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5. LEADERSHIP

5.1 Leadership and Commitment

5.1.1 General

The LRTA's top management, through the Administrator and the two (2) Deputy Administrators, shall demonstrate leadership and commitment with respect to the LRTA QMS by:

- taking accountability for the effectiveness of the QMS;
- ensuring that the quality policy and quality objectives are established for the QMS and are compatible with the context and strategic direction of LRTA;
- ensuring the integration of the QMS requirements into the LRTA's business processes;
- promoting the use of Process approach and risk-based thinking;
- ensuring that the resources needed for the QMS are available;
- communicating the importance of effective QMS and conforming to the QMS requirements;
- ensuring that the QMS achieve its intended results;
- engaging, directing and supporting persons to contribute to the effectiveness of the QMS;
- promoting improvement; and
- supporting other relevant roles to demonstrate their leadership as it applies to their areas of responsibility.


5.1.2 Customer Focus

LRTA strives to determine passenger's perceptions, their actual and future needs and expectations to meet their requirements and to exceed their expectations. Top management ensures that due consideration is given to customer and legal requirements, and that they are determined, understood and consistently met. Customer requirements are converted into internal requirements and communicated to appropriate personnel within the Authority, for appropriate action.

Management ensures that risks and opportunities that can affect conformity of products and services as well as the ability to enhance customer satisfaction are determined and addressed. As such, customer complaints and other

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customer feedback are continually monitored and measured to identify opportunities for improvement.

The focus on improving customer experience is maintained by setting and reviewing objectives related to customer satisfaction during corporate planning and at management review meetings as well as at ManCom meetings.

5.2 Quality Policy

5.2.1 Establishing the Quality Policy

The LRTA's Top management, through the Administrator, shall establish, implement and maintain a quality policy that:

- is appropriate to the purpose and context of the organization and supports its strategic direction;
- provides a framework for setting quality objectives and includes a commitment to satisfy applicable requirements;
- includes a commitment to satisfy applicable requirements; and
- includes a commitment to continual improvement of the quality management system.

The Quality Policy of the Authority acts as the compass of the organization as it serves as a guide for all officers and employees of the Authority in the implementation and maintenance of the QMS.


5.2.2 Communicating the Quality Policy

Top management commits to ensure that it is communicated, understood and applied within the organization and made available to employees and relevant interested parties, as maybe appropriate. It shall be maintained as documented information.

In transforming people and the organization, **LRTA is committed to adopt this Quality Policy:**

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"WE COMMIT TO ACHIEVE EXCELLENCE TO MEET THE INCREASING DEMANDS FOR LRT SYSTEMS AND RELATED SERVICES THROUGH CONTINUAL IMPROVEMENT OF OUR QMS AND SATISFACTION OF APPLICABLE LEGAL REQUIREMENTS."

ATTY. HERNANDO T. CABRERA
Administrator

5.3 Organizational Roles, Responsibilities and Authorities

Top Management, composed of the Administrator and the two Deputy Administrators, through the Management Committee (ManCom) shall lead in the establishment, implementation, monitoring and continual improvement of the QMS.


The overall responsibility for the QMS resides with the Administrator, who in turn delegates operational responsibilities to the Deputy Administrators. As such, Top Management, through the ManCom, and the QMS Core Team shall ensure the establishment, monitoring and continual improvement of the QMS. The responsibility and authority of key personnel who comprise the group ensuring the implementation of the QMS at various levels of the organization is graphically described in the LRTA Quality Management System Organization Structure presented under this Section as Figure 5.1.

The responsibilities and authorities of all personnel and the functions involved in the implementation of the QMS are defined in the functional/organizational charts and job/position descriptions. The QMS structure has been integrated in its organizational structure. The interrelation of functional areas within the LRTA organization is presented and described in the LRTA Mandate, Power and Functions Section of the Quality Manual.

Additional and special tasks are communicated through Special/Office/Department Orders and/or Memoranda. These are communicated through the quality procedure

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manuals, work instructions, the orientation sessions held prior to and during the implementation of the QMS and postings on the LRTA website and intranet.

The responsibilities of key personnel in the establishment, monitoring and continual improvement of the QMS are defined and documented in the succeeding pages of this Section. Delegation of responsibilities and authorities, in the absence of officials holding key positions, is vested on the next lower rank, subject however, to the limit of its authority and existing company policy on the matter.

The functions, roles and responsibilities of the key players in the LRTA's QMS Structure for the ISO 9001: 2015 Standards are defined as follows:

a. Top Management and the Management Committee

The Management Committee (ManCom) composed of Top Management, namely, the Administrator and the two Deputy Administrators, and the Management Committee Members, shall:


- Lead the establishment, implementation, and monitoring of the QMS;
- Ensure the effectiveness of the QMS through risk-based thinking;
- Establish and communicate the quality policy;
- Ensure that quality objectives are established;
- Communicate the importance of meeting customer requirements;
- Determine and provide necessary resources and ensure that they are adequately available; and
- Conduct Management Review meetings.

1.) LRTA Administrator

- Ensures that the Quality Policy and Quality Management System are implemented and maintained.
- Responsible for the over-all operations of the LRTA and in the implementation and monitoring of its plans and programs
- Responsible for the conduct of Management Review to discuss and evaluate improvements of the Quality Management System.
- Manages the resources of the organization to attain specific objectives.
- Ensures that all personnel within the organization are developed into quality-conscious and productive employees.

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2.) Deputy Administrators

- In their areas of supervision –
 - Assist the LRTA Administrator in the implementation and maintenance of the Quality Policy and Quality Management System.
 - Assist the LRTA Administrator in the implementation and monitoring of the LRTA's over-all operations, plans and programs.
- Assist the LRTA Administrator in managing the resources of the organization to attain specific objectives.
- Assist the LRTA Administrator in ensuring that all personnel within the organization are developed into quality-conscious and productive employees.
- Assist the LRTA Administrator in the conduct of Management Review to discuss and evaluate improvements of the Quality Management System.

3). Management Committee (ManCom)


The ManCom, which is chaired by the LRTA Administrator, is Top management's arm in overseeing the attainment, maintenance, enhancement, and continuous prioritization of customer satisfaction, establishment, review, communication and monitoring observance to the quality policy; and conformance of the LRTA Quality Management System with the requirements of the ISO QMS 9001:2015 International Standard.

Specifically, the ManCom has the following responsibilities:

- Ensures the smooth transition of the LRTA's QMS to the ISO 9001:2015 standard;
- Establishes, reviews and maintains the quality policy of the Authority;
- Ensures that quality objectives are relevant and aligned to the functions of the core business operations of the LRTA
- Ensures the allocation of needed resources to support the implementation of the QMS;
- Defines the responsibilities and authorities of each function in the organization;

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- Plans and reviews the effectiveness of the QMS, Quality Policy and Quality Objectives and monitors the implementation of improvement action plans;
- Introduces mechanisms or programs to promote and improve the QMS; and
- Ensures the establishment and effective deployment of communications mechanisms.

The functions described above shall be proportioned among members. For a more holistic approach in the maintenance of the QMS, top management, through the ManCom can assign/delegate appropriate responsibilities and authorities to concerned officers or personnel, as they may deem necessary, in the performance of their function.

3.1) ManCom Secretariat

The ManCom Secretariat provides support to the management review and ManCom meetings. The ManCom Secretariat, in coordination with the LRTA QMS Secretariat, and in consultation with the Management Representative, QMS Core Team, as well as the ManCom members, performs the following:


- Prepares and distributes the agenda for the management review and ManCom meeting to all concerned;
- Records and documents proceeding
- Monitors agreements and actions to be taken; and
- Provides all concerned with the minutes of the meetings.

b. QMS Core Team

- Serves as the steering and policy-making body of the ISO-Government Quality Management Program (ISO-GQMP) in LRTA;
- Approves the standards, guidelines and institutional mechanisms to implement the program;
- Formulates necessary mechanisms to sustain the implementation of ISO QMS within the LRTA including measures to fund the effort; and
- Monitors and evaluates the establishment, documentation and effective implementation of the QMS.

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1.) Management Representative

- Ensures LRTA's compliance with the requirements of the QMS;
- Ensures that the established QMS is maintained and continually aligned with ISO QMS 9001:2015;
- Reviews/approves standards, plans, reports, policies, and systems developed by the Core Teams and process owners in accordance with the Control of Documented Information Procedure;
- Reviews the summary of Internal and External Quality Audit Findings for Management Review;
- Promotes risk-based thinking in overseeing the effectiveness of the QMS;
- Provides technical assistance to the different ISO Core Teams; and,
- Reports QMS performance to Top Management for review and continual improvement.

1.1) Assistant Management Representative


- Performs the duties and functions of the MR, in case of absence, or as may be directed by the Management Representative or Top Management; and,
- Provides technical assistance to the different ISO Core Teams.

2.) QMS Secretariat

- Plans and coordinates effective deployment and efficient use of human, financial and other physical resources for the QMS upon the direction of the Management Representative;
- Provides information, administrative and technical support to successfully implement the QMS;
- Facilitates the delivery of specific outputs in line with the QMS;
- Coordinates with the Certifying Body, Management Representative, and other members of the QMS Core Team as well as with the Management Committee Secretariat and the different LRTA departments/offices/units on all matters of concern with regard to the LRTA QMS and its continued certification; and

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- Ensures the documentation of the QMS Core Team meetings and other meetings called by the Management Representative and Assistant Management Representative.

3.) Document Controller (DC)

- Ensures that the process of document and data control is aligned with ISO QMS 9001:2015;
- Ensures the implementation of quality documented information control procedures in accordance with the office's Quality Policy, Quality Manual, and existing legal requirements;
- Designs and recommends the implementation of the digitization of the Documented Information Process;
- Maintains master copies of the Quality Manual, Procedures Manual, other manuals and documents relative to the implementation of ISO 9001:2015 QMS as identified by the top management and/or process owners;
- Issues and controls distribution of documents relevant to the implementation of ISO 9001:2015 QMS. Ensures that all outgoing documented information related to LRTA's QMS are channeled to the DC's office for release/distribution; otherwise, the documented information is considered as "**UNCONTROLLED**"; and, Coordinates with and recommends trainings for the QMS Documented Information Core Team.

3.1) Assistant Document Controller (ADC)


- Performs the duties and functions of the DC, in case of absence, or as may be directed by the Management Representative or Top Management; and,
- Provides assistance to the DC in the centralized maintenance of documented information and technical support to the different DDCs and Record Keepers relative to the implementation of the QMS.

4.) Constituted QMS Core Teams

4.1) QMS Internal Quality Audit (IQA) Team

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- Ensures effectiveness and sustainability of the established QMS through quality audits, including full participation in Internal and External Quality Audits;
- Prepares / validates and monitors compliance to Request for Action (RFA) to address non-conformity and / or other issues;
- Coordinates and monitors compliance to Action Request Report (ARR);
- Verifies and monitors the progress of the LRTA's Risk and Opportunities Analysis;
- Maintains a Registry and files copies of the RFAs for inputs to the Management Review and Audit;
- Actively participates in all IQA and EQA-related activities; and
- Ensures learning and development of team members to improve the IQA Team's performance.

4.2) QMS Learning and Development (L&D) Team


- Provides administrative support in terms of training and advocacy in the successful implementation and sustenance of the QMS;
- Plans and coordinates effective deployment and efficient use of resources in line with training and advocacy activities;
- Ensures the agency's compliance with the training and advocacy requirements of ISO 9001 Standards; and
- Plans and coordinates echoing/cascading sessions on QMS-related training.

4.3) QMS Customer Service Satisfaction (CSS) Team

- Ensures the implementation of the Customer Satisfaction Survey (CSS) System and employee engagement survey;
- Provides analysis and ensures timely submission of CSS reports; and
- Enhances CSS system to improve the LRTA's QMS.

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4.4) QMS Quality Workplace Team

- Develops/enhances and implements the Quality Workplace Standards using the 5S Framework;
- Ensures the implementation of policies, rules, and regulations for quality workplace;
- Ensures up-to-date inventory and distribution of office supplies to all staff;
- Conducts regular 5S audit; and
- Prepares / submits regular 5S audit report to the LRTA's Management Representative

4.5) QMS Documented Information Team

- Ensures that the requirements for documenting, maintaining, retaining and disposal of documented information are established, updated and maintained in accordance with the latest version of the Control of Documented Information Procedure;
- Coordinates the enhancement of the Documented Information Management System; and,
- Closely coordinates with all heads of units/process owners on all matters concerning documented information management, specifically on documented information generated from all QMS processes.


To provide assistance to the QMS Documented Information Team Head are the following:

4.5.1) Deputy Document Controller (DDC)

- Ensures the implementation of the Control of QMS Documented Information Procedure of respective department/division/office in constant coordination and communication with the DC;
- Ensures that the documented information needed by the department and all divisions/units under its responsibility are properly maintained and are readily available; and

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- Coordinates with Records Keepers of divisions/units under the department or office relative to the implementation of the Control of Documented Information Procedure.

4.5.2) Alternate Deputy Document Controller (ADDC)

- Performs the duties and functions of the principal DDC, in case of absence, and shall provide assistance to the principal DDC when circumstances so require.

4.5.3) Record Keeper


- Maintains, safekeeps and monitors the documented information of respective department/division/office;
- Coordinates with respective DDC in the submission, retrieval and turn-over of documented information; and
- Monitors the reference number coding system of respective Division/Office.

4.6) QMS Risk Management Team

- Performs oversight function in ensuring that the established risk controls and related activities are consistently implemented;
- Plans and coordinates effective and efficient use of risk control tools;
- Reports and makes recommendations to Top Management, Management Representative, and the Board of Director's Risk Management Committee on matters, issues, and concerns of risks that the Authority are exposed to or will be exposed to;
- Assists the Board of Director's Risk Management Committee in the formulation, review, and updating of policies and guidelines on risk management, and all concerned LRTA offices with respect to the requirements of the Governance

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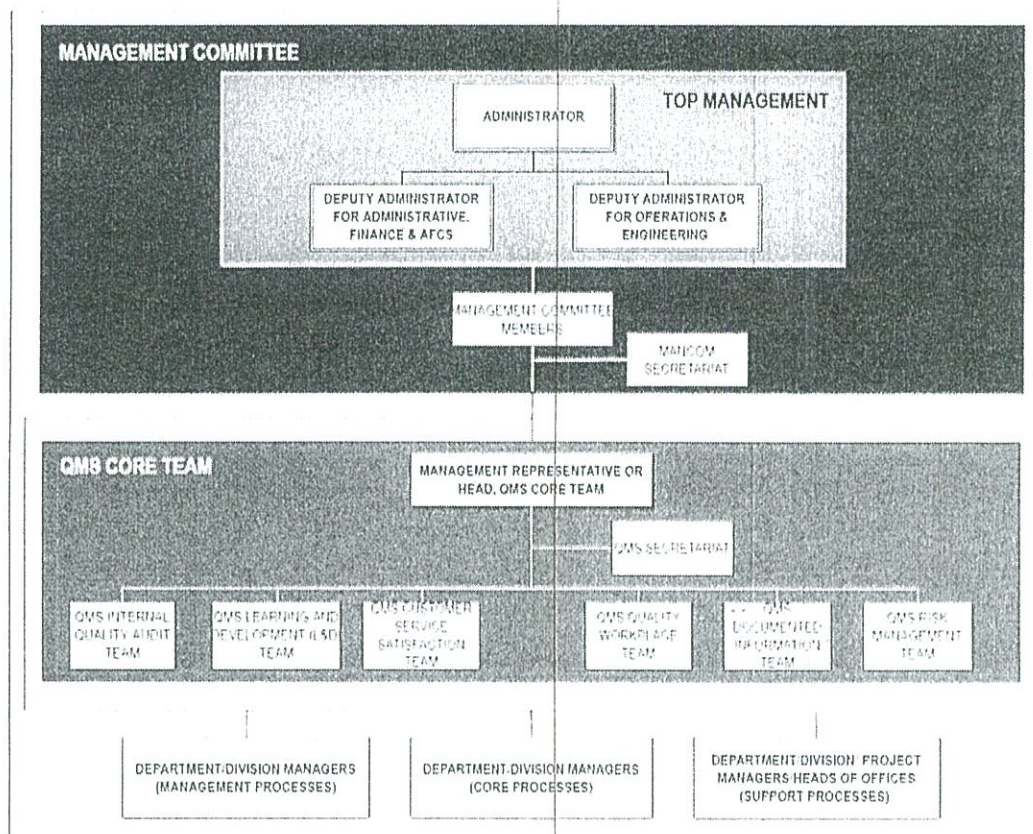


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Commission on GOCCs (GCG) and other government agencies on risk management.




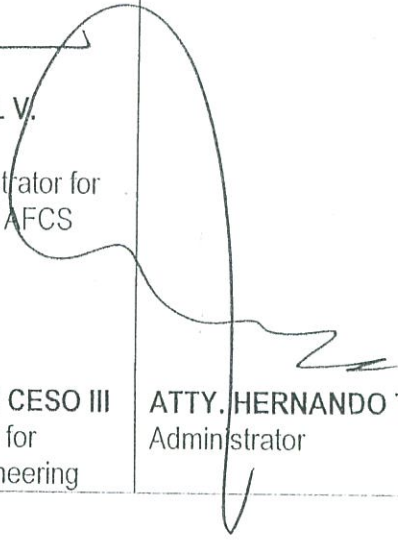
- Coordinates with the Planning Department through the Corporate Planning & Research Division (CPRD) relative to the institutional and functional plans and performance of the departments/offices and process owners; and
- Ensures that risk-related information are maintained and retained.

Figure 5.1 - THE LRTA QMS STRUCTURE



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