

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. QICO and the internal review process are 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:

- Automatic Fare Collection Section
- Office of Vehicle Program Services
- Offices of Environmental Management and Compliance & Occupational Safety and Health
- Office of Track and Structure
- Restraining Rail Installation and Maintenance

QICO’s Methodology:

- Develop relevant review activities by identifying and assessing any risks to align with the QMSP 15 Core Standards and/or Public Transit Agency Safety Plan (PTASP).
- Review documentation, observe processes, and interview key personnel.
- Findings and required actions are based on risk rating, 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 | CY22Q1 INTERNAL SAFETY & QUALITY REVIEWS

April 2022

(1) Automatic Fare Collection Section (AFCS)

Wins:

- ✓ Automatic Fare Collection Section (AFCS) routinely begins and completes 100% preventive maintenance in alignment with scheduled target start and finish dates within Maximo.

Action Areas Identified During Review:

- Utilizing proper safety equipment in accordance with approved Preventive Maintenance Inspections (PMIs) promotes safety culture and enhances risk mitigation.
- Reviewing and updating governing documents within the required frequency optimizes applicability and incorporates changes in a timely manner.
- Adherence to the Office of Systems Maintenance (SMNT)’s Maintenance Control Policy (MCP), AFCS governing documents and Quality Management System Plan (QMSP) promotes consistent maintenance practices and quality records.
- Maintaining and complying with an accurate training matrix for AFCS assures compliance with governing documents, the SMNT MCP hazard management, and promotes safety.
- Maintaining current Roadway Worker Protection (RWP) training safeguards WMATA personnel from the hazards on and around the roadway and promotes a safe working environment.
- Mitigating hazards and retaining electronic records to include backups of personnel records safeguards from accidents and accidental loss of documents due to flooding or fire and protects the privacy of AFCS personnel.
- Periodically reviewing and updating AFCS job descriptions to comply with the Human Resources (HR) procedure fulfills qualifications’ accuracy and job performance.

(2) Office of Vehicle Program Services (CENV)

Wins:

- ✓ Documentum, a centralized electronic repository is well maintained and updated.
- ✓ Approved CENV engineering documentation spreadsheet is sent out weekly.

Items Resolved During the Review:

- ★ CENV promptly addressed the workplace safety concerns identified at Greenbelt Building H such as tripping hazards and missing labels on chemicals.

Action Areas Identified During Review:

- Performing regular workplace inspections helps reduce incidents, injuries, and illnesses through identification, recording, analysis and mitigation of hazards.
- Maintenance of Test, Measurement, and Diagnostic Equipment (TMDE) calibration is important to promote accurate and reliable data collection.
- Maintaining current policies and procedures results in consistent process control.
- Use of standardized templates is crucial in the creation of controlled records.
- Availability of formal training courses for routine employee tasks and update of training logs improves operations, compliance, safety, and engagement.
- A continuously updated hazard log/risk register contributes to the identification, recording, assessment, and mitigation of potential hazards.
- Participating in all mandatory safety committee meetings helps reinforce safety standards, disseminate new safety requirements, and promote safety culture.
- A reliable Vehicle Monitoring System (VMS)/Event Recorder (ER) is essential for a complete data download and thorough analysis of a railcar systems’ operation.

(3) Offices of Environmental Management and Compliance (EMAC) & Occupational Safety and Health (OSH)

Wins:

- ✓ EMAC and OSH actively support the COVID Clean program.
- ✓ EMAC proactively engages external services for environmental permit regulatory inspections.
- ✓ EMAC conducts preparatory internal reviews prior to state and federal audits.

Action Areas Identified During Review:

- Development of documented departmental procedures is necessary for consistent safety oversight within all processes.
- Conducting further investigations after identifying chemical hazards can lead to identification of root cause and lead to mitigation or elimination of the hazards.
- Implementing all aspects of the Fatigue Risk Management Policy can lead to a reduction of fatigue related incidents across all job functions.
- A documented training matrix which includes required departmental safety training is essential to ensure personnel are incorporating safe practices within their assigned work.

WHAT WMATA WILL DO MOVING FORWARD

(1) Key Takeaway:

Updating and implementing established departmental processes to comply with the Public Transportation Agency Safety Plan (PTASP) is essential to establishing a safety-first culture.

Required Actions:

- **QICO-AFCS-21-01:** Enforce implementation of quality control and compliance checks to include PPE, tools and equipment, and PMI checklist population.
- **QICO-AFCS-21-02:** Develop and implement a review and revision process for AFCS governing documents.
- **QICO-AFCS-21-03:** Update AFCS training matrix to reflect the current business practice.
- **QICO-AFCS-21-04:** Create and utilize an electronic repository for handwritten training and personnel documentation.
- **QICO-AFCS-21-05:** Update AFCS job descriptions to fulfill qualifications accuracy and job performance.

(2) Key Takeaway:

Adherence to systemwide safety policies and procedures fosters proper planning and implementation of engineering responsibilities and support activities that drives WMATA’s safety culture.

Required Actions:

- **QICO-CENV-21-01:** Meet or exceed standards for workplace safety inspection, safety committee participation, and hazard management processes defined in the Public Transit Agency Safety Plan (PTASP).
- **QICO-CENV-21-02:** Align training, inspection, process control, measuring & testing equipment, and document control management with organization-wide quality management system plan standards.
- **QICO-CENV-21-03:** Develop a solution to improve reliability of 2K/3K event recorder systems to comply with requirements of National Transportation Safety Board recommendation NTSB R-10-21.

(3) Key Takeaway:

Documenting and implementing departmental processes that define existing core functions in alignment with the Public Transportation Agency Safety Plan (PTASP), will provide common understanding and consistent execution of essential departmental activities.

Required Actions:

- **QICO-SAFE-22-01:** Develop and implement documented processes for all EMAC core functions.
- **QICO-SAFE-22-02:** Identify and define all OSH core functions; develop and implement documented processes for each.
- **QICO-SAFE-22-03:** Develop and implement a root cause analysis investigative requirement and process.
- **QICO-SAFE-22-04:** Develop an OSH specific training matrix.

Internal Safety Review



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- Performing internal SMS compliance audits promotes compliance with requirements, provides consistency of performance, and helps identify improvement opportunities.
- Creating and maintaining a comprehensive collection of Job Hazard Analyses will promote a safe work environment by identifying specific hazards and mitigations prior to the start of the task.

(4) Track Maintenance and Inspections: Office of Track and Structure (TRMN)

Wins:

- ✓ Creation and appointment of an investigation manager position helped in streamlining the SMS log closeout process and increased efficiency.
- ✓ Completion of RWP quality control checks by TRST supervision assures employee safety in the roadway.

Items Resolved During the Review:

- ★ Performing regular inspections of temporary support structures assures safety for personnel and customers.

Action Areas Identified During Review:

- Following established safety protocols and procedures when operating or working around track equipment reduces risk to employee safety
- Consistent communication between the Equipment Operator and the Vehicle Flag Person while operating on track equipment supports a safe working environment
- Following track repair work instructions would support quality work and consistent results
- Utilizing a specific tool for a particular job activity reduces the risk of work-related injuries
- Completing exception forms for Heat Ride inspections according to governing documentation provides traceability and verification of compliance
- Performing regular tool and equipment inspections prior to work initiation demonstrates effective hazard mitigation and reduces the potential for injuries
- Reviewing and updating governing documents within the required frequency optimizes applicability and incorporates changes in a timely manner
- Verifying safety equipment certification before use would maintain compliance and validate equipment performance

(5) Restraining Rail Installation and Maintenance (RRIM)

Action Areas Identified During Review:

- Implementing modifications through adequate change and configuration management processes, following an Engineering Modification Instruction (EMI) reduces potential errors and promotes compliance.
- Adherence to Restraining Rail installation requirements within design criteria establishes consistency and compliance.
- Alignment of design criteria, maintenance standards, work instructions, and issuance of consistent governing documents would improve efficiency and reduce uncertainty performing inspections and maintenance.
- Documenting Restraining Rail inspections validates data, facilitates proper track maintenance, and promotes traceability.

- **QICO-SAFE-22-05:** Revise PTASP (Rev. 2.0), section 4.1.2, to clarify SMS audit requirements.
- **QICO-SAFE-22-06:** Facilitate the development and maintenance of a library of JHAs that are available to all employees.

(4) Key Takeaway:

Following established Standard Operating Procedures and Work Instructions would enhance work production, product delivery and a safer work environment.

Required Actions:

- **QICO-TRMN-21-01:** Enforce safety procedures in the MSRPH and SOPs to protect employees, passengers, and WMATA property.
- **QICO-TRMN-21-02:** Enforce established work instructions and SOPs when performing routine maintenance and inspections to provide a safer work environment and support quality standards.
- **QICO-TRMN-21-03:** Assure the availability of the proper tools for specific jobs and routine inspections.
- **QICO-TRMN-21-04:** Revise and update TRST governing documents as per OAP-108-02.

(5) Key Takeaway:

Collaboration on design control & document control between Track & Structures, Engineering & Architecture, and Maintenance of Way Engineering is critical for the development of consistent standards and maintenance of Restraining Rail.

Required Actions:

- **QICO-RRIM-21-01:** Create and disseminate maintenance bulletins to communicate modifications in standards and maintenance practices.
- **QICO-RRIM-21-02:** Conduct a curved rail study and update design criteria based upon the results of the study.
- **QICO-RRIM-21-03:** Update controlled documents to reflect the consistent design and maintenance standards throughout.
- **QICO-RRIM-21-04:** Review all rail inspection and maintenance documents for alignment of designated tasks with current practices, and conduct quality assurance checks to verify adherence to approved restraining rail maintenance and repair documents.

Engineering & Maintenance

