

1 **Management Committee (ManCom)**

2 **MANAGEMENT REVIEW**

3 Minutes of the Meeting

4
5
6 **Venue: LRTA Line 2 Depot Santolan, Pasig City**

7 **Date & Time: Wednesday, 31 August 2022 at 1:00 P.M., via Zoom**

8
9 **PARTICIPANTS:**

10
11 **MANCOM Members:**

12		
13	Atty. Hernando T. Cabrera	- Administrator
14	Paul Y. Chua Ph.D. CESO III	- Deputy Administrator for Operations and Engineering
15	Atty. Jose Jobel V. Belarmino	- OIC, Deputy Administrator for Admin., Finance & AFCS
16		- Concurrent Department Manager A, Legal Department
17	Mr. Felix Gerard R. Leyson	- Department Manager A, CAMT
18	Ms. Prima M. Tapia	- Department Manager A, Internal Audit Department
19	Ms. Eleanore T. Domingo	- Department Manager A, Planning Department
20	Ms. Anabelle C. Ganancial	- Department Manager A, BDPRD
21	Mr. Raymond C. Vasquez	- OIC, Line 2 Operations Department
22	Mr. Nicolas G. Ombao	- Department Manager A, FROG
23	Engr. Santos G. Abrazado	- OIC, Lines 1 & 2 Engineering Department
24	Ms. Marilou B. Liscano	- Department Manager A, Finance Department
25	Mr. Dominic F. Kabigting	- OIC, Administrative Department
26		- Concurrent Division Manager, KMIT Division
27		- Management Representative, QMS Core Team
28		- Head, Mancom Secretariat
29	Engr. Joseph Dexter S. Buenconsejo	- Project Manager, Line 2 East Extension Project
30	Engr. Lorelie L. Reyes	- Project Manager, Line 2 West Extension Project
31	Ms. Eleanor C. Palaypayon	- OIC, Project Manager, Line 1 South Extension Project

32
33 **Division Managers/Process Owners/Resource Persons**

34		
35	Ms. Maria Yssel O. Silbol	- Executive Assistant, Office of the Administrator
36	Mr. Allan A. Arquiza	- OIC, Corporate Planning & Research Division
37	Mr. Jimmy L. Chua	- Division Manager A, Safety & Security Division
38	Mr. Nestor B. Flores	- Division Manager A, Traffic Control Division
39	Ms. Ma. Corazon S. Pascual	- Division Manager A, Budget & Financial Planning Division
40	Ms. Evelyn L. Macalino	- Division Manager A, Accounting Division
41	Ms. Jenilyn P. Malapo	- Division Manager A, Treasury Division
42	Ms. Evelyn P. Janeo	- Division Manager A, Public Relations Division
43	Mr. Benedicto M. Avendaño	- OIC, General Services Division
44	Ms. Leomarie V. Obias	- Division Manager A, Asset Management Division
45		- OIC, Business Development Division
46	Atty. Aylwinston C. Pillos	- Division Manager A, Procurement Division
47		- Acting Corporate Secretary, Office of the Corporate

Minutes of the 31 August 2022 Management Review

		Board Secretary
48		
49	Ms. Divina J. Guison	- HRM Officer V, Human Resources Management Division
50	Mr. Alfredo G. Jingco Jr.	- Internal Auditor V, Operations and Compliance Division
51	Ms. Catherine P. Lopez	- Division Manager A, AFCS Administration Division
52	Mr. Sherwin Biscocho	- Division Manager A, Compliance Control Division
53	Ms. Maria Estela S. Boquiren	- Internal Auditor V, Financial Mana
54	Mr. Wilfredo S. Bongcaron	- OIC, Line 2 Station Operations Division
55	Ms. Emalyn Basibas	- Management Information System Design Specialist
56	Mr. Fernando Salvador	- Division Manager A, Ticket Management & Sales Collection
57		Division
58	Mr. Jomel Maranan	- Document Controller
59	Ms. Lusyl Moreno	- OIC, Fare Revenue Clearing Division
60	Mr. Merlo G. Gallardo	- Transport Operations Services Chief A
61	Mr. Donferry Manalaysay	- Senior Corporate Planning Analyst
62	Mr. Warren Arzadon	- OIC, Line 2 Train Operations Division

63 64 **QMS Secretariat:**

65		
66	Ms. Maria Ivyña Santos	- Member. QMS Secretariat
67	Ms. Hazel Pede	- Member. QMS Secretariat
68	Ms. Jonah Florendo	- Member. QMS Secretariat
69	Ms. Analyn Oliquino	- Member. QMS Secretariat

70 71 **MANCOM Secretariat:**

72		
73	Ms. Andrea Mae Bacud	- Member, Mancom Secretariat
74	Ms. Pinky A. Magtibay	- Member, Mancom Secretariat
75	Ms. Ira Ariana M. Jara	- Member, Mancom Secretariat
76	Ms. Jessica Mae C. Bugarin	- Member, Mancom Secretariat

77 78 **I. CALL TO ORDER**

79
80 The Management Review (MR) 2022 was convened through the Zoom Teleconference at Line 2 Depot Santolan,
81 Pasig City. **Mr. Dominic F. Kabigting** commenced by the presentation of the LRTA's Charter Statement wherein
82 he emphasized that the presentation of Process Owners, Department/Division Managers, and resource persons
83 should be brief, concise and coherent. As regards to the issues to be raised, the Quality Management System
84 (QMS) Core Team assured that such will be properly noted and tackled in a smaller group meeting. With the
85 majority of the ManCom Members present, the meeting was duly **Called To Order** by **Administrator Hernando**
86 **T. Cabrera** at 2:10 P.M.

87 88 89 **BUSINESS MATTERS**

90 91 **A. Presentation of the Management Review (MR) Agenda**

92
93 Mr. Kabigting presented the agenda of the MR as follows:
94

95
96 **1. Previous Minutes/Status of the Issues During Previous Review**
97

98 Mr. Kabigting mentioned that since the LRTA's ISO QMS 9001:2015 Certification has expired, the Management
99 can prorogate with previous MR minutes and commitments. He also pointed out that with this new application
100 for certification, previous Non-Compliance (NC), Request for Action (RFA), and Opportunities for Improvement
101 (OFI) could be used as a basis to avoid repetition. Likewise, he profoundly acknowledged the presence of the
102 Administrator, the two Deputy Administrators, the Department Heads and Project Managers, Division
103 Managers, resource speakers, the Quality Management Review (QMR) team, and the QMS Secretariat.
104

105 Other important agenda items that were discussed in the overall flow of the MR are the following:
106

- 107 **2. Compliance with Risk Management System**
108 **3. Customer Feedback**
109 **4. Performance of the QMS Team**
110 **5. Review of Resources**
111 **6. Core Business Process Performance**
112 **7. Process Improvement Action**
113 **8. QMS Improvement Action**
114

115 **B. Summary of Results and Status of Actions from Previous Management Review/ManCom Meeting**
116

117 **Ms. Eleanore T. Domingo** presented the Status of Ageing and Summary of Results/Status of Actions from Previous
118 Management Reviews conducted on June 29, 2020, January 28, 2021, & July 20, 2021, particularly:
119

Status of Required Action	Quantity
Done	12
2 + Years Delayed	30

120
121 Ms. Domingo underscored that the following are the completed and delayed items:
122

Items	For Action	Responsible Unit/ Person	Status/Action Taken (As of August 31, 2022)	Remarks/Justification for Non-Performance/ Action Plan	Status of Ageing Issues
Need for additional CRs	Resolve legal issues re: KBK Toilet Facilities Project for Lines 1 & 2 (Joint project of Engineering and Legal Depts)	Engg. Dept L2-RSID; KBK Study Group; Legal Dept.	Included in the ongoing projects for 2022		3.08 Yrs DONE
Study for potential non-rail business ventures to generate income	Conduct a study for potential non-rail business ventures to generate income	BDD	The new set of BDD management included this in their plan for 2023		3.08 yrs Acted upon; but still for implementation
Information Systems Strategic Plan (ISSP)	Request for clearance from DICT to allow procurement of IT equipment pending its endorsement of LRTA's ISSP.	KMITD	Issued DICT Clearance to Procure 2021 ICT equipment and projects DICT endorsement received		2 yrs DONE
Actual duties and functions of personnel of the Operations Dept. staff and the request for additional staff.	SOD needs the additional staff as some of their station tellers are with FROG. SOD to submit the actual duties and functions of personnel of the Operations Department staff	Operations Dept/ FROG/HRMD	For review during the Right-sizing Study; ongoing initial review by the Admin. Dept –HRMD in coordination with the Change Management Team (CMT) to be submitted to ManCom by the 3 rd or 4 th QTR 2022		2 yrs Still for action/implementation
Inclusion of signage in the on-going Station Improvement Project	To review the existing and additional requests for signage and to coordinate with contractor if the additional signage can be included in the existing contract.	PMO-Rehab Proj.	Included in the on-going Station Improvement Project. 90% completed as of June 30, 2021	For reporting of status in the Aug 31, 2022 MR	3 yrs

Conduct of Simulation Exercises (fire, shooting incident & other emergency situations)	<ul style="list-style-type: none"> -SSD to conduct the simulations exercises similar to the earthquake drill. -For updating of emergency procedures and QRT Plan. -Need to evaluate the drills and trainings conducted. 	SSD, HRMD, QRT Team	On-going updating of emergency procedures and QRT Plan; needs to evaluate the drills and trainings conducted.	For reporting of status in the Aug 31, 2022 MR	3 yrs still for action
Additional 2 trainsets or 10 trainsets by end of 2019	To make sure that 8 trainsets are running/operational. Timeline - before the end of CY 2019	Engineering Dept	8 trains available for operation + 1 reserve	Additional 1 targeted for 2023	2.5 yrs DONE (for the 8 trainsets)
Process Performance and Conformity of Products and Services	On the procurement of spare parts vis-à-vis maintenance, the corresponding improvement in terms of availability of spare parts and there should be stocks for critical parts.	Engineering Dept	<p>Prepared & submitted a five (5) year Multi-Year Spare Parts Inventory Build-up.</p> <p>Budget for Inventory Build-up included in the 2022 Budget</p>	Status of utilization to be reported by the Eng'g Dept in the Aug 31, 2022 MR.	3.08yrs Still for action
Monitoring and Measurement Results	<p>On the LRTA's QMS Performance for the 1st quarter of 2019, the following were the recommendations:</p> <ul style="list-style-type: none"> -Accelerate/expedite the procurement/ implementation of the PPAs (restoration of 4 down trainsets & procurement of 14 trainsets and signaling/communications, tracks, catenary & rectifier) -Provide needed support to project proponents particularly in the procurement stage. -Public Relations initiatives/ complaints management - Review risk planning & management, control measures, security & safety procedures for improvement 	Concerned process owners; Management Representative; Risk Management Team, PRD		For reporting of status in the Aug 31, 2022 MR.	3.08 yrs

125
126
127
128

Procurement of biometric equipment for Time and Attendance-Time Monitoring System and Leave Monitoring System	To review the TOR and the budget and to invite potential bidders to determine proper technical specifications. Atty. Triste discussed this matter to HRMD and Finance Dept. He informed the body that there are already two (2) failed biddings.	Administrative & Finance Depts	With drafted TOR	Needs reprogramming of funds to accommodate this requirement (possibility of reprogramming of the provision for the Anti-slip Solution Project)	3.08 yrs
Emergency Purchase for the Restoration/ Rehabilitation/ Replacement of Rectifier Substations 5 & 6	The documents were already submitted to BAC. The funding of procurement strategy should be included in the Procurement. We need to refer said emergency procurement to NEDA and need to check if the said emergency purchase will require NEDA approval considering that this is not a development project but emergency project. The budget estimate for the Restoration/ Rehabilitation/Replacement of RSS 5 & 6 is P1.2 B and this is based on the costing of the Rectifier Substation of the Line 2 East Ext. Project. The Engineering Dept & SSD to regularly give an update and proper report.	Administrative, Finance, Engineering Dept, SSD	•For issuance of NTP. •Previous contract with NAR Power System Specialist Corp. was terminated	Budget allocation done. For monitoring of budget utilization and balance.	3.08 yrs
Pick-up of deposits with LBP	Resolve issue on the pick-up of deposits with LBP	Finance Dept; FROG	A report was already submitted pertinent to the modified MOA that was signed on 11 April 2022		DONE
Proposed repair of 2 trains to have 10 trains available	Target additional two trains running by end of 2019	Eng'g. Dept -L2-RSSD		For reporting of status in the Aug. 31, 2022 MR	2.08 yrs
Replacement of elevators escalators; Procurement of Construction Services for Materials Recovery Facility (MRF)	For Reporting on the status of these projects	Eng'g. Dept-L2-RSSD, AMD	•For MRF - 100% Awaiting the issuance of Certificate of Project Acceptance. •32 Elevators/13 Escalators - On-going implementation	For reporting of status in the Aug 31, 2022 MR	2.08 yrs

Station Improvement Project	Report of status of project	PMO-Rehab Proj.	<ul style="list-style-type: none"> •Physical Accomplishment: 92.0% •With approved Variation Order. For evaluation of project implementation working time. 	For reporting of status in the Aug 31, 2022 MR	2.08 yrs
Restoration of Trainsets 13 and 18	<p>Gen. Berroya directed that the proper procurement process be followed and complied with.</p> <p>Atty. Belarmino instructed to prepare the pertinent Supplemental Annual Procurement Plan for submission and approval by the Board.</p>	Engineering Dept	Completed		<p>2.08 yrs</p> <p>DONE</p>
Policy on Giving and Acceptance of Gift and Benefits	ManCom members to comment on the updated policy provided by Atty. Triste	Administrative Dept	Existing Policy is still being adopted	Updated draft was previously submitted for comment of Mancom	2.08 yrs
Consulting Services for LRTA Restructuring	The Change Management Team will be scheduling a meeting & requested the direction from Mancom concerning the requirement relative to the Consulting Services for the LRTA Restructuring.	Planning, Administrative Depts	Change Management Team to convene in September 2022 for the Right-sizing Study	Deferred CMT actions pending the approval of the CPCS by the GCG	2.08 yrs
Restoration of RSS 4, 5 & 6 and other various equipment damaged by fire last Oct 3, 2019	<p>Engineering Dept to conduct due diligence on the emergency purchase for RSS 4, 5 & 6.</p> <p>Engineering Dept. to present a report to the LRTA Board based on the comments of the Mancom particularly on the packaging of the project, how may items will be repaired including breakdown of the costs.</p> <p>The contractor will be engaged with all the contracts and that part of the presentation to the Board is request for approval to hire a Consultant to validate the findings of the expert.</p>	Engineering Dept – L2 RSISD		For reporting of status in the Aug 31, 2022 MR	2.08 yrs
Strategic Maintenance Plan	Preparation of Strategic Maintenance Plan within 2020	Engineering Dept- L2RSISD		For updates by the Eng'g Dept in the Aug. 31, 2022 MR	2.08 yrs

On the study of the number of trainsets to procure	Ms. Domingo was instructed to submit the status of the study to the LRTA Board. In the preparation of the study, the Engineering Dept. was instructed to provide the necessary information to the L2 West Extension Consultant	Planning Dept- Engineering Dept – L2 RSISD	ON going procurement of Consulting Services for the preparation of the Feasibility Study	Insufficient data to work on for a Feasibility Study	2.08 yrs
On the new ARTA Law	Review of internal processes as required by the ARTA Law and conduct further study on the creation of a new unit based on the said revised Law.	Atty. Cabrera IDC/ARTA Committee IAD and QMS- MR	ARTA Committee was reconstituted. Needs updating with the appointment of the Chairperson as LRTA Administrator	For reporting of status in the Aug 31, 2022 MR	2.08 yrs
Customer Satisfaction Survey	The Customer Satisfaction Survey for 2021 should be done considering that the GCG already provided the guidelines and LRTA will conduct at least 1 survey for 2021	PRD	Completed Report already submitted to the GCG; ongoing GCG validation of report		1 year DONE
Consulting Services/ Acquisition of Trainsets	To schedule on July 2020 a separate meeting on how to proceed with the Consulting Services/Acquisition of Trainsets Project including its budget, scope and activities	Engineering, Finance, Planning Depts	Ongoing procurement of Consulting Services; recently approved by the Board for the negotiation with the sole compliant bidder.	Previously required a reprogramming of funds to accommodate this requirement	1 yr.
Acquisition of Trainsets	To prepare in 3-4 months documents and to submit the results of the study on the Acquisition of Trainsets to ManCom and LRTA Board for approval and that once approved to submit to NEDA	Engineering , Finance, Planning Depts	Ongoing procurement of Consulting Services; recently approved by the Board for the negotiation with the sole compliant bidder.	Insufficient data for the preparation of a feasibility study.	1 yr
Acquisition of Trainsets	Coordination with the L2 West Extension Project Consultants on the the accomplishment of the NEDA-ICC PE forms, etc. on July 2020	Line 2 West Extension Project- PMO, Engineering-L2 RSISD & Planning Depts	Ongoing procurement of Consulting Services for the Feasibility Study		1 yr
Catch-up Plans	To submit on July 2020 the Project Catch-up Plans, if needed	Project Mgrs., Engineering Dept-L2 RSISD	c/o PMOs	For reporting of status in the Aug 31, 2022 MR	1 yr
BUR in the QOPM for CY 2020	To include the BUR in the QOPM for CY 2020 (on July 2020)	Procurement Division	Included in the Scorecard for 2022 and 2023		DONE

140
141
142

143
144
145

Evaluation of the performance of maintenance provider; performance of Engineering on the conducted preventive maintenance during the Holy Week and if there is improvement catch-up/action plan; improvement plan; and status report on the preparation of Strategic Maintenance Plan	To submit on or before 31 Oct 2020 (in time for the performance assessment for the Corporate Planning) to ManCom Secretariat a comparative report on the evaluation of the perf. of maintenance provider; perf. of Engineering on the conducted preventive maintenance during the Holy Week and if there is improvement catch-up/ action plan particularly for projects; improvement plan; & status report on the preparation of Strategic Maintenance Plan as committed by the Engineering Dept. last December 2019	Engineering Dept- Line 2 RSISD	Maintenance Provider is being evaluated monthly and yearly since May 2019 up to present. Awaiting submission of Strategic Maintenance Plan	For reporting of status in the Aug 31, 2022 MR	1 yr
Monitoring and evaluation of the performance of the security service provider and a report on the calibration the necessary equipment	To submit on October 2020 a comparative report on the monitoring and evaluation of the performance of the security service provider and a report on the calibration of the necessary equipment that should be provided by the contractor whole year 2019, 1st Semester 2020 vs 2019	SSD	Submitted after the July 20, 2021 MR		DONE
Evaluation of the performance of the concessionaire	To submit within the week a report on the evaluation of the performance of the concessionaire.	BDD		For update	1 year
Preparation of the strategic business plan	In coordination with CPRD, Mr. Alsisto was directed to look into the possibility of engaging the services of consultant to work on the preparation of the strategic business plan as required by the LRTA Board Finance Committee and GCG and as a commitment for December 2020. BDD and CPRD to hold a separate meeting on the matter by starting first on the concept note (on or before October 2020)	BDD/CPRD	Strategic Business Plan still pending; Consulting Services for this is included in the 2023 Plan & Budget Proposal		1.08 YRS

Learning and Development Program/ Revised Competency Framework of LRTA	To submit to ManCom prior to Board approval of the Learning and Development Program/Revised Competency Framework of LRTA as committed to GCG. (Prior to the December 2020 Board Meeting)	HRMD	Revised Competency Framework Approved by ManCom and LRTA Board in Dec. 2020		DONE
	To provide the IAD on July 2020 summary of identified risks and opportunities and actions made for each process owner for the period January-June 2020.	RMT			Done
Status of LRTA cases and properties that could be used as potential business ventures	Report in the next ManCom Meeting as regards status of LRTA cases and properties that could be used as potential business ventures and property titling, respectively.	Legal Dept, Asset Management Div.	Data already available	For reporting of status in the Aug 31, 2022 MR	1.08 yrs
5S Patrolling Report	Eng.Reyes directed to provide the Mancom Secretariat the digital copy of 5S Patrolling Report and to designate the 5S Team to facilitate the training in coordination with the Training Team	5S Team	Already reported by the previous Team Head during a ManCom meeting; new Team was created	For reporting of status in the Aug 31, 2022 MR	DONE
Unified Procedure on Project Management	Formulation of Unified Procedure on Project Management on the relocation and other activities for the concerned PMOs.	All PMOs	PMO SEP submitted a draft for the ROW acquisition for the project; a unified procedure needs to be drafted.	For reporting by the Planning Dept. Manager in the Aug 31, 2022 MR	1.08 yrs
Completion of documentation on the handover protocols by the consultant with the required format	PMO will coordinate with DOTr and to create a Committee on the documentation of handover protocols.	PMO East Ext Proj.	No submission yet	For reporting of status in the Aug 31, 2022 MR	1.08 yrs
Process Performance and Conformity of Products and Services	To update the Operations Report up to June 2019 as well as the Risk Registry or the implementation of action plans to avoid similar incident that happened last May 18, 2019. Timeline: On or before June 2019	Operations Dept/ FROG/ HRMD		For reporting of status in the Aug 31, 2022 MR	On-going

Opportunities for Improvement	Risk Management Guidelines, revision is needed due to the May 18, 2019 Train Collision Incident	RMT, Engineering Dept, SSD	The Engineering Department revised and submitted the Train Fault Intervention Procedure - awaiting approval by the QMR. A follow up Memo dated June 16, 2021 was submitted to the previous QMR	For reporting of status in the Aug 31, 2022 MR	On-going
On the Industrial All-Risk (Train Collision of Trainset 13 & 18) Insurance	To expedite all actions preparations on the said insurance claim	Administrative, Engineering, Finance Depts	Submitted all required documents to Crawford Company (GSIS Adjuster) dated April 29, 2021, awaiting final result of claims.	For update during the Aug 31, 2022 MR	Ongoing
GAD Updates	Ms. Domingo discussed that the PWD-CR will be also used as common/all gender CR. Policy to be prepared on this concern	GAD FPS Committee	Policy for drafting	For further discussion as the Station Improvement Project is still ongoing	On-going
Number of Confirmed Cases for COVID-19	To verify as soon as possible the number of Confirmed Cases for COVID-19	Medical Unit	Continuing Activities. A Dashboard has been established for this.		Done & continuing activity
	To coordinate as soon as possible with Medical Unit if there is a need for EQRT or resources concerning AMSCO personnel with positive result in the rapid test and to inform the Administrator of the action made relative to this.	SSD, Medical Unit	Continuing Activities		Done/continuing activity

On the status of PWD CRs, Engr. Santos G. Abrazado commented that such is already included in the restoration of toilet facilities, previously named “Kayo and Boss Ko” (KBK) toilets and the said CRs are 100% operational. Meanwhile, Ms. Domingo added that she will be providing a copy of her presentation, for the concerned department/division/office for them to give their update/s.

C. Compliance with Risk Management System

Ms. Catherine Lopez started the presentation with a short introduction of the **Risk Management Software (RMS)** which is an in-house software designed and developed by Engr. Erwin Satingin, to help the LRTA personnel gradually adapt a risk-based thinking culture in the performance of their duties and responsibilities. She also stressed that the RMS will be very conducive to the Authority as it will serve as the repository of all offices' Risk Registry (RR). Likewise, she highlighted that the RMS is also an automated system equipped to streamline administrative tasks while serving as crucial analytics and decision-making tool for use by the Top Management.

Ms. Lopez reported the status of Compliance with the Risk Management System, to wit:

- **Conducted assessment of the current status of LRTA relative to RMS**
- **Conducted a refresher course on how to update risk registries**

The RMT initiated the roll-out of the refresher course from 08 June 2022 to 10 August 2022.

- **Conducted orientation on the use of the Risk Management Information System (RMIS) using the beta version**

Ms. Lopez pointed out the role of the Risk Management Team (RMT) in the data processing for the RMIS which initially starts from arranging a review schedule for each process owner/focal person, conducting an orientation on the use of the RMIS beta version, and inculcating how to navigate its areas and features. She also emphasized that the RMT also ensures that all operational and functional objectives of each office are aligned with the strategic plan. According to Ms. Lopez, all end-users and process owners have been taught the step-by-step use of the RMIS, at the same time, offices have been refreshed on the proper formulation of risks/triggers/control measures and action plans.

- **Encouraged RR focal persons to use the RMIS live version.**

Ms. Lopez ascertained that the use of the RMIS live version for RR focal persons is expedient when they feel they are already confident to enter accurate data. She also added that there is another user access level in the live version compared to the use of the BETA version which is only for testing and learning purposes. Additionally, the live version software is where all the real-actual information is stored such as the RRs which will then be submitted to the top management.

- **Incorporate the RMIS in the performance of duties and responsibilities.**

Ms. Lopez indicated that the RMT strongly advise the RR focal persons to embody the RMIS in the performance of their job to also ensure that risk-related information is always maintained and retained.

In the same manner, Ms. Lopez demonstrated a sample of the RMIS with a report on some offices that have already submitted the RR such as the Train Operations Division (TOD), Line 2 West Extension Project, Office of the Corporate Secretary, Line 2 Rolling Stock & Interrelated Services Division (RSISD), and the Knowledge Management and Information Technology Division (KMITD). In fact, the RMT has already issued a memo dated 26 August 2022 informing all offices of the deadline for submission of risk entries using the RMIS which is on 09 Sept 2022. Thenceforth, the RMIS will consolidate all RRs submitted which includes the ranking of top risks and opportunities. The RMT will also convene and review the generated RR and make the necessary reports and recommendations to the top management, management representative, and board of directors' risk management committee on related matters, issues, and concerns. Further, the RMT would also like to schedule and present to the LRTA Management how the RMIS works, which is specifically designed and built to help the LRTA evaluate risks and keep track of all the relevant information including risk exposure, protection, and management. Ms. Lopez reiterated that the shown sample of the RMIS is the actual dashboard where risks and opportunities of offices are stored with a provision for their users to discern upcoming actions of the software.

Additionally, Ms. Lopez presented the RMT's Recommendations, specified as follows:

- Orient the top management up to the lowest ranking personnel of the organization on the significance of the RMIS
- Institutionalize the use of the Risk Management Information System (RMIS) in the LRTA. This will ensure that risk-related information is maintained and retained.
- LRTA to adopt and embed in our culture risk-based thinking in crafting, implementing, evaluating, and continuous improvement of processes, projects, programs, and policies.

In relation to the use of the RMIS, Ms. Prima M. Tapia commented that the site is not well-secured. With this, she also verified the accessibility of stored files within the RMIS. In response to the previous inquiry, Ms. Lopez replied that the site is secured as it is housed in Google and there are two (2) versions (beta & live). Also, she stated that the live version is very secure.

Ms. Domingo also raised an inquiry on the accessibility of the RMIS by department/division managers as they are part of the strategic and corporate planning, and if there are any limitations for the access level. Ms. Lopez responded that it is dependent on the level of user access and cited an example, where an office will only have access to its shared folders in the system, but as to the top management, there is a different access level where it can have access to all other offices or the whole LRTA. Ms. Domingo complimented the RMIS and planned its recommendation of the RMT in the Program on Awards and Incentives for Service Excellence (PRAISE) especially if the system will be refined and improved. Also, the Planning Head would like to propose the RMIS for submission to the Bureau of Standards, to be recorded as a major development by the LRTA.

Ms. Lopez queried the QMS Core Team Head as to the steps to be done if the RMIS will be presented to the top management. Mr. Kabigting explained that if many offices have already complied, further discussions on the main contents of the RMIS particularly on the risks of each process owner can be tackled in the next schedule of the Management Review. The Fare Revenue & Operations Group (FROG) and the Planning Department agreed to coordinate relative to the strategic objectives as the RMIS will be used as one of the inputs in the Strategic Planning to be conducted in September.

Mr. Kabigting instructed offices to comply with the use of the RMIS. As suggested by Mr. Nicolas G. Ombao, it would be necessary to arrange a schedule of orientation for better appreciation and familiarization of the RMIS specifically for the top management. Mr. Kabigting clarified that the said orientation has already been conducted during the previous administration ahead of Administrator Jeremy S. Regino. However, Mr. Ombao commented that the prior orientation conducted was only for the process owners, but for the top management itself, no activity was pre-arranged for the matter. Ms. Lopez also seconded that there was an orientation conducted before but it was only an overview of the system. She even stated that the RMT requested to reschedule each office that was still unfamiliar with the use of the system, followed by a one-on-one consultation in the crafting and updating of RRs and guiding the use of the RMIS, simultaneously.

The body agreed that a schedule of the orientation of the RMIS specifically for the top-level management will be determined at a scheduled date to aid them in the performance of its function and decision-making competence, as well.

D. Customer Feedback

Ms. Lyn Janeo reported the **Summary of Customer Complaints for the 1st Semester 2022 and the Result of the Customer Satisfaction Survey conducted on December 2021**, itemized as follows:

- In the 1st Semester 2022, a total of one-hundred eighty-one (181) complaints were received by which forty-eight percent (48%) are related to station facilities and equipment, twenty-two percent (22%) are frontline-related, eighteen percent (18%) are train-related, seven percent (7%) are ticket related, and five percent (5%) are safety & security related. Out of the total complaints received, five (5) were withdrawn due to the lack of interest of the complainants to pursue their complaints. On the other hand, the rest were marked as closed/resolved.
- In terms of the mode of complaints, passengers aired their dissatisfaction through walk-in, email, phone-in, Facebook, Twitter, 888, and at the Station Operations Division (SOD). The most widely used mode of a complaint is through Facebook where passengers make comments in the comment section or send a private message. It only proved that passengers making complaints were tech-savvy since they extensively utilized social media in voicing their criticisms.
- A number of complaints were received in the months of January, February, March, April, May, and June where the highest peak of complaints was in April due to defective escalators/elevators, train breakdowns/delays, and minor complaints on the air-conditioning system of trains.
- A comparative data on passenger complaints for 2021 vs. 2022 was shown which illustrated that complaints received from January to June 2022 were twenty percent (20%) higher compared to complaints received during the same period in 2021. However, the slight increase in complaints could be attributed to the increase in ridership brought by the lifting of the travel restrictions by the IATF.
- The top two common complaints received in the 1st semester of 2021 were defective elevators/escalators, followed by the discourtesy of frontline personnel, security, SOD, utility, the delays/breakdowns of trains, and its poor air-conditioning unit.

Also, Ms. Janeo presented the **Trends on Customer Satisfaction 2015-2021**, detailed herewith:

- A total of one hundred five (105) passengers from all LRT 2 stations were randomly interviewed and at the same time, ten (10) concessionaires were also interviewed through a phone batch using a structured questionnaire prescribed by the Governance Commission for GOCCs (GCG). The first question incorporated overall satisfaction followed by certain areas of concern as specified in the objectives of the study. The market relevance used in determining the overall satisfaction of passengers in the LRT 2 services was the five-point rating scale. It is categorized into scales from very satisfied, satisfied, neutral, dissatisfied, and very dissatisfied.
- In measuring overall satisfaction, the responses of those who were very satisfied and satisfied in the overall satisfaction questions were combined. The 2021 target which was also a commitment to the GCG was ninety-two percent (92%) satisfied passengers. Surprisingly, targets were exceeded in the satisfaction scorecard with one hundred percent (100%) or a perfect score rating received from both passengers and concessionaires interviewed.
- As to the trend of customer satisfaction from 2015 to 2021 for passengers, it was mentioned that the year 2020 was not included as there was a request to exclude the passenger segment because of the pandemic. A slight increase in passengers' overall satisfaction from 4.35 in 2021 to 4.7 in 2022 was recorded with a minimal increase of eight percent (8%). The measurement of overall satisfaction of concessionaires commenced in the year 2019 with an overall satisfaction score of 4.1 and 4.4 in 2021, which reported a sudden decrease of eight percent (8%).

As to the satisfaction rating per area of service from 2015 to 2021, the top two dimensions that received the highest average satisfaction score of one hundred percent (100%) in the latter year are information and communication including website, complaints handling, and safety and security. The dimension with the lowest score was the ticketing services which obtained a score of ninety-four percent (94%).

Subsequently, Ms. Janeo expressed the following list of suggestions collated from passengers during the previous surveys conducted:

- Immediate restoration of elevators/escalators (current status: almost completed)
- Replace lighting in the Katipunan station (current status: has already been replaced)
- More functional Ticket Vending Machines (TVMs) and assistance for passengers who are not familiar with the use of the machines. (It was also mentioned that most LRT 2 passengers misinterpreted the status of TVMs as defective since they were not open/operational, especially during the pandemic. One example was in Santolan station which has thirteen (13) TVMs installed but only eight (8) TVMs were opened for passengers' use. Thus, passengers assumed that the remaining non-operational TVMs were out of order).

On the other hand, Ms. Janeo displayed the following suggestions/comments from concessionaires:

- *Trains do not feel safe and secure. Para syang unsafe kasi masyadong magalaw habang tumatakbo.*
- *Staff are not friendly.*
- *Nagbabago ang sistema. Kapag bago ang admin, bagong implementation, bagong permit. Nadedelay tuloy ng 2 weeks.*
- *Mali-mali ang amount ng contract na pinadala nila.*
- *Kaso sa pagbabayad o payment, 1-hour bago pa maconfirm. Dapat 5 minutes lang.*
- *Kaso may mga paper na kailangan, nadedelay sila ng 2 months.*

As to the 2021 Customer Satisfaction Survey, Mr. Ombao expressed his concern about the ninety-four percent (94%) rating score of the ticketing services. In this regard, he questioned the bulk of the comments documented. As a reply, Ms. Janeo expounded that there was a portion on the results of the ticketing and e-services by which the first question was if waiting time is measurable, no long lines and fast queuing time with ninety-two percent (92%) rating; if processing time is reasonable for the issuance and sale of tickets with ninety-seven percent (97%) grade; if the number of staff employees is adequate with ninety-seven percent (97%) score; if the station has working and useful TVMs, self-service tools with ninety-one percent (91%) mark; and if the station has user-friendly e-services with ninety-three percent (93%) rate. Said questions that went through the ticketing service were provided by the GCG, whereby, the 94% score was significantly lower compared to the last 2019 rating.

Also, Ms. Janeo added that the primary factor that contributed to the low rating were survey results/comments as to TVMs in Recto, V. Mapa, Araneta, and Katipunan by which passengers said that they spent more than ten (10) minutes in the line-up to use the said machines due to some which were not working or unavailable. In preparation for the next customer satisfaction survey in December 2022, Ms. Janeo disclosed that there is an additional survey as per the request of the Board of Directors (BOD), but as to the annual survey, according to the GCG, the Management cannot delete the existing one, rather can add specifically good questions/parameters to increase the survey rating. Since the issue on the TVMs has already been addressed and correct notices of TVMs will be posted for passengers to understand their status, there is a possibility for an increase in the survey score.

The body agreed that the QMR team will arrange a meeting between the PR and FROG divisions to address concerns or provide details, clarifications, specific action, or solutions as to the survey rating on the ticketing services dimension.

E. Performance of the QMS Team

As the QMS Core Team Head, Mr. Kabigting reported the following:

- Delayed by two months (ISO Certification may be pushed to October; the contract of the third-party auditor is already in the award stage)
- Internal Quality Audit (IQA) will start on the second week of September 2022 (headed by Mr. Sherwin Biscocho)
- Orientation on the Risk Management Information System (RMIS) started last 08 June 2022 and ended last 10 August 2022
- Deadline for the updating of Risk Registers is on 09 September 2022
- Online Orientation and Briefing on ISO 9001:2015 Quality Management System (QMS) and LRTA's ISO Certification Process started last 13 June 2022 and ended last 22 July 2022 (still ongoing as the QMS Team will cascade the orientation down to the security guards, utilities and up to the Management)

F. Review of Resources

For the Administrative Department, Mr. Kabigting presented the following:

- Dashboard (which is the result of the inventory system created by the KMITD); inventory of the consumables was not yet completed; there were one thousand two-hundred thirty-five (1,235) Over Stocks, the Balance Limit Reached was six hundred (600), and there were six hundred sixty-three (663) Out of Stock for spare parts

As to the spare parts, Mr. Kabigting asked Ms. Marilou B. Liscano how to get the capital funds for the aforesaid matter and if a meeting with the Engineering Department could be arranged. In a reply, Ms. Liscano stated that the spare parts are funded through subsidy by which there is an Inventory Build-up project by the Engineering Department. She then advised the re-visit of the Approved Annual Procurement Plan (APP) for the said project.

Deputy Administrator (DA) Chua set to initiate a meeting with the Admin, Engineering, Finance Departments, and the Budget Division on 06 September 2022, Tuesday, to identify and immediately address the needed spare parts.

On the use of the term “**Over Stocks**” in the Inventory System dashboard, Ms. Evelyn L. Macalino commented that there might be a misinterpretation of the term by the Commission on Audit (COA) which may lead to an audit observation as the word itself would mean an unnecessary expense of the Authority. Thus, she requested a change of the term used. Ms. Liscano also questioned the said term used in the system. In response to their inquiries, Mr. Kabigting explained that there was a computation and identification conducted as to the needed parts for the rolling stock such as for example, those that will be replaced every year. In fact, there was a formula used in the computation, however, the result or balance appeared to have an excess or overstock. Ms. Liscano requested the resolution of the term used as part of the discussion in the scheduled meeting with DA Paul Y. Chua.

Since the overstock of spare parts is not yet proven or confirmed, Mr. Felix R. Leyson suggested the use of the term “**Unutilized**” instead of the word “Over Stocks” in the inventory system as it would be easy to provide justification to such a degree that the LRTA has many down trains. He also pointed out that since trains are not running/operational, the parts would really not be utilized.

The body agreed to use the term “Ending Balance”, instead. Mr. Kabigting avowed to have the necessary adjustments or modifications of the said term in the system.

For the Operations Department-Train Operations Division (TOD) Mr. Arzadon reported their **Current Manpower requirement**, as follows:

- Approved Plantilla of the TOD is one-hundred three (103)
- Actual train drivers are eighty-three (83); six (6) vacant train driver positions and one (1) vacant Transport Operations Service Chief-B

For the Operations Department-Station Operations Division (SOD), Mr. Gil G. Monteclaro made a report on the following:

- Current manpower based on the Department of Budget & Management (DBM) approved plantilla is one hundred fifty-nine (159) by which one hundred twenty-six (126) are station tellers, thirty-one (31) are supervisors and one (1) position each for the Chief and Division Manager.
- Actual manpower is one-hundred twenty-eight (128) while other resources were detailed in other offices such as one (1) supervisor in BDD, twenty-five (25) station tellers in the FROG, two (2) station tellers in the Covid-19 Study Group, and one (1) station teller in the IRLO.
- Has minimal manpower exercising their functions in thirteen (13) LRT 2 stations given the increase in ridership. In the ongoing implementation of the Libreng Sakay for students in the LRT 2, the SOD requested at least twenty-six (26) support staff through the Administrative Department, however, a total of thirteen (13) were only provided and were strategically deployed in all stations while the remaining balance was effectively positioned with the available existing resources.
- With the soon opening of full face-to-face classes, the SOD's primary concern is the students availing of the discount. It is considered a challenge for the division since students have no concessionary cards like that of the senior citizens which are reloadable. Hence, there will be a possibility of a one-ticket-one discount for the students.

For the Operations Department-Traffic Control Division (TCD), Mr. Nestor B. Flores discussed the following:

- Total manpower complement as per DBM-approved plantilla is thirty-four (34) while the actual count is thirty-two (32) with two (2) vacancies for the Transport Operations Services (TOS) Chief B and Traffic Officer A.
- Requested the immediate fill-up of the vacant positions since there are only four (4) local control panels in the Line 2 stations which may need to be manned if the central traffic control is down.
- Requested to have a room for the refresher course which is a regularly-planned program in the division's performance

For the HRMD-Recruitment Section, Ms. Divina J. Guison reported the **Quality Objectives and Plans Monitoring**, as follows:

Quality Objectives Statement	Quality Target	Actual Accomplishments	Remarks
To consider ways and ensure timely processing of vacant plantilla position/s for hiring/selection of qualified personnel	<p>100% screening/processing of posted vacant positions and posting of Preliminary Evaluation/Selection Line-up of applicants for HRMPSB</p> <p>Screening: Selected Qualified applicant/s recruited and deployed within nine (9) months including selection and approval of the Administrator (100% acquisition within 9 months from initial posting to approval)</p>	<p>Processed the hiring and deployment of applicants/candidates for Permanent positions within 3 months while Contractual and Contract of Service personnel within 1 to 2 months from the time of the approval of the Administrator.</p>	<p><i>Best Practice:</i></p> <p>(1) Continuous adoption of online panel interview and deliberation of applicants</p> <p>(2) Continuous posting and evaluation of applicants to various vacant positions to ensure availability of qualified applicants for manpower pooling</p> <p><i>Limitations:</i></p> <p>(1) Other positions posted were not processed due to:</p> <ul style="list-style-type: none"> a. Sudden change of Management b. Re-composition of the HRMPSB c. Other positions were deferred by the end users <p>(2) Pursuant to COMELEC prohibitions: hiring ban for the period March 25, 2022 to June 2022 for Permanent & Contractual positions</p>

Also, Ms. Guison made a report on the breakdown of deployment, as detailed below:

Plantilla	No. of Positions Processed by HRMD for HRMPSB Assessment	No. of Deployed Employees within the period January to June 2022	No. of Positions not deliberated/assessed by HRMPSB	Sex of Appointed/Selected Candidates	
				Male	Female
Permanent	24	19*	9	7	12
Contractual	27	27	0	17	10
PMO-Line 1 SEP	2	2	0	1	1
PMO-Line 2 SEP	1	1	0	1	0
PMO-Line 2 WEP	0	0	0	0	0
Contract of Service	N/A	57	0	32	25

Note: Four (4) Co-term positions were included in the total number of deployed Permanent positions for the month of January 2022

Moreover, the HR Manager notified that their division has resumed the screening of applicants and made a request for approval by the Administrator in regard to the posting of vacant positions.

G. Core Business Process Performance

For the Business Development Division, Ms. Leomarie V. Obias reported that the BDD has a total of twenty-five (25) existing long-term contracts and eight (8) short-term activities. The office targeted to generate one-hundred six million (P106M) in non-rail revenue for the year 2022, with a target of fifty-one million (P51M) for the 1st semester of

the current year. As per the contract and activities conducted, the non-rail collection is already fifty-three million (P53M) which is one-hundred four percent (104%) of the division's target.

As for the Management, Mr. Kabigting presented the **new proposed Key Performance Indicator (KPI) dashboard** which is endorsed for recommendation along with the BOD's request to benchmark KPIs of railways in other countries. Based on their conducted research, the LRTA has a limited number of KPIs being monitored.

In the same way, Mr. Kabigting displayed the old KPI Dashboard and some operational highlights regarded as metrics. He also raised an inquiry as to why the Peak Hour Load Factor is computed. As explained, Mr. Leyson highlighted that the Peak Hour Load Factor is an internationally-accepted KPI and is a very significant monitoring tool with an accepted percentage that should not be lower than sixty-five percent (65%) and not higher than seventy percent (70%). If the load factor's congestion rate and level of comfortability go below 65%, a deficit will result which could mean higher operating expenses with more train shakes while running. On the other hand, if the load factor goes higher than 70%, levels of comfort, safety, and congestion of passengers are being measured with some complaints or criticisms received. In fact, the load factor was already been computed since 1984 and is considered one of the yardsticks to determine if the Line 2 trains' offered capacity is enough, over, or below the accepted percentage. He even emphasized that the said tool is being used by the Engineering and Operations Department in terms of maintenance issues.

However, as per research conducted by the office of Mr. Kabigting, there were no rail industries in other countries that utilize the load factor as a KPI. As a matter of fact, their team has checked and scrutinized countries with railway networks such as Singapore, Hongkong, and Korea. Mr. Leyson justified that the foregoing countries may have differently described but the definition of the load factor is still used. To him, the load factor is an accepted standard as one of the indicators needed in measuring the performance of the railway system.

On the load factor concern, Ms. Domingo asked Mr. Leyson if it is incorporated in the original documents, and manuals bequeathed by the Belgians. Mr. Leyson said that the load factor is embodied in the said manuals since 1984. He made it clear that the aforementioned is a KPI and its original description is a performance indicator. It is a benchmark that measures performance in the aspects of comfortability, and the number of trains.

Mr. Kabigting specified that there exists a contradiction on the part of the load factor in such a way that the accepted percentage should not be higher than 70% while in fact, the LRTA pursues ridership increase. The availability of trains is not being used as a KPI. In a reply, Mr. Leyson further expounded that in determining the load factor percentage, the Passenger Per Hour per Peak Direction (PPHPD) should first be identified at its highest, especially during morning and afternoon. There should also be a computation using the cycle time, 60-minute period, and the number of fleets. Based on his experience, the load factor is indispensable, but it is up to the discretion of the Management if it will be removed.

Mr. Kabigting pointed out that the load factor is not a component that should be removed or not used as a monitoring tool, rather he recommended that the said tool should not be part of the KPIs used by the LRTA since it is not utilized by other countries. Mr. Leyson reiterated that for his part, the load factor is still a relevant management tool to be used. Mr. Kabigting agreed that it is a management tool but can only be used to measure the needed trains.

Ms. Domingo discussed that the KPI is an indicator to measure the organization's performance. She agreed that the load factor should not be considered a KPI but can only be used as a metric. Mr. Leyson adhered to her manifestation if she can present the definition of a KPI. In response, Mr. Kabigting indicated that not all metrics can be KPIs, but all KPIs are metrics. Mr. Leyson insisted that the KPI and metrics are associated and for this matter, the Operations Department should be given the free hand to determine what KPIs need to be adopted. From his perspective, it does

not matter if the load factor is a KPI or a metric, what is important is that the team has the yardstick or target, if the organization wants to achieve something. In brief, the load factor measures the LRTA's performance in determining the demand vis-à-vis the offered capacity, level of comfort & safety of the system.

On the performance indicator of the organization, Ms. Domingo stated that the Authority can choose the needed KPIs in the measurement of its performance. As for the metric, it is viewed and monitored at the office's level, for example, the Operations Department may need metrics or data in computing or determining its needed KPI.

On the definition of KPI vs. Metrics, Ms. Annabelle C. Ganancial shared that a KPI measures performance based on key business goals while a metric measures performance or progress for specific business activities. KPIs are considered strategic inversely, metrics are operational or tactical. Thus, the peak hour load factor as a metric is a measure used by the Operations Department to measure their performance but is not a KPI, to such a degree that, a KPI is a measure of the overall performance of the Authority.

The body conceded that a meeting will be arranged with concerned offices such as the Operations Department to discuss and resolve issues about the KPI which will later be endorsed to the top management and BOD for their approval. Ms. Domingo also initiated the involvement of the Planning Department in the said meeting as it is part of the performance monitoring since the determination of KPIs is fundamental in the strategic planning process.

Mr. Kabigting reminded the body to have benchmarking data or information ready which might be demanded by the BOD in the next board meeting. He also informed offices to revisit their Quality Objectives Plans (QOP) and Request for Action (RFA).

H. Process Improvement Action

As for the Process Improvement Action, Mr. Kabigting discussed the following:

- Creation of a Supply Chain Management Office

Mr. Kabigting observed that the LRTA seemed to be left behind in so far as offices are not integrated as regards the acquisition of needed items and supplies. He pledged the submission of the said concept to the Legal or the Planning Department to scrutinize its feasibility before implementation.

- Creation of Subsidiary Companies

Mr. Kabigting stated that in relation to the right-sizing, there was a board approval in the creation of subsidiary companies such as in the fields of research & development, manufacturing, & consultancy.

- Resumption of operations after the earthquake is longer than other lines

On the aforesaid, Mr. Kabigting asked the Operations Department to initiate a meeting with other offices, for concerns and matters to be discussed. Mr. Raymond Vasquez asserted that their office had difficulty with their procedure which is not completely approved. He then agreed for the initiation of the said meeting.

Administrator Hernando T. Cabrera reminded that the LRTA should not compromise the safety issue in response to the quicker resumption of line operations. Mr. Vasquez ascertained that their department is guided and dependent on the earthquake's intensity. For Intensity 1, station personnel & train operators may

conduct an ocular inspection but for Moderate-Intensity 3 earthquakes, an inspection team is responsible for the scrutiny.

Administrator Cabrera cited the creation of a **Supply Chain Management (SCM) Office** which he said was already included in the simplified bidding documents. He underscored the need to avert the exercise of repeated biddings, especially for the food expenses during training/activities. A proposal for the bidders to submit a set of menus or costs on an annual basis will be beneficial to ensure that before the actual dates of training affairs, all costs are pre-determined. In this way, cash advance transactions will be avoided since it is not a mode of procurement. The real solution is the creation of the said office which at the same time will also showcase the competence and professionalism of LRTA.

Mr. Ombao commented that there is a framework agreement for the creation of the Supply Chain Management (SCM) Office which is already embodied in one of the options in RA 9184. Administrator Cabrera initiated the said pursuit to prevent overburden on the part of the Bids & Awards Committee (BAC) as well as repeated biddings of recurring expenses. Through this Office, processes will become more efficient and the committee will also be less exposed to liabilities.

On the framework agreement voiced by Mr. Ombao, Atty. Aylwinston C. Pillos requested the inclusion of the said program in the 2023 Indicative Project Procurement Management Plan (PPMP). Administrator Cabrera stated that the idea of a Supply Chain Management (SCM) Office can be merged with the existing Materials and Planning Office (MPO). The latter must be capacitated either through the issuance of a Special Order (SO) to fully capture the creation of the proposed SCM Office.

Mr. Kabigting stated their observation of the need to materialize the LRTA's mission which is to provide world-class Light Rail Transit (LRT) systems. The first step in its realization is the agency's involvement in the International Railway Organization. Administrator Cabrera agreed with the idea as the Philippine National Railways (PNR) is the only rail organization in the Philippines that is part of a foreign body which is specifically the International Union of Railways (UIC).

Ms. Domingo aired that the main challenge in the said affiliation is the required payment or fee. The Project Management Office (PMO) managers could be requested to also request their consultants to include LRTA in international organizations. According to her, the agency is already a member of the Asian Railway Operators Association (AROA) wherein engineers and technical staff have attended seminars and are inviting technical resource persons to speak at other similar conventions. Mr. Kabigting recommended the advantages of LRTA's membership in foreign institutions albeit the membership fee is costly (upon his inquiry the PNR paid a P400k-500k membership fee).

Nevertheless, there will be given access to international suppliers, their Terms of Reference (TOR), and the latest technology of railways which can effectively lead the way towards smooth procurement execution. On matters of membership, the Legal Department will be the responsible office to take the necessary and appropriate action.

I. QMS Improvement Action

Mr. Kabigting suggested that the QMS could be further improved through the instigation of a monthly compliance meeting (with approval of the top management) to all offices to check and monitor if their targets or commitments are achieved and if compliance with policies, procedures, existing laws, rules, orders, and circulars of other oversight agencies, such as the GCG is executed. This is to ensure that all matters or concerns discussed in the Management Review are properly acted upon. The proposed compliance meeting enables the update and report of

compliance by a representative of an office which is separate from the meeting where only the top-level management is present. Mr. Kabigting also recommended that the Corporate Secretary's office could initiate the said compliance meeting. Furthermore, he asked the Administrator if the performance of the QMS is competent so that they can revise their membership or actions if found unsatisfactory.

In addition, Ms. Domingo stated that moving forward from ISO 9001:2015, a meeting with GCG was already conducted for the proposed certification of ISO 45001:2018-Occupational Health & Safety (OH&S) so that by CY 2024, the Authority will have an integrated QMS (with consolidated ISO 9001:2015 or 9001:2018, for that matter since there is an ongoing review for a change to 2018). As to the security and use of funds and resources, she raised an inquiry to the top management if they could give the direction either for an integrated QMS or solely separate from the OH&S system.

As underscored by Administrator Cabrera, the existing QMS is still suitable, adequate, effective, and aligned with the strategic direction of the organization. Meanwhile, he instructed the follow-through of all items, matters, and concerns that need appropriate action. He also pushed for the membership of the LRTA in the UIC to acquire access to the database of suppliers, procurement, and TOR of international railway organizations. He highlighted that the Authority should be involved at the international level as the Department of Transportation (DOTr) Secretary Jaime Bautista focused on meeting international standards, especially for the rail industry. He also mentioned that as of 29 August 2022, the DOTr Secretary pointed out the possibility of direct interaction with foreign suppliers. As an issue with RA 9184 arise for the said matter, Administrator Cabrera explained that the LRTA can still comply with Sec. Bautista's instruction by gaining access to the database and possible benchmarking of prices in the purchase of supplies by the Authority.

On the conduct of the Mock Audit, Mr. Vasquez informed the offices to be reminded of the said exercise in preparation for the actual third-party audit. Mr. Kabigting specified that the said audit will be spearheaded by Mr. Sherwin Biscocho with audit plans and notification prior to the aforementioned activity. Mr. Biscocho affirmed that the Internal Quality Audit (IQA) team will conduct the Mock Audit with a focus on the core processes and the usual support processes. He also asked for the permission of offices whose staff or personnel are part of the IQA team for their active participation in the aforesaid.

On the Office Transportation Security (OTS) audit by the DOTr, Ms. Domingo asked Mr. Chua if the said had been completed. In a reply, Mr. Chua said that there was a frequent and ongoing audit for the said concern. The DOTr only checked to see if their approved Land Transportation Security Program is being followed, by which compliance has already been done by the LRTA. Ms. Domingo also questioned if the LRTA's security plan is related to the foregoing program of the DOTr, by which DA Paul Chua confirmed its association. The Planning Department Manager had also instructed if the same could be submitted with Revision No. 1 as it was not signed by the late Admin Gen. Reynaldo I. Berroya although it was presented to the BOD. Ms. Domingo instructed that the SSD could present the document for signature and approval of the new Administrator Hernando T. Cabrera. The SSD Manager agreed to coordinate and take the necessary steps for the approval of the security plan.

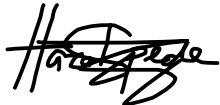
In the last part, Mr. Kabigting also informed that the QMS Team has commenced creating a policy on policy formulation for the LRTA to enhance areas of policy making.

II. ADJOURNMENT

The next Management Review (MR) will be conducted in January 20, 2023. In case of any change/s to the schedule, prior notice will be provided to the top management and the ManCom members.

There being no matters to be tackled, the meeting was adjourned at 4:11 in the afternoon.

Prepared by:



HAZEL S. PEDE

Member, QMS Secretariat

Reviewed and Approved by:

DOMINIC F. KABIGTING

Officer in Charge, Administrative Department,
Concurrent Division Manager A, KMIT
Division, Head, Mancom Secretariat and
Management Representative, QMS Core
Team