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6. PLANNING

6.1 Actions to Address Risks and Opportunities

6.1.1 The LRTA's Planning System consists of strategic, operating, departmental/functional and improvement plans. Strategic Plans usually cover five to six years to coincide with the tenure of the new administration. Management conducts strategic planning for five-year medium-term plans and an annual corporate planning for its tactical/operating plans. LRTA's strategic goals, objectives, strategies and strategic initiatives are embodied in the medium-term plan. LRTA ensures that all programs, activities, and projects are consistent with the strategic goals and objectives set by the Authority and aligned to its mandate, mission and vision.

A strategic planning process is adopted in arriving at the strategic goals and plans. These processes guide the management in the formulation of directions, decisions and activities of the Authority and are conducted towards the realization of LRTA's mission and vision.


External and internal issues that may have an impact on the Authority's strategic directions and its capability to realize its quality objectives and the intended results of its QMS are determined as part of the pre-planning activities using SWOT Analysis or TOWS Analysis. Inputs include, among others, the performance and effectiveness of the QMS, the evaluation of actions to address risks and opportunities and the results of customer survey and feedback.

During the strategic planning, the strategic goals, key result areas, strategies, strategic initiatives and action plans are established. Each strategy for the accomplishment of the goals is coupled with strategic initiatives and action plans that set out the specific activities, key performance indicators, resources needed for the implementation of the plans, and the assigned individuals or offices as key owners who are responsible for their accomplishment. Once approved, this is cascaded to all operating units to ensure alignment. Cascaded objectives and targets are set at appropriate levels, but specific quality objectives are defined using operational and project level planning.

The Operating Plan is the result of the annual corporate planning process. Operational/service improvements and enhancements are reflected in the

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Improvement Plans of the responsibility centers/process owners for a more customer-focused service.

Annually, the strategies are reviewed and realigned to meet the needs/demands and expectations of stakeholders as well as the exigencies of management and operations and to ensure their relevance and responsiveness to the requirements of the QMS. Some components may change due to changes in administration or policy directions, to name a few, so that strategies may be revised or necessary adjustments are made in consideration of current conditions obtaining. Likewise, action plans are fine-tuned to meet the desired outcomes. Strategic and action planning is collaborated with budget planning so that resources of the Authority are apportioned in accordance with the strategic and operating plans.

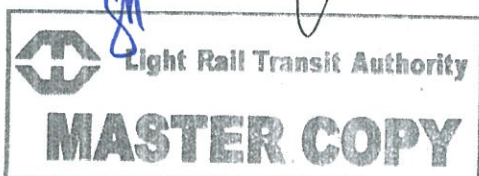
The assessment of the previous year's performance as well as its internal and external issues are analyzed and evaluated particularly the strengths, weaknesses, opportunities and threats to the organization and their impact on the effectiveness of the QMS. The results are used as inputs in the review, preparation/updating and re-programming of plans.


The LRTA conducts semi-annual and year-end corporate performance assessments to monitor, track and measure the achievement of key performance indicators and allow management to adjust the strategic goals, objectives and strategies. Quarterly monitoring of programs, projects and activities is, likewise, performed in accordance with the requirements of oversight authorities. Actual performance is compared with the set targets and any gap may be addressed through catch-up programs to be implemented by key persons identified in the LRTA's strategic plan or discontinued or re-programmed, for justifiable reason.

Accountability and ownership of plan/activity is also fostered by making key persons responsible for variance in performance. During the annual corporate planning of LRTA, the Authority's performance for the past year, the factors that affected its performance, the management and operational gaps, and the possible alternatives and actions to resolve gaps are reviewed, identified and submitted to the LRTA Management to guide them in their decision making.

6.1.2 A Risk Management Information System (RMIS) is developed and maintained to appropriately manage identified risks, achieve improvement and take advantage of available opportunities.

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6.2 Quality Objectives and Planning to Achieve Them

6.2.1 The Top management, through the Management Committee, shall establish the Authority's quality objectives at relevant functions, levels and processes needed for the QMS and shall:

- be consistent with the quality policy;
- be measurable;
- consider applicable requirements;
- be relevant to conformity of products and services and to enhancement of customer satisfaction;
- be monitored;
- be communicated; and
- be updated, as appropriate.

These quality objectives are reflected in the Annual Corporate Plan of the Authority, in the Departmental Plans, Quality Objectives and Plans Monitoring (QOPM), and in the Improvement Plans.

Documented information on the quality objectives is maintained to track accomplishments and results.

6.2.2 The implementation of the established quality objectives is monitored, reviewed and updated following the PDCA Cycle, including the following information:

- Activities to be done;
- Resources required;
- Responsible unit or person;
- Timeline/Completion date; and
- Monitoring method/Mean of verification.


6.3 Planning Changes

Changes to the QMS are planned by top management to ensure integrity of the system and achievement of its objectives. Due consideration shall be given to the following:

- the purpose of the changes and their potential consequences;

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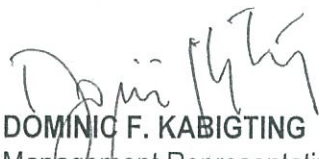



- b. the integrity of the QMS
- c. the availability of resources; and
- d. the allocation or reallocation of responsibilities and authorities.



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Prepared by:  DOMINIC F. KABIGTING Management Representative, QMS Core Team	Reviewed by:  ATTY. JOSE JOBEL V. BELARMINO OIC, Deputy Administrator for Admin., Finance and AFCS Services  PAUL Y. CHUA PhD CESO III Deputy Administrator for Operations and Engineering	Approved by:  ATTY. HERNANDO T. CABRERA Administrator
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