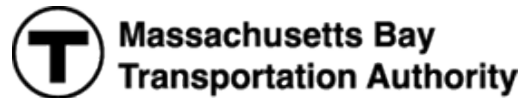


# 2015 Strategic Initiative Program: Improve Employee Availability

Meeting With the Interim General Manager  
March 9, 2015



# What is Employee Availability?

- **Definition:**

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

January 2015						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

May 2015						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September 2015						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

February 2015						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

June 2015						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October 2015						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

March 2015						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

July 2015						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November 2015						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

April 2015						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

August 2015						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

December 2015						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

*Perfect Availability is the maximum amount of days an employee comes to work on scheduled days with no absenteeism:*

- No Sick
- No Vacations
- No Holidays
- No Other Absences, paid or unpaid

# Absence Type & Examples

- **Contractually Provided**

- Vacation
- Sick Paid
- Holidays (as applicable)
- Personal (as applicable)
- Jury Duty
- Court Ordered
- Military
- Bereavement

- **Excused Leaves**

- FMLA
- ADA
- SNLA
- MMLA
- Worker's Comp
- Suspended
- Disqualified

- **Unexcused Leaves**

- Reported Injury
- Sick Unpaid
- Miss/Lateness
- AWOL

# How is it measured?

- **Start** with the employee's potential days in a given month or year
  - *Total days less days off*
- **Count** the amount of time absent by reason
- Then **subtract** from the potential days
- The **result** is the amount of time an employee was ready and available to work
  - *Measured in days per employee*



What is considered  
**baseline** “contractual”  
Employee Availability?

365 days  
-104 days off  
=**261 potential days**

*Less:*  
20 days vacation (*4 weeks*)  
12 holidays  
12 paid sick days  
1 paid personal day

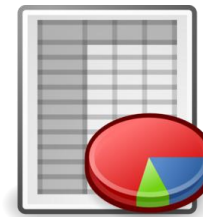
=**216 days per  
employee**

# Employee Availability: Reporting Evolution

- **Scarce or None (before 2012)**
  - Manual compilation from Off-duty Cards, Timekeeping Reports



- **Spreadsheet Tabulation (2012 – 2014)**
  - Manual extracts from multiple sources

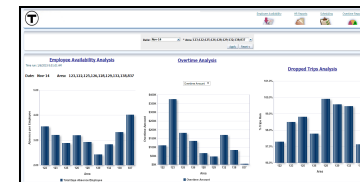


- **Data Warehouse Development (April 2014)**

- **Employee Availability Reporting (Oct 2014)**



- **Dashboard End User Training (Nov-Dec 2014)**



# Employee Availability: Reporting Structure

- **MBTA**

↳ 8 Employee Groups with 29 Individual Job Categories\*

1A-1F: Executives/ Managers

1G: Administrative Supervisors

**1H: Transportation Supervisors**

**1I-1J: Maintenance Supervisors**

2A-C: Professionals

3A-C: Technicians

4A: Protective Service

5A: Paraprofessionals

6A-B: Office/Clerical

**7A: Mechanics & Repairer**

7B: Steel and Construction Trades

7C: Electrical Trades

**8A: Surface Operators (FT & PT)**

**8B-C: Motorpersons, Streetcar (FT & PT)**

**Motorpersons & Train Attendants**

8D: Customer Service Agents

8E: Track Positions

**8F: Maintenance and System Support**

↳ **Job Title**

↳ **Union/Non-Union**

↳ **Work Area/Location**

↳ **Employee**

\*Based on EEO-4 Categories. These job groups are subdivided below the Job Group level; multiple Availability groupings exist within the Job Group

# MBTA360: The Dashboard Today



[Employee Availability](#)

[HR Reports](#)

[Scheduling](#)

[Overtime Reports](#)

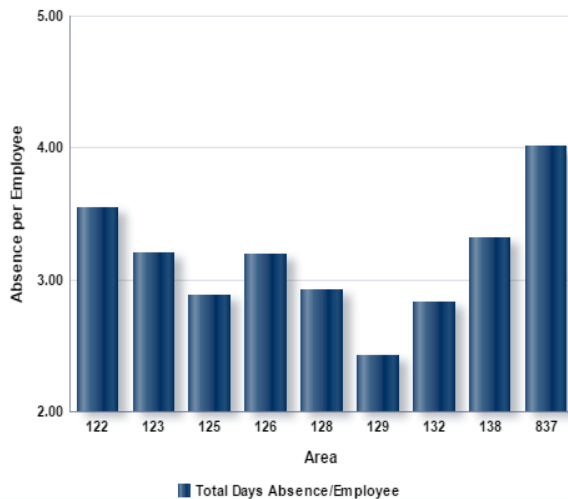


Date:  \* Area

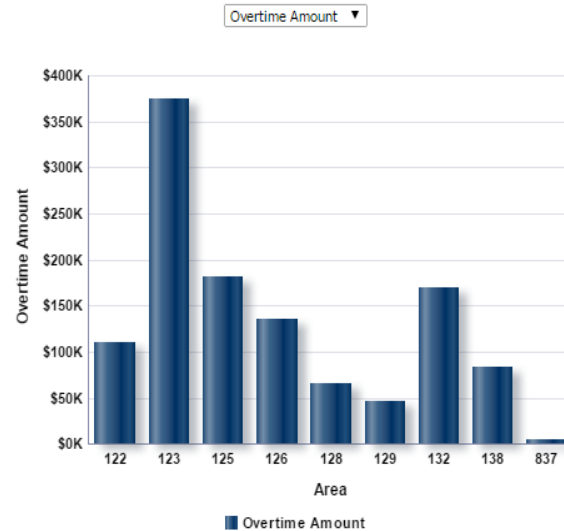
## Employee Availability Analysis

Time run: 1/6/2015 8:51:01 AM

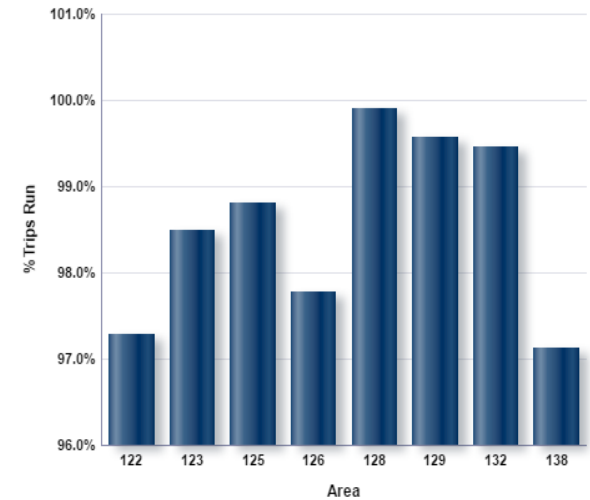
Date: Nov-14 Area: 123,122,125,126,128,129,132,138,837



## Overtime Analysis



## Dropped Trips Analysis



# FY2014 Employee Availability

## With Major Absence Categories

45% of MBTA Employees	Trans Supv (1H)	F/T Bus Operators (8A)	F/T Motor Persons (8B-C)	Maint Supv (1I-J)	Machinists (7A)	Maint Support (8F)	ALL MBTA
Avg # of Emp	430.6	1296.3	247.5	310.7	350.2	172.7	6275.2
Days per Employee	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 / Unscheduled 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

Contract / Benefit Leaves include Vacation (by CBA by seniority), Holiday (12), Personal (1), Paid Sick (1/month) ;

Other Scheduled & Unscheduled Absences include Jury Duty, Military Leave, Required Training, Maternity/Paternity, Union Business, Suspension, Court Ordered Appearance, Small Necessities Leave Act, ADA, AWOL, Other Excused & Unexcused absences



# What Do We Do With the Data?

## Policy Change

- Data now supports change
- Specific Areas Identified
  - Organizational
  - Topical
- Absenteeism Control
  - Short-term Actions
  - Long-term Actions
- CBA recommendations and effectiveness verification
- Decisions based on data rather than opinion
- Predictive Analytics for Preventive Actions

## Process Change

- **FMLA Leave Management**
- Apply “Worker’s Comp Case Management” process to other absenteeism categories
- Reduce # of earning codes
- Sample Process Improvements\*:
  - Payroll Adjustment e-form
  - Lost Trips Entry Mobile App
  - Automate Car Count Notification
  - AM/PM Peak Performance
- Timekeeping Training

*\* Requires funding for development*

# Process Change: FY16 Transportation Budgeting

- **Methodology: ZERO BASE BUDGET**
- **Input:** Annual Service Schedules
- **Input:** Employee Availability for Sufficient Contractual Leave Coverage
  - Vacation (projected liability),
  - Holiday @ 12 days,
  - Paid Sick @1 day/month accrual,
  - Personal @ 1 day
- **Benefit:** Avoid beginning the Fiscal Year with a built-in deficit due to insufficient headcount needed to operate the service plan.
- **Benefit:** Provides a method for quantifying full cost/savings of service changes implemented throughout the year

# Impact to Budget

- **The Real Cost of Absence**

- 1) If Paid absence (i.e. sick),

Employee Payment = 8 hours x Pay rate

$$B/O = 8 \times \$34.14 = \$273.12$$

- 2) If a qualifying title that requires coverage

Coverage Payment = 8 + 4 hours OT bonus

= 12 hours x Pay rate

+ 8% (OT fringe rate)

$$= 12 \times \$34.14 = \$442.45$$

- **Net Cost = \$715.57** *for each employee absence per day*

*(If Unpaid absences, then cost is offset by REG pay under-run. Net Cost = \$442.45)*

# FMLA - National Trends

## Dept of Labor (DOL) Reports (2013)†:

**24% of FMLA Leave is Intermittent (<2% for a day or less)**

**<3% of covered worksites report suspicion of misuse (<2% confirmed)**

**U.S. Department of Labor (USDOL, 2007) identified the transit industry as being among the most affected by FMLA regulations on *unscheduled intermittent leaves associated with serious medical conditions.***

†DOL 2013 Survey Fact Sheet

### Government Sector\*

- ❖ 36% of employee population on FMLA leave
- ❖ 11.1 days per employee per year on Intermittent leave
- ❖ 41% of leave time is intermittent
- ❖ 57% of leave time is continuous
- ❖ 25.1 days per claim is Avg Length of Time of Continuous Leave
- ❖ 23.6 days per employee is Avg Time off on FMLA

### **MBTA Current State**

1,800+ certifications

=30% of Workforce

30-40 requests/day

96% intermittency

14% Denial Rate (FY14)

Avg Time Off on FMLA (FY14:  
7.5 days/emp - All, 13 - F/T  
Trans, 4.3 - P/T

# FMLA - Industry Trends

## **Maryland TA\*\***

*CY09 to CY13 +155%, CY13 - 7.7 FMLA days/employee @ 1221 Bus Trans*

## **Madison, WI (Metro Transit)‡**

*2009 +40% FMLA in 1 year, impacting high OT expenses*

## **Chicago TA†**

*Average of 19 days (all) unscheduled absences @ 7,882 Bus & Rail  
(2.5x greater than privates)*

At one garage, 1/3 of workforce is approved for FMLA has the highest cancelled run rate (lost trips).

## **NYCT-Bus††**

*CY13 – 8.6 FMLA days/employee @ 9,994 Bus Operators  
(includes NYCT Imposed FMLA for Long Term Comp & Sick)*

## **MBTA!!**

*FY13 – 12.6 FMLA days/employee @ 1293 FT Surface Operators (7.3 All MBTA)  
FY13 - 29 days (all) unscheduled absences @ 1293 FT Surface Operators (18.7 All MBTA)*

\*\* MDOT-MTA StateStat Mtg 4/7/14      ‡ 2009 Metro Transit Annual Report

† Chicago Tribune 10/4/11      !! SBII Employee Availability Reports      †† NYCT Unified Timekeeping Sys (UTS)

# Addressing the Business Problem

- **Roadmap to Capable Program Management**
  - **Software System & Hardware Upgrade**  
**Purpose:** *Bring IT Support Systems to Program Support Capability*
  - **HR Absence Policy Director**  
**Role:** *Point person for Field Supervisors & Case Managers*
  - **RFP for HR Consultants**  
**Purpose:** *Bring MBTA to Capability of a Scalable and Proficient Level Meeting the Needs of our Employees*



# Massachusetts Bay Transportation Authority

**Daily Ops  
KPI's**

**Events &  
Weather**

**Budget  
\$\$  
Adherence**



**Employee  
Availability**

**Lost  
Service  
Detail**

**Overtime  
Expenses**

## DASHBOARD TOMORROW

