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7. SUPPORT

7.1 Resources

7.1.1 General

Resource management is practiced as part of the operations of the entire Authority. LRTA ensures that the necessary resources needed for the establishment, implementation, maintenance, and continual improvement of the QMS and to address customer satisfaction by meeting its requirements are available.

The required resources to support the QMS are determined as a result of corporate planning, customer surveys conducted, corrective and improvement actions from the periodic management reviews and quality audits, risk management, and improvement plans of the Authority. The capabilities of and constraints on, existing internal resources and what needs to be obtained from external providers are taken into consideration.

7.1.2 People

LRTA gives due consideration and attention to its human resource as it strongly believes that its personnel are its most important assets. Every official and employee of the agency is an asset to be valued, developed and trained to effectively and efficiently deliver the services required of them. It undertakes to determine and provide the people necessary for the effective implementation of its QMS and for the operation and control of its processes.


7.1.3 Infrastructure

It is the policy of the LRTA to determine, provide and maintain the infrastructure needed to produce products and deliver services required by the customers. It includes the LRT rolling stocks, interrelated systems and facilities as well as workstations, offices, library, transportation service, computer and internet/intranet facilities, appropriate software, warehouse and storage facilities and areas for auxiliary services such as photocopying, parking, canteen services and the like.



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7.1.3.1 Line 2 Rolling Stock and Interrelated Systems

The Line 2 RSISD commits to provide the required number of trainsets, suitable and equipped workplaces with appropriate hardware and software, and with supporting services at any given time. Manpower and train Scheduling is dependent on the number of trainsets provided. Thus, the support of the Engineering Department through the Line 2 Rolling Stock and Interrelated Systems Division (RSISD) to the Traffic Control Division (TCD) and Train Operations Division (TOD) by providing the required number of trains, other facilities and systems is crucial.

7.1.3.2 Information and Communications Technology (ICT) Systems

It is the policy of LRTA to facilitate an accurate, effective and timely decision-making process by providing reliable information technology infrastructure.

The Knowledge Management and Information Technology Division (KMITD) commits to support the QMS through the provision of ICT equipment/hardware and software and the maintenance thereof including back-up.

7.1.4 Environment for the Operation of Processes

It is the policy of LRTA to promote the well-being, satisfaction and motivation of its officers and employees with the objective of establishing a quality work-place balance to enable them to work more effectively and efficiently. This is achieved by providing them with a work environment that:


7.1.4.1 promotes teamwork and knowledge-based learning through sharing of learning/technologies, inter- and intra-office collaboration; and

7.1.4.2 is conducive for working and learning by defining workstations, and formulating and observing quality workplace standards.



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7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

LRTA shall determine and provide resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

LRTA shall ensure that the resources are suitable for the specific type of monitoring and measurement activities being undertaken and are maintained to ensure their continuing fitness for their purpose.

LRTA shall retain appropriate documented information as evidence of fitness for purpose of the monitoring and measuring resources.

7.1.5.2 Measurement Traceability

As an essential part of providing confidence in the validity of measurement results, LRTA requires measurement traceability in all monitoring and measuring resources. Measuring equipment shall be:


- calibrated or verified, or both, at specific intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information;
- identified in order to determine their status;
- safeguard from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

LRTA shall determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, and shall take appropriate action as necessary.



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7.1.6 Organizational Knowledge

Organizational knowledge can be gained from various internal sources such as knowledge gained from experience, lessons learned from successful undertakings or failures, results of improvements in processes, products/services, and capturing and sharing undocumented knowledge and experience. It may also be from external sources such as conferences attended, information gathered from suppliers and contractors, standards, etc. The Planning Department, through the Knowledge Management and Information Technology Division (KMITD), in collaboration with all departments/offices, is tasked to determine how to acquire or access any necessary additional knowledge needed and how they will be organized and systematically managed and shared for the operation of LRTA's processes and to achieve conformity of products and services.

7.2 Competence

It is the commitment of the Authority to provide its employees with the proper training for the continuous improvement of their knowledge, skills, leadership and management abilities and attitude because these factors directly impact on the quality of service provided to the customers and stakeholders.


The Human Resource Management Division's (HRMD) prime responsibility is to provide competent, technically-skilled and qualified people through the conduct of in-depth assessment and determination of the qualification of the person in compliance with the Civil Service Commission's (CSC) prescribed qualification standards and LRTA's procedures and guidelines in hiring, selection and promotion of employees.

Through its Training Section, the HRMD facilitates the conduct of technical and non-technical training requirements of the Authority. It shall develop, prepare and facilitate the implementation of a comprehensive training and development program for employees of LRTA to ensure efficiency in the performance of their functions, duties and responsibilities, along with improvement of employee morale, diligence and conscientiousness.

To ensure that all its employees are equipped with the necessary knowledge and skills required to efficiently perform their functions, the HRMD has established procedures and commits to update and to maintain them to ensure that personnel performing their functions are competent on the basis of education, training and/or experience and competencies. As such, the HRMD ensures that documented information are

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maintained in performing the functions detailed under Section 6.3.1.1 of LRTA Mandate, Power and Functions Section of this Quality Manual.

In line with the LRTA's objectives of providing opportunities for the development and retention of a highly competent and professional workforce, HRMD ensures that employee welfare and benefits program are provided. These benefits are the supplemental compensation or non-compensation welfare, in addition to the regular pay, to improve economic condition, which include among others, the following: Clothing/Uniform Allowance, Year-End Benefits, Anniversary Bonus, Loyalty Award, PERA, and other monetary benefits/bonuses as proclaimed by the President of the Philippines through an Administrative or Executive Order or in accordance with the CSC-approved PRAISE of the Authority, subject to availability of funds. The HRMD, as the PRAISE Committee Secretariat ensures the updating and continued implementation of the PRAISE Guidelines.

The HRMD ensures that orientation, education and explanations on the policies/procedures in granting Authority's available benefits are properly communicated for availment of the employees. The Compensation and Benefits Administration Section is primarily tasked to handle the monitoring, and recording of attendance of all employees, as well as, the computation of leave credits earned by all employees.

7.3 Awareness


LRTA ensures that all person working under its control are aware of LRTA's Quality Policy, relevant quality objectives, their contribution to the effectiveness of the QMS including the benefits of improved performance and the implications of not conforming with the QMS requirements. These are done during orientations, recitations during the Flag Ceremony, during the planning sessions, commitments/target setting meetings and during staff and coordination meetings, publications and postings through framed signage and as computer screens, among others.

7.4 Communication

LRTA undertakes to determine the internal and external communications relevant to the QMS, including: a) on what it will communicate; b) when to communicate; c) with whom to communicate; d) how to communicate; and e) who communicates.

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7.5 Documented Information

7.5.1 General

The LRTA's QMS provides the assurance of meeting the needs and expectations of the riding public and other relevant interested parties that the LRT Line 2 System is properly managed and operated in accordance with the set policies and guidelines, documented processes, procedures, work instructions and support documents. To the extent necessary, the Light Rail Transit Operations and Maintenance Management System, in line with the requirements of the ISO 9001:2015, maintains documented information to support the operation of its processes and retain documented information to have confidence that the processes are being carried out as planned. LRTA's QMS adopts the following documented information structure:

Level 1: **External Policies/Laws** - While the Quality Manual is the highest level of Quality Management System (QMS) documentation within the organization, it should necessarily comply with the laws of the land. The laws governing the organization include its Charter, E.O. 603, series of 1980, as amended, as well as all national and local laws and policies that may impact the governance and operation of the Authority. It also includes Executive Orders and Memorandum Circulars issued by the Office of the President of the Philippines and/or particular oversight agencies, which are relevant to the LRTA's operation and management, and should be complied with.


Level 2: **Quality Manual** - The highest level of the QMS documentation, the home of quality policy, organizational structure, resource management and specific policies for business process, quality control and improvement. Policy statements are guides by which the different LRTA offices carry out their mandates within their various functions and activities.

Level 3: **Internal Policies and Guidelines** - The Policies and Guidelines include records of issuances by LRTA's Top Management and other LRTA officers, such as, but not limited to, Memoranda, Office Orders, Special Orders, and Advisory Bulletins.

Level 4: **Procedures and Work Instructions Manual (PAWIM)** - The operational guide on what the office does and how it achieves stated

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policies, how to communicate and perform various activities. It also includes work instructions that describe the detailed series of steps to be followed on how routine activities are performed to achieve the desired results within the department/ division/office including applicable forms and operational guidelines.

Level 5: **Quality Documented Information** - Include records that provide evidence of conformity to the LRTA's established procedures and work instructions as well as its QMS.

7.5.1.1 Quality Manual

LRTA shall establish and maintain a quality manual which serves as a reference on all activities of the Authority. This quality manual contains the scope of the Quality Management System, the processes of all offices concerned and other relevant documents and information for the fulfilment of LRTA's mandate, mission and vision. Each section of the quality manual is separately prepared and approved to facilitate the revision or amendments thereto. While it is understood that it is no longer a mandatory requirement under the ISO 9001:2015 Standard, LRTA management believes that it will have an added value in ensuring the effectiveness of the QMS.

7.5.1.2 Confidentiality and Distribution

This Quality Manual and its related documented information are treated as confidential and shall not be brought outside LRTA's premises without prior authorization from designated officials named in the Control of Documented Information Procedure.


All QMS documented information are in electronic copy or hard copy and shall be made available in accordance with the provisions of the approved Control of Documented Information Procedure. Any unauthorized attempt to alter any documented information shall be dealt with accordingly per existing policies and guidelines of LRTA.

7.5.1.3 Quality Manual Amendment

The introduction of new policies and procedures or their revisions, new services, renaming or creation of offices, new functional designations

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and responsibilities, errata in the Manual that would create potential confusion or affect the QMS, or the result of audit may necessitate amendments or revisions to the existing Quality Manual or part thereof and relevant documentations, subject to existing procedures.

A re-issue of this Quality Manual or any part thereof will be effected only when there is, but not limited to the following:

- There is a change in the scope of certification.
- There is change in the management and/or a restructuring of the LRTA.
- Change in business processes/procedures.
- Upon the instruction of the LRTA Administrator.

Requests or suggestions shall be made in writing to the Head, QMS Core Team or the duly designated alternate, for consideration, to ensure that such changes are reflected in the Manual.

7.5.2 Creating and Updating

LRTA shall ensure that the documented information has appropriate identification and description; format; and reviewed and approved for suitability and accuracy.


7.5.3 Control of Documented Information

The Control of Documented Information Procedure is established and maintained by LRTA in order to ensure that all documented information related to the effective functioning of the established quality management system are identified, collected, maintained and stored properly. The said procedure ensures that the creation, revision, approval, codification, distribution, access, retrieval, storage, preservation, retention and disposition of documented information are controlled, in accordance with the requirements of Clause 7.5 of the ISO QMS 9001:2015 Standard. It is the responsibility of the Document Controller and Deputy Document Controllers to perform these key responsibilities. The Control of Documented Information Procedure defines the controls needed for and ensures the following:

- a. Creation, review, and approval of documented information;
- b. Availability and suitability for use;

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- c. Adequate protection from loss of confidentiality, improper use or loss of integrity;
- d. Distribution, access, retrieval and use;
- e. Storage, preservation of documented information;
- f. Ensure that changes and the current revision status of documents are properly identified and only the relevant versions are made available;
- g. Retention and disposition of documented information;
- h. Determine and identify the document of external origin which are necessary for the planning and operation of the QMS and to control their distribution; and
- i. Prevent use of obsolete documents and suitable identification of the same if they are retained for any purpose.


The said procedure identifies the different types of QMS documented information and the proper ways on disseminating both internal and external documented information including electronic copies. It also identifies the coding system used, the designated signatories and those who are in charge of all activities related to control of documented information. All documented information related to the effective functioning of the established QMS are controlled. These are, but not limited to the following:

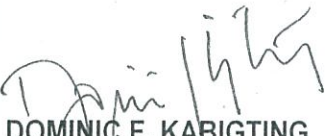


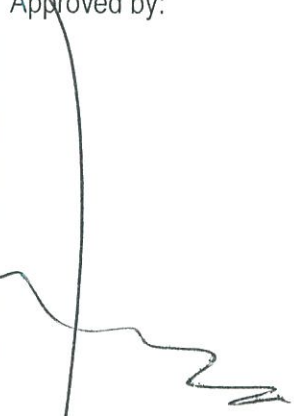
- Quality Manual
- Special order
- Office Order
- Memorandum
- Procedures, Work Instructions Manual (PAWIM) and Forms
- Externally-generated Documents
- Quality/Improvement Plans
- Risk Management Information System
- Process Maps
- Needs and Expectations of Relevant Interested Parties
- Quality Objectives and Plans Monitoring



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