

WHAT WE DO



What is QICO?

The Office of Quality Assurance, Internal Compliance & Oversight (QICO) is an internal management function that partners with other departments to provide an objective review. Authorized by the General Manager as outlined in the [Quality Management System Plan \(QMSP\)](#).

Why QICO Performed These Reviews?

These internal reviews are intended to provide Metro senior management with an assessment of the following areas:

- Office of Elevators and Escalators Operations Center (EOC)
- ATC System Configuration Management Plan
- Cinder Bed Contract Management
- Engineering & Architecture
- Department of Safety and Environmental Management

QICO's Methodology:

- Develop relevant review activities by identifying and assessing risks to policies, procedures & standards, quality & compliance, and traceability.
- Review documentation, observe processes and interview key personnel.
- Review findings and required actions are rated based on level of risk, which ranges on a scale from "Insignificant" to "High"

Note: An itemized internal Corrective and Preventive Action (iCAPA) is developed for each required action to achieve effective and measurable resolution of identified concerns. To check the status of iCAPA implementation go to: wmata.com/initiatives/transparency/.

WHAT WE FOUND | CYQ4 INTERNAL QUALITY & SAFETY REVIEWS

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Engineering & Maintenance

10. Elevators/Escalators Operation Center (EOC)

Wins:

- ✓ EOC reporting directly to Engineering, in lieu of Service and Maintenance, provides checks and balances between ELES groups.

Action Areas Identified During Review:

- Adherence to existing documentation would improve consistency.
- Developing comprehensive procedures would encourage efficiency and thoroughness.
- A documented training program would promote adherence to procedures.
- Creating a formal review program would improve job performance and data quality.

11. ATC System Configuration Management Plan

Wins:

- ✓ Safe Signal Project and Project Coordinator position created.

Action Areas Identified During Review:

- Following guidelines of document revision process for configuration item documents promotes compliance with System Configuration Plan.
- Using controlled data sheets would ensure ATC system infrastructure integrity.
- Former ATCM Leadership did not follow System Configuration Management Plan.
- Adhering to Operations Management Services (OPMS) standard operating procedures is essential to maintaining current Technical Skills.



Service Delivery

12. Cinder Bed Contract Management

Wins:

- ✓ Effective tracking of the contract Key Performance Indicators (KPI) by the Contract Management Team resulted in improved contractor accountability.

Action Areas Identified During Review:

- Documentation of the contract management processes and the associated activities allows for effective, sustainable and traceable oversight activities.
- An established Continuity of Operations Plan (COOP) allows for continuous and uninterrupted contract oversight.



Internal Safety Review

13. Engineering & Architecture

Wins:

- ✓ Automatic Train Control Engineering has a documented process to create and capture Configuration Controlled Items.

Action Areas Identified During Review:

- Participation in routine safety committee meetings is essential to continuously improve safety throughout the Authority.
- Conducting and recording Configuration Change Control Board meetings is vital to effectively tracking configuration changes.
- Effective configuration management is critical to assuring all WMATA assets are consistently maintained to standards.
- Consistent administration of design control board meetings results in a more effective change control database.
- Following Office of Emergency Management Standards for the development of the Continuity of Operations Annex is essential in the event of an emergency.
- Establishing a quality control program to verify compliance to rules and procedures promotes effective safety awareness.
- Consistent participation in the Safety and Security Certification Review process is essential to assure the safety and security of new systems and equipment.
- Maintaining a training and certification matrix for employees and contractors' highlights required competencies and reinforces compliance.

14. Department of Safety and Environmental Management

Wins:

- ✓ WMATA's 2018 SSPP is inclusive of bus safety operations, although not required by FTA regulations.

Action Areas Identified During Review:

- The utilization of the hazard management module will promote compliance with the SSPP and effectively track and mitigate hazards.
- Defined and detailed inspection procedures are important to effectively perform facility and equipment safety inspections.
- Timely and periodic reviews and updates of governing documents are important to promote compliance.

WHAT WE WILL DO MOVING FORWARD

Key Takeaways

- 10.** ELES could improve the efficiency and performance of EOC functions by developing core procedures, a quality control plan and a defined training curriculum.
- Update 212-SOP-36 and/or establish new procedures, establish and implement a controlled curriculum, and establish a formal quality control plan.
 - For details on committed action plans see the following iCAPAs: QICO-EOC-19-01, QICO-EOC-19-02, and QICO-EOC-19-03.

- 11.** Communication lapse between ATCE, RIME, and ATCM compromised system configuration control within ATC Design Control Board.
- Develop training plan for the ATC-4000 manual, and update ATC-4000 manual to define technical content allowed in internal documentation.
 - For details on committed action plans see the following iCAPAs: QICO-ASCM-19-01, and QICO-ASCM-19-02.

Key Takeaways

- 12.** Established and documented processes support sustainability, effectiveness, and efficient contract management.
- Develop documented procedures and a Continuity of Operations Plan (COOP) for the Contract Management Team.
 - For details on committed action plans see the following iCAPAs: QICO-CIND-19-01 and QICO-CIND-19-02.

Key Takeaways

- 13.** Refinement of the configuration management processes and consistent participation in safety committees is essential to maintaining a safety-first culture.
- Establish a consistent presence at all applicable safety committee meetings, a document control process for the COOP plan, a quality control program to verify rulebook compliance, and a training matrix.
 - For details on committed action plans see the following iCAPAs: QICO-ENGA-19-01, QICO-ENGA-19-02, QICO-ENGA-19-03, QICO-ENGA-19-04, and QICO-ENGA-19-05.

- 14.** Establishing documented procedures for safety inspections and consistently tracking hazards are important to promote a safety-first culture.
- Establish a solution to effectively manage all hazards to resolution, develop, train on, and implement a standardized inspection procedure, and review and revise SAFE governing documents.
 - For details on committed action plans see the following iCAPAs: QICO-SAFE-19-01, QICO-SAFE-19-02, and QICO-SAFE-19-03.