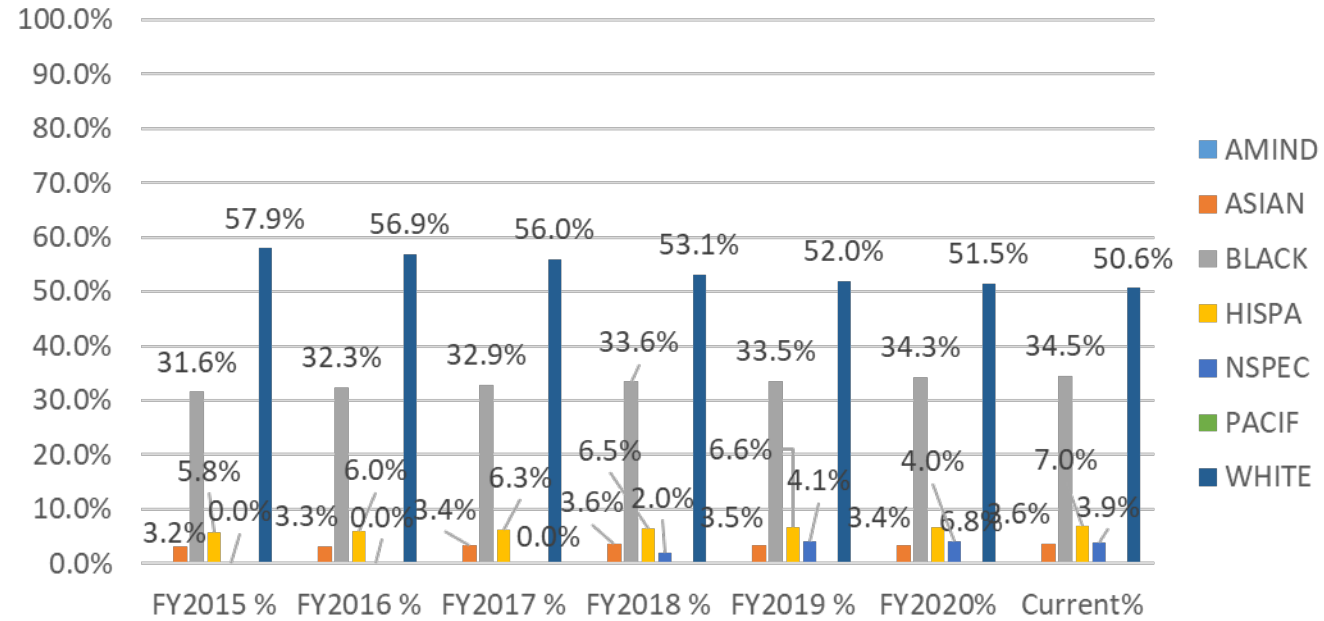
Workforce Ethnicity



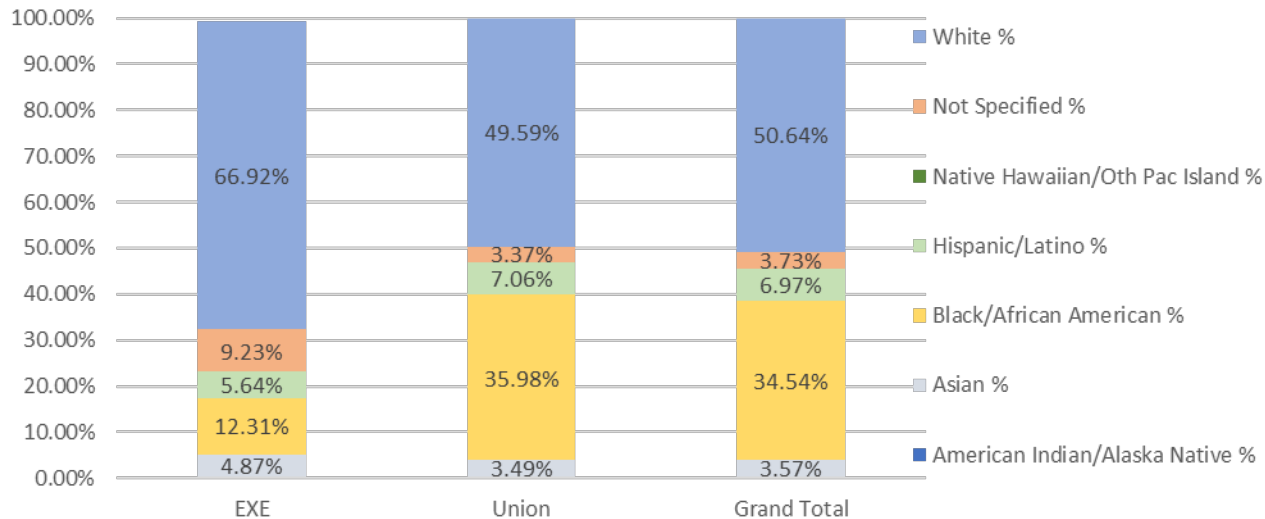
Top 500 Earners



Year to Year Breakdown



Ethnicity EXE vs. Union



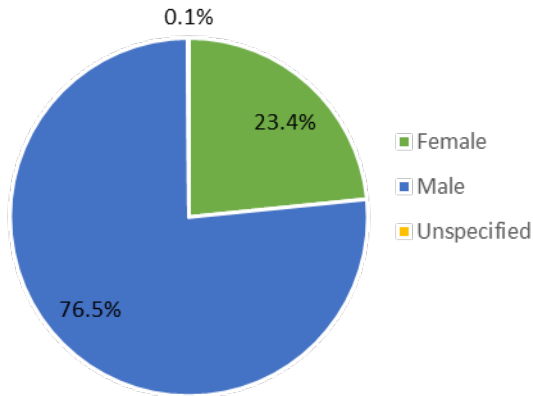
Top 10 Most Diverse Depts. Top 10 Least Diverse Depts.

Dept.	% Minority
CEX	70.8%
T_BUS	69.3%
T_LR	68.1%
ODCR	64.3%
T_HR	63.1%
OPMI	57.1%
WH	57.1%
GLT	55.6%
LR	50%
HR	48.6%

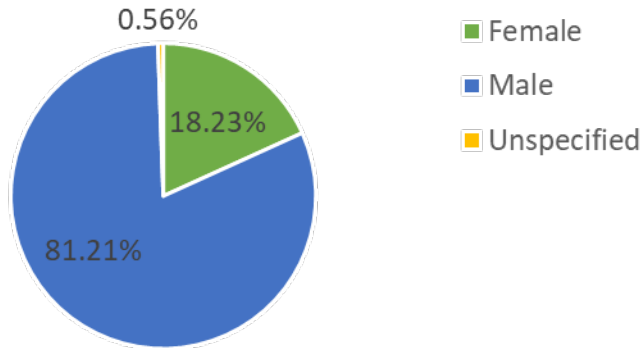
Dept.	% Minority
INTER	0.0%
PUBAF	0.0%
SW_AC	0.0%
CAPPL	0.0%
SCR	20%
ENVIR	20%
EVE	21.5%
RROPS	21.9%
PSM	21.9%
GM	22.7%

Examining the MBTA's Gender Diversity (July 2020)

Workforce Gender



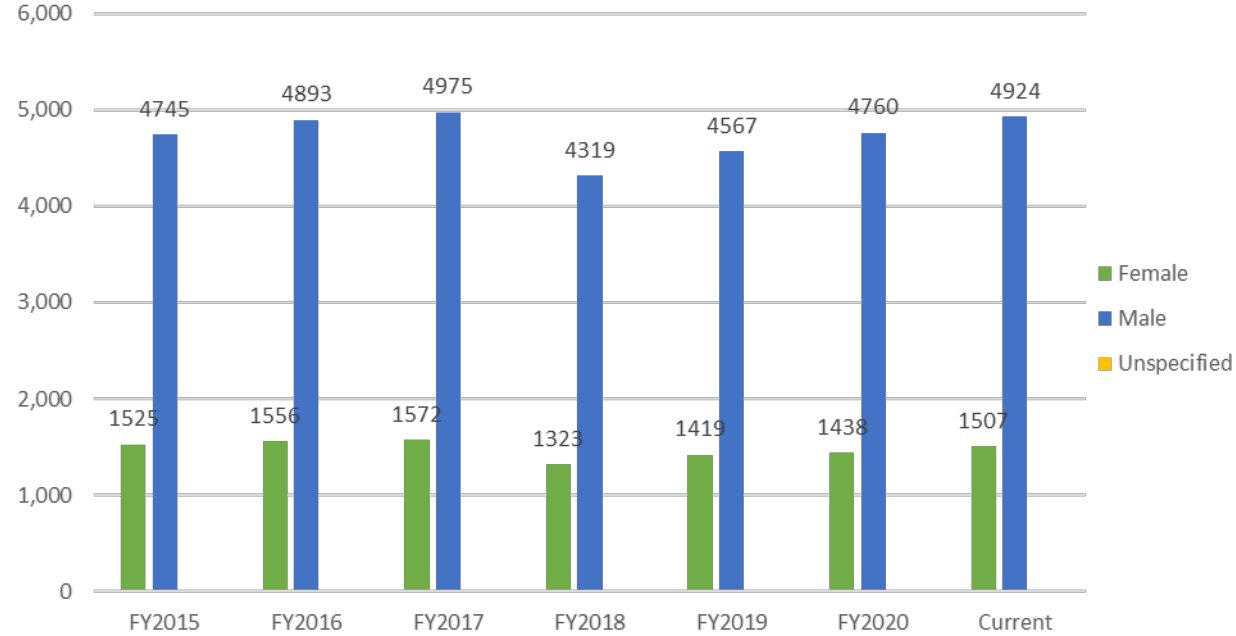
Top 500 Earners



Gender – EXE vs. Union



Gender - Historical



Top 10 Most Female Dept.

Dept.	F %	M %	U %
INTER	100%	0%	0%
HR	71.4%	28.6%	0%
ODCR	71.4%	28.6%	0%
OPMI	71.4%	28.6%	0%
CAPPL	66.7%	33.3%	0%
SECUR	66.7%	33.3%	0%
SW_AC	66.7%	33.3%	0%
CEX	62.5%	33.3%	4.2%
OHS	62.5%	37.5%	0%
TC	62.1%	37.9%	0%

Top 10 Least Female Dept.

Dept.	F %	M %	U %
MRAIL	2.7%	97%	0.3%
MBUS	4.3%	95.7%	0%
PSM	4.5%	95.5%	0%
EVE	7%	93%	0%
SCM	7.7%	92.3%	0%
MOW	11.6%	88.1%	0.3%
POL	12%	88%	0%
VHENG	13.6%	86.4%	0%
CTX	15.8%	84.2%	0%
TFM	18.6%	80.9%	0.5%

Review of Employee Diversity Efforts

- Starting point
 - Diversity analysis in EEO and related documentation is not actionable and is too aggregated
- Goal-setting will start in December
 - HR has created a Tableau dashboard that will allow for a deep dive into diversity at the departmental level
 - ODCR is performing a utilization analysis on the diversity of available workforce
 - HR and ODCR will lead a goal-setting exercise that will examine areas of underrepresentation and set goals to address them
 - GM will convene DEI Executive Council to provide specific recommendations to address underrepresentation
- Other next steps
 - Conduct direct outreach/roundtables with professional affinity groups
 - Utilize ERGs
 - Broaden networks of senior executives



Workforce Development and Diversity, Equity, and Inclusion

- **We have the infrastructure:**
 - Learning Management System (LMS) includes a curated curriculum on Diversity, Equity, and Inclusion, which is available to all employees and contractors.
 - Proposed mandatory trainings include Unconscious Bias and Managing with Respect.
 - HR & MassDot U are collaborating to create a dedicated mid-manager training program encouraging internal development.
- **We need a training framework with the appropriate curriculum. The Workforce Development Team has been tasked with building this framework and assessing this curriculum.**
- **Key components include:**
 - Clear progression of trainings by position and years of service
 - Availability to workforce with measurement of diversity included
 - Training on DEI issues
 - Management and leadership training with DEI elements embedded
 - Conflict resolution training with DEI elements embedded
 - Integrated trainings across all disciplines
- **Trainings should occur regularly, and completion should be tracked by managers.**
 - Executive staff will be part of this and will be required to complete trainings.



DBE Compliance

Year	Goal	Actual Achieved	1 st Reporting Period	2 nd Reporting Period
2014	14%	16%		
2015	14%	11.03%		
2016	14%	6.45%		
2017	14%		2.51%	5.03%
2018	14%		1.22%	11.93%
2019	14%		7.55%	27.93%
2020	14%		30.71%	

- DBE reporting has been a challenge at the MBTA and has provided additional external and internal resources to address.
- The MBTA has recently reset the DBE goal for the upcoming year to 24%. Other transit properties have set similar goals:
 - MTA (22.5%), NJT (21.87%), LA Metro (27%), WMATA (25%)
- GM will participate in outreach to DBE firms to encourage participation and exceed our goal.



Making DEI Part of Performance Reviews

- **DEI will be incorporated into Key Performance Indicators:**
 - Specific and measurable objectives within each goal area will be owned by the executive team and cascaded through the organization as appropriate.
 - Objectives will be revisited each quarter and used to measure progress for the GM and senior leadership team.
 - As departments set their individual goals, objectives, and KPIs, they will include at least one measurable KPI within each goal area.



Leverage Existing ODCR Resources

- ODCR conducts roadshows throughout the system highlighting services provided by ODCR.
 - Participants include Training Group, EEO Group, and Civil Rights Investigation
- Multi-channel marketing campaign (posters, emails) promotes regular diversity luncheons.
- The EEO team attends diversity career fairs and conducts diversity recruitment outreach.
 - In 2019, ODCR collaborated with several state agencies to host a career fair for individuals with disabilities.



Summary and Next Steps

Actions Already Taken

- Set DEI as an area of focus and listened to employee feedback
- Identified areas of underrepresentation
- Built capacity to address DEI issues

Actions to Be Taken

- Analyze areas of underrepresentation and develop targeted remedies and goals based on the commitments made in the EEO plan
- Continue to build staff capacity
- Develop a training program that incorporates DEI in multiple ways
- Strengthen our DBE commitment
- Create KPIs for the GM and senior managers
- Leverage internal resources



Appendix



The makeup of the MBTA's labor force compared with the region shows some differences

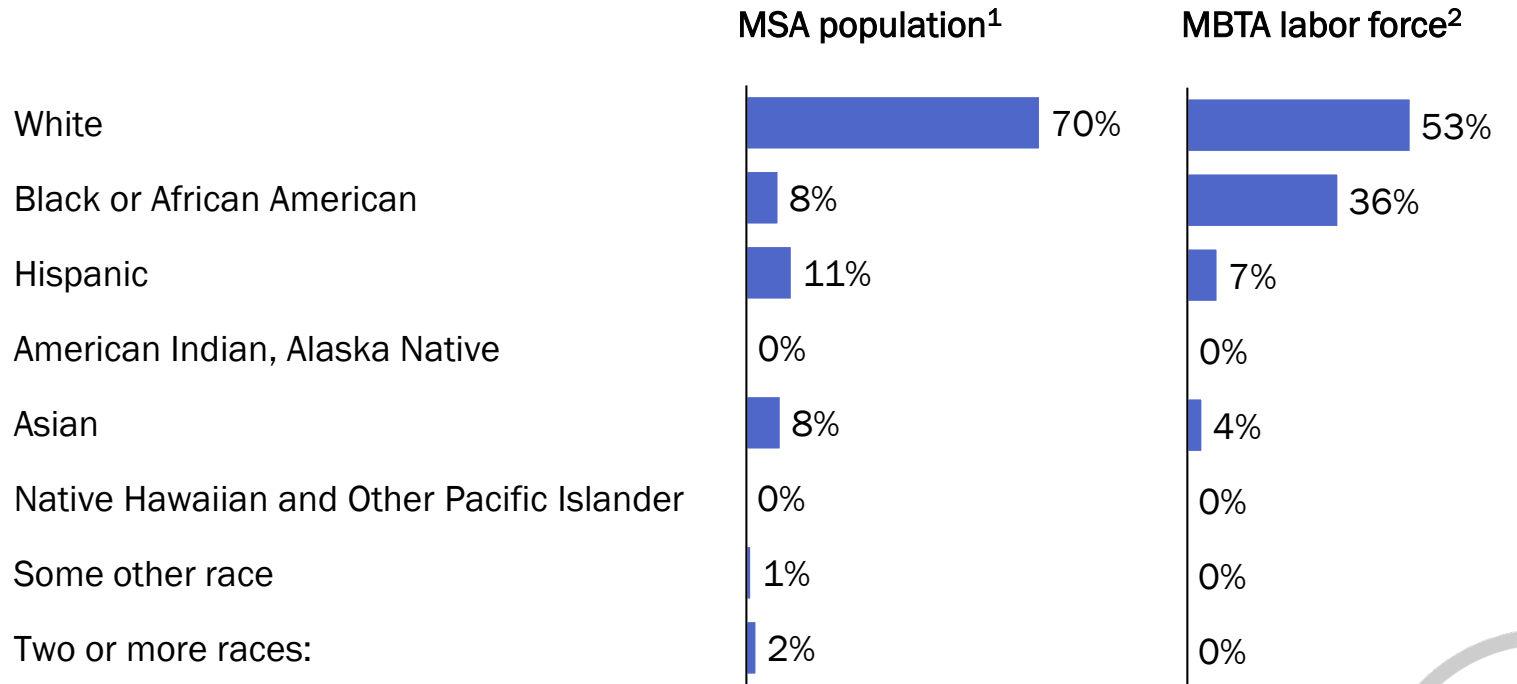
Boston-Cambridge-Newton, MA-NH

Metropolitan Statistical Area (MSA)



Comparison of overall demographics

Percent of population by category



1. Hispanic population captured in each race category by the Census is removed from and reported separately as "Hispanic"
 2. Excludes respondents who marked "not specified" as their race from the entire analysis;

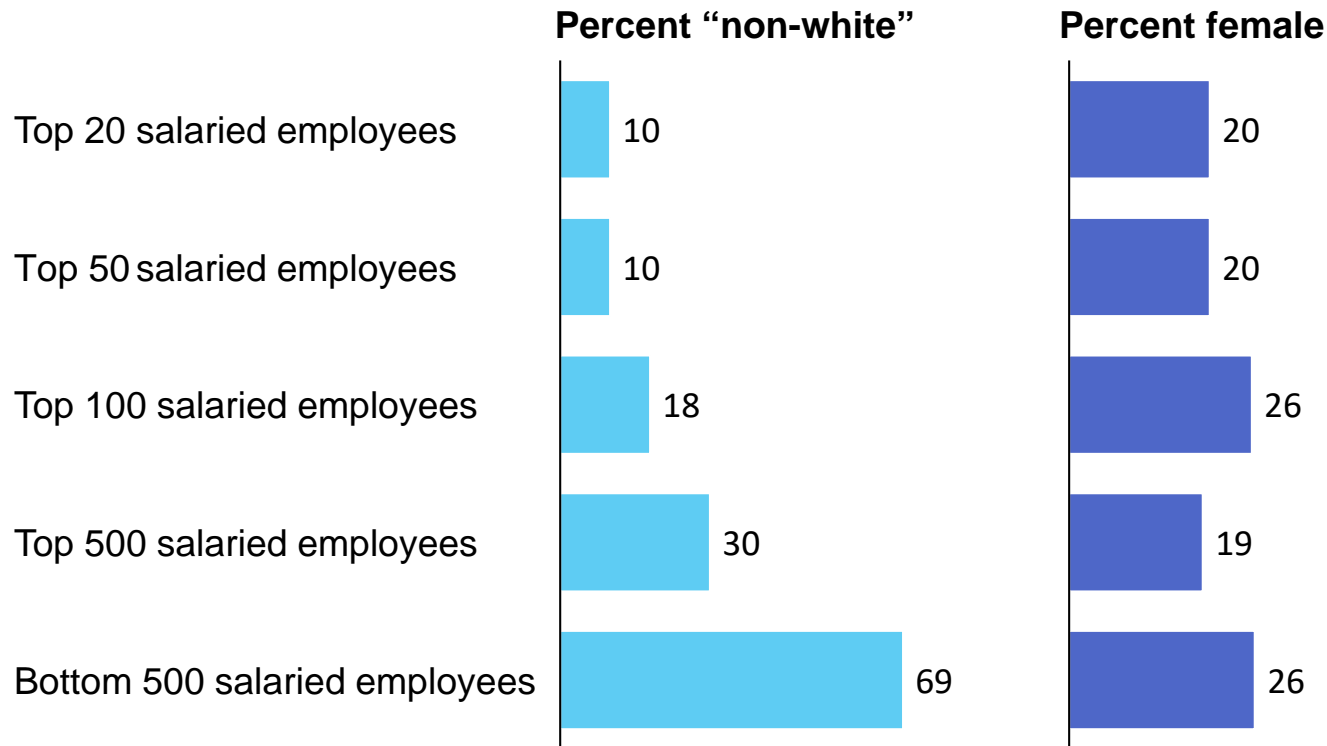


Diversity is lower among top earners¹

Top salaried employees have a lower percent of diverse labor

Diversity in ethnicity / race and gender by salary band¹

% of each salary band that is either non-white or female



- Data shows that diversity varies across salary bands, particularly for ethnicity / racial diversity, where the highest earners are markedly less diverse than the lowest
- Gender diversity is more consistent than racial diversity across income bands
- HR and ODCR can consider this fact base as an area to focus on for recruiting

1. Data includes salaries only; excludes any impact from overtime; data also excludes employees who did not report an ethnicity or a gender



Diversity and Outreach

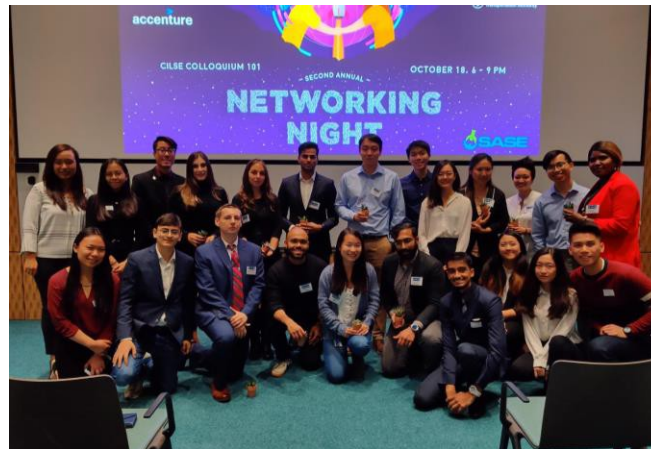
MassDOT/MBTA Intern Transportation Institute

The MBTA workforce has continued to become more diverse. **45.2% of the workforce self-identify as people of color.** +7.0% increase in employees who identify as non-white over last 5 years, 0.4% increase over end of FY19.

However, a review of top 500 salaries at the MBTA confirms that we have work to do to attract diverse talent at senior management levels. (70.8% white)



MASSACHUSETTS
LGBT
CHAMBER OF COMMERCE



Northeastern University



DIVERSITY OPPORTUNITIES FAIR



HANSCOM AIR FORCE
BASE

Board Approval of Vision, Mission, and Values

Vision: We envision a thriving region enabled by a best-in-class transit system.

Mission: We serve the public by providing safe, reliable, and accessible transportation.

Values:

- **Safety:** We put safety at the forefront of our decision making.
- **Service:** We endeavor to deliver superior service, connecting people and communities.
- **Equity:** We strive to treat all customers and employees fairly and to consult diverse voices and perspectives in decision-making.
- **Sustainability:** We invest resources wisely in solutions for our team, our communities, and our environment.

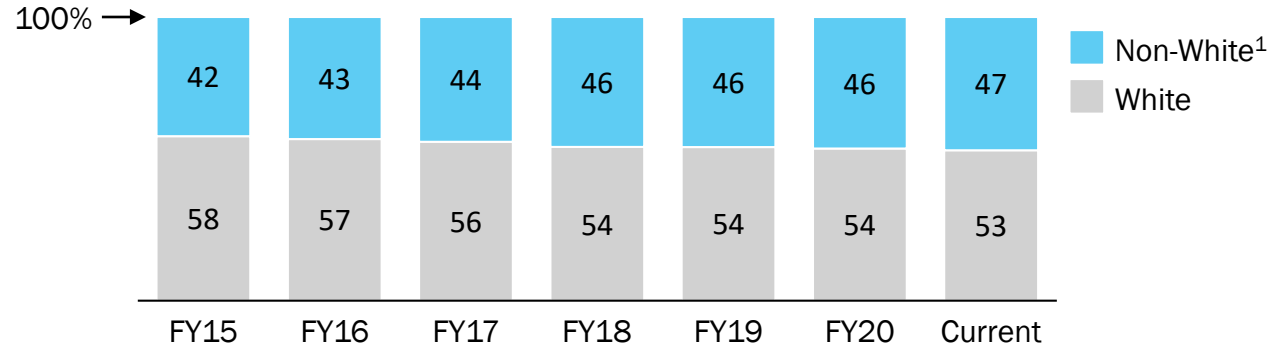


The MBTA has become more diverse

Percent of non-white employees has grown 5% since FY 2015

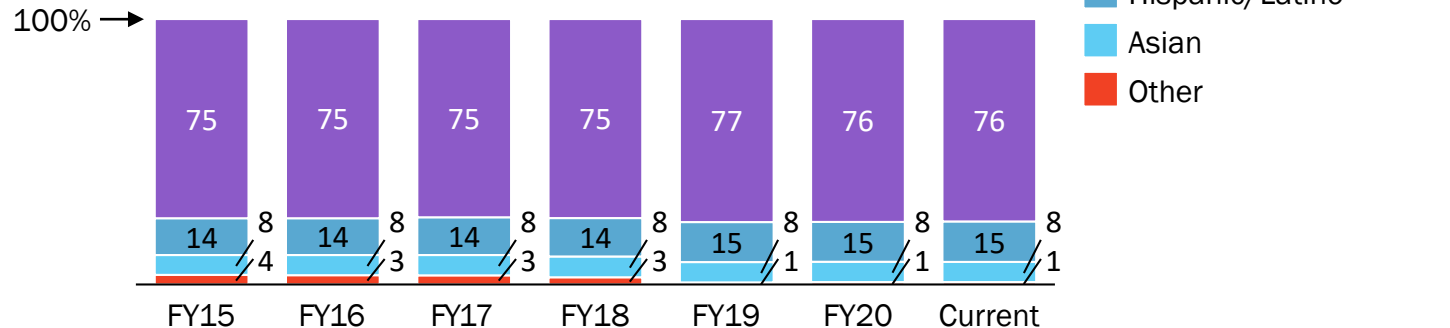
Racial/ethnic employee diversity over time²

Percent of total labor force



Non-white employee breakdown²

Percent of non-white labor force



- Overall diversity has increased at the MBTA over time
- The makeup of the diverse workforce has not shifted significantly since FY 2015
- Given overall progress, MBTA can look at specific areas where diversity can be increased further vs. only tracking it at the org-wide level

1. Includes Black/African American, Hispanic/Latino, Asian, American Indian/Alaska Native, Native Hawaiian/Other Pac Island, and "2 or more races"
 2. Excludes employees marked as "not specified" from the analysis

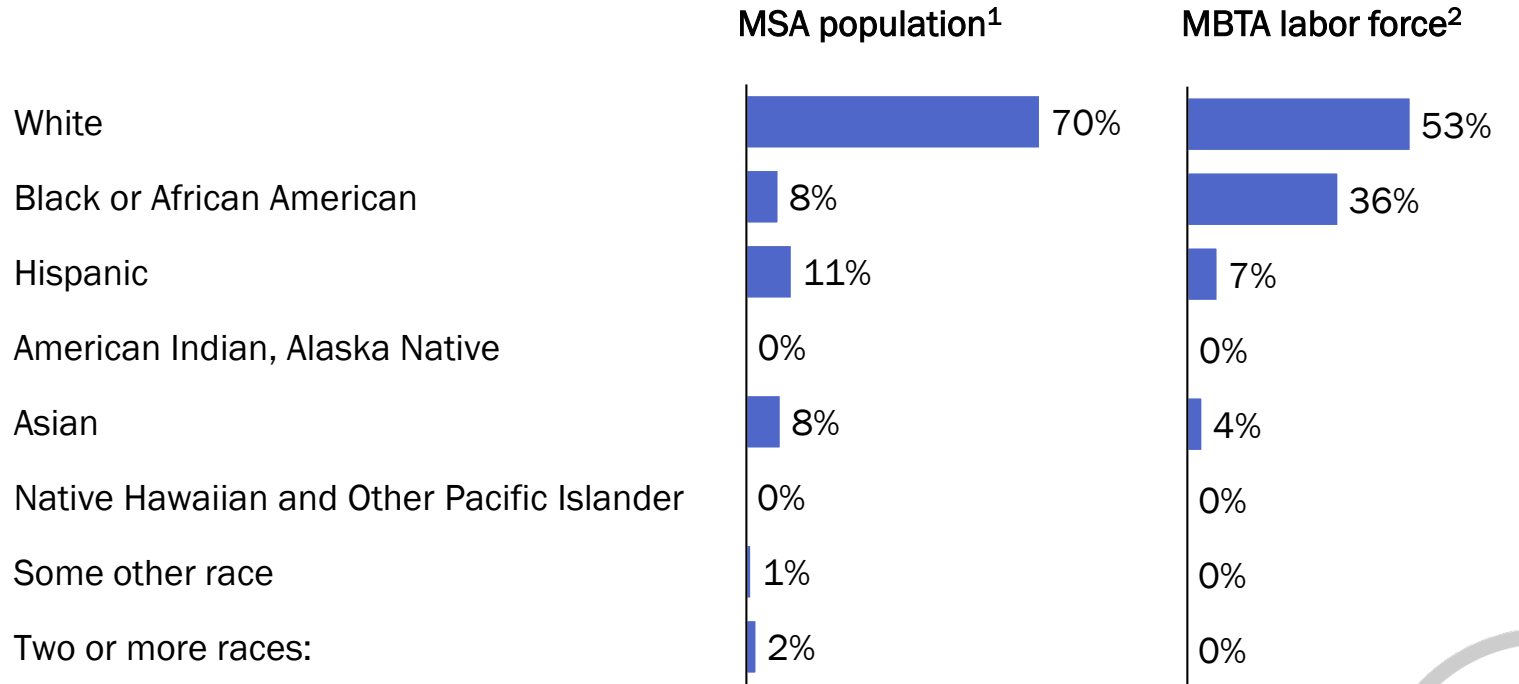


The makeup of the MBTA's labor force compared with the region shows some differences

Boston-Cambridge-Newton, MA-NH Metropolitan Statistical Area (MSA)



Comparison of overall demographics Percent of population by category



1. Hispanic population captured in each race category by the Census is removed from and reported separately as "Hispanic"
 2. Excludes respondents who marked "not specified" as their race from the entire analysis;

Source: Census - American Community Survey 2018 data, MBTA HR data from 12/2019

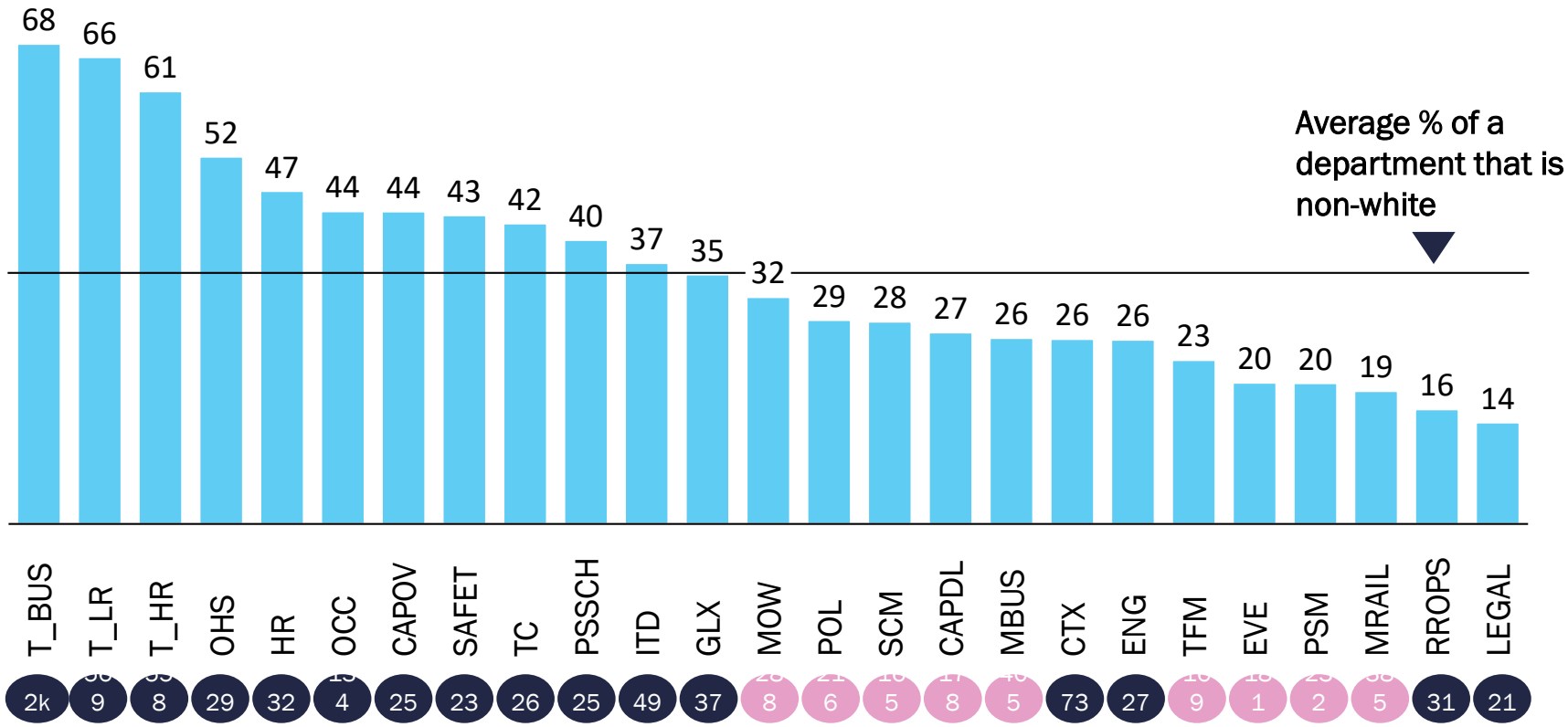


Ethnic diversity varies considerably by department

Racial/ethnic composition by department¹

% of employees that are “non-white”²

⊗ # of total employees¹
 ● Potential areas of focus



Average % of a department that is non-white

The variation in diversity by department suggests that there may be opportunity for MBTA to take a department-specific lens in recruiting strategy, particularly in rail maintenance and power

1. Employees who have been listed as "not specified" are excluded from the analysis, as are departments with <20 people
 2. Includes Black/African American, Hispanic/Latino, Asian, American Indian/Alaska Native, Native Hawaiian/Other Pac Island, and "2 or more races"

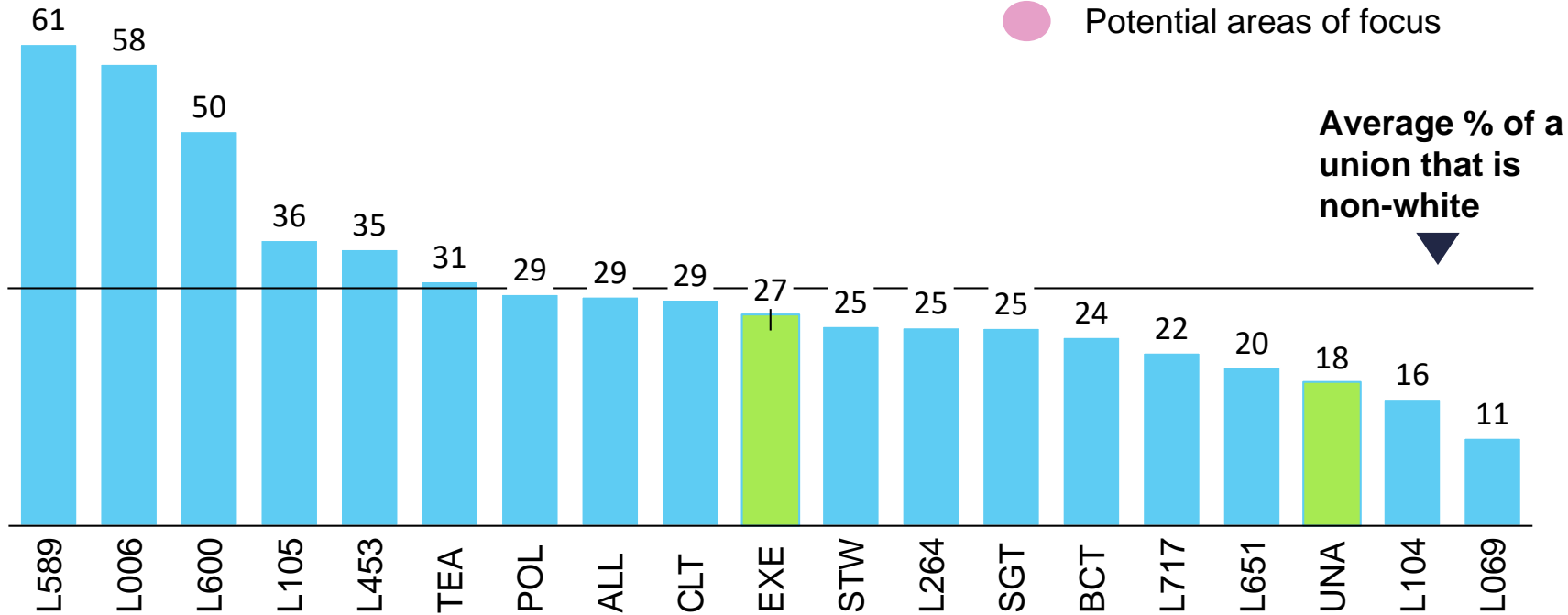


Ethnic diversity also varies by union

Racial / ethnic composition by union¹

% of employees that are “non-white”

- Union
- Non union
- x # of total employees
- Potential areas of focus



Variation in diversity by union shows the potential for trade-specific strategies, and suggests that HR/ODCR’s diversity strategy might benefit from partnering with labor, particularly Local 104 and Boston Carmen’s Union



1. Employees who have been listed as “not specified” are excluded from the analysis

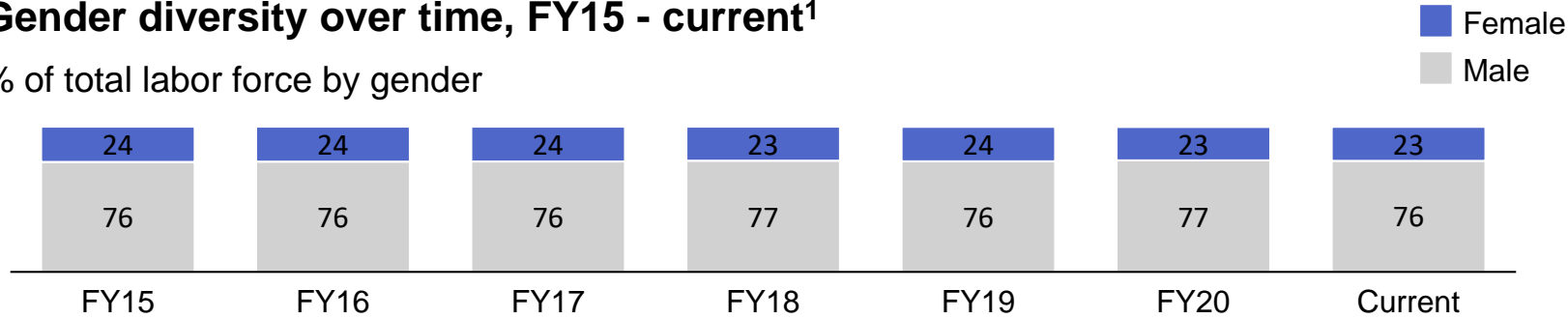
Source: HR data file from 12/2019



Gender diversity has not increased over time

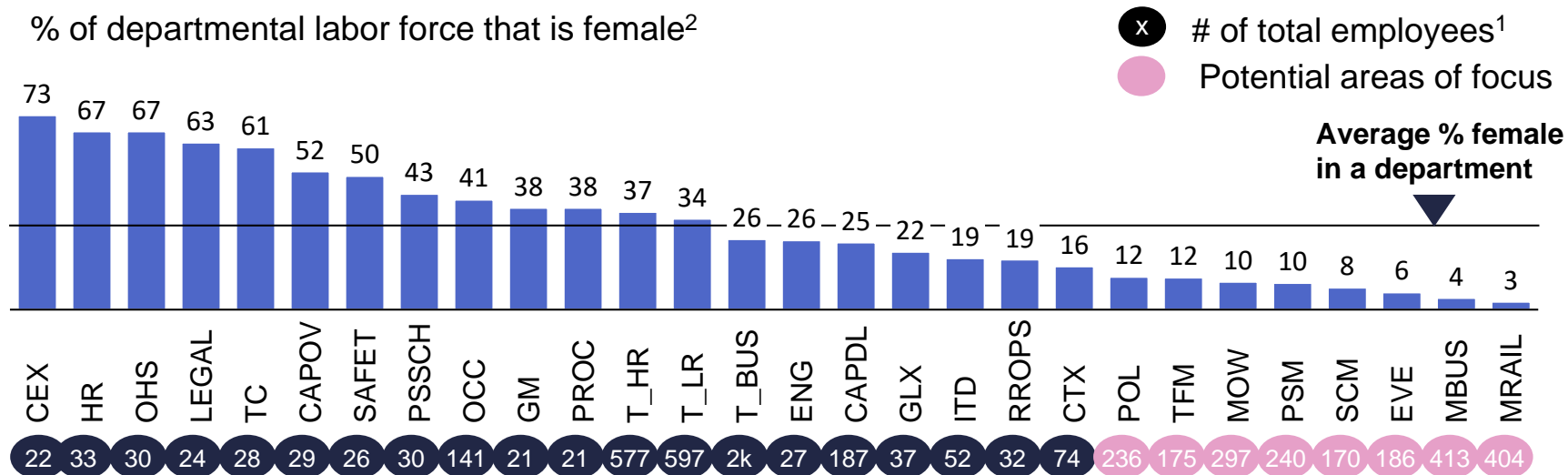
Gender diversity over time, FY15 - current¹

% of total labor force by gender



Female representation by department, current¹

% of departmental labor force that is female²



- Unlike diversity of ethnicity and race, gender diversity has not significantly changed over time at the MBTA
- Departmental interventions may also be a useful lens for increasing gender diversity, as it varies dramatically by department

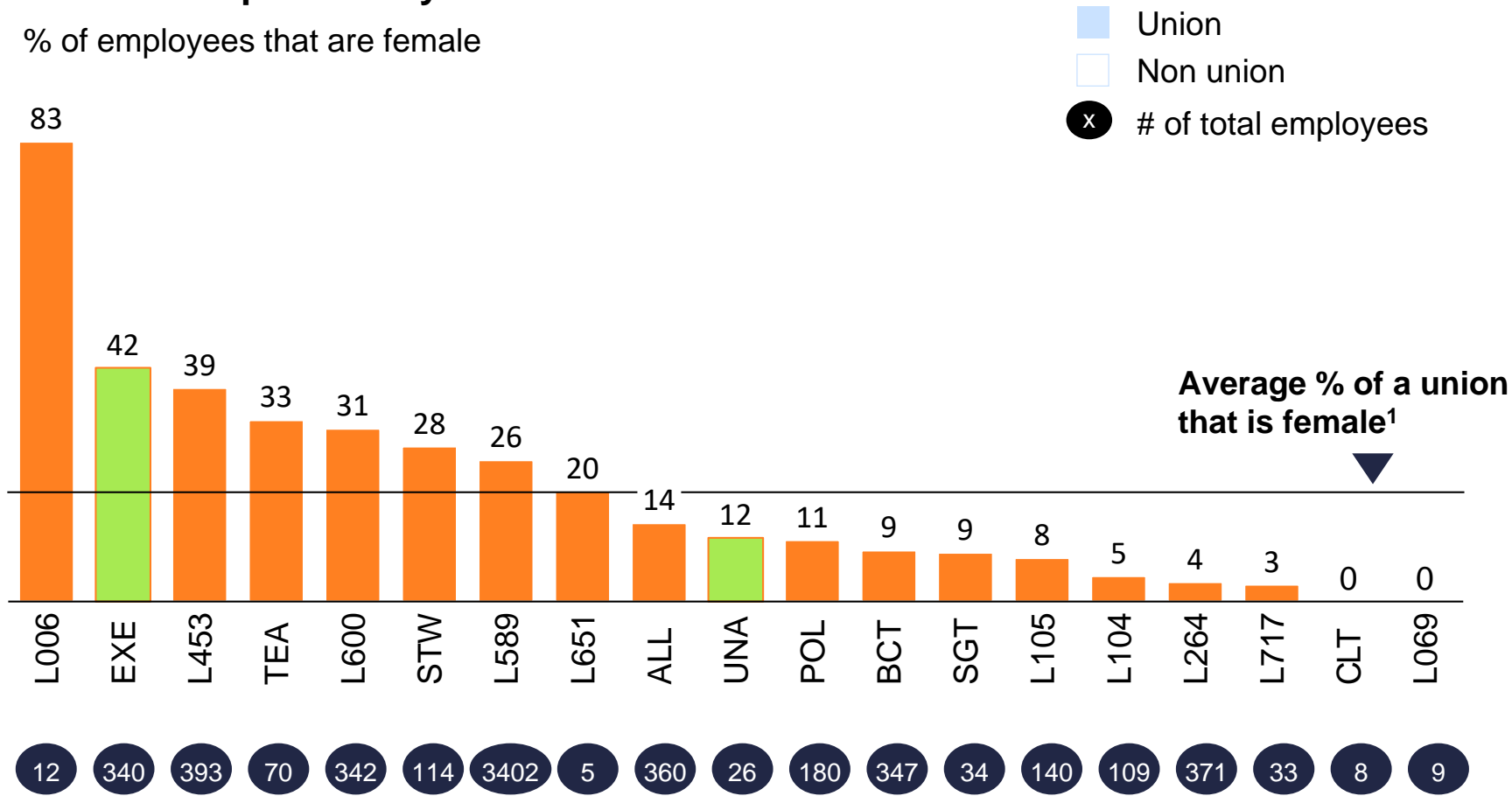
1. Excludes "Unreported" genders from the analysis entirely, but otherwise includes "not specified" racial statuses; this accounts for differences in total employee numbers with previous pages. Data as of 12/2019 from HR workforce file
 2. Departments with fewer than 20 people excluded from analysis



Gender diversity is low across most unions

Gender composition by union¹

% of employees that are female



- Variation in diversity by union shows the potential for trade-specific strategies
- However, the general lack of female representation across most unions suggests that an overall push is also required

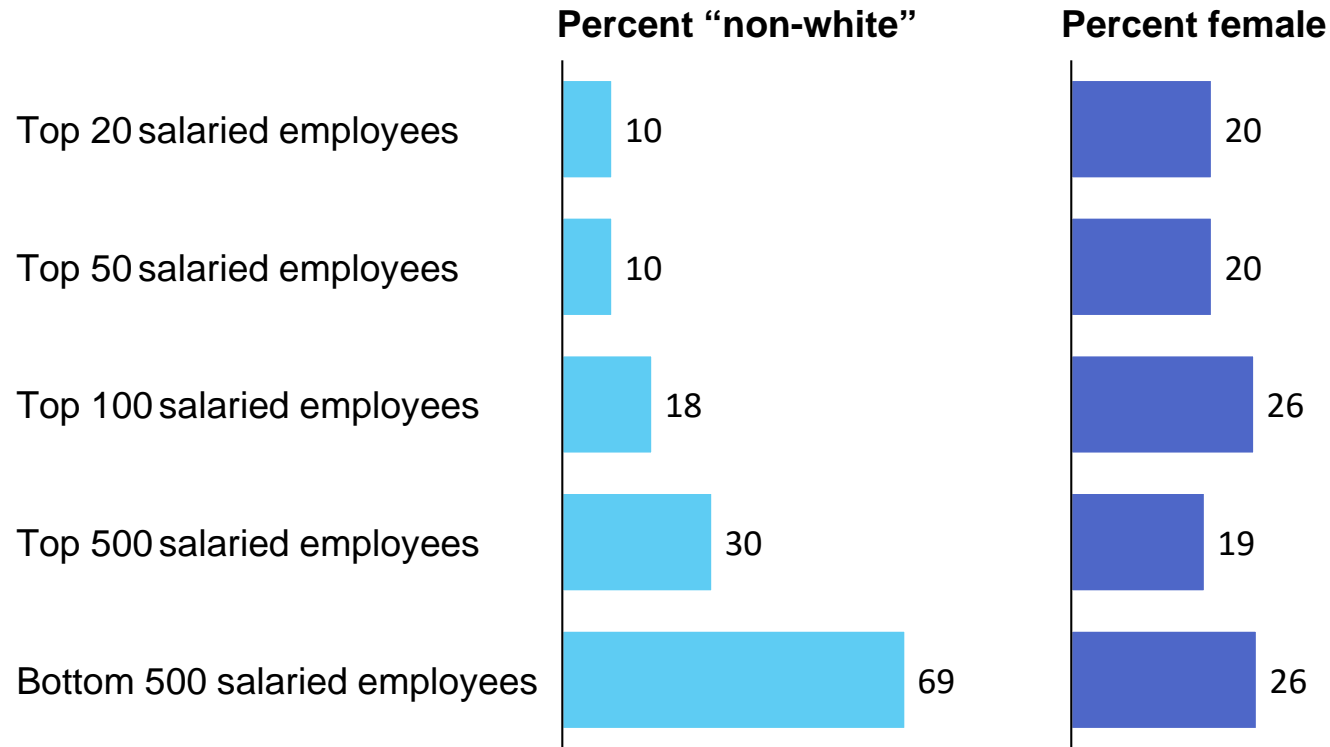
1. Excludes "Unreported" genders from the analysis entirely, but otherwise includes "not specified" racial statuses; this accounts for differences in total employee numbers with previous pages.



Diversity is lower among top earners¹

Diversity in ethnicity / race and gender by salary band¹

% of each salary band that is either non-white or female



- Data shows that diversity varies across salary bands, particularly for ethnicity / racial diversity, where the highest earners are markedly less diverse than the lowest
- Gender diversity is more consistent than racial diversity across income bands
- HR and ODCR can consider this fact base as an area to focus on for recruiting

1. Data includes salaries only; excludes any impact from overtime; data also excludes employees who did not report an ethnicity or a gender

