

MBTA Review

Topic: Workforce



March 19, 2015



Case Study: Collective Bargaining, Rollover, Retros, and the GIC

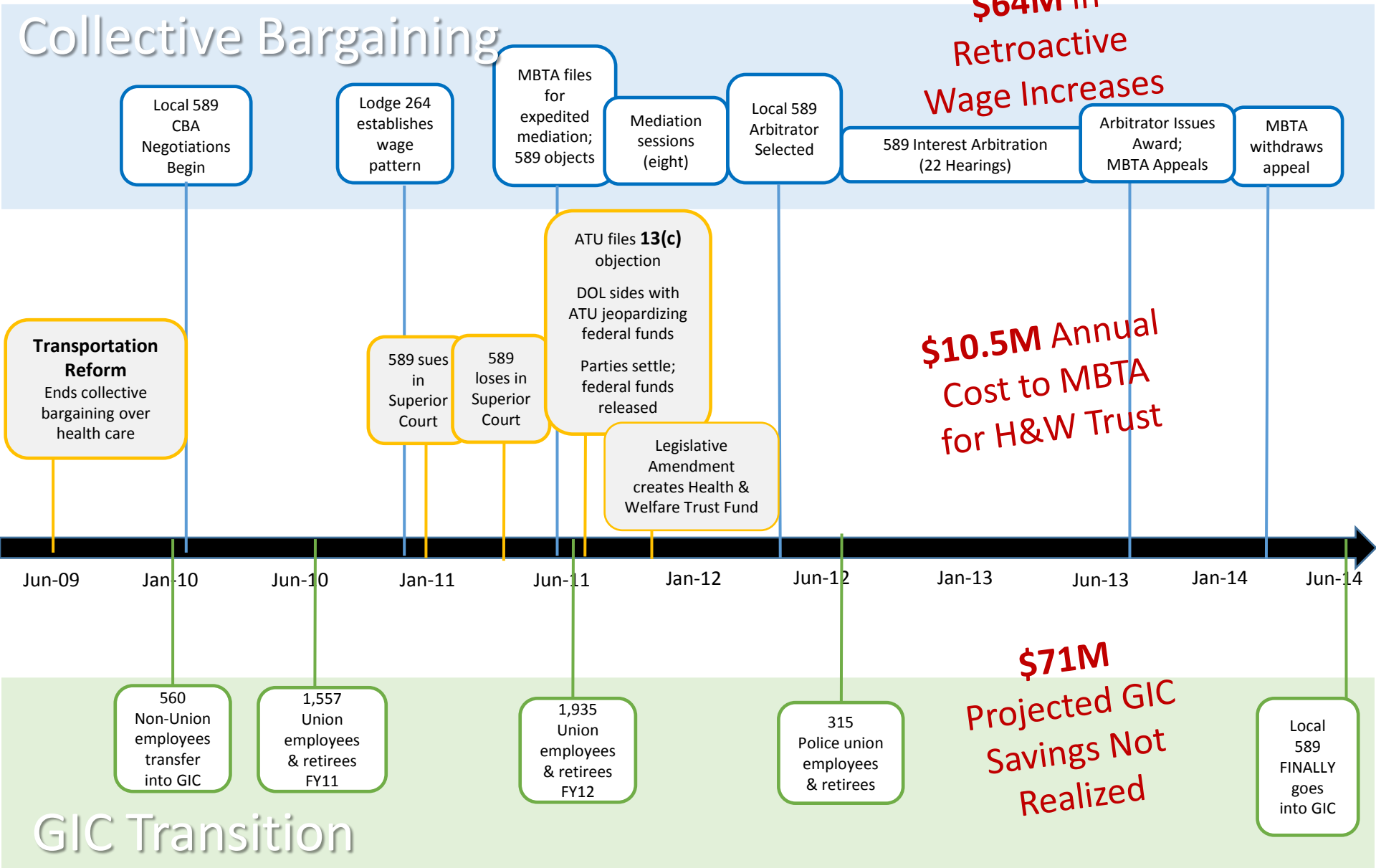


Collective Bargaining

\$64M in Retroactive Wage Increases

\$10.5M Annual Cost to MBTA for H&W Trust

\$71M Projected GIC Savings Not Realized



Local 589 CBA Negotiations Begin

Lodge 264 establishes wage pattern

MBTA files for expedited mediation; 589 objects

Mediation sessions (eight)

Local 589 Arbitrator Selected

589 Interest Arbitration (22 Hearings)

Arbitrator Issues Award; MBTA Appeals

MBTA withdraws appeal

Transportation Reform
Ends collective bargaining over health care

589 sues in Superior Court

589 loses in Superior Court

ATU files 13(c) objection
DOL sides with ATU jeopardizing federal funds
Parties settle; federal funds released

Legislative Amendment creates Health & Welfare Trust Fund

Jun-09 Jan-10 Jun-10 Jan-11 Jun-11 Jan-12 Jun-12 Jan-13 Jun-13 Jan-14 Jun-14

560 Non-Union employees transfer into GIC

1,557 Union employees & retirees FY11

1,935 Union employees & retirees FY12

315 Police union employees & retirees

Local 589 FINALLY goes into GIC

GIC Transition

Employee Availability



Defined as: *The expectation that each member of the MBTA team will be in place, on time and available to work on a predictable basis.*

Absenteeism: *Any reason that prevents an employee from being able to perform their assigned job duties at their normally scheduled work period.*

Recording: *Since 2014 the Authority has moved from manual or spreadsheet entry to a integrated data warehouse to improve reporting*

FY14 Days per Employee	Trans Supv	F/T Bus Operators	F/T Motor Persons	Maint Supv	Machinists	Maint Support	ALL MBTA
Avg # of Emp	430.6	1296.3	247.5	310.7	350.2	172.7	6275.2
% of Employee	45% of MBTA Employees						100%
Maximum Work Days	261	261	261	261	261	261	261
Contract/ Benefit Leaves	35	31	34	33	35	31	30
Baseline	226	230	227	228	227	230	231
FMLA	9.3	13.9	12.0	4.8	2.8	5.2	7.6
SICK	4.8	9.5	5.9	4.6	4.6	4.6	6.3
WorkComp	1.3	4.3	3.4	2.9	9.1	5.8	3.7
Other Scheduled / Unschduled Absences	9.2	9.6	13.0	6.6	2.4	4.6	9.5
Available	201.11	192.89	192.90	209.16	207.56	209.52	203.74



Workforce & Retirement Eligibility

(as of January 1, 2015)



➤ 6,342 (MBTA) Employees

- 1,069 Eligible to Retire Today.....(17%)
- +505 Eligible to Retire in 3 Years.....**1,574 (25%)**
- +393 Eligible to Retire in 5 Years.....**1,967 (31%)**

➤ 1,143 Managers (All Levels)

- 313 Eligible to Retire Today (**27%**)
- +142 Eligible to Retire in 3 Years**455 (40%)**
- +70 Eligible to Retire in 5 Years**525 (46%)**

➤ Average Age of Current Workforce Is 46.7 years

- Significantly Higher than the National Average

➤ Based on 9 years of historical data, 48% of all MBTA non-disability retirements occur within 1 year of reaching eligibility

- 62% within 2 years of reaching eligibility
- 68% within 3 years of reaching eligibility
- 74% within 4 years of reaching eligibility
- 78% within 5 years of reaching eligibility



HR BY THE NUMBERS

Management # Employees	Jan 1, 2005	Jan 1, 2015
Unaffiliated	243	194
Affiliated Management	847	996
Affiliated Non-Management	5,130	5,152
Total	6,220	6,342

Part/Full-Time # Employees	Jan 1, 2005	Jan 1, 2015
Part-Time	568	550
Full-Time	5,652	5,792
Total	6,220	6,342

Regular/Temp # Employees	Jan 1, 2005	Jan 1, 2015
Regular	6,181	6,329
Temporary	39	13
Total	6,220	6,342

Average Age & Tenure	Jan 1, 2005	Jan 1, 2015
Age	45	47
Tenure	12	11

Average Salary	Jan 1, 2005	Jan 1, 2015
Unaffiliated	\$74,171	\$96,221
Affiliated Management	\$63,817	\$84,860
Affiliated Non-Management	\$51,834	\$69,229
Total	\$54,338	\$72,509

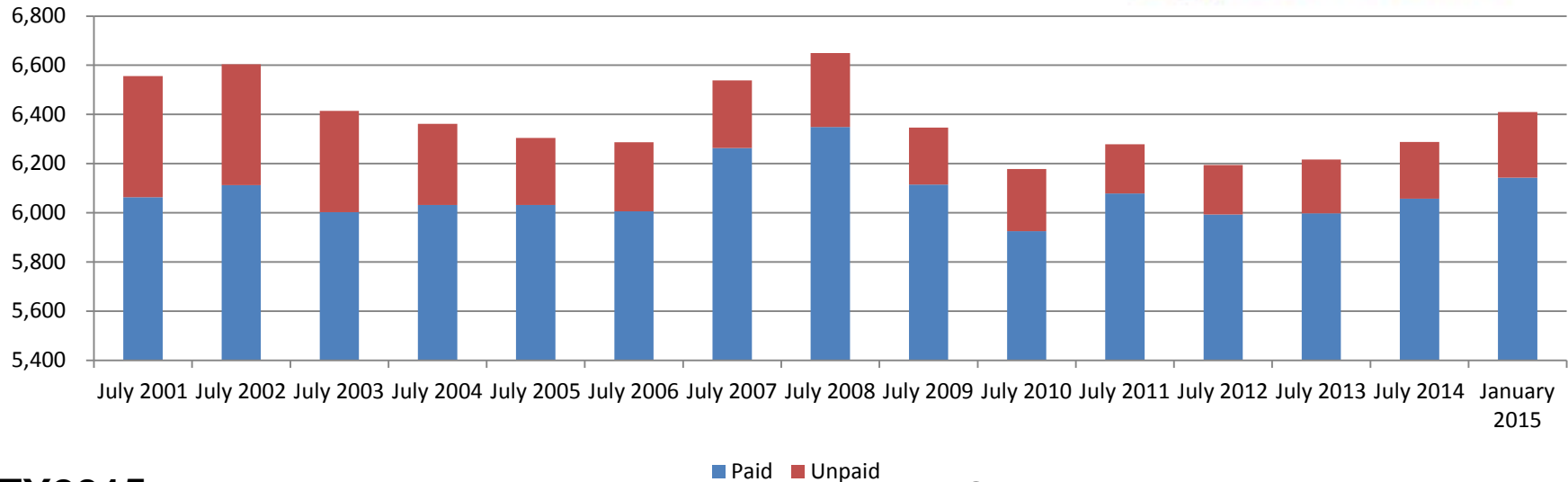
Retirement Eligibility	Jan 1, 2005	Jan 1, 2015
Management	207	313
Non-Management	555	756
Total	762	1,069

Annual Turnover	CY 2008	CY 2014
Voluntary Turnover	7.53%	4.59%
Involuntary Turnover	1.51%	0.95%
Total Turnover	9.04%	5.55%

Average Days Absent	CY 2013	CY 2014
All Employees	20.91	20.13
Not Including Employees Out 30+ Days	8.10	7.68



Vacancies



FY2015

Budgeted Headcount = 6603

Actual Headcount = 6460

Budgeted Vacancies = 143

In place vacancies may be higher based on sector budgets, and attrition and labor agreements.

Challenges

- **Fiscal Capacity**
- **Departmental Needs**
- **Service Priorities**
- **Legal Commitments**
- **Succession Planning**
- **Time to Hire**
- **Competitive Wages**



MBTA Workforce Initiatives



➤ Strategic HR Planning and Development

➤ Workforce Development & Training

- Standards-Based Training - Career Ladders/Apprenticeships, MassDOT U
- Mentoring & Management Development
 - “Lifting As We Climb”

➤ Partnerships & “Shared Solutions”

- **Super Maxx**- Transit Management Leadership Program
 - (NY MTA; SEPTA; TTC; NJT; CTDOT; MBTA)
- **TransStem** Gateway Pilot (Madison Park High School/RCC)
 - School & Work-Based Learning Programs
- **GLX “WIN”** Program & Springfield Facility
 - FTA Grant Application (Railcar Repairer, Machinist & Fueler)



Integration: Services & Factors



Mass General Laws

Human Resources Division/EOANF

Executive Branch vs. Authority

External Approval Processes

Comptrollers Office

Civil Service

State ITD

MassDOT

MBTA

State Retirement Board

- HR Services
- Classification/ Compensation
- Staffing
- HRIS/Processing
- Leave/Benefits
- Policies
- General Services
- Payroll

Shared Services

- Employee Relations
- Employee Programs
- MassDOT University
- GIC
- Joint Recruitment
- Drug & Alcohol Testing
- Workers' Compensation

- HR Services
- Classification/ Compensation
- Staffing
- HRIS/Processing
- Leave/Benefits
- Policies
- Occupational Health

MBTA Private Retirement Fund

IT Systems & Infrastructure

Internal guidelines and procedures

Integrated Service Agreements & Sharing of Costs



Collective Bargaining

FTA/FHWA & Regulatory Oversight

Signatory requirements

Workforce Takeaways



- **MassDOT-wide Business Risk Assessments**
 - 7 of Top 20 MBTA Risks Are Workforce Related
 - No Comprehensive “People Plan”

- **Recruitment & Retention**
 - Aging Workforce & Employee Retirements
 - Critical “Scarce Skills” Transit Specialty Areas
 - Urgent Need For Frontline Operations & Maintenance Pipeline
 - Succession Planning (All Management Levels)
 - Multi-year Staffing Levels & Plans

- **Define a Clearer HR Strategy that is linked to Broader Business Strategy and Service Quality**

- **Develop a Multi-year Workforce Plan in Order to Accurately Identify and Forecast Talent Needs**

- **Develop competitive wages when compared to the private sector for certain programs and titles, including vehicle maintenance and engineering programs**

- **Technology Enablement & Implementation**
 - Continued development towards integrated HR information management

