



BUS AGENCY SAFETY PLAN IMPLEMENTATION WORKSHOP

PARTICIPANT WORKBOOK

The contents of this document do not have the force and effect of law and are not meant to bind the public in any way. This document is intended only to provide clarity to the public regarding existing requirements under the law or agency policies. Grantees and subgrantees should refer to FTA's statutes and regulations for applicable requirements.

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Introduction

Purpose

This virtual workshop will help participants plan and practice implementing elements of their Agency Safety Plans (ASPs).

Participants will explore ways to assess and implement the Safety Management Systems (SMS) processes described in their ASPs.

Objectives

- Discuss the importance of planning to implement an ASP.
- Examine approaches to conducting ASP implementation.
- Begin to develop a plan to carry out ASP implementation activities.

Agenda

1. ASP Implementation Overview
2. ASP Implementation Process
3. Exercise: Developing a Plan to Implement ASP Processes
4. Wrap-Up

ASP Implementation Review

ASP Implementation Status

- Industry certification of compliance with the Public Transportation Agency Safety Plan (PTASP) regulation, 49 CFR Part 673, is approaching **100 percent**.
 - FTA's second Notice of Enforcement Discretion will expire on July 20, 2021.
- Throughout the industry, agencies are working on implementing their ASPs.

Reviewing the Regulation

- The Regulation, fact sheets, and guidance are available at the [PTASP Technical Assistance Center](#).
- The following icon will be used to indicate if a slide contains PTASP requirements:



Who is responsible for implementing and annually updating the plan?

- Each transit agency must carry out and update its own plan, regardless of agency size or plan development approach.

Implementation Focus



SMS Components



ASP Implementation

The PTASP regulation (49 CFR Part 673) requires applicable transit agencies to **implement** an SMS, as detailed in their ASP.

- The **ASP** is the document (a physical thing) that describes the practices, policies, and procedures that make up your agency's SMS.
- The **SMS** is the actual processes and activities your agency uses to manage safety risk and assure the effectiveness of risk mitigation.

PTASP Documentation and Recordkeeping



- Per § 673.31, transit agencies must maintain documentation and recordkeeping of:
 - Establishing the ASP, including documents included in whole or by reference;
 - Programs, policies, and procedures to carry out the ASP;
 - SMS implementation activities; and
 - Results from SMS processes and activities.
- Agencies must maintain these documents for a minimum of **three years** after they are created and make these documents available upon request by FTA, or other Federal entity.
 - Rail transit agencies must also make these documents available upon request from their applicable State Safety Oversight Agency.

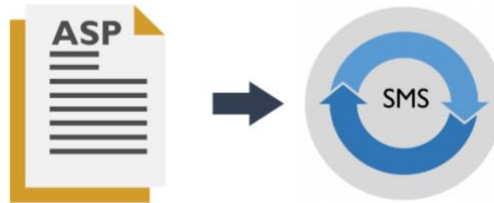
Did you know?



Transit agencies must maintain documentation and recordkeeping of programs, policies, and procedures to carry out the ASP and SMS implementation activities for three years after they are created.

What is the difference between ASP development and ASP implementation?

- **ASP development** means creating and documenting the policies, processes, and procedures necessary to meet PTASP requirements.
- **ASP implementation** means putting the policies, processes, and procedures documented in the ASP into practice throughout your agency.



Notes

ASP Implementation Planning

Did you know?



FTA does not require transit agencies to create an ASP implementation plan.

ASP Implementation Planning

- ASP implementation planning is considered a **best practice** but is **not required** under the PTASP regulation.
- An ASP implementation plan:
 - Formalizes an agency's approach to implementing its ASP.
 - Describes the details of who, what, where, when, and how an agency will implement its ASP.
 - Leverages project management expertise and best practices at your agency.
- Establish agreement on and awareness of all key aspects of implementing the ASP, including:
 - Key tasks, timelines, and milestones
 - Necessary resource support (IT, training, managers/supervisors, etc.)
- Make key decisions up front so that the agency can implement the ASP as efficiently as possible, while minimizing disruption to day-to-day operations.

What can an implementation plan look like?

Implementation plans may have the following sections:

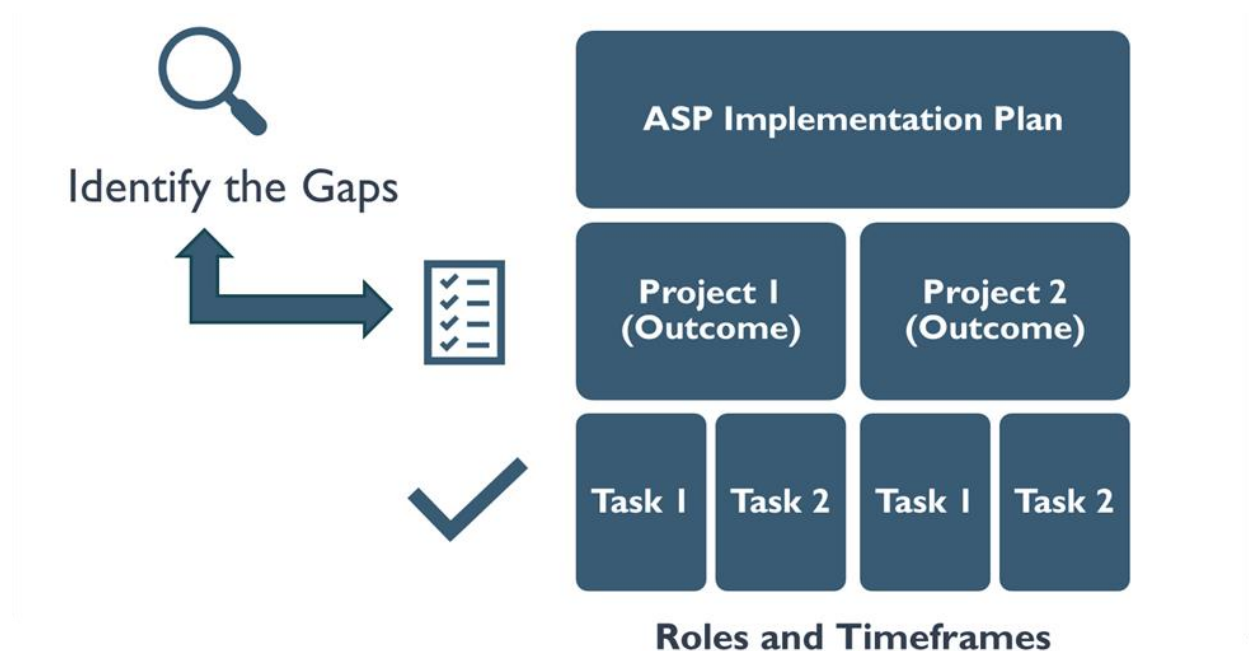
- **Plan overview**
 - *Purpose, outcome, objectives, and scope of the plan.*
- **Plan management**
 - *Leadership commitment and plan revisions.*
- **Project management**
 - *Individuals responsible for ASP implementation, document management, and communication.*
- **Implementation activities and timeline**
 - *Tasks, milestones, deliverables, roles and responsibilities, and schedule.*

ASP Implementation Planning Process

To prepare your agency to conduct implementation activities:

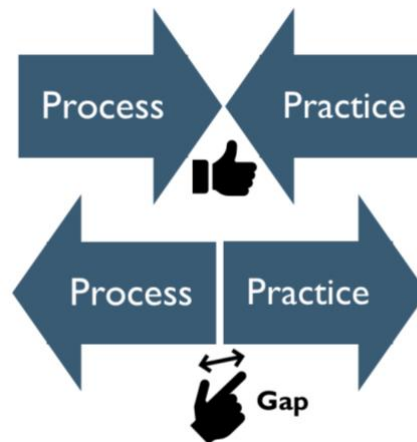
1. Evaluate implementation status
2. Characterize implementation gaps
3. Address implementation gaps

ASP Implementation Planning Process in Practice



1. Evaluate Implementation Status

- Compare your agency's ASP to your agency's current practices.
- Is each element of the ASP carried out:
 - In the manner described in the ASP?
 - Consistently?
- Identify and document gaps in your agency's implementation of its ASP.
- ASP implementation gap analysis methods:
 - Interviews
 - Focus groups
 - Surveys
 - Observations
 - Internal safety reviews
 - Records reviews



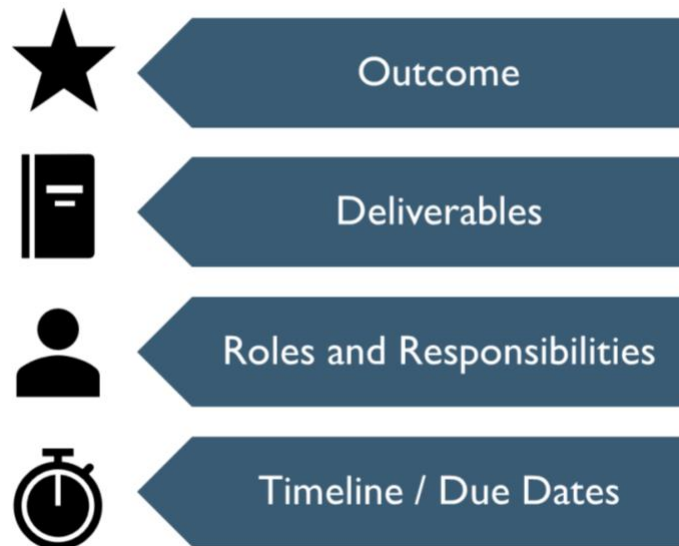
Notes

2. Characterize Implementation Gaps

- Not all implementation gaps are the same.
- Your agency may need to:
 - Do something new (establish a new activity).
 - Do something differently (modify an existing activity).
 - Do something consistently (restore a sporadic or dormant activity).

3. Address Implementation Gaps

- Establish the purpose of an implementation **project**.



Notes

Planning to Address Implementation Gaps

Identifying the Gap

- Do you have to:
 - Do something new?
 - Do something differently?
 - Do something consistently?

Do Something New

- There can be a high level of uncertainty in doing something new.
 - What is feasible, day-to-day?
 - What is the appropriate level of resources?
- It can be helpful to consider what would be sufficient and workable for your agency.
- Helpful skills: testing and evaluation, experimentation, research, and learning from peer agencies.

Question #1

What are some new activities established in your ASP?

Piloting SMS Processes

- A pilot can help your agency successfully implement a new process by testing it in a subsection of the agency and refining it, as needed, before implementing it agency-wide.
 - For example, piloting a new Safety Hazard Identification process in one garage, facility, or department.
- Pilot activities are **not required** by FTA.
- The ASP applies to the entire agency and must ultimately be implemented agency-wide, but not necessarily in the exact same way.

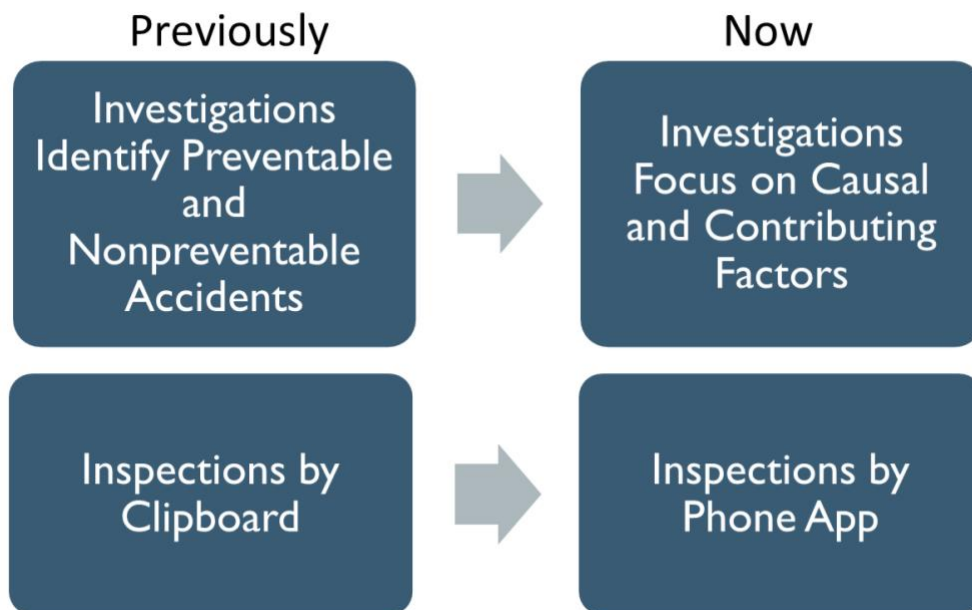
Considerations for ASP Pilot Planning

- What is the ultimate purpose of the pilot?
- How will the pilot be managed?
- What outputs and results will be monitored to determine the success or failure of the pilot?
- Who needs to be involved in the pilot?
- How long will it last?
- How can you get feedback from pilot participants?

Notes

Do Something Differently

- It can be helpful to understand exactly what needs to change and what it will take to make the change successful.
- Change in action and sometimes in mindset.
- Critical success factors:
 - Documentation of modified process.
 - Leadership commitment and resourcing.
 - Communication of change to affected individuals.
 - Training on modified activities.



Question #2

What are some activities that your agency may need to do differently?

Planning to Modify an Existing Activity

- ***What*** must change?
 - Actions
 - Behaviors
 - Culture/mindset
 - Understanding/training
- Consider designing an approach targeted to address the required change(s).

Notes

Do Something Consistently

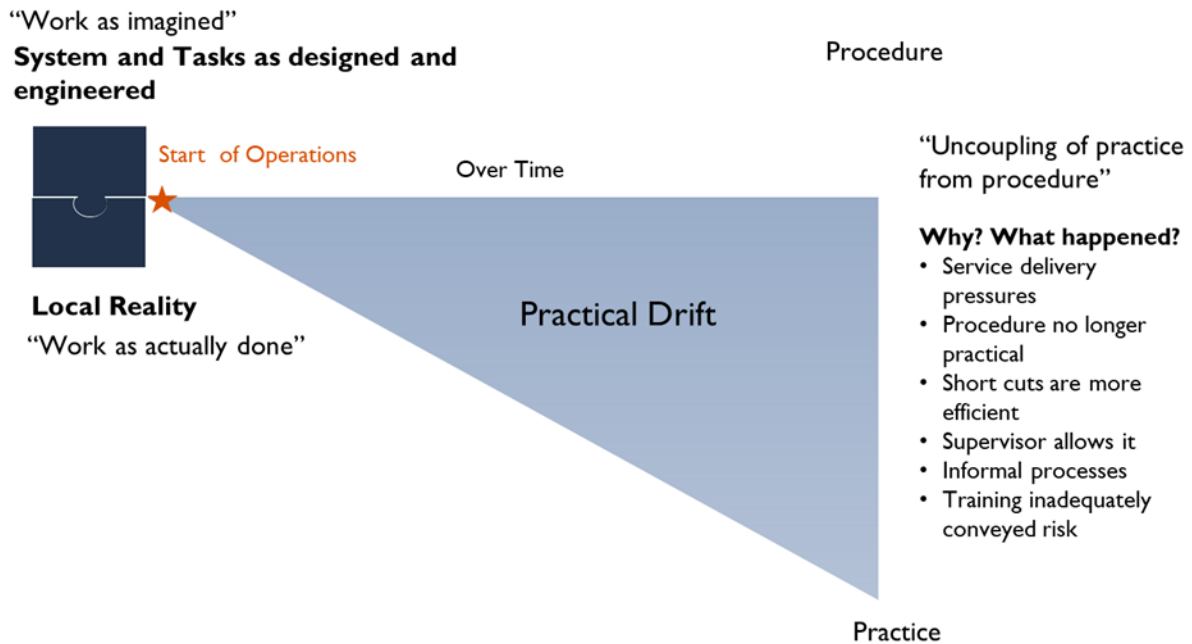
- Your ASP may establish a process that:
 - Is in place but is not followed.
 - Has only been carried out sporadically in the past.
 - Was used previously but is currently dormant.

Question #3

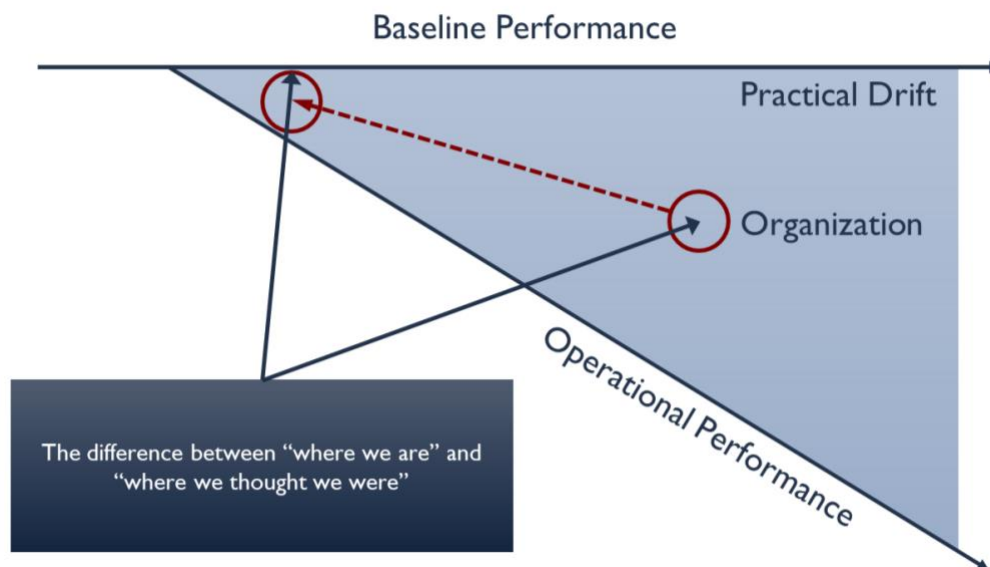
What are some activities described in your ASP that your agency has performed inconsistently?

[illegible]

Practical Drift



Navigating the Drift



Planning to Restore a Sporadic or Dormant Activity

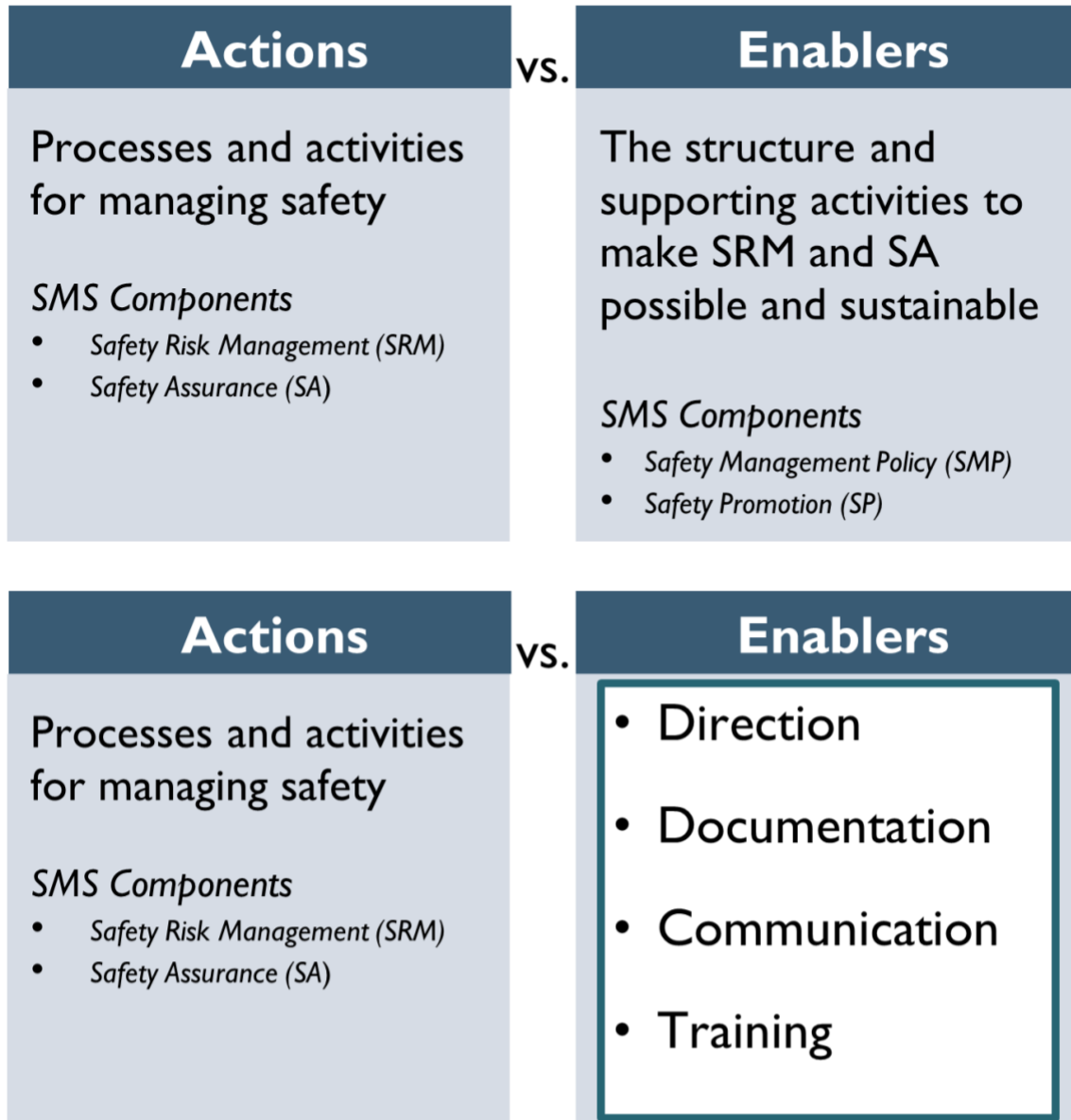
It can be helpful to:

- Clarify exactly what activity and what aspects of the activity need to be restored.
- Identify why previous agency actions were unsuccessful.
- Design an approach to ensure that the activity will be carried out consistently.

Notes

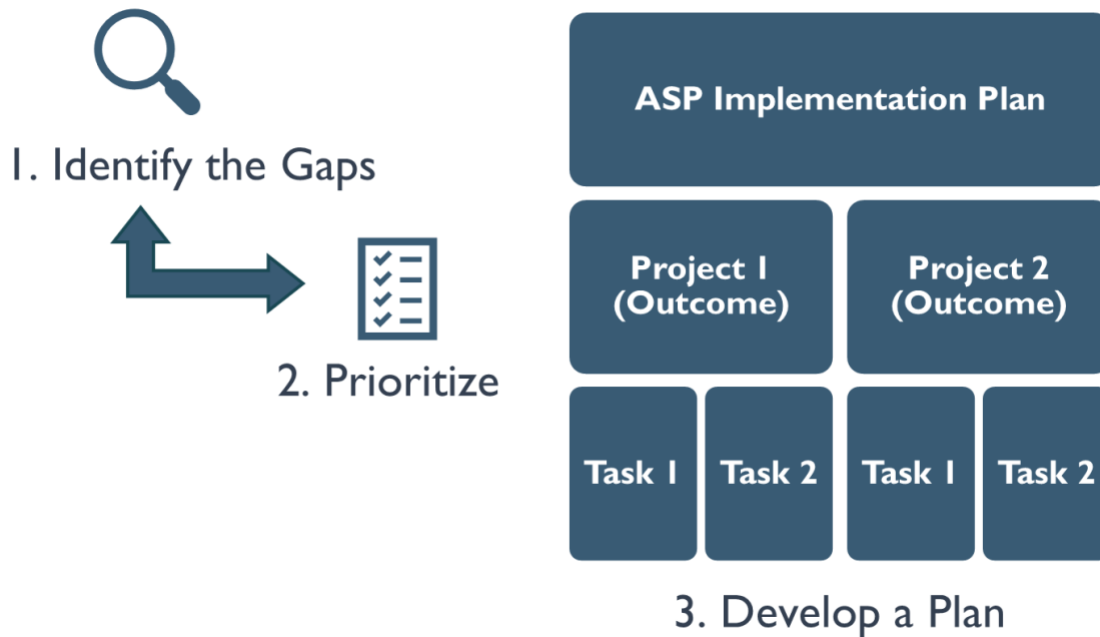
Planning the Implementation Activity

SMS Implementation Activities



Workshop Exercise: Developing a Plan to Implement ASP Processes

Developing a Plan to Implement ASP Processes



Exercise Sections

Section 1: Identify and Characterize Gaps

- **Identify Gaps** – Identify the gaps between the written ASP process and actual implementation process as noted in observations provided by County Transit.
- **Characterize Implementation Gaps** – Categorize the gaps (do something new, differently, or consistently).

Section 2: Brainstorm and Prioritize Projects

- **Identify Projects** - Brainstorm the projects necessary for closing the identified gaps. Consider the four enablers as strategies for addressing gaps: leadership direction, documented processes, communication, training, or other activities.
- **Prioritize Projects** – Prioritize a project to focus on. You will use this project to develop a plan for improving the implementation of this SMS process (next section).

Section 3: Develop a Plan to Close the Gaps

- **Develop Plan** - Develop a plan or plans to address the gaps using the template provided.

Section 4: Monitoring

- **Monitoring Plan Implementation** – Brainstorm activities that determine if and how an agency is carrying out the implementation plan and provide solutions for long-term monitoring.

Exercise Overview

- This scenario examines County Transit's Employee Safety Reporting Program (ESRP).
- The CEO of County Transit has asked for your assistance in identifying implementation gaps and suggesting ways these gaps can be closed.
- Stop the video and read the ASP excerpt from Section 4 of the Agency Safety Plan and the agency's observations about their ESRP in practice.
- Complete Section 1 and Section 2 in your workbook.
- Resume the video before starting Section 3.

Purpose

The purpose of this exercise is to practice using the ASP Implementation Planning Process. The exercise will help you to identify, evaluate, and characterize ASP implementation gaps in order to design and prioritize projects and subsequent tasks, along with responsibilities and timelines, to address and carry out improved ASP implementation activities. By the end of the exercise, you will have begun developing a plan to implement ASP processes based on gaps identified in the scenario.

Instructions

In this exercise, the CEO of County Transit has hired an outside consultant (you) to evaluate discrepancies between County Transit's ASP processes and observations of ASP implementation in action. As the consultant, you will help County Transit identify implementation gaps and suggest ways these gaps can be closed by developing an Implementation Plan. To get up to speed, you will review:

1. An excerpt from County Transit's Agency Safety Plan, and
2. A summary of observations about the implementation of County Transit's ASP.

County Transit's ASP excerpt describes an SMS process (Employee Safety Reporting) the agency is responsible for implementing. The summary of observations explains what is actually happening at County Transit.

Using the guided questions in the Participant Workbook, compare the written ASP process to the reality of County Transit's implementation of that process. The guided questions will walk you through the ASP Implementation Planning Process to prepare you for the purpose of the exercise—to begin developing an implementation plan to address the ASP implementation gaps identified in the scenario.

The ASP Implementation Planning tool presented in this exercise is a table structured to serve as a planning tool. Each project is a table and all projects together make up the implementation plan. Recall the process introduced in the workshop presentation.

After reviewing the scenario and identifying and characterizing implementation gaps, brainstorm project ideas to address the gaps. Once you have created a list of projects, you should select and prioritize a project that appears to be the best solution to address the gaps.

For the project, you will need to determine:

- What the agency needs to do (outcome);
- What resources the agency needs to achieve the intended outcome (tasks);
- Who in the agency could be responsible for the outcomes and deliverables (roles and responsibilities); and
- When the tasks could be completed (timeline/due dates).

Scenario: Employee Safety Reporting Program (ESRP)

Focus: This scenario examines County Transit's Employee Safety Reporting Program (ESRP). Read County Transit's ASP Section 4 and County Transit's observations about their ESRP in action. Answer the guided questions leading into the final step. Then plan an improved implementation of the ESRP by completing the table.

County Transit – ASP Excerpt from Section 4. Safety Management Policy

Instructions: Use the excerpt below to complete the exercises.

Employee Safety Reporting Program

Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).

County Transit (CT) has a multifaceted employee safety program developed and maintained by the Safety Department. The program is generally described in the Bus Operator's Handbook.

CT management, staff, and employees are required to follow all applicable local, state, and Federal regulations addressing safety. The program also addresses standard industry practice for safety requirements. The Accountable Executive and Chief Safety Officer (CSO) are responsible for assuring safety policy provisions are appropriate and being followed in the organization.

There are several ways employees can report their safety concerns to management:

1. Report directly to their supervisors or managers.
2. Report directly to the Safety Department.
3. Report anonymously to the Safety Hotline: 867-5309.

CT holds safety meetings as needed to promote employee awareness. In the event an employee identifies a safety concern, the employee is required to notify the shift Supervisor. After proper notification, the CSO is responsible for following up on this concern with the appropriate department to ensure its resolution. Safety concerns reported to the Safety Department will be entered into CT's Safety Risk Management process. When possible, the CSO or employee supervisor will follow up with the employee who reported the concern.

CT will ensure that no action will be taken against employees who disclose safety concerns through the reporting system, unless disclosure indicates an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.

County Transit – ESRP Observations

Instructions: Use the observations below to complete the exercises.

County Transit averages five safety reports a month to the Safety Hotline. The hotline is monitored by the Safety Department once a week, and every week the Safety Department requests that supervisors and managers submit any safety reports that were reported directly to them by employees to the CSO. There is no official form for operations for staff to use, and no official form for frontline employees to fill out. Most reports to supervisors and managers are verbal.

Training on the Safety Hotline was provided to all operations employees at the last quarterly Safety Meeting by the CSO. Maintenance personnel hold separate safety briefings managed by the maintenance staff and are not required to attend Safety Meetings. Executive leadership is also not expected to attend Safety Meetings.

In the last year, several safety reports have resulted in minor operational changes. When reports have resulted in changes, a notice is placed on the Operations Board in the Driver Lounge to communicate with employees.

Safety concerns are documented in a Hazard Log and evaluated by the CSO. Safety concerns are presented to executive leadership at the biweekly Operations Managers Meeting for review. Maintenance staff do not attend this meeting but meet separately with the Chief Transit Officer on an as-needed basis.

CT's Accountable Executive developed and signed the Safety Management Policy that states the agency's commitment to employee safety reporting. The policy is posted on the Operations Board in the Driver Lounge. The policy is reviewed annually, along with the Agency Safety Plan.

Section 1: Identify Gaps & Characterize Gaps**1a. Identify Gaps**

Instructions: Read the ASP excerpt and the CT observations. Identify any gaps between the process and the implementation activities. Use the information from the ASP excerpt and the CT observations to complete Section 1.

What are the gaps between CT's ASP and its implementation in its agency?

1b. Characterize the Gaps

Instructions: In reviewing the implementation gaps, consider which category would best describe CT's ASP implementation gaps related to this scenario (e.g., Do something new, do something differently, do something consistently).

What characterization best describes the selected gap? Why?

Section 2: Brainstorm & Prioritize Projects

Identify & Prioritize Projects

Instructions: *Brainstorm what actions would be necessary to close the identified gaps — these actions are the “projects.”*

Consider the four enablers as strategies for addressing gaps: leadership direction, documented processes, communication, and training. Other activities are also possible.

Make a list of possible projects. You will then select one project to develop a plan for improving the implementation of this SMS process (see the next section).

What projects are necessary to close the identified gap? Prioritize by selecting the most effective project idea.

Section 3: Develop a Plan to Address the Gaps

Instructions: Use the tasks identified in Section 2 to document your implementation planning activities in the table below.

Example Project: Update the training materials to reflect ASP policies and procedures.

Outcome: Develop a procedure for reviewing and updating training materials.	
Tasks	<ul style="list-style-type: none"> • Develop a work group to support the project. • Complete a survey of materials that need to be updated. • Draft new procedure. • Gather feedback on the new procedure. • Finalize the procedure. • Develop a delivery schedule.
Roles and Responsibilities	<p>Safety - Manage process, deliverables, and review work group submissions</p> <p>Trainers - Work with subject matter experts to identify materials to be updated and draft new procedure.</p> <p>CEO - Provide resources, review and provide feedback on new procedure, approve and distribute new procedure.</p>
Timeline/Due Dates	<p>Start +15 – Establish work group.</p> <p>Start +45 – Materials survey completed.</p> <p>Start +60 – New procedure drafted.</p> <p>Start +90 – New procedure finalized and communicated.</p>

Project Planning

Project:	
Outcome	
Tasks	
Roles and Responsibilities	
Timeline/Due Dates	

Section 4: Monitoring

Instructions: *Brainstorm activities that determine if and how an agency is carrying out the implementation plan and that provide solutions for long-term monitoring.*

How can you ensure the agency is carrying out the implementation plan (or each specific task)?

Question #4

How can you use this template at your agency?

Planning to Address Implementation Gaps

- ASP implementation planning can help
 - Ensure that key people are engaged, project tasks are completed and tracked, and status updates are reported to management.
 - Establish agreement and awareness on all key aspects of implementing the ASP.
 - Develop a realistic, manageable, and logical series of projects for implementing ASP elements.
 - Effectively and efficiently manage the project resources.
 - Provide an accountability framework.

Conclusion

All lessons learned can be useful for the agency.

- You have an ASP; now it's time to implement it.
- Implementing the written ASP is required; planning to implement the ASP is not required but has many benefits.
- The ASP implementation planning process involves evaluating implementation status, characterizing implementation gaps, and addressing these gaps.
- When developing a plan for ASP implementation, consider identifying the project and purpose (why), outcomes (what), tasks (how), roles and responsibilities (who), and timeline / due dates (when).

Question #5

What will you do when you return to working on your agency's ASP implementation?

PTASP Technical Assistance Center (TAC) Links and Contact Information

- [Technical Assistance Center](#)
- [PTASP Community of Practice](#)
- [Frequently Asked Questions](#)



Additional Resources

- [Transitioning to ASP Implementation webinar](#)
- [PTASP Documentation and Recordkeeping webinar](#)

Appendix: Exercise Guide

Section 1

1a. Identify Gaps

What are the gaps between CT's ASP and its implementation in its agency?

Example Responses:

- No official forms for employees to use when reporting.
- No written process for supervisors to take reports.
- Maintenance is not explicitly included in the reporting program.
- Results from the safety reporting process are not communicated effectively to frontline employees.
- Training on the ESRP is limited to operations employees.

1b. Characterize the Gaps

Which category best describes CT's ASP implementation gap? Why?

- With this scenario, consider focusing on a task that is doing something differently.
- The gaps noted above mostly fall within "do something differently." It's not a new process overall; there are elements of the ESRP in place, but certain areas of the ESRP need enhancements.

Section 2

What projects are necessary to close the identified gap? Prioritize by selecting the most effective project idea.

- Here, you will select one of the projects you brainstormed in Section 1 and develop a plan to implement it at your agency.

Section 3

- See the example provided on pg. 29

Section 4

How can you ensure the agency is carrying out the implementation plan (or each specific task)?

Examples:

- Conduct an employee survey to determine the effectiveness of the reporting form (can they report what they they want to report?).
- Conduct an employee survey to determine the availability of the reporting form (can they report when/where they want to report?).
- Conduct an employee survey to ask how likely the employee is to use the new reporting form (can they report how they want to report?).
- Conduct an employee survey to determine the level of support that executive leadership, department management, and supervisors have for the new reporting form.
- Conduct an unannounced audit of agency departments to determine the availability of the reporting form.
- Survey agency supervisors and managers to receive feedback on the effectiveness and availability of the form.
- Conduct an audit of training documentation to ensure all employees have received training on the new form.
- Conduct an audit of training documentation to ensure that training on the form is relevant to the employee's roles and responsibilities related to employee safety reporting.

- Review daily/weekly/monthly/quarterly/yearly numbers of employee safety reports compared to previous years.
- Interview the ESRP managers who are responsible for reviewing ESRP reports to determine the effectiveness of the reports:
 - Is the information being reported accurate?
 - Is the information being reported timely?
 - Is the information being reported comprehensive?

Bonus Exercise Scenario – Compliance Monitoring for Control/Dispatch

Focus: *This scenario is examining County Transit's (CT) compliance program specifically for the Control/Dispatch group responsible for on-the-road bus revenue operations. Read CT's ASP Section 9.5 and CT's observations about their compliance monitoring for the Control/Dispatch group in action.*

Complete the guided questions and complete the table. The goal of this exercise is to help plan improvements for implementation of compliance monitoring for the Control/Dispatch group.

County Transit – ASP Excerpt from Section 9.5 Compliance Monitoring for Control/Dispatch

Instructions: *Use the excerpt below to complete the exercises.*

Safety Performance Monitoring and Measurement

Describe activities to monitor the system for compliance with procedures for operations and maintenance.

Safety Performance Monitoring and Measurement activities are in place to ensure CT's processes, employees, and environment are functioning to support safety throughout the organization. Performance monitoring is the responsibility of each department, including Control/Dispatch, Operations, Maintenance, Facilities, and Human Resources/Training. Monitoring activities are in place to detect unexpected safety concerns, issues, changes, and/or deviations that may introduce risk. Monitoring activities include:

- Sufficiency of operating and maintenance procedures – All operating and maintenance procedures are reviewed and revised, if needed, on a triennial basis.
- Compliance with operating and maintenance procedures – Each department has designed compliance monitoring programs and practices to oversee their employees.
- Investigations of safety events to identify causal factors – Investigations are led by the Safety Department with a support team of subject matter experts as assigned.
- Review and trending of information provided through all CT internal safety reporting programs – Safety reporting is the responsibility of all CT employees and contractors and monitored by the CT Safety Department.

The CT Safety Committee, led by the Chief Safety Officer (CSO), oversees CT's Safety Performance Monitoring and Measurement activities. Each department representative sitting on the Safety Committee is responsible for communicating performance monitoring and measurement status updates during quarterly committee meetings.

- [ASP content not relevant to the exercise excluded from this excerpt] -

Safety Performing Monitoring and Measurement: Control/Dispatch

A Control/Dispatch representative is a member of the Safety Committee to support 1) review and revision of agency procedures, and 2) compliance with procedures. As required by the ASP, all agency procedures are scheduled for review and revision, if needed, on a triennial basis.

To monitor compliance with relevant Control/Dispatch and overall operating procedures, the Control/Dispatch Director performs the following activities:

- An annual performance review of each controller/dispatcher.
- Two randomly selected one-hour observations each month (24 / year).
- A weekly review of all controller/dispatcher logs.

County Transit – Control/Dispatch Compliance Monitoring Observations

Instructions: Use the observations below to complete the exercises.

The CT Control/Dispatch Director has been the director for over seven years and is well respected and liked. Prior to becoming the director, the director worked as a bus operator for five years, an operations clerk for seven years, and a controller/dispatcher for 14 years. The director has extensive knowledge of agency operations, with over 25 years of experience at CT.

The director keeps consistent records and attempts to complete all annual performance reviews of each controller/dispatcher. The director mentioned that their latest challenge has been managing an unusually high amount of turnover among the controllers/dispatchers, including replacing two new recruits just months into their training and onboarding.

Records show that one, instead of two, employee observations are conducted each month. The random selection method resulted in one controller being observed three times in the past 10 months. The director explained that the observations are a new process that started 10 months ago. The director states that they are having trouble keeping up with these observations and can only, just barely, find time to conduct one observation a month.

The director also mentioned that they didn't know they needed to do these observations until the ASP came out a year ago. Furthermore, when asked about the weekly review of the logs, the director explained that they do this every week without fail but have no documentation to support the reviews.

A control/dispatch representative has not attended the last three Safety Committee quarterly meetings. It appears that the former representative, who is not the Control/Dispatch Director, retired and was never replaced on the Safety Committee.

Nearly half of the operating procedures that impact the control/dispatch group are over five years old, and new hires rely on experienced employees to provide on-the-job training on the procedures that are not documented by the agency.

Section 1: Identify Gaps

1a. Identify Gaps

Instructions: Read the ASP excerpt and the CT observations. Identify any gaps between the process and the implementation activities. Use the information from the ASP excerpt and the CT observations to complete Section 1.

What are the gaps between CT's ASP and its implementation in its agency?

1b. Characterize the Gaps

Instructions: In reviewing the implementation gaps, consider which category would best describe CT's ASP implementation gaps related to this scenario (e.g., Do something new, do something differently, do something consistently).

What characterization best describes CT's ASP implementation gaps? Why?

Section 2: Brainstorm & Prioritize Projects

Identify & Prioritize Projects

Instructions: Brainstorm actions necessary for closing the identified gaps — these actions are the “projects.”

Consider the four enablers as strategies for addressing gaps: leadership direction, documented processes, communication, and training. Other activities are also possible.

Make a list of possible projects. You will then select one project to develop a plan for improving the implementation of this SMS process (see the next section).

What projects are necessary to close the identified gap? Prioritize by selecting the most effective project idea.

Section 3: Develop a Plan to Address the Gaps

Instructions: Use the tasks identified in Section 2 to document your implementation planning activities in the table below.

Example Project: Update the training materials to reflect ASP policies and procedures.

Outcome: Develop a procedure for reviewing and updating training materials	
Tasks	<ul style="list-style-type: none">• Develop a work group to support project.• Complete survey of materials to be updated.• Draft a new procedure.• Gather feedback on new procedure.• Finalize the new procedure.• Develop a delivery schedule.
Roles and Responsibilities	<p><i>Safety</i></p> <ul style="list-style-type: none">• Manage process, deliverables, and review work group submissions. <p><i>Trainers</i></p> <ul style="list-style-type: none">• Work with subject matter experts to identify what materials need to be updated and draft a new procedure. <p><i>CEO</i></p> <ul style="list-style-type: none">• Provide resources, review and provide feedback on new procedure, and approve and distribute the new procedure.

Timeline/Due Dates	Start +15 – Establish work group. Start +45 – Materials survey completed. Start +60 – New procedure drafted. Start +90 – New procedure finalized and communicated.
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Project Planning

Project:	
Outcome	
Tasks	
Roles and Responsibilities	
Timeline/Due Dates	

Section 4: Monitoring

Instructions: *Brainstorm activities that determine if and how an agency is carrying out its implementation plan and provide solutions for long-term monitoring.*

How can you tell if the agency is carrying out the implementation plan (or each specific task)?