




INTERNAL REVIEW

Metro's Railcar Maintenance Major Repair and Overhaul

In response to the internal review report for Railcar Maintenance Major Repair and Overhaul dated July 17 2017, QICO has coordinated with Operations and Engineering departments to develop 3 comprehensive CAPs. Each CAP outlines the findings, requirements and recommendations addressed, and a detailed action plan outlining responsible parties and specific actionable items.

EXECUTIVE LEADERSHIP OF RESPONSIBLE PARTIES

Corrective Action Plan (CAP) Commitment



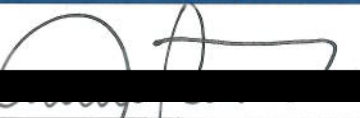
Joseph Leader
Chief Operating Officer (COO)

8/9/17

Date

WMATA INTERNAL OVERSIGHT

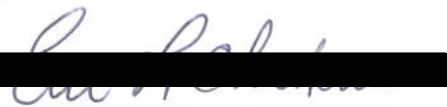
Corrective Action Plan (CAP) Acknowledgement



Angel Peña
Managing Director, Quality Assurance, Internal Compliance & Oversight (QICO)

08/09/17

Date



Eric Christensen
Chief, Internal Compliance (INCP)

8/10/17

Date



Paul J. Wiedefeld
General Manager & Chief Executive Officer (GM/CEO)

8/10/17

Date



CORRECTIVE ACTION PLAN

Purpose and Scope

On July 19, 2017 QICO issued a comprehensive report from an internal review into Railcar Maintenance Major Repair and Overhaul. This Corrective Action Plan (CAP) has been developed to address the findings and required action per QICO-MRO-17-01.

QICO Findings

QICO Recommendations

F-MRO-17-01: While the MRO strives to reduce costs and ensure part availability, material handling requires additional controls to improve reliability.

Evaluate current processes for handling, storing, and identifying the status of parts and materials, implement improvements to improve availability and reliability of parts.

Required Actions

QICO-MRO-17-01: Evaluate processes for handling, storing, and identifying the status of parts and materials, implement improvements to improve availability and reliability of parts and materials.

Risk Rating: Elevated

Plan Description

CMNT will evaluate and establish new SOP(s) for identification and storing of parts in the overhaul process.

Business Impact – Budget/Cost Estimate

- Process Improvement – A current process/procedure needs to be optimized to address the QICO Required Action. This type of initiative does not need additional resources because current manpower will be used to improve the process.

PLAN SCHEDULE

Actionable items		Description	Responsible Party*	Estimated Start	Estimated Completion
1	New SOP(s)	Establish SOP(s) for identification and storing of parts in the overhaul process.	Larry Skelton (CMNT)	08/01/17	11/01/17
2	Tool Box Meeting and SOP Acknowledgement	Present and discuss with MRO personnel new SOP(s), including employee signature acknowledgement of new SOP(s) in the meeting roster.	Larry Skelton (CMNT)	11/01/17	01/31/18
3	QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	01/31/18	03/07/18

*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION

Performance Measures

- Evidence of compliance with SOP(s) developed under actionable item #1.
- 95% of active MRO personnel provide signature for new SOP(s).



RESPONSIBLE PARTIES

CMNT

Larry Skelton

[Handwritten signature]
[Redacted]

SECOND LEVEL RESPONSIBILITY

Chief Mechanical Officer

John Doherty

[Handwritten signature]
[Redacted]

AGM, RAIL

Andy Off

[Handwritten signature]
[Redacted]



CORRECTIVE ACTION PLAN

Purpose and Scope

On July 19, 2017 QICO issued a comprehensive report from an internal review into Railcar Maintenance Major Repair and Overhaul. This Corrective Action Plan (CAP) has been developed to address the findings and required action per QICO-MRO-17-02.

QICO Finding

QICO Recommendation

F-MRO-17-02: MRO practices require additional documentation including, a comprehensive process flow, quality control plan, written procedures and repair/overhaul instructions.

Review the priority for each component requiring a repair procedure, develop a schedule based upon need and available resources.

Required Actions

QICO-MRO-17-02: Review the priority for each component requiring a repair procedure, develop a schedule based upon need and available resources.

Risk Rating: High ■

Plan Description

CMNT and CENV will develop the existing MRO Process Flow and procedures for overhaul of components. Procedures will include overhaul instructions and quality control plan.

Business Impact – Budget/Cost Estimate

- Process Improvement – A current process/procedure needs to be optimized to address the QICO Required Action. This type of initiative does not need additional resources because current manpower will be used to improve the process.

PLAN SCHEDULE

Actionable items		Description	Responsible Party*	Estimated Start	Estimated Completion
1	Develop MRO Process Flow	Develop a written process flow for MRO.	Larry Skelton (CMNT)	08/01/17	11/01/17
2	Process Implementation	Implementation of new MRO process flow. This will include presentation of the updated process to MRO personnel during tool box meetings and signature acknowledgement in the meeting roster.	Larry Skelton (CMNT)	11/01/17	01/31/18
3	Overhaul Procedure List	Develop a complete list of components that require a rebuild or overhaul procedure. This list will identify the top 30 items for initial procedure development.	Larry Skelton (CMNT)	08/01/17	11/01/17
4	Procedure Development Schedule	Establish a schedule to develop procedures for all components identified in the overhaul procedure list, presenting a strategy for completion.	Sachit Kakkar (CENV)	11/01/17	03/14/18
3	Rebuild/Overhaul Procedures	Develop procedures for overhaul of components, beginning with the top 30 items identified in coordination with CMNT. Procedures will include overhaul instructions and quality control plan.	Sachit Kakkar (CENV)	08/01/17	12/12/18



PLAN SCHEDULE

Actionable items	Description	Responsible Party*	Estimated Start	Estimated Completion
5 QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	12/12/18	01/23/19

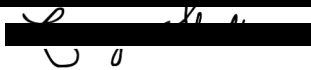
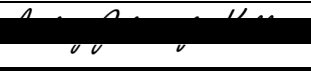
*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION



Performance Measures

- 95% of active MRO personnel provide signature for updated process flow.
- 100% of the top 30 components, identified in the overhaul procedure list under actionable item #3, have complete rebuild/overhaul procedure.
- Evidence with compliance with rebuild/overhaul procedures developed under actionable item #4.

RESPONSIBLE PARTIES

CMNT	Larry Skelton	
CENV	Sachit Kakkar	

SECOND LEVEL RESPONSIBILITY

Chief Mechanical Officer	John Doherty	
AGM, RAIL	Andy Off	



CORRECTIVE ACTION PLAN

Purpose and Scope

On July 19, 2017 QICO issued a comprehensive report from an internal review into Railcar Maintenance Major Repair and Overhaul. This Corrective Action Plan (CAP) has been developed to address the findings and required action per QICO-MRO-17-03.

QICO Findings

QICO Recommendation

F-MRO-17-03: Non-compliance with inspection requirements for some overhead and jib cranes and use of job-specific personal protective equipment (PPE).

Assess current safety practices, ensure all items that require a regular inspection are monitored for compliance.

F-MRO-17-04: First-aid kits located in MRO shop spaces are inconsistently inspected and maintained.

Required Action

QICO-MRO-17-03: Assess current safety practices, ensure all items that require a regular inspection are monitored for compliance.

Risk Rating: High ■

Plan Description

F-MRO-17-03: CMNT will review existing processes and develop new procedures for equipment usage including cranes. CMNT will either work with OPMS or a consultant to create a new equipment usage curriculum and train all employees

F-MRO-17-04: CMNT will work with procurement to secure a contractor to ensure that the first aid kits are inspected and maintained in accordance with OSHA requirements.

Business Impact – Budget/Cost Estimate

- Process Improvement – A current process/procedure needs to be optimized to address the QICO Required Action. This type of initiative does not need additional resources because current manpower will be used to improve the process.

PLAN SCHEDULE

Actionable items		Description	Responsible Party*	Estimated Start	Estimated Completion
1	New SOPs	Review existing processes and develop new procedures for equipment use, including cranes.	Larry Skelton (CMNT)	08/01/17	11/01/17
2	Equipment Usage-Training Curriculum	Develop training for employees on procedures and required PPE for use of overhead and jib cranes.	Larry Skelton (CMNT)	11/01/17	12/27/17
3	Training Schedule	Generate a schedule to train all MRO personnel on updated procedures and PPE.	Larry Skelton (CMNT)	11/01/17	12/27/17
4	Training – ELM Reports	Copies of the first 3 classes ELM reports	Larry Skelton (CMNT)	12/27/17	02/21/18
5	First Aid Kit Inventory	Complete list of first aid kits in MRO shop areas, including location and inspection responsibility.	Larry Skelton (CMNT)	11/01/17	12/27/17



PLAN SCHEDULE

Actionable items		Description	Responsible Party*	Estimated Start	Estimated Completion
6	Criteria and checklist for inspection of first aid kits.	Develop a criteria and checklist for inspection of first aid kits. Ensure first aid kits meet OSHA requirements. Develop inventory list for assigned kits.	Larry Skelton (CMNT)	12/27/17	02/21/18
7	Completed Checklists	Provide completed checklists for 3 months	Larry Skelton (CMNT)	02/21/18	04/24/18
8	QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	04/24/18	05/24/18

*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION

Performance Measures

- 95% of active MRO personnel trained according to schedule generated under actionable item #3.
- 100% of required first aid kits inventoried for inspection.
- Evidence of completed inspections of first aid kits using updated criteria under actionable item #6.

RESPONSIBLE PARTIES

CMNT	Larry Skelton	
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SECOND LEVEL RESPONSIBILITY

Chief Mechanical Officer	John Doherty	
AGM, RAIL	Andy Off	