



Safety and Operations Committee

Board Information Item III-A

**Mid Year Safety Management
System Update**

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☐ Action ☒ Information

Document
Number:
207807

Resolution:
☐ Yes ☒ No

Presentation Name:

Safety Management System (SMS) Semi-Annual Review

Project Manager:

Jayme Johnson

Project Department:

Safety and Readiness

Purpose/Key Highlights:

To keep Metro leadership informed and engaged on the strategy and progress associated with implementing the Safety Management System.

- Significant progress has been made implementing the Safety Management System.
- At mid-year, projects are on track and progressing well. One project is delayed, but a comprehensive, risk-based recovery plan is in place and progressing well.

Interested Parties:

MITRE is a federally funded, non-profit that specializes in applying data sciences to advance safety in the transportation industry. MITRE has been commissioned to assist Metro with the development and implementation of the Safety Culture Re-Assessment.

Background:

In 2016, the Federal Transit Administration (FTA) published 49 CFR Part 670 Public Transportation Safety Program, which states, “The FTA has adopted the principles and methods of Safety Management Systems (SMS) as the basis for enhancing the safety of public transportation in the United States.” (49 C.F.R. § 670.3). SMS is a comprehensive, collaborative approach that brings management and labor together to build on the transit industry’s existing safety foundation to continuously improve how safety risks are identified and assessed with mitigating actions taken before an accident or incident occurs.

Two years later, the FTA published 49 CFR Part 673 Public Transportation Agency Safety Plan (ASP), which requires transit operators that receive federal funds (under the FTA's Urbanized Area Formula Grants) to develop ASPs that specify how SMS will be implemented over the course of a three-year period. Metro's fourth ASP was approved by the Board on September 28, 2023, which included its Strategic Roadmap. The SMS Strategic Roadmap is organized around the four elements of SMS: Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion.

A requirement of the ASP is to establish safety performance targets utilizing data from the National Transit Database (NTD). Metro benchmarks its performance of these metrics with other agencies and reviews progress on an annual basis.

Discussion:

Metro's vision is to become the transit industry leader in safety. To realize this vision, Metro's mission is to develop and implement a world class safety Management System (SMS). Metro has developed a Strategic Roadmap, which is organized based on the four elements of SMS (Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion). The SMS Strategic Roadmap highlights the top priorities established to accomplish this mission. The ASP describes how those priorities will be achieved.

The following summarizes the progress made in the first half of CY2024 and next steps envisioned for the remainder of the year.

Safety Policy

2024 Mid-Year Achievements: Metro's 2024 Agency Safety Plan (ASP) was reviewed and approved, with sign off from the FTA, in December 2023, in compliance with the deadline required by 49 CFR Part 673 Public Transportation Agency Safety Plan. Metro is currently in the review cycle for the 2025 Agency Safety Plan.

2024 Next Steps: Building on prior year efforts, Metro plans to continue aligning policies with Just Culture principles for organization-wide implementation. Just Culture is a well-known and well-regarded management theory, whereby improved transparency and consistency builds trust between management and staff. In collaboration with People, Culture and Inclusion the Safety Policy team intends to integrate safety values and behaviors into leadership development programs and job descriptions. Metro is on track for all relevant job descriptions to include safety values and Just Culture principles by the end of this year.

Safety Risk Management

2024 Mid-Year Achievements: Led by the Bus team and supported by Safety, Metro launched a proactive plan of safety improvement strategies, focusing on improving operator behaviors and conducting more thorough and timely accident and incident investigations, as well as strengthening Safety Risk Management processes. This work is now in full swing, and its impact is being monitored. Safety's Office of

Occupational Safety and Health conducted a pilot of our new Job Hazard Analysis program in partnership with the Office of Elevators and Escalators Services. This program aims to identify and mitigate hazards specific to work being performed by our personnel and will be rolled out to all departments in a multi-year effort.

2024 Next Steps: The Safety Risk Management process plans to continue to expand across operations and infrastructure teams, with a strong emphasis on Safety Committees. Metro is on track to complete implementation in both departments by year-end, aligning with Metro's multi-year timeline. Safety Risk Coordinators are being recruited and hired to manage this process within each department, supported by training and resources from Safety. In the second half of the year, Metro intends to initiate the enhancement of the Fitness for Duty program, recognizing it as a critical risk reduction tactic.

Safety is collaborating with the newly established Unified Rules Compliance Program within operations to integrate safety aspects into their compliance activities and to develop a strategy for sharing the resulting data. Additionally, the implementation of the Job Hazard Analysis program is ongoing. Safety is currently completing a pilot with the Office of Elevators and Escalators and will incorporate lessons learned into a systemwide rollout over the next few years.

Progress continues in developing the improved Roadway Worker Protection (RWP) rules and the subsequent training program. While progress has been slower than hoped, Safety has completed a comprehensive hazard analysis, has drafted the rule changes to mitigate those hazards, and has a well-defined project plan to support the safe and effective implementation of these rule changes and training over the next 18 months. These changes should enhance Metro's process for protecting its roadway workers.

Safety Assurance

2024 Mid-Year Achievements: Metro is working to establish a single safety data reporting system, with the aim to automate safety metrics. Providing stakeholders with the ability to monitor the multiple data streams in one consistent output method will help improve the progress and performance of systems with a safety impact. Metro continued to partner with MITRE to improve its voluntary safety reporting program functionality, which includes improving employee engagement and consolidating existing programs.

2024 Next Steps: Safety intends to ensure effective data capture and analysis to verify Metro's safety mitigations. Safety plans to partner with the Performance and Benchmarking team and the Reliability Engineering and Asset Management teams to prevent risks from being overlooked.

Metro is enhancing data access and reporting capabilities to empower employees to identify and address potential risks. Safety plans to work with the Information Technology team to improve data access across all levels.

Transparency in data access and the voluntary safety reporting program are key. All employees are encouraged to report workplace risks and follow up on actions taken. Metro will continue collaborating with MITRE to consolidate risk reporting

mechanisms and provide feedback on reported issues, fostering confidence in our safety measures.

The Safety Management System is a shared responsibility, involving investigation of all safety events. Safety will lead operational and infrastructure departments through root cause analysis and develop mitigations, addressing risks at all levels to prevent escalation.

Metro is pursuing the Emergency Management Accreditation Program to assess and document its compliance with national standards before and after emergencies. This two-year process, similar to ISO certification, will include third-party review and feedback on Metro's response plans.

Safety Promotion

2024 Mid-Year Achievements: Metro launched Safety Management System (SMS) Training across the authority to reinforce the safety culture.

2024 Next Steps: To promote a positive safety culture, Metro plans to launch an enhanced recognition program to highlight hazard mitigation efforts from employee-driven reports. This will help shift perceptions from punitive to proactive, encouraging a collaborative environment where everyone feels comfortable reporting hazards.

Safety Promotion is partnering with MITRE to assess safety culture activities post-Safety Management System implementation. While achieving significant participation from frontline teams is challenging, this will help Metro compare safety initiatives over time, understand what works, and identify areas needing more focus by engaging frontline expertise.

In collaboration with the Office of Occupational Health and Wellness, Safety plans to support the development of an Employee Stress Management Plan for Critical Incidents to help ensure Metro employees meet psychological standards for safety-sensitive duties.

Funding Impact:

The implementation of SMS as through the identified milestones is accounted for in the budget.

Previous Actions:

As documented in the ASP.

Next Steps:

Organizational implementation of SMS is planned as a multi-year process. No change to the timeline is proposed.

Recommendation:

Information Only

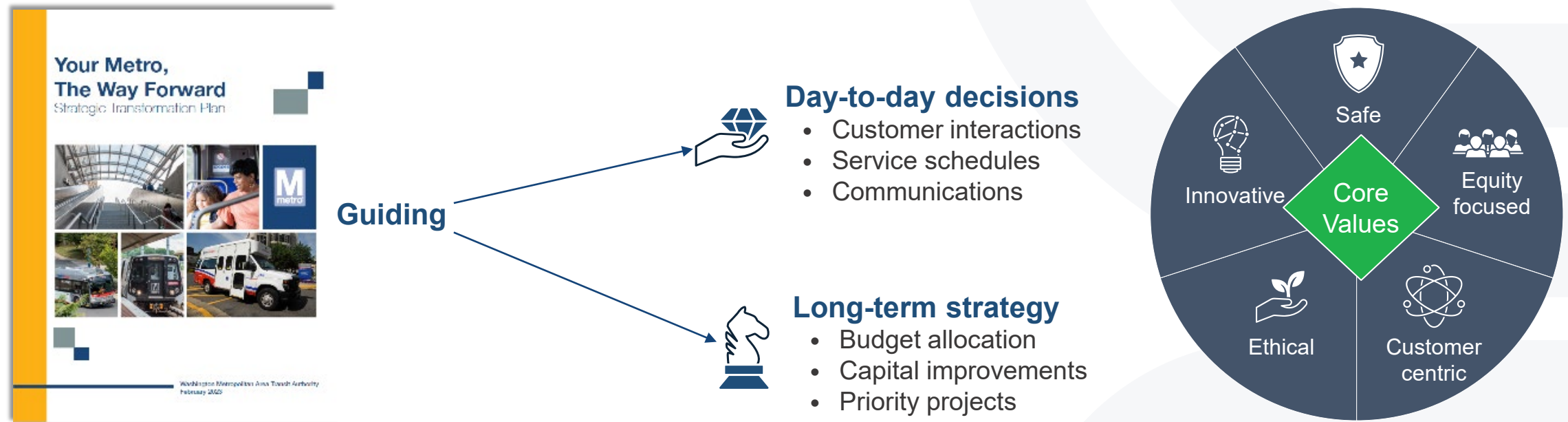
Mid Year Safety Management System Progress

Safety & Operations Committee



Strategic Transformation Plan: Guides long term strategy and day-to-day decision making of Metro over the next five + years

July 11, 2024



Goals — Our priorities to achieve the vision

Service Excellence

Talented Teams

Regional Opportunity and Partnership

Sustainability



Safety Management System Strategy Summary

July 11, 2024

Goal

- Metro is the transit industry leader in safety

Objective

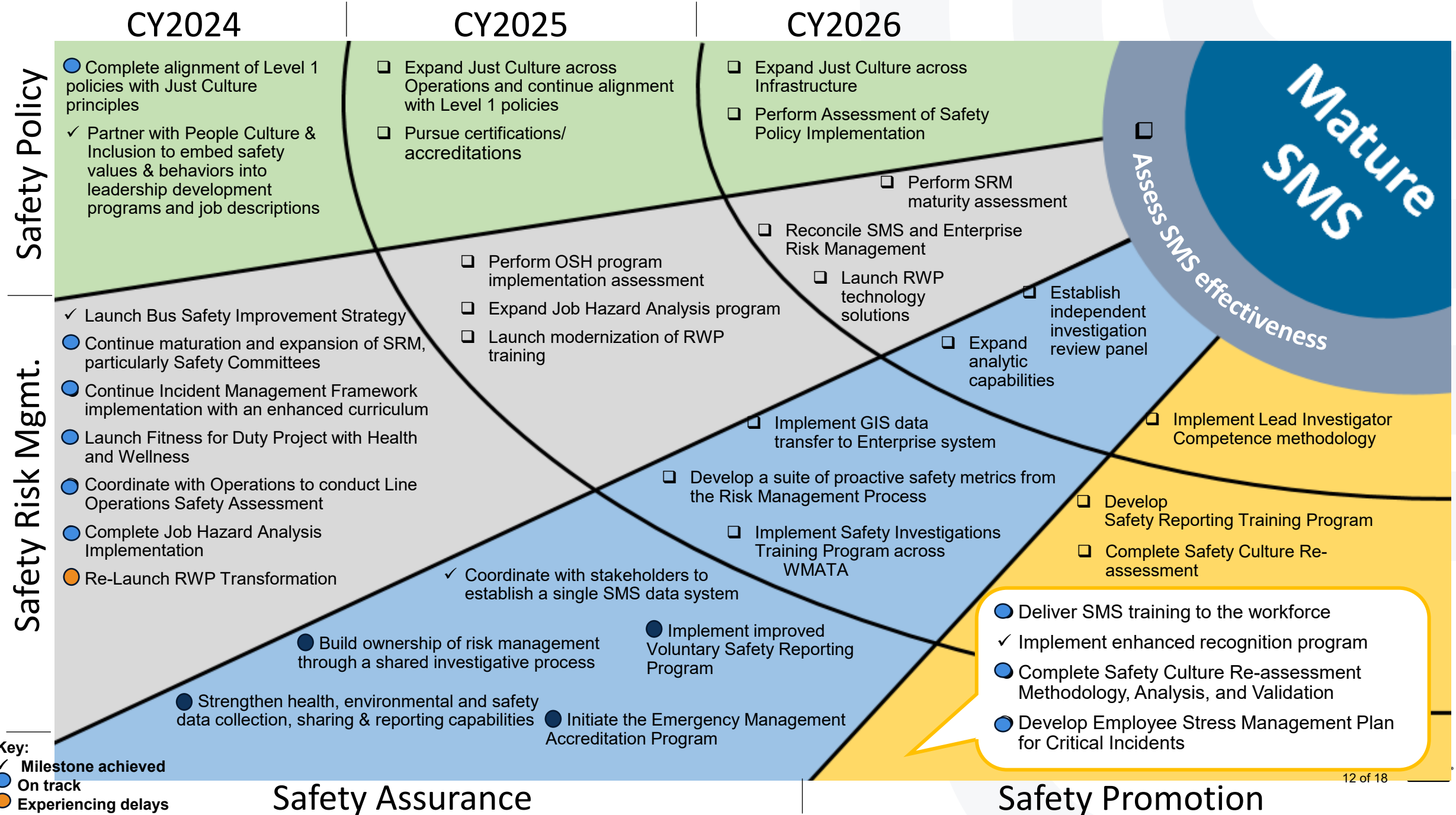
- Develop and implement a world-class Safety Management System

Plan

- Agency Safety Plan describes how those priorities will be achieved

Roadmap

- Details the priority initiatives and milestones to accomplish the mission



Element One: Safety Policy

July 11, 2024

- ✓ Partner with People, Culture & Inclusion to embed safety values & behaviors into leadership development programs and job descriptions
- Complete alignment of Level 1 policies with Just Culture Principles



Key:

- ✓ Milestone achieved
- On track
- Experiencing delays

Element Two: Safety Risk Management

July 11, 2024

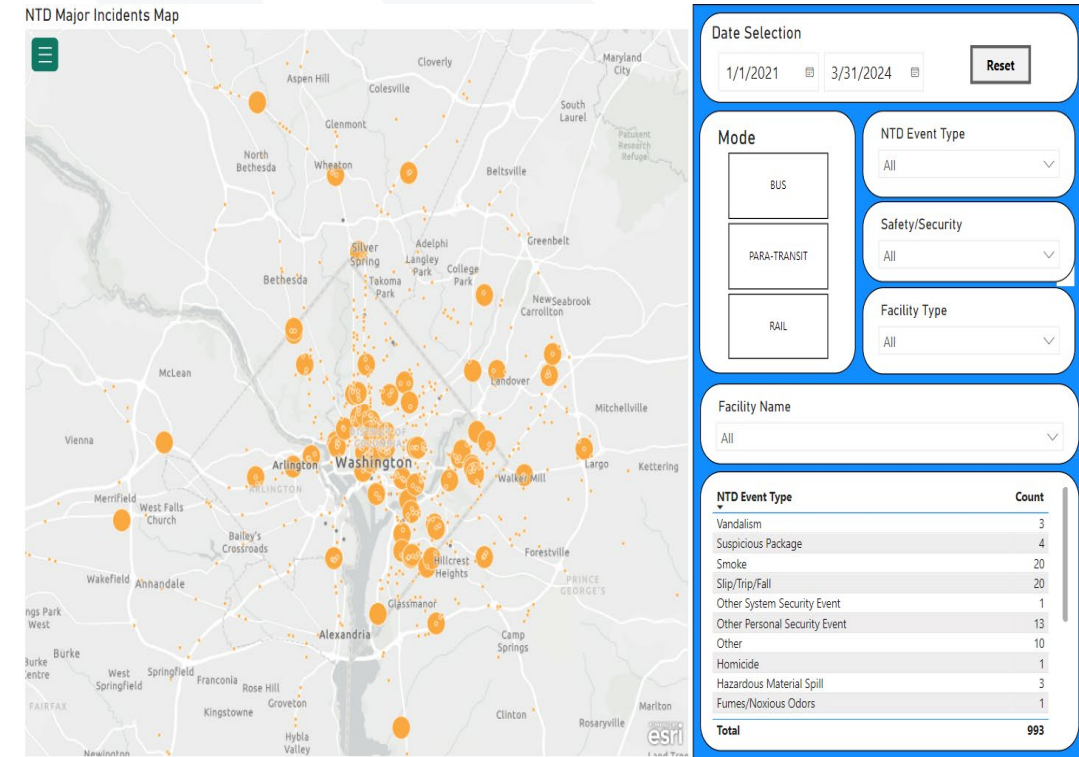
- ✓ Launch Bus Safety Improvement Strategy
- Continue maturation and expansion of Safety Risk Management, particularly Safety committees
- Launch Fitness for Duty Project with Health and Wellness
- Coordinate with Operations to conduct Line Operations Safety Assessment
- Complete Job Hazard Analysis Implementation
- Re-Launch Roadway Worker Protection Transformation



Element Three: Safety Assurance

July 11, 2024

- ✓ Coordinate with stakeholders to establish a single SMS data system
- Strengthen health, environmental and safety data collection, sharing & reporting capabilities
- Implement improved Voluntary Safety Reporting Program
- Build ownership of risk management through a shared investigative process
- Initiate the Emergency Management Accreditation Program



Element Four: Safety Promotion

July 11, 2024

✓ Implement an enhanced recognition program

- Deliver Safety Management System training to the workforce
- Complete safety culture re-assessment
- Develop Employee Stress Management Plan for Critical Incidents

Safety Management System

**A safety concern is anything that could cause harm, injury or illness.
Here's how to report it.**



Submit your safety concern by calling the Safety Hotline at 202-249-SAFE (7233).



Or scan the code to submit it online.

We want you to be part of the solution.
A Safety Risk Coordinator will reach out to gather more information.