



Massachusetts Bay Transportation Authority

Recruitment and Retention



Today's Discussion

1. Proposal for a Recruitment and Retention Fund
2. Proposal for a “Secondment” program
3. Next Steps



Recruitment and Retention

Understanding the critical role the MBTA plays in the economy of greater Boston and Massachusetts, local business leaders have offered to help the MBTA overcome its HR Challenges:

- Attracting high talent individuals in specialized roles
- Retaining in-demand and experienced staff over time



Recruitment and Retention

Working with business leaders in the region, staff has conceptualized a “Recruitment and Retention Fund” to provide a way for the business community to support this effort.

- A separate fund, with a specified fund manager, is created.
 - can accept donations from private persons and entities
 - could be used to help recruit, train, and retrain our workforce
 - must be part of a holistic recruitment-to-retention focus on improving employee experience across the agency, which will lead to more successful recruitment and higher retention rate for in-demand employees



Recruitment and Retention Fund Details

- Overseen by a Fund Manager appointed by the CFO who would have the final approval on expenditures from the fund
 - The Fund Manager must have “no dealings with any individuals, vendors or other entities making donations, and no personal relationship with any candidate who may be receiving a benefit from the Fund”
- Fund donations and expenditures would be publicly disclosed and reported
- Employees may not take into account a person’s status as a donor to confer a financial or business advantage in dealings with MBTA/MassDOT
- No MBTA or MassDOT employee may solicit for donations to the fund, however the Fund would be publicized



“Secondment”

Private sector leaders have suggested they would support the T through the use of loaned, or “seconded” employees.

The T has had positive experience with private sector leaders through fellowships (the Harvard Business School 1-year program). Secondment would expand the use of talent not otherwise available to the Authority.

- Seconded employees:
 - would have to abide by all the pertinent ethics rules, particularly concerning conflict of interest
 - would not be allowed to work on items of direct interest to their regular employer
 - would continue to be paid by their regular employer and not accrue any creditable time in the MBTA system
 - would not be used to supplant, just supplement existing employees – this is not a strategy for reducing MBTA headcount, but instead for bringing in new talent for a short period



Next Steps

Recruitment and Retention

- The Board has received a draft policy that could be issued by the General Manager.
- Staff recommends a coordinating group (with a board member and MBTA leadership, as well as subject matter experts) be set up to develop metrics and goals.
- Programming would follow.

Secondment

- Secondment requires a regulation be promulgated by the Board.
- Process takes a minimum of 35 days and provides the public with opportunity to comment on the proposal.