



## The Massachusetts Bay Transportation Authority

*Corrective Action Plan (CAP)*

FTA-22-11-MBTA-  
CAT4-6

### BACKGROUND

**Overview:** FTA issues Special Directive 22-12 to require the Massachusetts Bay Transportation Authority (MBTA) to address findings documented in FTA's Safety Management Inspection (SMI) report released on August 31, 2022. Conducted between April 14 and June 30, 2022, FTA's SMI reviewed the MBTA rail transit system management, operations, and maintenance programs. This Special Directive identifies seven (7) findings requiring action that the MBTA must take to improve MBTA's management of its operating and maintenance policies, monitoring of rail transit operations, Quality Assurance/Quality Control capabilities, and training and procedures.

### PURPOSE

This Corrective Action Plan has been developed to address **Special Directive No. 22-12, Category 4: Operating Conditions and Policies, Procedures, and Training**

#### *FTA Finding*

##### **Operating Conditions and Policies, Procedures, and Training**

- Finding 6: Due to workforce turnover, MBTA's new motorpersons and officials no longer have access to mentoring from experienced motorpersons and officials (inspectors, chief inspectors, and supervisors).

#### *FTA Required Action*

- MBTA must evaluate expanding its existing mentoring program from Bus Transit Operations to include new part-time and full-time rail transit operators or consider establishing a mentoring program specific to rail transit operations. In its evaluation, MBTA should consider opportunities and resources to support the professional development of rail transit operations personnel.

### ANALYSIS AND RECOMMENDATIONS

#### *Analysis*

The 2019 Safety Panel Report and General Manager's 2020 Diversity, Equity and Inclusion listening sessions highlighted the areas where the MBTA can expand and support employee engagement and development. In 2021 the MBTA launched the Advancing with Authority (AWA) agency-wide mentorship program, the first mentorship program at the authority since 2015. There have been two cohorts of employees that have participated in the AWA program.

The MBTA needs to expand the mentorship program to focus on specific positions including part-time and full-time Bus Operators, Streetcar Motor persons and Heavy Rail Motor persons the MBTA needs to establish a cross-departmental advisory group to evaluate a) program logistics, and b) program design and content.

#### *Recommendations*

- Explore programs from peer transit agencies to identify other professional development opportunities for staff
- Evaluate program design based on career trajectory options and other on-the-job training
- Evaluate capacity of potential mentorship program for rail operations
- Develop proposal for senior leadership review

### ACTION PLAN

**Description:** The MBTA will establish a cross-departmental advisory group to lead the evaluation and development of a specific Rail Operations mentorship program based on career trajectory options and on-the-job training needs.



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### PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1	Establish cross-departmental advisory group	The MBTA will develop a cross-departmental advisory group. This group will include members from Transportation, the Training School, Safety, and HR.	QCOO: Katie Choe Operations: Erik Stoothoff	10/6/22	11/30/22
2	Strategic Planning Session	Conduct a strategic planning session for SD 22-12 Finding 6 CAP implementation with the advisory group identified in Actionable Item #1.	QCOO: Katie Choe GM: Lynsey Heffernan	11/1/22	12/31/22
3	Procure Consulting Services	Issue RFP or Task Order for consulting services to support evaluating mentorship program	QCOO: Katie Choe	1/1/23	2/28/23
4	Onboard consultant	Onboard selected consultant	QCOO: Katie Choe	2/28/23	4/30/23
5	Conduct desk-review of mentorship programs from peer transit agencies	Gather materials from peer transit agencies to review and model rail transit professional development programs and identify key components and similarities.	QCOO: Katie Choe Administration: Howaida Kamel	2/1/23	7/1/23
6	Evaluate program design for MBTA rail operations	The MBTA will review career pathways and on-the-job training for MBTA rail operations as well as different skill sets needed (both soft and technical). Match skills sets to program components identified in peer review. Identify gaps that require further development from MBTA.	HR: Tom Waye	7/1/23	9/1/23
7	Evaluate capacity of potential mentorship program for rail operations	Analyze current and budgeted headcount for rail transit positions in relation to career trajectories to establish overall need, program size, participation logistics and additional staffing needs.	HR: Tom Waye	9/1/22	11/1/23
8	Develop proposal for Senior Leadership review and approval	Based on the tasks above, the MBTA will develop and present a proposal for mentorship of rail operations staff to MBTA Senior Leadership. This proposal will include a) a high-level overview of content, b) a draft implementation plan, c) definition of success, and d) any additional resources needed. (FTA SD 22-12, CAP 4, Item 9) <b>Required action</b>	QCOO: Katie Choe HR: Tom Waye Administration: Howaida Kamel	11/1/2023	12/20/23
9	CAP Verification	MBTA will evaluate actionable items/deliverables before submission to FTA to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the scope and performance measures.	QCOO: Katie Choe Safety: Ron Ester	Ongoing	

### COMPLETION DOCUMENTATION

<sup>1</sup> In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

<sup>2</sup> Est Start – Estimated Start Date

<sup>3</sup> Est End Estimated Completion Date


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**Performance Metrics**

The metrics in evaluating the performance of this action plan will be based on the successful completion of the deliverables on or before the determined schedule.

**Verification**

Documentation for each of the deliverables will be reviewed by MBTA senior leadership. Timelines of submission in relation to project plan will be monitored by the department of Quality Compliance and Oversight.

**BUDGET/COST ESTIMATE**

**Overview:** The budget values below are estimates that will require further refinement as the work associated with this CAP is developed and implemented. This may include procurement of training materials as well as identification of additional staff to develop and support mentorship program.

<b>Segment Code</b>	<b>Cost Estimate</b>
Staff to support mentorship development (including 60.6% Fringe)	\$210,000
Consultant Support	\$500,000
30% Contingency	\$213,000
<b>Total</b>	<b>\$923,000</b>



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**CORRECTIVE ACTION PLAN COMMITMENT**

**Responsible Parties**

Department <sup>4</sup>	Name	email	Signature DocuSigned by:
Operations	Erik Stoothoff	[REDACTED]	<i>Erik Stoothoff</i> DocuSigned by: 420D662BD36D47B...
Administration	Sarah Montague	[REDACTED]	<i>Sarah Montague</i> DocuSigned by: A4EDA7CA848B4D6...
Human Resources	Thomas Wayne	[REDACTED]	<i>Tom Wayne</i> DocuSigned by: 06923AF9EBBE462...
Finance	Mary Anne O'Hara	[REDACTED]	<i>Mary Anne O'Hara</i> DocuSigned by: 3F02AECAC6884B1...
Labor Relations	Ahmad Barnes	[REDACTED]	<i>Ahmad Barnes</i> DocuSigned by: C906D70689224D6...
Procurement	Jeffrey Cook	[REDACTED]	<i>Jeff Cook</i> DocuSigned by: C8238E956D624B0...
General Manager's Office	Lynsey Heffernan	[REDACTED]	<i>Lynsey Heffernan</i> 68022497BCF94B6...

**Executive Leadership of Responsible Parties**

DocuSigned by:  
*Jeffrey D. Gonneville*  
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**Jeffrey D. Gonneville**  
*MBTA Deputy General Manager*

12/29/2022

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Date

DocuSigned by:  
*David Panagore*  
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**David Panagore**  
*MBTA Chief Administrative Officer*

December 21, 2022

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Date

DocuSigned by:  
*Katie J. Choe*  
3000898240D64E6...  
**Katie Choe**  
*MBTA Chief of Quality, Compliance & Oversight*

December 22, 2022

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Date

<sup>4</sup> Offices designated as supporting roles provide subject matter expertise to responsible parties during action development and are not directly responsible for delivery of actionable items listed above.



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**Executive Leadership of Responsible Parties**

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DocuSigned by:

*Ronald Ester*

12/30/2022

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**Ronald Ester**

*MBTA Chief Safety Officer*

Date

DocuSigned by:

*Steve Poftak*

December 19, 2022

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**Steve Poftak**

*MBTA General Manager*

Date