



The Massachusetts Bay Transportation Authority

Corrective Action Plan (CAP)

FTA-OCC-22-005

BACKGROUND

Overview: The FTA issued Special Directive 22-6 that requires the Massachusetts Bay Transportation Authority (MBTA) to address ongoing safety concerns at MBTA and interim findings from the FTA's Safety Management Inspection (SMI) that was initiated in April 2022.

This Special Directive mandated that MBTA take seven actions to ensure its Operations Control Center (OCC) personnel are adequately trained and certified to perform their job functions, are provided the opportunity for proper rest between shifts, and are not required to fulfill multiple roles within one shift.

PURPOSE

This Corrective Action Plan has been developed to address **Special Directive 22-6 Category 2: Corrective Plans and Procedures to Ensuring that Operations Control Center Staff Are Recertified and Rested, Finding 5**, Required Action **FTA-OCC-22-005**.

FTA Finding

- MBTA's OCC is significantly understaffed.

FTA Required Action

- MBTA must adequately staff the OCC for current operational needs. MBTA must provide a plan to meet the operational needs of the system, consistent with MBTA's hours of service policy for rail transit motorpersons and meeting scheduled leave requirements.

ANALYSIS AND RECOMMENDATIONS

Analysis

- The MBTA Operations Control Center must be appropriately staffed with enough employees to cover all necessary work, while also accounting for planned and unplanned absences and expected attrition rates (due to promotions, retirements, and other drivers), to ensure safe and reliable operations.

Recommendations

- The MBTA must develop a strategic staffing plan for full OCC coverage accounting for the revised hours-of-service rules, including steps to reach and maintain full staffing, accounting for both fluctuating absence rates and attrition rates.



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ACTION PLAN

Description: The OCC will work with MBTA's HR, Finance, Training, Labor Relations, OPSS, Procurement, Labor Relations and Workforce Planning Departments to define the level of staffing required for the OCC. This staffing plan will need a clear hiring plan that accounts for impacts on other classifications (i.e. feeder pools). This will consist of:

- Ensuring safe and reliable operations in the immediate future.
- Developing a medium-term staffing plan
- Developing a hiring plan to achieve the staffing plan

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
1	Define safe minimum levels of staffing and their implications	Develop safe minimum level of staffing that allows for train operations, and define and monitor implications for service and track access	OCC (Aisheea Isidor, AGM of OCC & Training) / OCC (Kassandra Kelly, Dep. Division Chief) / E&M (Megan Chann, Dir. of Maintenance Ops & Strategy)	6/1/22	6/19/22
2	Develop and implement updated OCC schedules	Develop revised OCC staffing plan based on availability of workforce, revised hours-of-service limitations, and short-term availability of additional dispatchers	OCC (Kim Dwarika, Division Chief of OCC)	6/15/22	6/19/22
3	Increase workforce availability in short term with existing MBTA employees	Recall employees who recently held the position of dispatcher on short-term basis via agreement with Local 453	Labor Relations (Ahmad Barnes, Sr. Dir. of Labor Relations) / OCC (Aisheea Isidor, AGM of OCC & Training)	6/8/22	6/19/22
4	Develop a mechanism for utilizing former employees in the short term	Develop mechanism to utilize former employees to increase capacity either as support or to provide dispatching services	OCC/OPSS (Kat Benesh, Chief of Ops Strategy) / Procurement (Jeff Cook, Chief Procurement & Contract Admin. Off)	6/13/22	7/22/22
5	Medium term staffing plan	Develop data-driven staffing plan and rationale for all critical positions in the OCC, accounting for revised hours-of-service plans	OCC (Aisheea Isidor, AGM of OCC & Training)	6/15/22	9/1/22
6	Workforce planning	Develop reasonable hiring plan and timeline (by department) to accomplish OCC staffing plan, including waterfall effects on other classifications as well as projected attrition	HR (Gil Alzate, Dir. Of Staffing) / Workforce Planning (Steven Emde, Dir. Of Ops. Admin.)	9/1/22	10/15/22

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

² Est Start – Estimated Start Date

³ Est End Estimated Completion Date


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COMPLETION DOCUMENTATION
Performance Metrics

Expected Completion: 10/15/22

- Number of active dispatchers by mode vs. budget
- Number of budgeted dispatchers by mode
- Number of net hires (hires minus any attrition) vs. hiring plan
- Monitoring of hours worked as overtime
- Monitoring of absence rate

Verification

The verification strategy for ensuring completion of the required work will be through establishing the existence of the following:

- Finalized medium-term staffing plan
- Finalized OCC hiring plan

BUDGET/COST ESTIMATE

Overview:

The major cost for this CAP will be the inclusion of any new headcount as part of the medium-term staffing plan. As that plan is not yet developed, the cost is still unknown, so a range is provided.

Segment Code	Cost Estimate
Fully staffing critical roles in the OCC (incl. fringe)	\$3,000,000 - \$4,500,000
25% contingency	\$750,000 - \$1,125,000
Total	\$3,750,000 - \$5,625,000


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CORRECTIVE ACTION PLAN COMMITMENT
Responsible Parties

Department	Name	Contact Email	Signature
Transportation Training & OCC	Aisheea Isidor AGM of OCC & Training	[REDACTED]	DocuSigned by: Aisheea Isidor 4341C070F20A8A
Engineering & Maintenance	Joe Cheever Chief of Engineering & Maintenance	[REDACTED]	DocuSigned by: Joe Cheever 16782C0149094F7
Labor Relations	Ahmad Barnes Senior Dir. Of Labor Relations	[REDACTED]	DocuSigned by: Ahmad Barnes C905D70699224D6
Operations Strategy, Policy & Oversight	Kat Benesh Chief of Ops. Strategy, Policy & Oversight	[REDACTED]	DocuSigned by: Katherine Benesh 73D7A470548E4B3
Procurement	Jeff Cook Chief Procurement & Contract Admin. Officer	[REDACTED]	DocuSigned by: Jeff Cook C8238EF50D624B0
Human Resources	Tom Waye CHRO	[REDACTED]	DocuSigned by: Tom Waye 08923AF9E8B5493
Workforce Planning	Steven Emde Dir. Of Operations Administration	[REDACTED]	DocuSigned by: Steven Emde B46D648E9C2D426
Finance	Mary Ann O'Hara CFO	[REDACTED]	DocuSigned by: Mary Ann O'Hara 5F0242CAC0084B1

Executive Leadership of Responsibilities Parties

DocuSigned by: Jeffrey D. Gonneville 38E466B7125C441	7/5/2022
Jeffrey D. Gonneville MBTA Deputy General Manager	Date
DocuSigned by: David Panagore 1816C5AFC922497	7/5/2022
David Panagore MBTA Chief Administration Officer	Date
DocuSigned by: Ronald Ester 30C25B0E237430	7/5/2022
Ronald Ester MBTA Chief Safety Officer	Date
DocuSigned by: Steve Poftak 888CDDC4491D4D5	7/5/2022
Steve Poftak	Date



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MBTA General Manager