



The Massachusetts Bay Transportation Authority

Corrective Action Plan (CAP)

FTA-OCC-22-006

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 6, Required Action FTA-OCC-22-006**

FTA Finding

- MBTA faces major challenges in recruiting and training new rail transit dispatchers.

FTA Required Action

- MBTA must identify and address major challenges in recruiting and training new rail transit dispatchers, the quality and performance of their training, and the certification of new candidates.

ANALYSIS AND RECOMMENDATIONS

Analysis

- The MBTA Operations Control Center must be fully staffed with well-trained and certified employees in order to ensure safe and reliable operations.

Recommendations

- MBTA should immediately increase recruitment efforts to fill existing budgeted positions for Heavy Rail dispatcher roles, as well as increase the attractiveness of said roles in the short term. Furthermore, the MBTA should ensure that recruitment, retention, and training are fundamentally improved to ensure the OCC is consistently staffed with qualified, trained and certified employees.



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FTA-OCC-22-006

ACTION PLAN

Description: The OCC will work with a cross-functional team including MBTA's HR, Customer Experience, Workforce Planning, Finance, Training, Procurement, Labor Relations, Procurement and ITD Departments to develop sustainable processes and structural changes to recruiting for the OCC, training new dispatchers, and ensuring dispatchers are certified prior to any shift. Actions will consist of:

- Developing a recruiting campaign for Heavy Rail Dispatcher role by revising and reposting the position and increasing the financial and non-financial benefits of the role
- Developing and implementing long-term structural improvements to increase the appeal of the role
- Building out a dedicated OCC training staff
- Developing a process to ensure appropriate certification of any new dispatchers in accordance with MBTA requirements

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
1	Recruitment campaign for dispatchers	Plan and execute targeted campaign to recruit potential dispatcher candidates	Customer Experience (Danny Levy, Chief Customer Exp. Officer)	6/1/22	Ongoing through end of CY22
2	Increase immediate non-financial benefits of dispatcher role	Repost modified Heavy Rail Dispatcher job posting, which will include hiring directly into Permanent position (vs. Spare) and opening position to Light Rail Dispatchers (will require additional training if LR Dispatchers selected)	HR (Gil Alzate, Dir. Of Staffing)	6/14/22	6/21/22
3	Increase immediate financial benefits of dispatcher role	Negotiate temporary \$10,000 signing bonus for new Heavy Rail Dispatchers with the relevant union	Labor Relations (Ahmad Barnes, Sr. Dir. Of Labor Relations)	6/15/22	7/15/22
4	Certification verification	Document and confirm process to ensure all new dispatchers have up-to-date certifications for their mode prior to the start of training	OCC (Aisheea Isidor, AGM of OCC & Training)	7/5/22	8/1/22
5	Develop OCC training strategy	Develop strategic plan for specialized Training group to focus on OCC, including job descriptions and reporting structure	OCC (Aisheea Isidor, AGM of OCC & Training)	7/15/22	9/1/22
6	Develop and sustain audit procedure	Hire OCC analyst dedicated to tracking training, certifications and monitoring compliance with this and other CAPs	HR (Gil Alzate, Dir. Of Staffing)	8/1/22	1/15/23
7	Plan to improve long-term attractiveness of dispatcher role	Review options to restructure OCC work to increase appeal to potential candidates and identify most effective approach	Labor Relations (Ahmad Barnes, Sr. Dir. Of Labor Relations) / OCC (Aisheea Isidor, AGM of OCC & Training)	9/1/22	4/1/23
8	Implement long-term attractiveness of dispatcher role	Plan and implement most effective strategies for improving appeal, accounting for resources necessary to support OCC dispatchers	Labor Relations (Ahmad Barnes, Sr. Dir. Of Labor Relations) / OCC (Aisheea Isidor, AGM of OCC & Training)	4/1/23	Depends on initiatives

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



The Massachusetts Bay Transportation Authority

FTA-OCC-22-006

Corrective Action Plan (CAP)

9	Hire OCC training team	Hire OCC trainers	HR (Gil Alzate, Dir. Of Staffing)	3/1/23	7/1/23
10	Develop formal training program	Develop training manuals and formal training program for OCC dispatchers (all modes), including training the trainer	Training (Billy Cameron, Division Chief of Training) / OCC (Aisheea Isidor, AGM of OCC & Training) / Procurement (Jeff Cook, Chief Procurement & Contract Admin. Off.)	7/5/22	7/1/23
11	Expand potential candidates for dispatcher based on other agencies	Review option and plan for recruiting dispatchers externally and/or from other MBTA classifications, based on best practices from other transit agencies	Training (Billy Cameron, Division Chief of Training) / OCC (Aisheea Isidor, AGM of OCC & Training)	1/1/23	7/1/24

COMPLETION DOCUMENTATION

Performance Metrics

Expected Completion: 7/1/24

- All dispatcher classifications and supervisor roles are filled to 95% of budget
- 100% of new dispatchers are certified prior to commencing training
- 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:

- Training manuals
- Dashboards to accurately track and verify training, and certifications
- Qualified staff fully dedicated to OCC training
- Heavy rail dispatcher applicant rates

BUDGET/COST ESTIMATE

Overview:

Resources will be required to build out and implement the OCC training program, ensure the OCC is physically able to support any expansion of staff, and an analyst to support the development, maintenance and usage of dashboards for verification and auditing.

Segment Code	Cost Estimate
Contractors / Consultants to support development of manuals and supporting materials for OCC training program	\$500,000
Signing bonuses for new Heavy Rail dispatchers	\$350,000
~3 FTEs for dedicated OCC training staff	\$330,000 plus fringe (\$199,980)


The Massachusetts Bay Transportation Authority
FTA-OCC-22-006
Corrective Action Plan (CAP)

Materials and services to support expansion of headcount, including consoles, radios, and revised physical lay-out	\$1,000,000
OCC Analyst (<i>also listed in FTA-OCC-22-004</i>)	\$90,000 plus fringe (\$54,540)
25% Contingency	\$631,130
Total	\$3,155,630



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FTA-OCC-22-006

Corrective Action Plan (CAP)

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 47411075F02041A
Customer Experience	Danny Levy Chief Customer Experience Officer	[REDACTED]	DocuSigned by: Danny Levy A36715629701110
Labor Relations	Ahmad Barnes Senior Director of Labor Relations	[REDACTED]	DocuSigned by: Ahmad Barnes 08126108922436
Human Resources	Tom Wayne CHRO	[REDACTED]	DocuSigned by: Tom Wayne 36923470C01C482
Finance	Mary Ann O'Hara CFO	[REDACTED]	DocuSigned by: Mary Ann O'Hara 3702651A0258481
Procurement	Jeff Cook Chief Procurement & Contract Administration Officer	[REDACTED]	DocuSigned by: Jeff Cook 03E7B274C0A2180

Executive Leadership of Responsibilities Parties

DocuSigned by: Jeffrey D. Gonneville 33C4F837125C841	7/5/2022
Jeffrey D. Gonneville MBTA Deputy General Manager	Date
DocuSigned by: David Panagore 38AC5A70522457	7/5/2022
David Panagore MBTA Chief Administration Officer	Date
DocuSigned by: Ronald Ester 30C25940F2172C0	7/5/2022
Ronald Ester MBTA Chief Safety Officer	Date
DocuSigned by: Steve Poftak A5B87D0C4691D65	7/5/2022
Steve Poftak MBTA General Manager	Date