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**OPERATIONS COMMITTEE
FEBRUARY 20, 2002**

Metropolitan
Transportation
Authority

One Gateway Plaza
Los Angeles, CA
90012-2952

**SUBJECT: MTA/DUPONT SAFETY PROGRAM AND WORKERS
COMPENSATION STATUS**

ACTION: RECEIVE AND FILE

RECOMMENDATION

Receive and file the MTA/Dupont Safety Program and workers' compensation status report for the period covering October 2001 through December 2001.

DISCUSSION

Background

The MTA Board has been receiving a quarterly status report on workers' compensation. Beginning this quarter, the report is expanded to include the status of the MTA/Dupont Safety Program. The workers' compensation claims detail for the second quarter of FY 2002 is provided in Attachment A.

On October 1, 2001, the MTA initiated the MTA/Dupont Safety Program, a comprehensive safety management approach that will augment the MTA's existing Safety Program and improve its safety record. The Safety Program has the stated goal of achieving at least a 50% improvement in reportable injuries, lost time due to injuries, and accidents over the five-year program. Dupont Safety Resources is the contractor selected to assist MTA with the Safety Program.

Dupont's scope of work for this program includes:

- Assess the current safety management system
- Prepare an engagement plan to improve safety
- Engage MTA leadership in preparation of an overall Strategic Safety Plan and Safety Action Plans for each division and Headquarters functional area
- Provide assistance to management in developing strategies for communicating, promoting, and implementing the Strategic Safety Plan
- Conduct safety skill building for all levels of management, supervision and other personnel, including ongoing coaching and counseling

In November 2001, MTA's executive leadership team met several times to develop and adopt the Safety Program's guiding policy:

"Safety's First for our customers, employees, and business partners as we plan, construct, operate and maintain the region's transportation system."

Safety is to become the first consideration at the MTA. This will be reflected in the way we conduct business, including provision of transit and other transportation services, financial decisions, contracting and procurements, and long range planning. This is a fundamental shift for the agency.

The Strategic Safety Plan is the guiding document for the Safety Program over the next five years. The plan is structured to develop a baseline and then build upon it to facilitate safety culture changes. It covers the following developmental phases: awareness, knowledge and understanding; implementation and skill building; participation to total involvement; and continuous improvement. With the assistance of Dupont Safety Resources, the Safety Program committees are developing the plan.

Summary of Accomplishments

Safety Program

In the first three months of the program, the MTA/Dupont team has completed a number of important tasks, in which the following accomplishments are included:

- Completed an assessment of the current state of MTA's safety management system (Attachment B).
- Conducted workshops with MTA Executive Leadership from which the MTA Safety Policy and Principles were developed (Attachment C).
- Initiated three key Safety Program committees:
 - Safety Program Steering Committee
 - Gateway Tactical Committee
 - Operations Tactical CommitteeThe Safety Program Steering Committee provides overall project direction and the two tactical committees guide and coordinate implementation of safety improvements.
- Drafted a five year Strategic Safety Plan based on the results of the assessment to build on existing strengths and implement improvements necessary to accomplish program goals.
- Conducted three Safety Skill Building Seminars for Managers in December and scheduled an additional nine sessions for Managers, Supervisors and Safety Professionals through the end

of January. Over 280 employees will be trained in safety skills by January, and additional skill building sessions will follow (Attachment D).

- Completed the safety scorecard that will be used to evaluate the program's effectiveness on a monthly basis (Attachment E).
- Developed and implemented a Communications Plan in support of the Safety Program. Communications have included a holiday safety letter to employees from the CEO, development of a "Safety's 1st" pamphlet and safety banners, and official program kick-offs at the Divisions and Gateway. The January 11th Gateway kick-off included a safety game show for employees. Division kick-offs are scheduled starting January 30 and throughout February.

Claims

- Merged the Return-to-Work function into the Workers' Compensation Unit of Risk Management. Workers' compensation analysts will work with the home department/division and the Claims Administration Unit (CAU) to ensure an expeditious treatment of injuries, transition to modified/light-duty work, and to facilitate a quick return to full duty, thereby reducing lost workdays.
- Established the Special Investigations Unit (SIU) in the Office of System Safety and Security. SIU will work closely with the CAU and County Counsel to identify, investigate and prosecute fraudulent claims and will assist departments/divisions to identify and pursue disciplinary action against employees as appropriate (Attachment F).

Union Participation

- Advertised and received applications for the Injured Workers Advocate position.
- Conducted a meeting with the Safety Oversight Committee in mid-January to brief labor management on the MTA/Dupont Safety Program approach and elements and to encourage their participation.

NEXT STEPS

The MTA/Dupont team will continue implementation of the Safety Program. Tasks scheduled for the third quarter include the following:

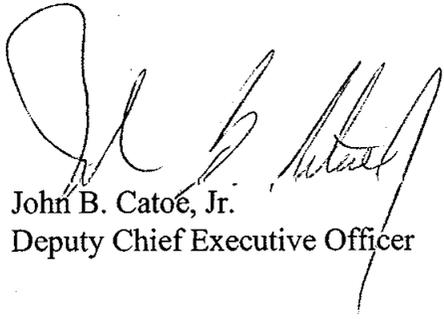
- Conduct approximately 21 safety skill building sessions;
- Adopt and implement the Safety Strategic Plan and Safety Action Plans;
- Initiate the revisions of the Performance Based Compensation system to include safety;
- Conduct monthly meetings of the Safety Program committees;
- Update the safety scorecard; and
- Continue roll out of the communications plan.

MTA will continue implementing the labor contract provisions with ongoing monthly meetings of the Safety Oversight Committee, initiation in February of the Local Safety Committees at 18 divisions/operating locations, and completion of the Injured Workers Advocate recruitment.

ATTACHMENTS

- A. Workers' Compensation Claims Report
- B. MTA Safety Assessment by Dupont
- C. MTA Safety Policy and Principles
- D. Safety Skill Building Seminars
- E. Safety Scorecard
- F. Special Investigations Unit (SIU)

Prepared by: Andrea Burnside, Transportation Planning Manager



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Chief Executive Officer

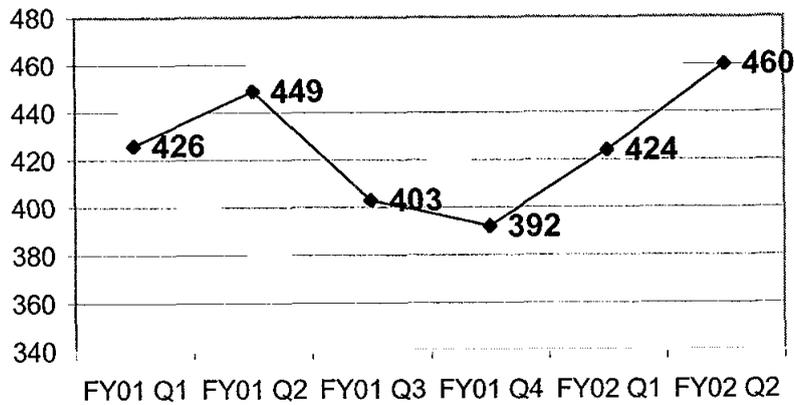
Claims Report

Average monthly new claims (226) were lower than the average for the previous quarter (264), but higher than the same period last year (174). The period of October through December 2000 included two weeks of the Transit Strike, which lasted through middle of October.

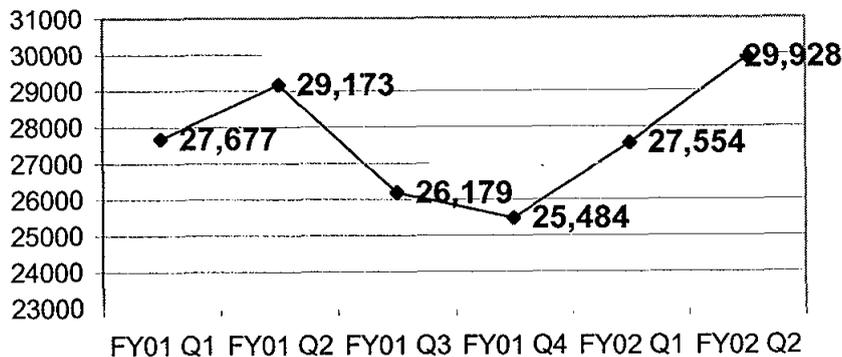
During the first half of fiscal year 2002, there were a total of 57,482 lost workdays due to on-the-job injuries, slightly higher than the same period last year (56,850).

The inventory of pre-Travelers self-insured claims decreased from 2,010 to 1,726, a decrease of 14%. Staff continues to monitor Travelers' handling of these claims to ensure cost effective and appropriate settlements.

Employees Out on WC



Lost Workdays Due to Occupational Injuries



MTA Safety Assessment by Dupont

Starting October 1, the Dupont consultants interviewed a cross section of the organization totaling 470 staff, reviewed documents, and observed operations to evaluate the current safety management system. Interviews included headquarters, bus and rail employees at all levels, from executives, managers and supervisors to operators, maintenance technicians, and office staff.

Based on Dupont's "12 Essential Elements of Excellence in Safety," the consultants rated MTA's performance in each element. The matrix on the next page lists the 12 elements and describes the scoring criteria for each level on the scale. It should be noted that the highest level of safety management system implementation is "World Class," which is considered to be a perfect score.

While MTA's initial ratings were low, Dupont's experience with this demanding and stringent assessment is that it is not uncommon for organizations to score in the range MTA did at the outset of a new Safety Program that strives to change the culture of an organization. The Safety Program's progress will be tracked periodically and reported using the same assessment criteria.

The agency has set a goal of achieving the "World Class" rating. As MTA continues to implement the Safety Program and the Strategic Safety Plan over the next five years, less pain and suffering due to injuries, improved customer service and higher employee morale, and less cost and will result from an improved safety culture.

| Level | Visible Management Commitment | Working Safety Policy | Integrated Organization for Safety | Line Organization Responsibility & Accountability | Aggressive Safety Goals and Objectives | High Standards of Performance | Supportive Safety Personnel | Progressive Motivation | Comprehensive Injury & Incident Investigations & Reports | Effective Two-Way Communication | Continuous Safety Training | Safety Auditing |
|-------------------|---|--|--|---|---|---|--|--|--|--|---|--|
| World-Class V | <ul style="list-style-type: none"> All levels of management lead by example and visibly demonstrate commitment to safety by emphasizing the goal of zero injuries and supporting plans to reach this goal. Safety is always considered in significant management decisions with the same priority as cost, production, quality, and profitability. Management's commitment to safety is felt by all employees as genuine and deep. | <ul style="list-style-type: none"> The policy represents management's publicly strong and visible commitment to safety. The policy inspires individuals by reflecting common principles, indicating safety's priority, and providing a clear basis for decisions. | <ul style="list-style-type: none"> Line management is fully responsible and accountable for all aspects of safety including goals, objectives, plans, activities, and performance. The entire committee structure supports the line organization where implementation of the subcommittee recommendations, guidelines, and training occurs. | <ul style="list-style-type: none"> Line management fully and proactively accepts responsibility and accountability for all safety matters and considers safety an essential aspect of running the business. They will do whatever is necessary to achieve safety objectives. | <ul style="list-style-type: none"> Safety goals, objectives and plans are a prominent part of the business plan. Essential elements for safety performance are identified and imported. Safety performance is viewed as a competitive advantage. All employees are aligned with and support the goals, objectives, and plans. | <ul style="list-style-type: none"> Units network and share standards and procedures. Standards and procedures meet or exceed recognized and generally accepted good engineering practices, industry codes, and consensus standards. High standards, applicable to all safety matters, are obvious to all employees. | <ul style="list-style-type: none"> Safety professionals operate as trusted advisors to the line management, providing strategic counsel as well as implementation support. Safety professionals provide expertise in various safety matters and are viewed as key members of the organization. | <ul style="list-style-type: none"> Management consistently demonstrates that safety has the highest priority. The process for defining, implementing, and executing the safety program involves everyone in some phase of the effort. A high level of voluntary participation is visible throughout the organization. All employees regard discipline as impartial, consistent, and predictable. Most employees feel responsible for their coworkers' safety and act accordingly. | <ul style="list-style-type: none"> The reporting and investigation process clearly contributes to continued reduction of injuries and incidents and the associated suffering and costs. Ratio of close calls to injuries is decreasing. All incidents with significant injury potential are investigated. Findings and insights are effectively used to prevent recurrence. | <ul style="list-style-type: none"> Safety goals and programs, action plans, current performance, and recent issues are familiar to, and understood by all employees as an important part of their business. Communication channels are completely open, discussions of potential safety problems are viewed as opportunities to improve, and all employees feel their input is welcome. | <ul style="list-style-type: none"> As a result of training excellence, injuries and incidents have decreased and safety performance has improved. Injuries and incidents do not occur as a result of insufficient knowledge of the process or the materials that go into its production. Employees are never asked to perform a task for which they are not fully qualified. | <ul style="list-style-type: none"> The audit system is recognized and fully supported by the entire organization as a key element to managing and eliminating the potential for injuries. Employees participate in second-party audits of other sites/facilities. Metrics are used to evaluate the contribution of the audit process to incident reduction. Audit findings are compared with incident data to focus, target, and improve the audit process. Specialized audit protocols are used as needed to focus on specific issues and safety problems. |
| Excellence IV | <ul style="list-style-type: none"> Managers identify and import essential elements for safety improvement. Management demonstrates and demands high standards of performance. Management commits resources to continuously improve safety performance. | <ul style="list-style-type: none"> Management audits for communication, understanding, and compliance with policies. Top management periodically reviews and adjusts policy based on the organization's performance and employee inputs. A safety committee leads development and implementation of policies. | <ul style="list-style-type: none"> Program champions are identified and supported for major areas of safety activities such as process safety, ergonomics, and occupational health. The central safety committee is supported by standing subcommittees that address broad safety topics, and ad hoc committees that address specific issues. Subcommittees include appropriate representation. A central safety committee, chaired by the site manager, acts as the executive safety management group. The site manager's staff and safety group are both fully represented. | <ul style="list-style-type: none"> The safety group supports line management's safety program by assisting with coordination, training, program implementation, and other activities for which they have special skills. Compensation for line management and supervision is a function of the organization's safety performance, making accountability and responsibility clear. | <ul style="list-style-type: none"> The long-range goal of zero injuries is established within the organization. Safety initiatives and plans are designed and developed based on goals and objectives. Leading indicators are used for coaching during the performance review process. Managers have personal safety goals and plans aligned with the organization's goals and plans. | <ul style="list-style-type: none"> Essential elements for top safety performance are identified, imported, and deployed broadly. Standards and procedures are reviewed regularly and upgraded as needed. Leading indicators and metrics drive performance improvement plans and efforts. Teams of employees with required knowledge are used in the development and review of standards. A comprehensive and effective change management system is in place. | <ul style="list-style-type: none"> General responsibility for safety is clearly held by line management. Safety professionals provide the specialized training and expertise (such as ergonomics, OSHA reporting, workmen's compensation, training skills, etc.) that the organization needs. | <ul style="list-style-type: none"> Employee input for safety programs is sought, valued, and frequently implemented. Feedback to employee inputs is always provided promptly. Employees are proactive in recognizing safety issues and proposing improvements. Safety management systems are periodically evaluated and upgraded for effectiveness. Managers reinforce and encourage safe work habits and safe behavior. | <ul style="list-style-type: none"> Frontline employees are involved in the overview of incidents and upgrade of the investigation protocol. Incident metrics and investigation findings are used to upgrade programs, training, and audit processes. Investigation findings and lessons learned are shared with other sites. In most cases, the root causes and all contributing factors to the incident are discovered by the investigation process. | <ul style="list-style-type: none"> Effective two-way communication about safety is explicitly considered for upgrade in various safety committees and managers' staff meetings. Line management is actively involved in planning and conducting safety meetings. | <ul style="list-style-type: none"> The training plan, process, and content are upgraded based on continuous evaluation of training needs. Training effectiveness is audited to develop improvements to training methods and content. Employee feedback is solicited and used to improve the training process. | <ul style="list-style-type: none"> Employees/work teams are involved in developing and executing audit protocols. Audit information is used proactively to upgrade safety policies, procedures, and plans. Second-party and external audits are used to assess the audit process and its effectiveness. Audit metrics are in place to measure audit system effectiveness. Audit training is provided for all new employees. |
| Skills III | <ul style="list-style-type: none"> Management actively supports and promotes safe work practices and processes. All levels of management clearly understand the organization's safety management systems and plan to improve safety performance. Management recognizes safety initiatives and reinforces good performance. Management communicates, in a convincing manner, that safety can be managed and is good for business. Management actively participates in safety meetings, training, audits, and incident investigations. Management communicates safety expectations with employees and emphasizes their priority. Management ensures that goals and objectives are aligned through the organization through "buy-in." | <ul style="list-style-type: none"> Employees accept responsibility and accountability for compliance with safety policies. Management regularly reviews policy with employees. Policy is seen by the organization as the driving force behind the systems and procedures for managing safety. The policy couples safety with valuing people. New employees receive a copy of the policy and it is reviewed to ensure understanding. | <ul style="list-style-type: none"> The safety group is valued and recognized for its skill and expertise in various specialized areas. Safety professionals are considered valuable advisors to the site/business leadership. Line management is fully involved in the development of safety programs and accepts responsibility for safety performance. The safety group has equal standing with other business functions with top management. | <ul style="list-style-type: none"> Management leads incident investigations, audits, and major safety communication and activities. Line organization is responsible for safety and uses the safety group as a resource. Accountability for safety and disciplinary actions are well defined and clearly communicated. | <ul style="list-style-type: none"> Ambitious, but attainable, short-term objectives are established within the organization. Leading indicators such as audit results, close calls, and participation are defined, tracked, analyzed, and used to establish goals and plans. Injury statistics are analyzed to determine trends and develop remedial action plans. | <ul style="list-style-type: none"> Leadership exhibits high personal standards for safe conduct, and supports resolution of safety issues and concerns about potential for injury. Management vigorously addresses employee concerns. A process to develop, maintain, and review standards exists. The criteria for evaluation of personal and organizational safety performance are clearly defined and communicated to all employees. Employees are knowledgeable regarding safety standards and procedures. | <ul style="list-style-type: none"> The line organization is fully responsible and accountable for safety. Safety professionals provide the required support for coordination and implementation. | <ul style="list-style-type: none"> All information that may impact morale is communicated effectively through the line organization. Employees support the safety program and consistently apply safety principles in their work. Administration of discipline is fair and consistent, and aimed at motivation and teaching/learning rather than punishment. Good safety performance and behavior is publicly acknowledged and recognized. Understanding the organization's standards and expectation for safe behavior, employees consider safe work practices as a high priority in their work. | <ul style="list-style-type: none"> Incident data is analyzed to determine trends and patterns in order to define prevention measures. Investigation findings are documented and follow-up is assigned and tracked to closure. Incidents with potential for serious injury are also investigated. Management directs incident investigations, which include the injured employees and technical expertise as needed. Injury reports and investigation findings are shared with all affected employees. | <ul style="list-style-type: none"> Discussions of various safety matters are common in all functions and at all levels. Employees are encouraged to identify safety issues and suggest solutions. Incidents, injuries, investigations, and new safety rules are clearly and efficiently communicated to all. Management's desire to have employees take a broad interest in all safety matters is communicated and understood. | <ul style="list-style-type: none"> Employees assist in course development and presentation. Training is delivered by people trained to teach the material. Guidelines on content and delivery for on-the-job training are well defined. Content of classroom training courses are documented. The safety training plan is integrated into the overall training program. Employees are encouraged to take optional training courses to improve safety skills and leadership. | <ul style="list-style-type: none"> The audit process and program is fully operational. A skilled base of experienced auditors exists and includes management staff, safety professionals, and employees. Audits focus on behavior in a way that corrects deficiencies and motivates employees. Management has ownership of the audit process, but there is broad employee involvement. Audit recommendations are documented and effectively tracked to closure. System, compliance, and behavior audits are conducted by all levels. |
| Awareness II | <ul style="list-style-type: none"> The organization has developed a system to address employee concerns about safety. Management understands its role in improving safety performance. All leaders actively participate in training, audits, and investigations. Management drives the development of plans to improve safety performance. All leaders have completed safety leadership training. Leaders frequently discuss safety with direct reports, supervisors, and employees. Accountability for safety is discussed during performance appraisals and post-incident discussions. | <ul style="list-style-type: none"> Written policy declares safety as a high priority for the organization and serves as a guide for decisions involving safety. Employees have easy access to the policy document. Safety policies are meaningful and workable. | <ul style="list-style-type: none"> Responsibility for various safety activities is shared between the line organization and the safety group effectively. The safety group includes safety professionals who receive continuous training and personal development. The safety group has a presence on the site manager's staff. | <ul style="list-style-type: none"> Line management and supervision share the responsibility of defining safety issues and enforcing compliance with the safety group. Line organization recognizes its responsibility for safety, but delegates most of the execution to the safety group, such as audits, training, safety meetings, OSHA reporting, injury investigations, compliance, and enforcement. | <ul style="list-style-type: none"> Deficiencies identified in audits are used to drive safety program planning. Common sense, custom, and reaction to incidents drive safety programs and activities. Modest objectives are set to reduce injury statistics. | <ul style="list-style-type: none"> Compliance with safety standards and procedures is consistently high. Injury and incident reporting is consistently reliable. Copies of standards, procedures, and regulatory requirements are readily available to all employees. Conditions for implementation of the disciplinary process to enforce safety standards and procedures are stated. | <ul style="list-style-type: none"> While line management is nominally accountable for safety, responsibility for execution is shared with the safety group. Safety professionals manage the safety program and execute most functions including audits, training, safety meetings, OSHA reporting, injury investigations, etc. | <ul style="list-style-type: none"> Management supports safety by correcting deficiencies promptly and by enabling training, equipment upgrade, or improved procedures to eliminate hazards and reduce risk. Employees understand that safety is a condition of employment. Managers are trained in appropriate use of discipline. Standards and expectations for following safety rules and procedures are clearly defined, including guidelines for disciplinary action. | <ul style="list-style-type: none"> Employees understand and generally comply with the established process for reporting all injuries and incidents. Injury metrics (timing, type, organization, process, etc.) are collected for review. Safety staff or supervisors direct investigations with employee involvement. A system is in place to manage, store, and retrieve injury information. | <ul style="list-style-type: none"> Wide-ranging job related safety information is frequently communicated to all employees. Standards and expectations for safe behavior, including conditions of discipline, are made clear to employees. All employees attend regular safety meetings. | <ul style="list-style-type: none"> Management and other organizational leaders receive safety leadership training. Skill demonstration is used to confirm effectiveness of training. A training documentation system tracks employee qualifications. Generally, supervisors or the safety staff lead the formal safety training. Safety meetings are sometimes used to conduct safety training. | <ul style="list-style-type: none"> Auditing includes discussion of observations with employees. Some members of management occasionally participate in internal, first-party audits. Audit protocols are fully defined, including checklists, frequency, and follow-up. Resources are allocated to perform audits, evaluate recommendations, and track progress. Audits address unsafe acts and unsafe conditions. |
| Fundamentals I | <ul style="list-style-type: none"> Trailing injury statistics (TRR, LWC) are the primary tools for safety performance measurement and discussion. Injuries and incidents are the main driving force behind discussion of safety management practices and changes in policy or safety rules. | <ul style="list-style-type: none"> Safety policy is written as a set of safety rules and prohibitions, generally as part of the overall operating policy manual. | <ul style="list-style-type: none"> Safety is assigned to one or more members of the organization who may or may not be a trained safety professional. | <ul style="list-style-type: none"> The safety group is responsible for executing safety matters. Focus is on defining and enforcing safety rules and procedures. | <ul style="list-style-type: none"> Long-time and recordable injuries are documented. Statistics for these data are accumulated for the organization, but may not be shared. Gaps in meeting regulatory requirements are identified and corrective action plans are developed. | <ul style="list-style-type: none"> Procedures for safe execution of all significant tasks are defined, documented, and communicated to employees assigned to those tasks. General standards for safe conduct are defined and communicated to all employees as safety rules, including the conditions for implementation of the disciplinary process. | <ul style="list-style-type: none"> The safety group defines safety rules and enforces compliance. | <ul style="list-style-type: none"> Rewards and recognition are based on demonstrated performance. Employees understand the safety rules and procedures. | <ul style="list-style-type: none"> Injury investigations are led primarily by the safety staff, which may or may not be trained in investigations. A written procedure that meets minimum regulatory and business requirements is in place for reporting and investigating all recordable injuries. | <ul style="list-style-type: none"> Clearly defined safety rules and procedures, including conditions of discipline, are communicated to all employees. | <ul style="list-style-type: none"> Training required to meet external regulations is in place. New employee/transferee training exists and includes safety policies and procedures. Basic operator and mechanic training is in place and focuses on the specific job tasks. | <ul style="list-style-type: none"> Required first-party audits are conducted and documented primarily by safety professionals. Audits focus on unsafe conditions. |

MTA Safety Policy and Principles

POLICY:

SAFETY'S FIRST for our customers, employees, and business partners as we plan, construct, operate and maintain the region's transportation system

PRINCIPLES:

- Safety is a "24/7" priority.
- Safety is everyone's responsibility.
- Accidents and injuries are preventable.
- Working safely is a condition of employment.
- Training is essential for good safety performance
- The Management Team is accountable for safety

Adopted November 2001

MTA Safety Skill Building Seminars

Four levels of safety skills training will be conducted:

- Manager's Safety Skill Building (December 2001 – January 2002)
- Supervisor's Safety Skill Building (January 2002 – March/April 2002)
- Safety Professional Skill Building (January 2002)
- Safety Skill Building – All Remaining Employees (April 2002 – Ongoing until complete)

The Manager level and Supervisor level training includes two-day seminars led by Dupont consultants. The sessions will ground managers on safety principles and leadership behavior, and include skills building activities. Content of the course includes:

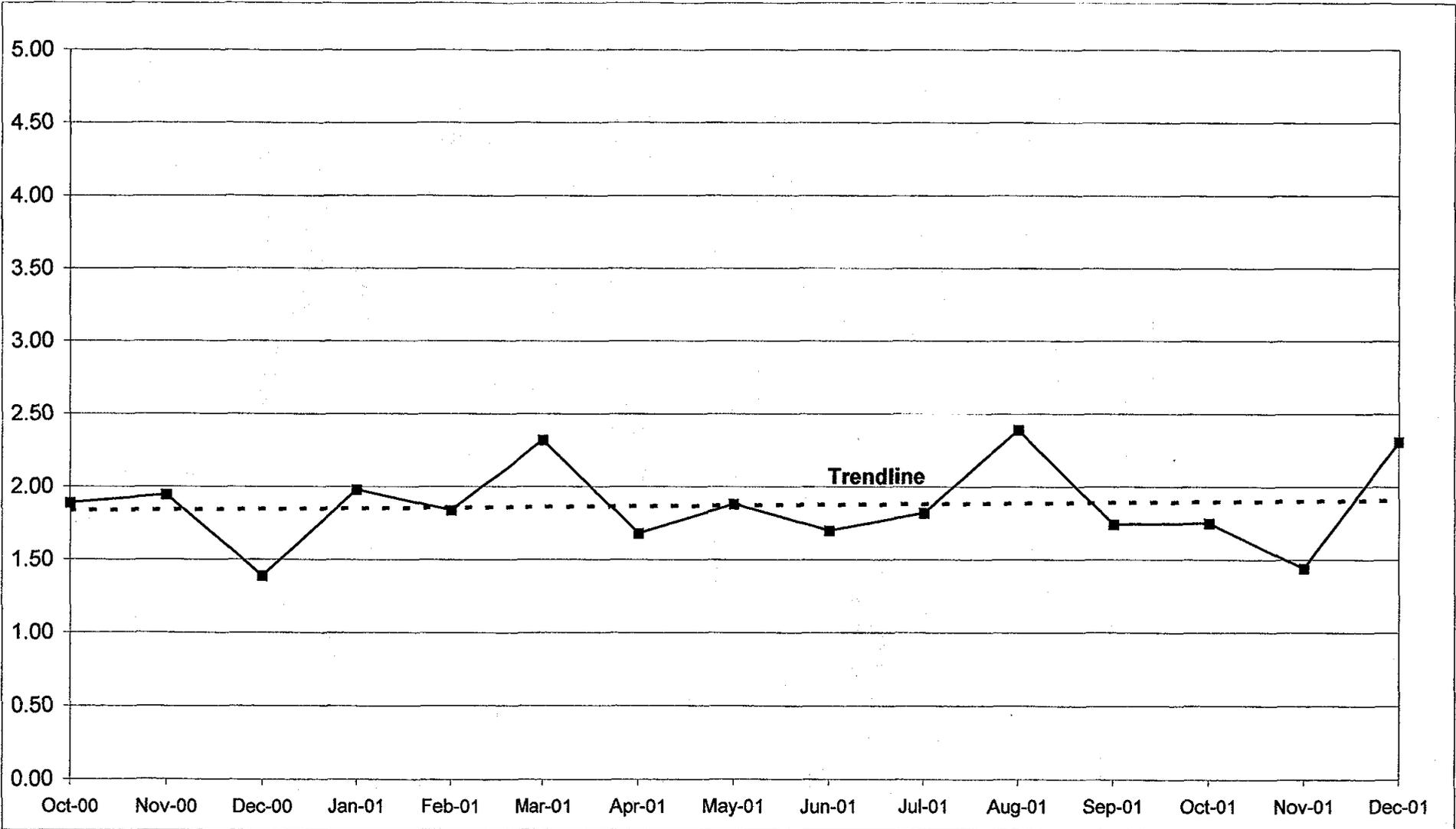
- Organizing for Safety Excellence
- Safety Auditing
- Integrating Safety into Management Systems
- Incident Investigation
- Demonstrating Personal Management Commitment
- Fostering Involvement
- Planning – Including development of a personal safety action plan

The training for all remaining employees is being designed, but will include shorter sessions of a half-day in length.

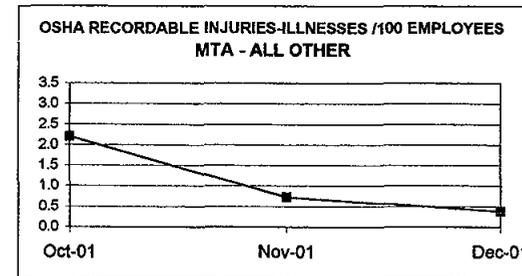
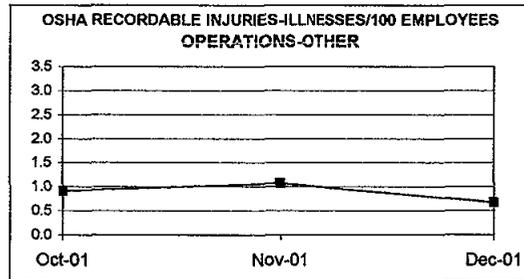
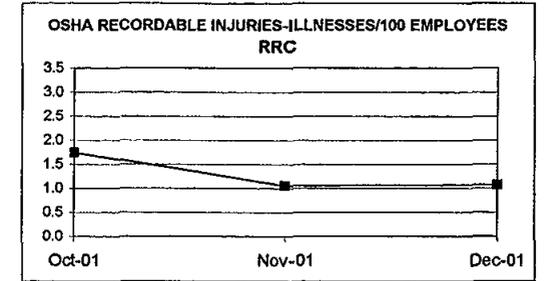
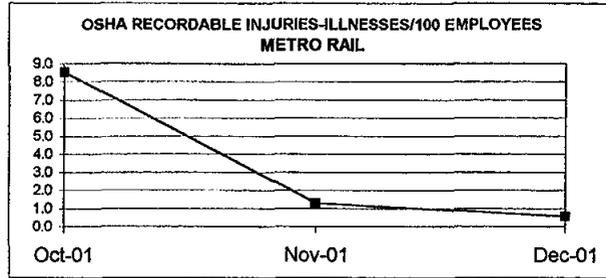
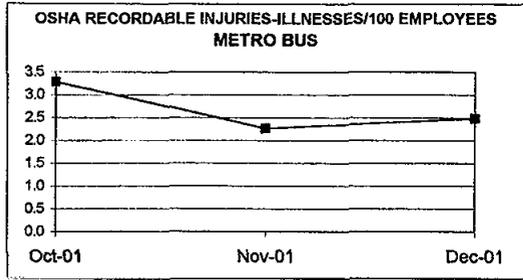
Dupont designed and conducted the Manager level training, but the responsibility for the continued training will be transitioned to MTA Training and Development staff. This process has already begun.

New Worker's Compensation Claims Per 100 Employees (Operations)

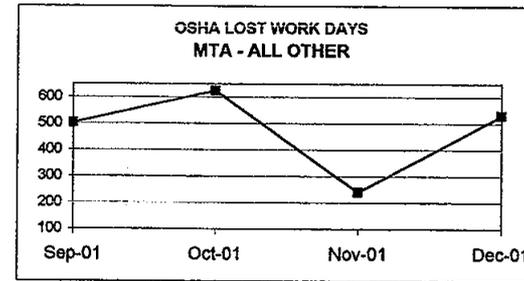
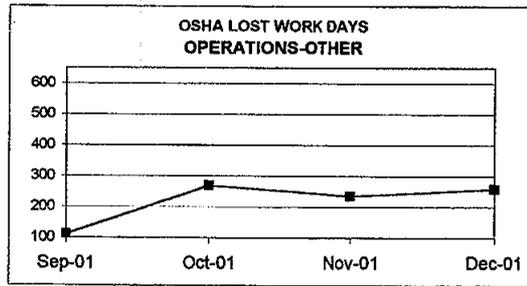
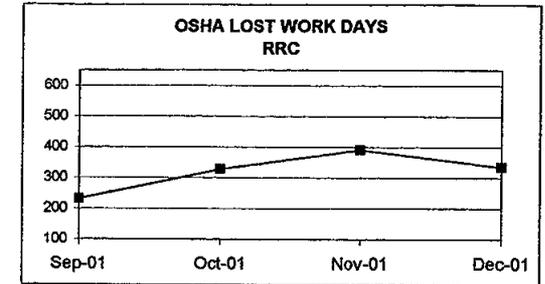
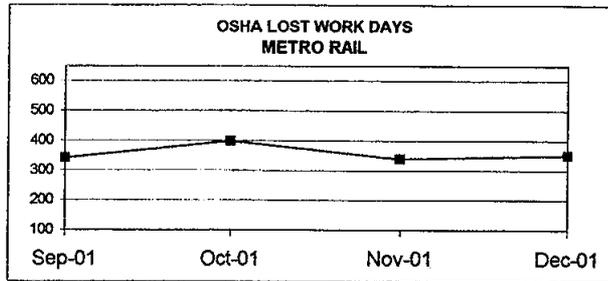
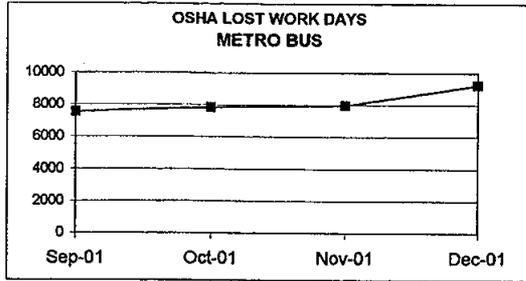
SystemWide Trend



OSHA RECORDABLE INJURIES-ILLNESSES/100 EMPLOYEES

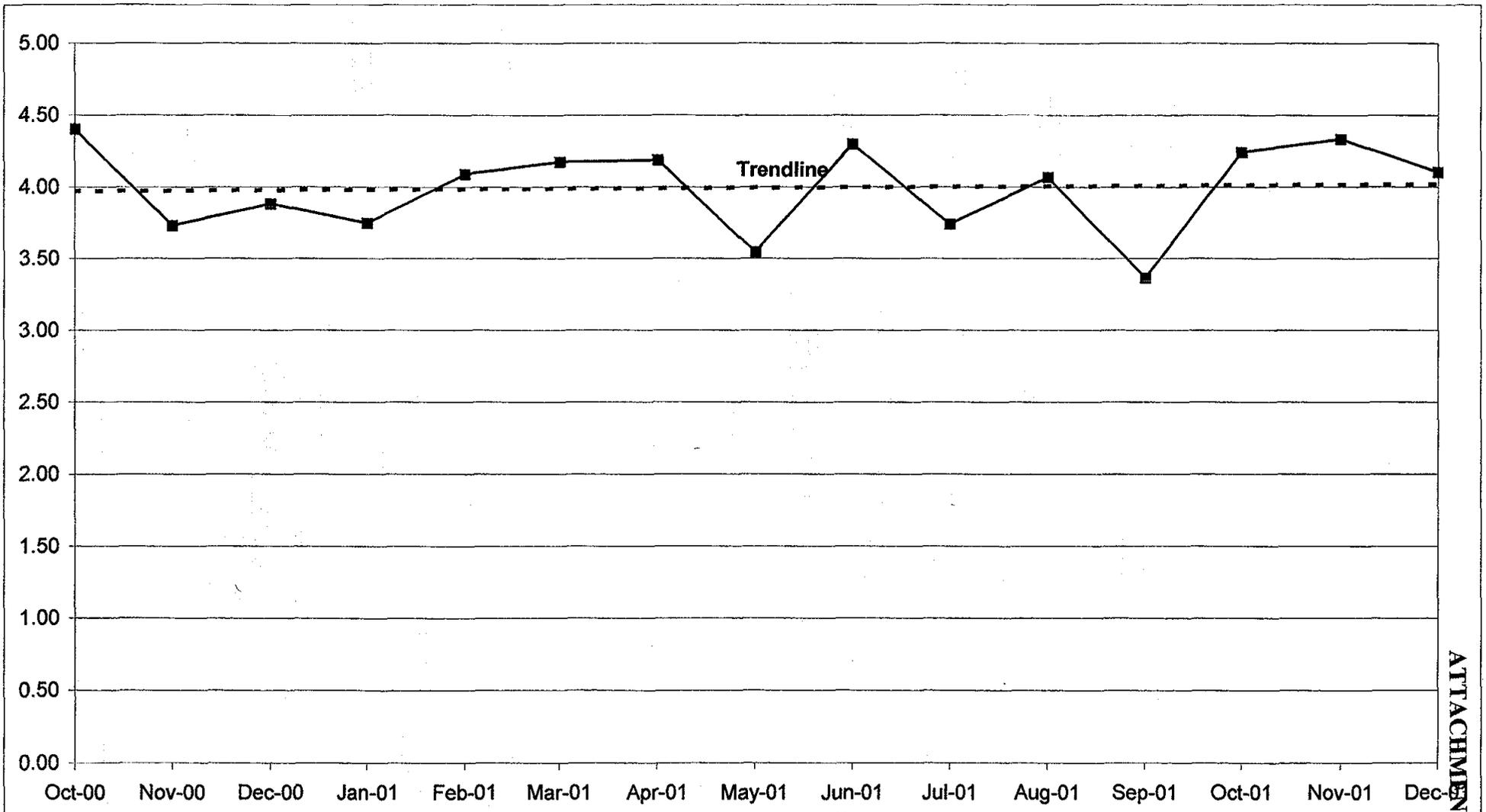


**OSHA LOST WORK DAYS
SEPT - OCT - NOV - DEC 2001**



Bus Accidents Per 100,000 Hub Miles

Systemwide Trend



Special Investigations Unit (SIU)

In December 2001, the Special Investigations Unit (SIU) was established in the Office of System Safety and Security. A manager and one full-time investigator are assigned to SIU. SIU is currently utilizing an interim contractor to provide investigative services, pending the contractual award for a panel of contractors that will be available to the CAU and SIU for the next three years.

SIU will work closely with the CAU to assist them in identifying possible fraudulent claims. SIU will also work closely with County Counsel to move forward in a lawful and expedient manner to investigate and prosecute fraudulent claims via the Department of Insurance or the District Attorney's Office. SIU will also assist departments/divisions to identify and pursue disciplinary action against those employees who abuse the worker's compensation system to maximize their benefits.

It is the intention of the SIU to plan case strategies, utilizing both MTA's in-house investigator and investigative contractors. Utilizing the in-house investigator for preliminary investigational tasks will allow MTA to use its contractors for very focused purposes rather than loosely defined goals. This will assist significantly with investigative cost containment.

Six cases were referred to the SIU in December. Five cases are currently under investigation and one investigation has concluded that the claim was appropriate and proper. This employee has returned to work

The SIU, along with County Counsel, met with the District Attorneys office (DA) in January. MTA is moving forward with an innovative program that proposes a partnership between the District Attorney's office, the Department of Insurance and the MTA. This pilot program will be designed to both "Prevent and Prosecute (POP)" fraud. MTA is encouraged by the District Attorney's and the Department of Insurance's commitment to this pilot program and will bring the program to the Board when the draft plan is finalized