Review of Transit Control

Audit Risk Management Committee

June 5, 2024

Summary of Key Observations & Recommendations

Ref	Observation Title	Recommendation Overview	Priority	
			H	M
1	Incoming call management – Information collection and relay	Information collection and relay processes should be enhanced to support efficient and effective incoming call management.	X	
2	Incoming call management – Dispatch of TTC resources to safety/security Incidents	Processes for dispatching TTC resources to safety/security incidents be reviewed and enhanced.	X	
3	Incoming call response	Transit Control service level standards and dispatcher performance expectations be further established and clarified.	X	
4	Performance measures	Enhance Dispatcher performance measures and regularly monitor adherence to them.	X	
5	Departmental standard operating procedures	Follow a documented quality assurance check process to ensure overhauled departmental SOPs are accurate and actionable.		X
6	Dispatcher training	Review the content and delivery of the Dispatcher Training Program be reviewed to ensure it is comprehensive and supports the development of a high performance team.		X
7	Departmental performance audits	Ensure departmental performance audits are completed consistently and equitably.		X

Observation 1 – Information Collection and Relay (H)

Management should enhance the information collection and relay processes to support efficient and effective incoming call management

Work Completed

- **Q3 2023** – Working group established to explore incident management strategies & technologies.

- **Q4 2023** – 372 departmental SOP and Work Instructions reviewed and streamlined.

- **Q1 2024** – Training and Management Specialist conduct TCC Towers & Dispatchers employee performance evaluations at 1, 2 and 3 months after employment commencement.

Interim Measures

- Started discussions with 911 supervisor to revisit potential partnerships around training.

- Ongoing monthly safety reminder program outlining in detail the questions to be asked of the Caller.

- SOP review project continues and currently on track for a Q1 2025 completion date.

Next Steps

- Once SOP review project is fully complete, a formal review of departmental audit program can begin (see Observation 7).

- Ongoing annual review of the SOPs to be established.

Projected completion by Q2 2025

Observation 2 – Dispatch to Safety/Security Incidents (H)

Management should review and enhance processes for dispatching TTC resources to safety/security incidents

Work Completed

- **Q2 2023** – Implemented Safety Reminder Notices with mandatory quiz for Mobile Supervisor, Operations Supervisor, Wayside, Tower and Dispatch roles.
- **Q3 2023** - Security Desk Work Instruction completed.
- **Q4 2023** – Dispatcher training programs completed.
- **Q2 2024** – Working Committee with Special Constable Service and Corporate Security established.

Interim Measures

- **Q2 2024** – Per Executive Director of Fare Technology and System Stewardship, RFP for Security Model Assessment is in progress, which is to include a review of the roles and responsibilities of the Special Constable working out of Transit Control.
- **Q2 2024** – Working Committee meetings ongoing; Transit Control to document roles, responsibilities and processes; Stations Department to be added to Working Committee.

Next Steps

- Implementation of actions derived from the Working Committee workshops & the outcomes of the Security Model Assessment.
- **Challenge** – Progress is dependent on business process and responsibility mapping, as well as input from other TTC business units/stakeholders.

Projected completion by Q4 2024

(revised from Q1 2024)

Observation 3 – Incoming Call Response Time (H)

Management should further establish and clarify service level standards and dispatcher performance expectations

Work Completed

- **Q2 2023** – ATC Track Level Desk established to assist with reducing call wait times.
- **Q3 2023** – Rover/Division Work Provide(DWP) positions added to facilitate training while maintaining call queue staffing.
- **Q1 2024** – Biweekly meetings established with Corporate Communications & Customer Communications.

Interim Measures

- Biweekly meetings to continue with goal of establishing baseline communication processes for Transit Control during service disruptions.
- Office of Chief-O&I preparing business case to identify appropriate staffing structure to satisfy communications and dispatch requirements (e.g., Radio Desk and Communications Desk Dispatcher positions require higher levels of performance).

Next Steps

- **Q3 2024** – Complete process improvements and develop tools for measuring dispatcher performance and flagging root causes behind unanswered calls.
- **Q1 2025** – In consultation with other transit agencies, complete a service level standard review which reflects industry best practices.
- **Q1 2025** – Complete a demand-driven analysis to identify opportunities for hiring additional dispatchers and develop a shift-based schedule.

Projected completion by Q1 2025

Observation 4 – Performance Measures (H)

Management should enhance Dispatcher performance measures and regularly monitor adherence to them

Work Completed

- **Q1 2024** – New data analysis dashboard introduced to inform strategies and actions on defining service level requirements, resource deployment and monitoring individual dispatcher performance.
- **Q2 2024** – Weekly Departmental updates sent weekly by Operations Coordinator with key data on overall performance.

Interim Measures

- In the absence of a dedicated data analyst within either Transit Control or Communications Engineering to drive necessary data improvements, efforts will be made to better understand and potentially utilize readily available reports.

Next Steps

- **Q4 2024** – Engage the Technology and Innovations Department to explore potential data management enhancements; cost/benefit analysis of new technology to be conducted as required.
- **Challenge** – Data analysis efforts hindered by slow roll-out of OneDrive and migration of ICS and RMENU data to Executive Data Warehouse.

Projected completion by Q4 2024

Observation 5 – Departmental Standard Operating Procedures (M)

Management should follow a documented quality assurance check process to ensure overhauled departmental SOPs are accurate and actionable

✓ Work Completed

- **Q4 2023** – New SOP Coordinator on-boarded to develop a plan for enhancing document hierarchy and the processes for reviewing/updating Transit Control's internal documents.

- **Q4 2023** – New departmental SharePoint site developed to house all TCC SOPs.

Interim Measures

- SOP Coordinator commenced a gap analysis of the SOPs and Work Instructions in Q2 2024.

- SharePoint site to be populated with SOPS, employee training documentation, discipline and employee specific documentation.

- Engaged with ITS Department to initiate the process of obtaining IT credentials and devices to facilitate rapid access link repository to Work Instructions and policy documents organized by role.

Next Steps

- **Q1 2025** – Deliver an enhanced document system that maps to business processes implemented and incorporate details into new-employee training.

- **Challenge** – Obtaining required IT credentials and devices.

Projected completion by Q1 2025

Observation 6 – Dispatcher Training (M)

Management should review the content and delivery of the Dispatcher Training Program be reviewed to ensure it is comprehensive and supports the development of a high performance team

✓ Work Completed

- **Q4 2023** – Completed and rolled out Initial Dispatcher Resource Book.

- **Q1 2024** – Scenario based questions are included in the new exercise packages for the Dispatchers.

- **Q2 2024** – TCC joined the O&I mentorship program and participation is ongoing.

Interim Measures

- Facilitator Guides under development by TCC's Training and Quality Management Specialist to be used by peer trainers during initial onboarding. Exercise scenarios range from planned to unplanned service delays, as well as regular day to day operations.

▶ Next Steps

- Establish Recertification Program for all TCC roles, in consultation with TTC's Employee Relations.

- Complete Training Facilitator Guide with practical scenario-based resources and instructions.

- Complete Dispatcher Refresher Program.

Projected completion by Q4 2024

Observation 7 – Departmental Performance Audits (M)

Management should ensure departmental performance audits are completed consistently and equitably

Work Completed

- **Q3 2023** – Duty and Assistant Managers utilize auditing and training tracking suite to identify employees with non-compliant or insufficient audit history.
- **Q1 2024** – Extra/DWP Managers prioritizing completing departmental performance audits where possible.
- **Q2 2024** – Held exploratory conversations with other transit agencies.

Interim Measures

- Engage with APTA and CUTA to identify industry best practices to build a more robust, self-audit program appropriate for an emergency control center.

Next Steps

- Once SOP review project is fully complete, a formal review of departmental audit program can begin (see Observation 1).

Projected completion by Q1 2025