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9. PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General

The Authority ensures the effective and efficient measurement of the organization's performance through its approved monitoring, measuring and evaluation systems. It monitors the implementation of the established Quality Management System through various mechanisms/approaches such as the conduct of customer satisfaction surveys, review and analysis of customer feedback, periodic conduct of Internal Quality Audits, and Management Review as well as the monitoring, review, and analysis of actions taken, management of risks and opportunities and the effectiveness of said actions. LRTA adopts as performance monitoring and measurement tools the GCG-prescribed Balanced Scorecard for its corporate performance. For departmental/project performance, it uses the Office Performance Commitment Review (OPCR) per the CSC-approved Strategic Performance Management System (SPMS). LRTA also uses the Quality Objectives and Performance Monitoring (QOPM) tool and the Operations Performance Report that will demonstrate whether the targets that were committed in our processess are accomplished, what were the best practices, lessons learned and areas to be corrected. These documents are being presented during Management Review as one of the bases in the formulation of new quality and functional objectives.

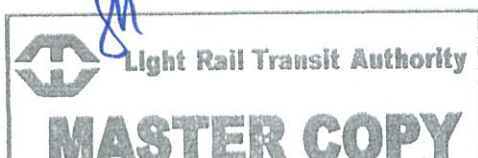
The data gathered from the monitoring, measurement, evaluation, and analysis are used for the continual improvement of the agency's systems and processes that would have an impact on the delivery of service requirements and expectations to its customers – the LRT passengers and other stakeholders.


Responsibility centers/process owners commit to ensure that all actions taken are recorded, approved and monitored and to retain appropriate documented information as evidence of the results.

9.1.2 Customer Satisfaction

To monitor the service outcomes in terms of meeting the customer needs and expectations, periodic gathering of customer feedback and perception are conducted through the following Approaches:

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9.1.2.1 Customer Satisfaction Survey

LRTA commits to commission a third party, at least once a year, to conduct a customer satisfaction survey for the owned and managed LRT Line 2 to determine customer perception of the LRT services provided by the Authority, in terms of meeting the clients' requirements and expectations and determines how it compares with the performance of existing LRT/MRT Systems. The ManCom members examine the results of the survey during the Management Review and regular Management Committee meetings. Likewise, during said meetings, they also deliberate upon and approve the identified improvement actions. In addition to the annual survey, a quarterly in-house survey will be conducted to measure the level of satisfaction among LRT-2 passengers to be presented to the LRTA Board.

9.1.2.2 Review and Analysis of Customer Feedback

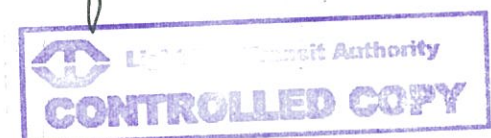
LRTA has established and shall continue to update and maintain documented procedures for the effective handling and management of customer comments, suggestions and complaints. Collation and documentation of customer feedback are done daily or as the need arises. Records are maintained for analysis. Investigation of the root cause of the problem is done by the concerned units and appropriate actions are implemented immediately.


9.1.3 Analysis and Evaluation

LRTA regularly analyzes the data collected in the monitoring, measurement, and evaluation of the QMS, its process performance, and its effectiveness. This includes comparative analysis of the previous and the current performance to provide basis for continual improvement, planning, and decision making. Applicable and practical statistical methods and tools are used whenever necessary to establish, control, and verify process capability and characteristics. Graphs, diagrams, trend analysis, and variance analysis are the most common tools used for data analysis depending on the information needs of management.

The results of analysis are used to evaluate:

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- a. conformity of products and services;
- b. the degree of customer satisfaction;
- c. the performance and effectiveness of the QMS;
- d. if planning has been implemented effectively;
- e. the effectiveness of actions taken to address risks and opportunities;
- f. the performance of external providers including concessionaires (i.e., Line 1 concessionaire, the Line 2 AFCS concessionaire and the non-rail business concessionaires);
- g. the need for improvements to the QMS.

9.1.3.1 Performance of the QMS Core Processes

The following shall be used to monitor and evaluate the performance of the QMS' core processes in terms of services rendered to the riding public:


- Incident Reports
- Operations Control Center Daily Report (OCCDR)
- Daily Observation Report (DOR)
- Loop Monitoring Report
- Weekly Highlights Report
- Service Interruption Reports
- Train Operator Summary and Monitoring of Safety, Operational, and Administrative Violations
- Monthly Operations Report
- Monthly Statistics Report
- Customer Satisfaction Survey Results
- Engineering Inspection Report

9.1.3.2 Project Performance

LRTA manages various LRT infrastructure, development and rehabilitation projects. Project monitoring shall be done on a monthly basis to keep track of project timelines as well as physical and financial performance. The PMOs ensure the submission of their monthly status reports to the Planning Department for evaluation and consolidation by the Corporate Planning & Research Division (CPRD) to enable it to submit project monitoring reports to oversight agencies. Likewise, reports should be submitted to the Finance Department to facilitate the

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monitoring of financial performance and for budgetary purposes. Project management issues and concerns and appropriate recommendations are presented to the Management Committee for deliberation and resolution. Actions taken are reported to the LRTA Board, for information or for Board action, if they require approval.

The implementation of the Rehabilitation Projects shall be under the Engineering Department for Lines 1 and 2. The Department, through its Line 2 Rolling Stock and Interrelated Systems Division (L2 RSISD) shall conduct inspection, monitoring, and observation during the implementation, warranty, up to final turnover of the projects, and accomplishes the corresponding final reports to document results.

9.1.3.3 Performance of Suppliers and Outsourced Services


The Administrative Department, through its procuring arm/responsible units, performs the necessary evaluation, selection and performance evaluation of the supplier/contractor/consultant as regards purchased goods and services.

Specifically, the Procurement Division ensures that a supplier/contractor/consultant database is updated and maintained to facilitate the procurement management process in consonance with Republic Act No. 9184, otherwise known as the "Government Procurement Reform Act" of 2003 and its latest Implementing Rules and Regulations. Likewise, it is tasked to establish a performance evaluation system for LRTA's suppliers, contractors and consultants, in coordination with other offices. The Line 2 RSISD provides technical assistance in the technical evaluation of procured services and goods as to specifications, delivered spare parts coming from supplier.

For trainings and seminars conducted in-house, the HRMD, through its Training unit, has established a performance evaluation system tool that is adapted in order to obtain each participant's feedback at the end of a training course. The results are processed and used as one of the inputs in the appraisal of the Training course's administration and the quality of service provided by the consultants or externally-sourced training facilitator/resource person. In view of the COVID 19 pandemic where limited movement of people and social distancing are part of the general protocols to avert the spread and transmission of the virus, the HRMD-

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training Unit shall arrange the conduct of virtual trainings either in-house or in webinars sponsored by public and/or private institutions for the continued implementation of capability-building programs for the LRTA employees.

The General Services Division, the Knowledge Management and Information Technology Division, the Asset Management Division and the other units of LRTA shall also carry out the performance evaluation of external providers whenever they secure contracts for externally provided goods and services for their programs, projects and activities.

9.1.3.4 Monitoring of Concessionaires's Compliance with Concession Agreements

LRTA has established and commits to implement and continuously update the Manual and Monitoring System for the following:

- a. Monitoring by the CAMT of the compliance of the LRT Line 1 System concessionaire in accordance with the Concession Agreement;
- b. Monitoring by the FRO Group of the compliance of the Line 2 AFCS concessionaire in accordance with the AFCS Service Level Agreement.

The concerned responsibility centers ensure that all actions taken are recorded, approved, monitored and maintained as documented information.


9.1.3.5 Corporate Performance

The Annual Corporate Plan is translated in the GCG-prescribed Corporate Balance Scorecard. The Balanced Scorecard commitments are monitored and a quarterly report is submitted to the Government Commission for GOCCs (GCG) by the Planning Department's CPRD.

The Departmental Operating/Functional Plans are translated by the different Department/Division/Project Managers through their Office Performance Commitment Review (OPCR). Annual commitments made are duly supported by quarterly targets to ensure the monitoring of performance, and also facilitate the compliance of a quarterly status report required by the GCG on LRTA's commitments for the year. Offices

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with contributions to the attainment of these corporate commitments are required to submit quarterly accomplishment reports. The Quality Objectives and Performance Monitoring (QOPM) Report and the Management Review (MR) Operations Performance Report are deemed essential in the formulation of changes or improvements specifically on targets that were not met. The OPCR's are submitted to the Performance Monitoring Team (PMT) for evaluation, deliberation, and endorsement to the final approving authority.

All departments/divisions/concerned offices shall submit to the PMT, through the PMT Secretariat, their performance reports semi-annually using the prescribed OPCR form comparing their approved targets/commitments with their actual accomplishments for evaluation and subsequent approval of the Administrator or the designated approving officer in accordance with the LRTA's Strategic Performance Management System (SPMS) Guidelines.

To monitor LRTA's performance as regards the management of its projects, the Line 2 Operations, Administrative and Financial Services, and the LRT Line 1 Concession Agreement, the concerned departments/responsible offices shall submit monthly status reports to the Top Management and the LRTA Board.

The LRTA Management ensures the implementation of instructions/directives by the Board as regards risk management, improvements and/or enhancements of the functional areas and the QMS.

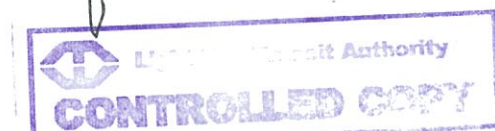
9.2 Internal Audit


9.2.1 With continual improvement as the main driver, internal audit results are critical inputs that help to assess the effectiveness of LRTA's QMS. As such, the Authority conducts internal audit at planned intervals or as may be required by Management in the exigency of the service to provide information on whether the QMS is effectively implemented, maintained, and conforms to the following:

- LRTA's own requirements for its QMS; and
- Requirements of the ISO 9001:2015 Standard.

9.2.2 With the recomposition and modification of the LRTA's QMS Core Team through Special Order No. 71, series of 2022 dated 04 April 2022, the responsibility for

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conducting internal quality audits was vested on the QMS Internal Quality Audit (IQA) Team. It prepares the Audit Programme and Audit Plan, which take into consideration the status and importance of each process that comprises the Authority's QMS.

Auditors selected to conduct audits are qualified on the basis of the following qualifications:

- College Graduate
- Knowledgeable on the LRTA QMS and ISO 9001:2015 Standards and applicable legal requirements
- Completed the Internal Quality Audit training
- Good verbal and written communication
- At least one year of work experience at the LRTA

The prepared Audit Plan defines the criteria, scope, frequency, and methods of audits to be conducted. The audit frequency is based upon process performance trends, results from previous audits, the levels of customer satisfaction, rates of non-conformity and corrective action, and other factors to ensure that focus is on the aspects that affect the process, product, and service conformity the most. The selection of trained auditors and their impartial conduct of audit ensures objectivity throughout the audit process.

The IQA Team Head ensures that the results of the audit are reported to the LRTA Board's Audit Committee, Top management, and Management Committee during committee meetings and management review meetings. Each auditor ensures timely reporting of audit results to their team leaders and team leaders to the IQA Team Head, and that appropriate correction and corrective action are required and undertaken without undue delay.

The IQA Team ensures that documented information such as audit reports are retained as evidence of the effective implementation of the audit program and its audit results.


9.3 Management Review

9.3.1 General

LRTA undertakes to conduct a review of the QMS to ensure its continuing suitability, adequacy, effectiveness, and alignment with the Authority's strategic

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direction. Top management through the MANCOM ensures the conduct of management review of its established QMS at least once a year or whenever they deem it necessary. A related review and/or deliberation of the QMS or any part thereof is, likewise, undertaken during MANCOM meetings to resolve presented issues, concerns, and items that were not taken up during the management review.

9.3.2 Management Review Inputs

The LRTA management plans and carries out the management review taking into consideration, but will not be limited to, the following agenda items:

- a. Status of actions from previous management reviews;
- b. Changes in external and internal issues that are relevant to the QMS;
- c. Information on the performance and effectiveness of the QMS, including trends in:
 - customer satisfaction and feedback from relevant interested parties;
 - the extent to which quality objectives have been met;
 - process performance and conformity of products and services;
 - nonconformities and corrective actions;
 - monitoring and measurement results;
 - audit results;
 - performance of external providers;
- d. Adequacy of resources;
- e. Effectiveness of actions taken to address risks and opportunities; and
- f. Opportunities for improvement

To sustain the LRTA's QMS efforts, quality concerns are made part of the agenda of the regular MANCOM meetings.


9.3.3 Management Review Outputs

Effective review requires assembly of meaningful performance data. Performance of programs, services, processes, and personnel allows factual-based decision-making. The outputs of the management review shall include decisions and actions related to:

- a. Opportunities for improvement
- b. Any need for changes to the QMS;

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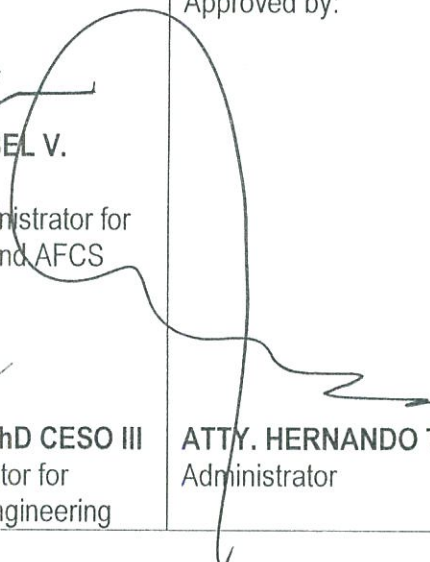

c. Resource needs/requirements.

All minutes of the management review meetings and related documented information are retained and maintained by the LRTA's Management Committee and QMS Secretariat, in accordance with the provisions of the Control of Documented Information Procedure, as evidence of the results of the management reviews.

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