



Internal Review Summary

Why QICO Performed This Review:

- This internal review is intended to provide Metro senior management with an assessment of the Rail Station and Train Operations (RSTO) Station Managers' performance of assigned duties and promote the actions needed to address areas of concern.
- QICO is independent from the functions it oversees, authorized by the Metro General Manager to conduct objective reviews with unrestricted access to all functions, records, assets and employees under its purview.

QICO's Methodology:

- QICO developed relevant review activities based on the Metrorail Safety Rules and Procedures Handbook (MSRPH), Metrorail Station Standard Operating Procedures Handbook (MSSOP), Station Manager Refresher Course Participant Manual and through identifying and assessing risks to quality of work, compliance with standards, records management and safety.
- QICO observed the Station Managers while on duty, assessed their conformance to requirements, reviewed records and key documents and interviewed key personnel.
- Review findings and required actions are rated based on severity of risk, which ranges from 'Insignificant' to 'High' scale.

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

September 2017

Metrorail Station Manager Activities

QICO's Review Results:

Key Takeaway: Increased control of Station Manager processes through supervisory spot-checks will improve the quality and consistency of customer service at Metrorail stations.

Wins and Areas for Improvement:

- ✓ Station Managers demonstrate a professional, courteous, and helpful demeanor towards customers during QICO's observations at the 19 stations sampled.
- ✓ Station Managers interviewed by QICO were familiar with standard operating procedures (SOPs) in the MSSOP handbook, demonstrating compliance in their daily activities.
- Station Manager's logs inconsistently capture station maintenance issues, reducing the traceability of discrepancies and repairs.
- Metrorail station handbooks are inconsistently maintained at kiosks as required by the MSSOP, reducing the availability of current procedures and documentation for Station Managers' use.
- Cabinets used to store emergency equipment at stations are inconsistently inspected and secured; some having key-locks while others have combinations.
- QICO observed non-operational Closed Circuit Television (CCTV), later identified as part of a scheduled improvement project. However, this was not appropriately communicated to the Station Managers, causing confusion.
- Station Managers are inconsistently conducting required tests of the Elevator intercom systems.

Required Actions:

- **QICO-RSM-17-01:** Reinforce requirements for entries in station logs and checklists, ensure all station kiosks have the documentation required, establish methods to ensure this documentation is updated when revisions are issued, and conduct supervisory spot-checks to ensure compliance.
(Risk Rating: Elevated)
- **QICO-RSM-17-02:** To ensure all appropriate supplies are available to Station Managers in the case of an emergency, conduct quality supervisory checks to verify compliance with requirements for Emergency Cabinet inventory and securement as specified in SSOP #55.
(Risk Rating: Elevated)
- **QICO-RSM-17-03:** To improve the application of inspection and testing by Station Managers, evaluate the inclusion of SOP references within the Station Condition Checklist to ensure all inspection and testing requirements are clearly outlined.
(Risk Rating: Moderate)