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:

- Bus Operations
- Bus Transportation Training & Administration
- Rail Planning & Scheduling
- Rail Planning & Scheduling (ISR)
- Department of Low Voltage Electrical Maintenance

QICO's Methodology:

- Develop relevant review activities by identifying and assessing any risks to align with the QMSP 15 Core Standards.
- Compliance with the WMATA System Safety Program Plan (SSPP) is assessed through internal safety reviews.
- 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 | Q4FY20 INTERNAL QUALITY & SAFETY REVIEWS
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Service Delivery

5. Bus Operations

Action Areas Identified During Review:

- Measuring the impact of fatigue on incidents and accidents will increase employee and customer safety and reduce impact on service delivery.
- A closed loop customer feedback process will drive improvements in Metrobus customer service.
- Onboard telemetry systems must be fully operational on each Metrobus to provide supporting data for customer smartphone applications, first responders, and effective Bus Operations Communication Center monitoring.
- Establishment of a formal operations quality control plan is essential to monitor and improve BTRA activities.
- A process governing creation, closure, and quality of incident/accident reports will increase accountability.
- A commercial driver's license verification process guarantees all Metrobus operators are properly licensed.
- Tracing Maximo incidents to completion ensures proper handling and accountability.

6. Bus Transportation Training and Administration

Action Areas Identified During Review:

- Development of documented departmental procedures is necessary for consistent and controlled training processes.
- Accurate tracking of bus operator refresher training data will promote compliance with training requirements.
- Addressing the root cause of infractions is an effective approach to remedial training.
- Current and controlled policies, procedures, and standards provide clear direction and result in more consistent processes.
- Establishment of a formal quality control plan is essential for monitoring and improving BTRN activities.
- Current and controlled training materials are essential for consistent training processes.

7. Rail Planning & Scheduling

Wins:

- ✓ Potential schedule conflicts are identified and corrected prior to release of schedule to the operations group.
- ✓ RPLN scheduling continues to process schedule adjustments, now remotely, since the onset of the COVID-19 crisis.

Action Areas Identified During Review:

- Development of documented departmental procedures is necessary for consistent and controlled processes.
- Establishment of a formal quality control plan is essential for monitoring and improving RPLN activities.
- Current and controlled departmental documents are essential for consistent processes.
- A documented training matrix for all job positions provides assurance that all personnel are adequately qualified to perform their assigned work.
- Secure document retention is an essential part of overall document control.

Internal Safety Review

8. Rail Planning & Scheduling

Wins:

- ✓ Potential schedule conflicts (hazards) are identified and corrected prior to release of schedules to the operations group.
- ✓ Creation of emergency scenarios and mock-ups can be further developed into playbooks for use in an actual emergency situation.

Action Areas Identified During Review:

- Development of documented departmental procedures is necessary for consistent safety oversight within all processes.
- A documented training matrix, including required departmental safety training, is essential for personnel to incorporate safe practices within their assigned work.

9. Department of Low Voltage Electrical Maintenance

Action Areas Identified During Review:

- Complying with required Personal Protective Equipment (PPE) reduces risks associated with occupational tasks.
- Conducting required Job Safety Briefings enhances compliance with safety requirements, improves controls for risks, and incorporates utilization of hazard identification and mitigation.
- Utilization of documented Preventative Maintenance Instructions (PMI) before and during the performance of the PMIs promotes preparation and ensures the use of approved and pertinent equipment and tools.
- Reviewing and updating documented PMIs in accordance with the required periodicity promotes efficiency and safety.
- Establishing a documented process for the entire Maximo Work Order lifecycle promotes traceability and accountability.
- Adherence to WMATA and OSHA training requirements promotes compliance and minimizes risks associated with workplace hazards.
- Complying with the SMNT MCP Quality Control program promotes a culture of safety and the effective implementation of rules and procedures.

WHAT WMATA WILL DO MOVING FORWARD

Key Takeaways

5. *A comprehensive quality control plan is essential to monitor and improve BTRA operations.*

- Develop a Quality Control Plan (QCP) to monitor established processes and promote continuous improvement.
- For details on committed actions, see the following iCAPAs: QICO-BTRA-20-01, QICO-BTRA-20-02, QICO-BTRA-20-03, QICO-BTRA-20-04, QICO-BTRA-20-05, QICO-BTRA-20-06, and QICO-BTRA-20-07.

6. *The establishment of departmental processes and procedures will promote training compliance, consistency, and curriculum development.*

- Identify all core BTRN functions and develop associated processes and procedures.
- For details on committed actions, see the following iCAPAs: QICO-BTRN-20-01, QICO-BTRN-20-02, QICO-BTRN-20-03, QICO-BTRN-20-04, QICO-BTRN-20-05.

7. *The establishment of departmental processes and procedures will promote compliance and consistency throughout all levels of the department.*

- Develop a process or procedure for each of RPLN's core functions.
- For details on committed actions, see the following iCAPAs: QICO-RPLN-20-01 and QICO-RPLN-20-02.

Key Takeaways

8. *The establishment of departmental processes and procedures will promote compliance and consistency throughout all levels of the department.*

- Develop a process or procedure for each of RPLN's core functions.
- For details on committed actions, see the following iCAPAs: QICO-RPLN-20-01 and QICO-RPLN-20-02.

9. *Implementation of safety policies and procedures as well as documenting processes institute a safety culture and promote a safe working environment.*

- Management oversight plan must reinforce the frequency and accuracy of compliance checks for job safety briefings and confirm that appropriate PPE, tools, and equipment are in place at the job site.
- For details on committed actions, see the following iCAPAs: QICO-LVEM-20-01, QICO-LVEM-20-02, and QICO-LVEM-20-03.