

Human Resources Update

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Capital Program Delivery Workforce

Historic Capital Program Investments Drive Demand

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~\$18.5B transportation investments in MassDOT
FY26-30 Capital Investment Plan

Increased volume and complexity of
infrastructure projects

Delivery depends on:

- Engineers
- Inspectors
- Project Managers
- Highway workforce

Workforce capacity must scale with capital
investment



Capital Program Delivery Workforce

Building Capacity

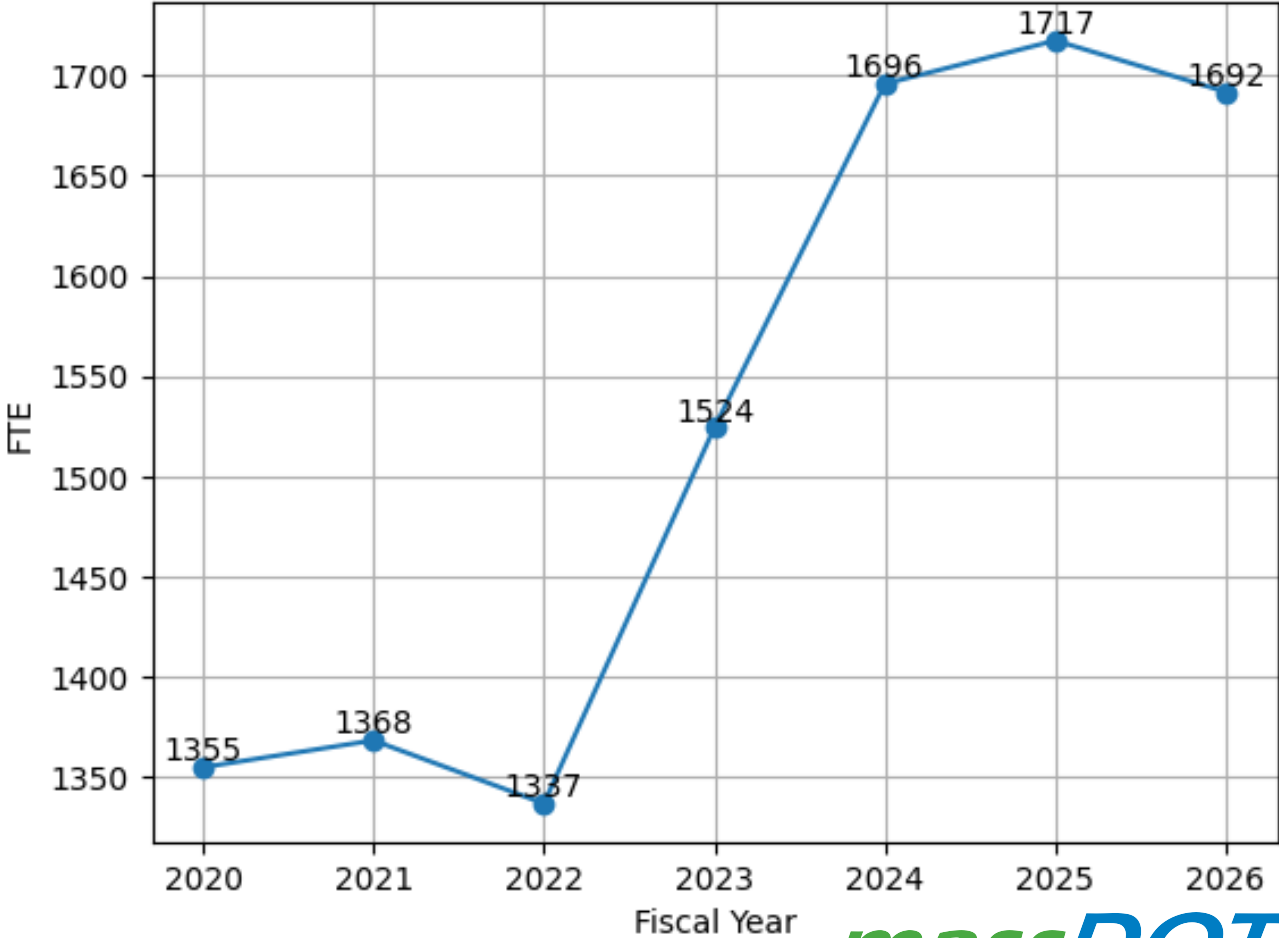
December 1, 2025, through March 23, 2026:

- 50 Total Hires
- 83 Promotions

Civil Engineering Pipeline:

- 14 Engineers Onboarding May-June 2026
- 34 Engineers Onboarding June-September 2026

Capital Delivery Workforce (FTE) by Fiscal Year



Capital Program Delivery Workforce

Strategic Alignment – Prioritizing Capital Delivery Roles

MassDOT's hiring strategy is to address the most critical gaps in capital program delivery. Rather than a broad, reactive approach, HR in partnership with business lines, has focused recruitment resources on the roles that most directly enable project delivery.

- Targeted Hiring
Focused recruitment for Civil Engineers, Bridge and Construction Inspectors, and Highway Maintenance Workers statewide
- Continuous Recruitment Pipelines
Ongoing outreach and pipeline management to ensure a steady flow of qualified candidates, reducing time-to-fill for critical vacancies
- Internal Promotions
Accelerating readiness by advancing high-performing internal candidates into expanded roles, reducing external dependency
- Strategic Workforce Alignment
Coordinating hiring and staffing decisions to meet capital delivery priorities, while sustaining essential operations

Building the Future Workforce

MassDOT Intern Program

Pipeline for Civil Engineers

7

122

2025 Engineering Internship Program

Includes 91 interns eligible to be considered for early employment offers.

39

Early Offers Accepted

Interns who have accepted full-time CE I positions before graduation.

34

Onboarding Summer 2026

Projected new hires joining MassDOT between July and August 2026.

2026 Engineering Internship Program — 125

Largest intern cohort in MassDOT's recent history drawn from universities across the Commonwealth.

The intern program is our most impactful pipeline into Civil Engineering roles.

Proposed: Education to Transportation Opportunities

FY26 Fair Share Supplemental Budget Proposal Invests in Attracting & Retaining Talent

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Engineering Incentive Programs

- Civil Engineer Early Offer Education Incentive
- GCI to CE Education Incentive
- CE Rotational Program for broad exposure
- Bridge Inspector Certifications

Professional Certifications & Skills

- Commercial Driver's License (CDL) Training
- Right of Way Licenses
- Lean Six Sigma
- OSHA Safety Training
- Change Management Training

Internal Pathway Development

- GCI → CE internal promotion pathway
- Civil Engineering pipeline expansion
- Rotational programs across units

Goal: Strengthen MassDOT's ability to deliver the capital program by building a sustainable transportation workforce pipeline.

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Workforce Engagement & Development Programs

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Alumni Program

- ~200 enrolled alumni across employees, retirees, and interns
- Portal launched (Jan 2026) to strengthen ongoing engagement and talent connectivity
- Establishing a long-term pipeline for re-engagement and institutional knowledge retention

CollabXchange (Year 2)

- Monthly forums for managers/supervisors to discuss operational and leadership topics
- Year 1: 10 sessions | ~100 attendees/session
- Featured internal and external leaders; driving cross-divisional dialogue and issue visibility

Mentorship Program (5-Year Milestone)

- 10th cohort launching April 2026
- 500+ mentoring pairs (1,000 employees) since 2020
- Core platform for career development, knowledge transfer, and leadership pipeline building



MassDOT Mentorship Program

Celebrating 5 years of Building Futures

massDOT
Massachusetts Department of Transportation

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Collective Bargaining

Collective Bargaining Overview:

MassDOT maintains **Collective Bargaining Agreements (CBAs)** with **five bargaining units**:

- Unit A (Administrative & Clerical)
- Unit B (Service & Maintenance)
- Unit C (Building Trades & Crafts)
- Unit D (Professional Administrative)
- Unit E (Engineering & Science)

Current contract term: **July 1, 2024 – June 30, 2027.**

Successor Negotiations Planning (Starting June 2026):

- **Successor negotiations** anticipated to begin in early 2027
- **Planning phase** begins: **June 2026** to ensure readiness

Thank You



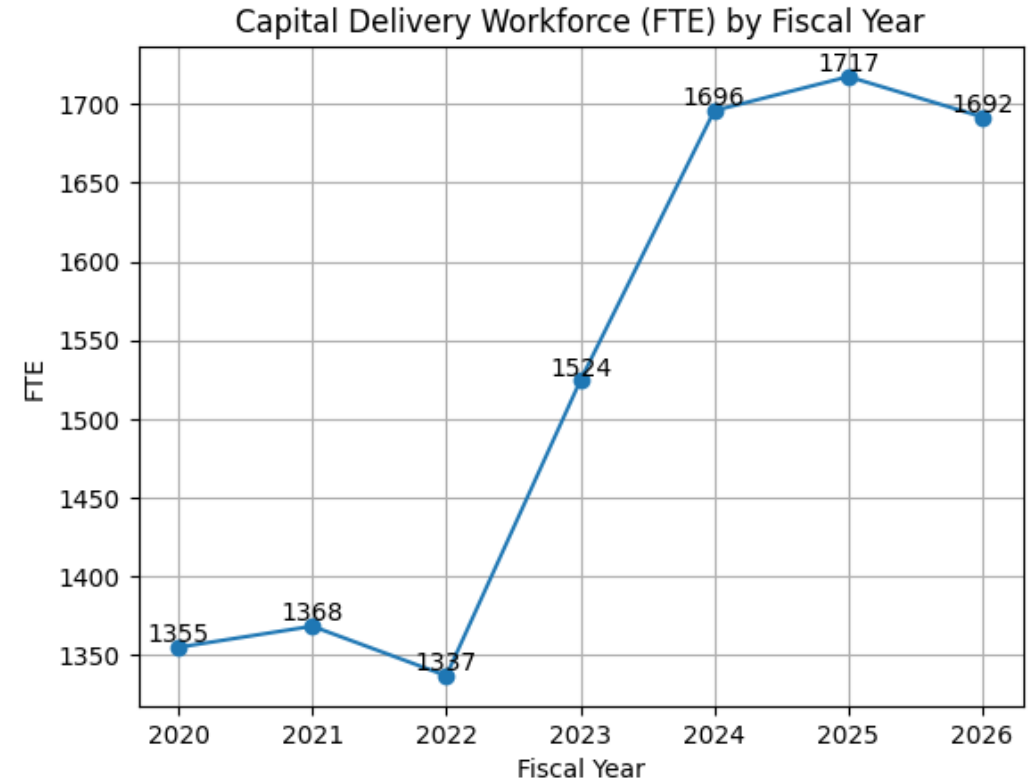
Appendix

Capital Program Delivery Workforce

Building Capacity

Capital Delivery Workforce totals include the following job classifications at MassDOT.

- Civil Engineer I –VI
- MassDOT Bridge Inspector I –IV
- Environmental Analyst I–VI
- Environmental Engineer II–VI
- MassDOT Construction Coordinator I – III
- Transportation Program Planner II–V
- Genl Construction Inspector I – II
- MassDOT Senior Supervisor Engineer
- MassDOT Highway System Inspector III–IV
- Highway Traffic Inspector II–IV
- Federal Aid Coordinator II, IV–V
- Landscape Architect I–II
- Engineering Aide II
- Electrical Engineer I, III–VI
- Mechanical Engineer Highway–Structures III–V
- Mechanical Engineer IV
- *Engineering Manager VII – XI



*Engineering Managers incorporated into totals beginning in FY2023. Workforce growth from FY2023 reflects Bipartisan Infrastructure Law (BIL)–funded hiring.