Corrective Action Plans

Metrobus Category 2:
Limited Availability of Training for Operations and Maintenance Personnel
(2 Findings and 2 Required Actions)
Federal Transit Administration (FTA)
Safety Management Inspection (SMI)
MAR 16 – APR 3 2015

Washington Metropolitan Area Transit Authority (WMATA)
Corrective Action Plan (CAP)

B-2-2-a
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1 Background

The Federal Transit Administration (FTA) completed a Safety Management Inspection (SMI) of the Washington Metropolitan Area Transit Authority (WMATA) rail and bus systems. FTA issued Safety Directive 15-1 identifying 54 safety findings and 91 required actions to improve safety.

2 Purpose

This Corrective Action Plan has been developed to address Safety Finding No. B-2 and its Required Action B-2-2-a.

2.1 FTA Finding

Refresher and other training gaps exist within the Transportation and Maintenance Departments.

2.2 FTA Required Action

WMATA must develop a strategy and approach for developing, offering and updating refresher training as required in current policies and standards, for key categories of Transportation and Maintenance personnel, including Bus Operators, Street Supervisors, Bus Operations Control Center Specialists, and Bus Maintenance personnel.

3 Analysis and Recommendation

3.1 Analysis

Bus Transportation:

Bus Operators – Refresher Training is currently provided to Operators but not at a rate sufficient to ensure that staff in this classification consistently completes the course every two years as desired.

BOCC Specialists and Street Supervisors – Staff in both classifications are not currently scheduled to attend established Refresher Training classes. Training is periodically provided on an as needed basis to review changes in existing or new operating procedures.

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</table>
Bus Maintenance:
Bus Maintenance (BMNT) currently enrolls all the new hires in a 9 week technical training course as well as a 2 week driving/CDL course prior to being assigned to their home division. BMNT’s training staff also conducts annual refresher training as it relates to hybrid electric (high voltage), CNG (high-pressure gas), fire suppression system operation and service lane operations. Most recently, BMNT training has implemented a recertification program which calls for each maintenance employee to be recertified in specific maintenance activities every 5 years. Based on current scheduling, full compliance with the new 5 year recertification program will be fully compliant by the end of CY2017. Monthly reports have been developed to manage this process and ensure compliance.

3.2 Recommendation

Bus Transportation:
Revise the Refresher Training course for Bus Operators and schedule staff to attend at a rate necessary to ensure completion on a three year cycle. Operators will be given explicit instructional and procedural training at a minimum in the following areas (modules):

a) Bus transit system safety and operational policies and procedures.
b) Bus and equipment inspections- Pre Trip
c) Basic operations, maneuvering and defensive driving- Over the Road
d) Boarding and alighting passengers
e) Handling of emergencies and security threats including Assault Prevention
f) Severe Weather operation
g) Customer Service
h) Employee Safety Reporting
i) Farebox Operation and Troubleshooting

All training modules will be delivered during New Bus Operator Training and selected modules delivered during Drive Cam and Remedial Training.

Develop a Refresher Training course for BOCC Specialists and Street Supervisors and schedule staff to attend the class on an annual basis.
Bus Maintenance:
Submit monthly report indicating annual refresher training compliance by October 1, 2015, and October 1 of each year. The following are the annual refresher training courses:

a) Hybrid Electric (High Voltage Safety)
b) CNG (High Pressure Gas Safety)
c) Fire Suppression System familiarization
d) Service Lane Operations

Continue implementation of a five-year recertification program with implementation of training analyst coordinating and scheduling appropriate staff. Compliance status with five-year recertification process to be reported monthly. The following are the recertification training courses:

a) Base Electrical
b) PLC Electrical (Programmable Logic Controllers)
c) Engine Familiarization
d) Detroit Diesel Engine DS50 Series
e) Cummins ISL Engine
f) CNG Engine Familiarization
g) Engine Fault Code Troubleshooting, Cooling System Maintenance
h) Basic Hydraulics
i) Automatic Transmissions
j) Hybrid Drive
k) Pneumatics Systems
l) MAN Drum Brake, Rear Axle Maintenance & Reline
m) MAN Drum Brake, Front Axle Maintenance & Reline
n) MAN Disc Brake, Axle Maintenance & Reline
o) Meritor Drum Brake, Axle Maintenance & Reline
p) Meritor Disc Brake, Axle Maintenance & Reline
q) PM Service (Preventive Maintenance)
r) Forklift Operation and Safety

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## 4 Action Plan Description

### 4.1 Approach

**Bus Transportation**

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<tr>
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</thead>
<tbody>
<tr>
<td>1) Revised Bus Operator Refresher Training Course and Instructional Materials.</td>
<td>Course materials to include modules as referenced in Section 3.20</td>
<td>Alan Denney</td>
<td>03/30/16</td>
</tr>
<tr>
<td>2) New Refresher Training Course and Instructional Materials for BOCC Specialists.</td>
<td>Refresher training will be developed in concert with the development of the BOCC Manual. Course materials to include a review of the BOCC Standard Operating Procedures Manual, Response to Rail Disruption Procedures, Severe Weather and Emergency Operating Procedures and Bus Familiarization.</td>
<td>Arnice Wilson</td>
<td>08/30/16</td>
</tr>
<tr>
<td>3) New Refresher Training Course and Instructional Materials for Street Supervisors.</td>
<td>Course materials to include a review of Accident Investigation Procedures, Post Accident and Incident Drug and Alcohol Testing, Bus Familiarization and the Bus Employee's Rulebook and SOP, pre-trip inspection observation training.</td>
<td>Clairessa Washington</td>
<td>08/30/16</td>
</tr>
<tr>
<td>4) Schedule the Revised Bus Operator Refresher Training and Generate a Monthly Report (ongoing).</td>
<td>Status of Training Delivery completion.</td>
<td>Alan Denney</td>
<td>03/30/16</td>
</tr>
<tr>
<td>5) Schedule the newly developed BOCC Specialists Refresher Training and Generate a Monthly Report (until annual cycle is completed).</td>
<td>Status of Training Delivery completion.</td>
<td>Arnice Wilson</td>
<td>12/30/16</td>
</tr>
<tr>
<td>6) Schedule the newly developed Street Supervisor Refresher Training and Generate a Monthly Report (until annual cycle is completed).</td>
<td>Status of Training Delivery completion.</td>
<td>Clairessa Washington</td>
<td>08/30/17</td>
</tr>
<tr>
<td>7) Refresher Training Compliance ELM Report.</td>
<td>Training Instructors are responsible for tracking attendance by signature of each attendee. Training staff will record attendance in the ELM system for electronic tracking and future scheduling.</td>
<td>Director of BTRA Training/TBD</td>
<td>Monthly</td>
</tr>
<tr>
<td>8) The Office of Safety Assurance</td>
<td>The Office of Safety Assurance performs scope verification and inspection of CAP deliverables to ensure that all are completed as planned and expected.</td>
<td>Charles Briscoe</td>
<td>09/30/17</td>
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Bus Maintenance

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<tr>
<td>1) Safety Refresher Monthly Report</td>
<td>Status of annual equipment safety refresher training.</td>
<td>Sebastian Silvani</td>
<td>12/30/15</td>
</tr>
<tr>
<td>2) Five-Year Recertification Monthly Report</td>
<td>Status of 5-year recertification program.</td>
<td>Sebastian Silvani</td>
<td>12/30/15</td>
</tr>
<tr>
<td>3) The Office of Safety Assurance</td>
<td>The Office of Safety Assurance performs scope verification and inspection of CAP deliverables to ensure that all are completed as planned and expected.</td>
<td>Charles Briscoe</td>
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4.2 Schedule

Refer to 4.1 for scheduled dates.

4.3 Budget / Cost Estimate

Bus Transportation:

This action will be funded in the operating budget in FY2016. Additional operating funds will be required in future fiscal years to support this action.

Bus Maintenance:

This action will be funded in the operating budget in FY2016. Additional operating funds will be required in future fiscal years to support this action.
4.4 Internal Stakeholders

The following internal stakeholders are committed to work on the action plan:

### Bus Transportation

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<tr>
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<tr>
<td>BTRA / TRNG</td>
<td>Ruby Conway, Stacey Poincexter and Anthony Dawson All Bus Training Instructors</td>
<td>MC</td>
<td>Preparation of Revised course curriculum and training materials and conduct scheduled training.</td>
<td>Alan Denney</td>
<td>03/30/16</td>
</tr>
<tr>
<td>BTRA</td>
<td>All Bus Division Superintendents Jacqueline Patrick-Benson</td>
<td>DP</td>
<td>Assurance that Operators are scheduled and complete required training Completion of Training to be recorded and tracked in ELM.</td>
<td>Delores Proctor</td>
<td>03/30/16</td>
</tr>
<tr>
<td>BOCC</td>
<td>Arnice Wilson Chrisal Williams</td>
<td>DM</td>
<td>Assurance that BOCC Specialists are scheduled and complete required training Completion of Training to be recorded and tracked in ELM.</td>
<td>Dana Baker</td>
<td>12/30/16</td>
</tr>
<tr>
<td>BOCC</td>
<td>Tyrus Dowtin Clairessa Washington Krystal Robinson</td>
<td>5O</td>
<td>Assurance that Street Supervisors are scheduled and complete required training Completion of Training to be recorded and tracked in ELM.</td>
<td>Dana Baker</td>
<td>08/30/17</td>
</tr>
<tr>
<td>The Office of Safety Assurance</td>
<td>Charles Briscoe</td>
<td>Am</td>
<td>The Office of Safety Assurance performs scope verification and inspection of CAP deliverables to ensure that all are completed as planned and expected.</td>
<td>Robert Potts</td>
<td>09/30/17</td>
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<tr>
<td>BMNT</td>
<td>Bruce Hobbs</td>
<td>[Initials]</td>
<td>Assurance that individuals in their areas of responsibility are scheduled and complete required training.</td>
<td>James Fourcade</td>
<td>10/01/15</td>
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<tr>
<td>BMNT</td>
<td>Dave Michels</td>
<td>[Initials]</td>
<td>Assurance that individuals in their areas of responsibility are scheduled and complete required training.</td>
<td>James Fourcade</td>
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<tr>
<td>The Office of Safety Assurance</td>
<td>Charles Briscoe</td>
<td>[Initials]</td>
<td>The Office of Safety Assurance performs scope verification and inspection of CAP deliverables to ensure that all are completed as planned and expected.</td>
<td>Phil Wallace</td>
<td>01/31/16</td>
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5 CAP Completion Documentation
After Metro’s collective review, a memorandum with enclosed CAP deliverables (refer to 4.1) will be provided to FTA to support the closure of required action.

6 Performance Measures
100% compliance with refresher training for all employees under their appropriate program and schedule

7 Verification
Monthly/Quarterly review of refresher training program implementation. Annual review of refresher training program plans.
8 CAP Approval

APPROVED BY:

P.C.                     9/10/15
Action Coordinator
Phillip C. Wallace
Managing Director, Bus Maintenance and Engineering (BMNT)

Robert C. Polls         9/10/15
Acting Assistant General Manager, Department of Bus Services (BUS)

Chad Y. Flachseder   9/10/15
Louis J. Brown
Acting Chief Safety Officer (SAFE)

Jack Requa             9/11/15
Interim General Manager/Chief Executive Officer (GM/CEO)

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Safety Management Inspection (SMI)
MAR 16 – APR 3 2015

Washington Metropolitan Area Transit Authority (WMATA)
Corrective Action Plan (CAP)

B-2-3-a
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1 Background
The Federal Transit Administration (FTA) completed a Safety Management Inspection (SMI) of the Washington Metropolitan Area Transit Authority (WMATA) rail and bus systems. FTA issued Safety Directive 15-1 identifying 54 safety findings and 91 required actions to improve safety.

2 Purpose
This Corrective Action Plan has been developed to address Safety Finding No B-3 and its Required Action B-2-3-a.

2.1 FTA Finding
WMATA does not have a current “BOCC Manual” which lists all office procedures and interpretations of rules or instructions pertaining to the BOCC Specialist’s duties. There are no checklists available for BOCC Specialists to dispatch service or manage incidents and occurrences.

2.2 FTA Required Action
WMATA must develop a Bus Operations Control Center Manual (with processes and procedures for Bus Controller Specialists) and a complete set of checklists for implementing Standard Operating Procedures and bus vehicle troubleshooting guidance. A clear accompanying process should be established for updating the Manual and training specialists on its contents and updates.

3 Analysis and Recommendation
3.1 Analysis
Metro Bus needs to develop a BOCC Instructional Manual for use by Specialists which consolidates specific communications processes necessary to direct Bus Operators and coordinate Service Delivery procedures.
3.2 Recommendation

WMATA must ensure a BOCC Manual is developed and distributed to all Specialist to include office procedures, instructions for responding to vehicle malfunctions, accidents, onboard incidents during service delivery, and other service disruptions. Development of the BOCC Manual will include review and incorporate input from BMNT, BTRA, SAFE and MTPD. The Manual will also include the day-to-day operations information and a complete checklist for implementing the Standard Operating Procedures and bus vehicle troubleshooting guidance. A review of the BOCC Manual will take place during annual refresher training for the BOCC Specialist.

4 Action Plan Description

4.1 Approach

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<tbody>
<tr>
<td>1) Bus Operator Control Center Manual and Standard Operating Procedures. Creation of a SOP to specific annual document review and training requirements.</td>
<td>Development of a Manual providing clear step-by-step guidance to BOCC Specialists needed to respond to all commonly occurring events encountered during service delivery, to include a specific sequential question and answer process to address accident, incidents, on board injuries, assaults, vehicle malfunction, response to Rail Disruptions (Bus Bridge Coordination and responding to uncooperative Operator and the new Clever Reports tool.</td>
<td>Dana Baker</td>
<td>08/30/16</td>
</tr>
<tr>
<td>2) Detail description of the BOCC Manual. Training process.</td>
<td>BOCC Specialist will be training pretext questionnaire to identify deficiencies. There will be one full day of training to include review of the BOCC Manual, Bus Employee Handbook, Clever cad operations, customer service, bus troubleshooting and bus familiarization. The training will include a demonstration of console and clever cad usage. Staff will receive refresher training annually however; if new policies are put in place prior to the annual training, staff will receive a classroom review of the new protocol. Once training is complete a posttest questionnaire will be taken by staff.</td>
<td>Dana Baker</td>
<td>12/30/16</td>
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<td>3)</td>
<td>Conduct annual Manual Review and Related Procedural Training with annual follow-up.</td>
<td>BOCC Management will review contents of the Manual annually. Updates to the manual will take place as processes, policies or procedures change within the BOCC office or Bus Services. There will be a review with all staff as new policies are approved by the department head. Clever reporting capabilities will be included in the BOCC manual. All management staff will be trained on reporting processes and specific reports will be generated and disseminated to Division staff to support operator/route performance.</td>
<td>Dana Baker</td>
<td>Annually</td>
</tr>
<tr>
<td>4)</td>
<td>Monthly Report on BOCC Training</td>
<td>Training Instructors are responsible for tracking attendance by signature of each attendee. Training staff will record attendance in the ELM system for electronic tracking and future scheduling.</td>
<td>Dana Baker</td>
<td>Monthly</td>
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<td>5)</td>
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<td>Charles Briscoe</td>
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### 4.2 Schedule

Refer to 4.1 for scheduled dates.

### 4.3 Budget / Cost Estimate

This action will be funded in the operating budget in FY2016.
4.4 Internal Stakeholders

The following internal stakeholders are committed to work on the action plan:

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<td>BOCC</td>
<td>Arnice Wilson</td>
<td>DB</td>
<td>Compile Materials and Develop Bus Operator Control Center Manual and Standard Operating Procedures.</td>
<td>Dana Baker, BOCC Assistant Superintendents</td>
<td>08/30/16</td>
</tr>
<tr>
<td>BOCC</td>
<td>Arnice Wilson</td>
<td>DB</td>
<td>Schedule and Deliver BOCC Manual and Operating Protocol Training for All BOCC Specialist, the BOCC Superintendent and Assistant Superintendents. Verification of training via signed documents and ELM. Development of pre and posttest criteria for refresher course.</td>
<td>BOCC Assistant Superintendents</td>
<td>12/30/16</td>
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<tr>
<td>SAFE</td>
<td>Lou Brown</td>
<td></td>
<td>Review and provide input and concurrence for the BOCC Manual</td>
<td>Dana Baker</td>
<td>07/30/16</td>
</tr>
<tr>
<td>MTPD</td>
<td>Chief Ron Pavlik</td>
<td>M</td>
<td>Review and provide input and concurrence for the BOCC Manual</td>
<td>Dana Baker</td>
<td>07/30/16</td>
</tr>
<tr>
<td>BMNT</td>
<td>Phil Wallace</td>
<td></td>
<td>Review and provide input and concurrence for the BOCC Manual</td>
<td>Dana Baker</td>
<td>07/30/16</td>
</tr>
<tr>
<td>BTRA</td>
<td>Robert Potts</td>
<td></td>
<td>Review and provide input and concurrence for the BOCC Manual</td>
<td>Dana Baker</td>
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5 CAP Completion Documentation

After Metro’s collective review, a memorandum with enclosed CAP deliverables (refer to 4.1) will be provided to FTA to support the required action.
6 Performance Measures
100% compliance with BOCC specialist training for all employees by December 2016.

7 Verification
8 CAP Approval

APPROVED BY:

[Signature]
Action Coordinator
Dana Baker
Service Director, Bus Operations Communication Center (BOCC)

[Signature]
Robert O. Potts
Acting Assistant General Manager, Department of Bus Services (BUS)

[Signature]
Louis J. Brown
Acting Chief Safety Officer (SAFE)

[Signature]
Jack Requa
Interim General Manager/Chief Executive Officer (GM/CEO)

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