



**Massachusetts Bay  
Transportation Authority**

# Safety Update

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Fiscal and Management Control Board

February 10, 2020

GM Poftak

# Process

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- Chartered by the General Manager
  - Separate team to “drive” the Safety initiatives
  - Specific owners and executive leaders have been assigned to create work streams
- Multi-dimensional in experience and backgrounds
  - Internal State/MBTA resources for knowledge of current administration and agency information/priorities
  - Outside consultant assistance
    - Extensive MBTA experience
    - Knowledge of industry best practices in management structures, rail operations and safety



# Objective: Strengthen Safety Culture



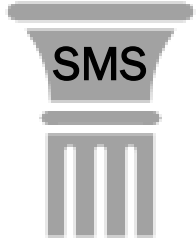
Align MBTA around safety as a core value

- Develop a strategic plan with safety as a core value
- Strategic Plan development is underway. Based on employee input, safety, service, equity, and sustainability have been identified as core values.



# Objective: Strengthen Safety Culture

Safety Promotion



Use New Hire Onboarding (NHO) to embed safety as a core value from the beginning

- Revamp new hire orientation
- Embed safety in NHO
- Emphasize safety through GM conversations with new employees
- Site visits within 100 days of employee start date
- Benchmark to peer transit agencies

2020											
JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
New employee onboarding development							Implementation and Continuous Improvement				
Benchmark to peer transit agencies							Implementation and Continuous Improvement				
Improve New Hire Orientation							Implementation and Continuous Improvement				
Site visits within first 100 days of start date							Implementation and Continuous Improvement				

# Objective: Strengthen Safety Culture



Demonstrate that reporting is a priority over discipline

- Revise discipline policy
- ✓ GM reviews all safety reports every two weeks with the safety team
- ✓ Positively acknowledge employees who report safety issues

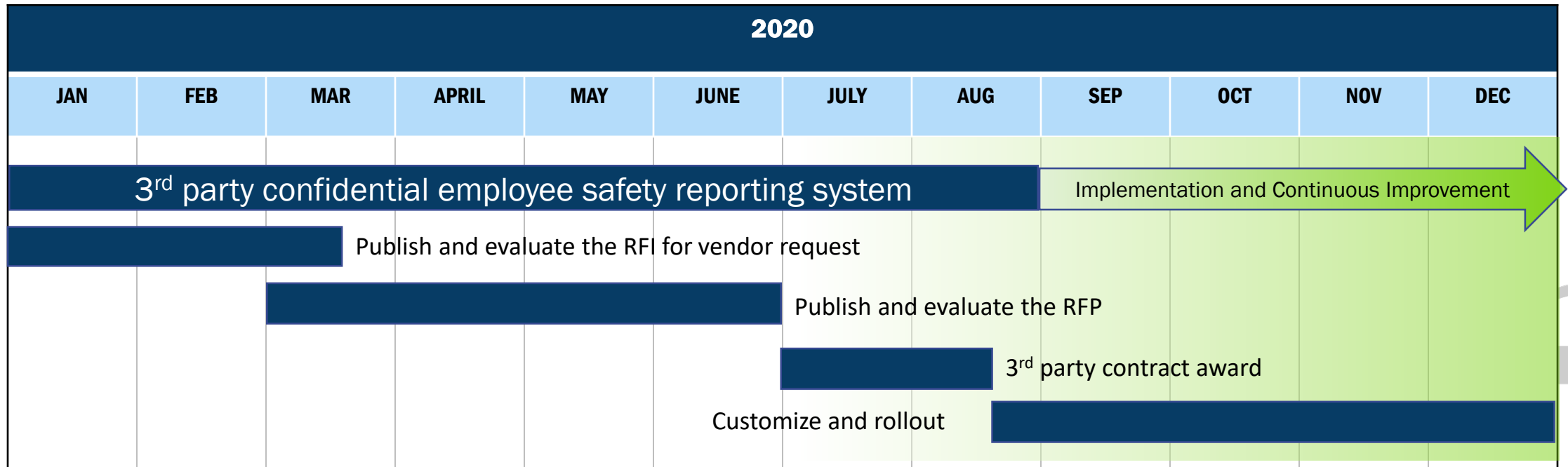
2020											
JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
Discipline policy development						Implementation and Continuous Improvement					
✓	Joint Union management committee established										
✓	Internal working group established										
✓	24/7 monitoring of existing safety hotline										
Development of policy						Implementation and Continuous Improvement					
					Formal approval		Implementation and Continuous Improvement				

# Objective: Strengthen Safety Culture



Demonstrate that reporting is a priority over discipline

-  Implement 24/7 monitoring of existing safety hotline
  - Contract with a third-party reporting entity to ensure an independent safety reporting process



# Objective: Better Inform Employees and the Public About Safety Performance

Safety Risk Management



Track safety performance

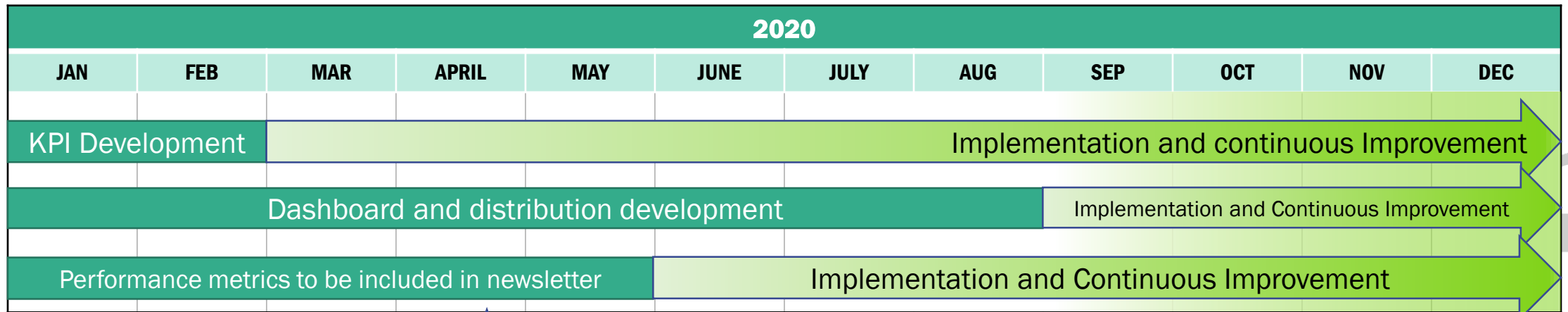
- ✓ Conduct a peer-to-peer benchmarking exchange to identify best-in-class KPIs
  - Adopt KPIs and set targets
  - Develop KPI dashboard and a distribution channel for key business units and work sites

Safety Promotion



Communicate safety performance regularly with employees

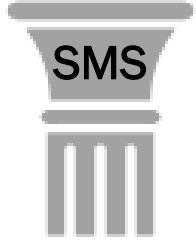
- Include safety performance in employee newsletter
- Distribute targeted monthly safety updates



★ February 24<sup>th</sup> : In-depth presentation to FMCB

# Objective: Perform Preventative Maintenance and Inspections (PMIs) at the Highest Level

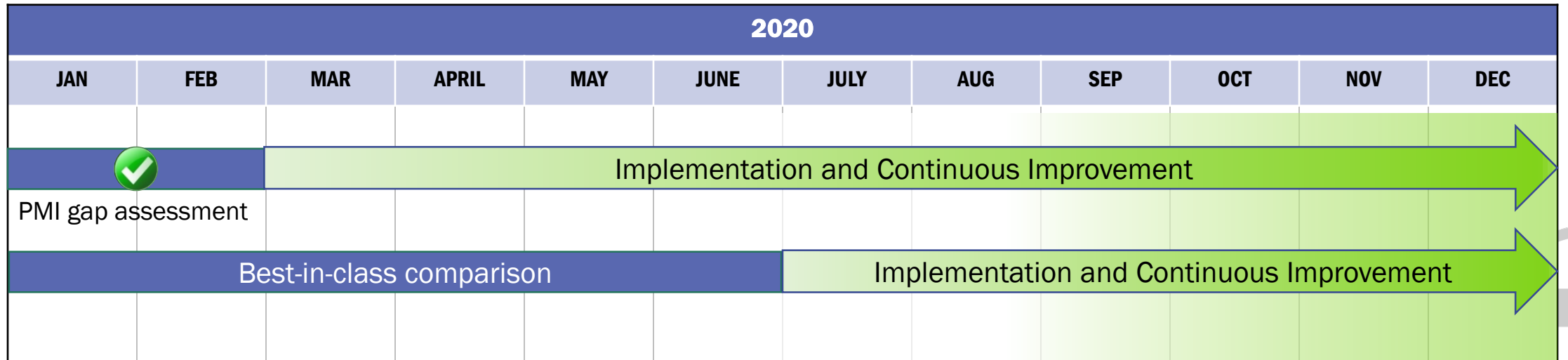
Safety Risk Management



Capture current and best-in-class PMIs



- Document all current PMI requirements in centralized location
  - Conduct a gap assessment of PMI programs
  - Compare PMIs used at other agencies and recommend best-in-class practices





# Objective: Perform Preventative Maintenance and Inspections (PMIs) at the Highest Level



Provide resources to meet PMI goals

- Determine resource needs
- Increase staffing in relevant departments



Track performance against goals

- Develop data collection system for tracking asset maintenance and PMI schedules
- Use trending analysis for performance tracking



★ March 23: In-depth presentation to FMCB

# Objective: Restructure the Safety Department to Meet Goals for Safety Oversight and SMS Implementation

Safety Policy



Adequately staff the Safety Department



- Develop organizational chart based on benchmarking and feedback
- Hire unfilled positions and subject matter expert positions



# Objective: Restructure the Safety Department to Meet Goals for Safety Oversight and SMS Implementation

Safety Assurance



Perform more intensive investigations and Corrective Action Plan (CAP) enforcement

- Review of investigation and CAP processes underway
- Training and implementation of enhanced investigation and CAP processes for Safety Department staff and relevant Operations staff

