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4. CONTEXT OF THE ORGANIZATION

4.1 Understanding the Organization and its Context

The LRTA stands as a pioneer in the LRT/MRT industry, with a rich history since 1984. It is responsible for the oversight, operation, maintenance, and continuous improvement of the LRT 2 Depot and Stations, including LRT Line 2, a critical component of the country's urban transportation network. The system's primary objective is to provide safe, reliable, and efficient public transportation services while ensuring the well-being of our passengers, employees, and stakeholders.

Understanding external issues is paramount to LRTA's Integrated Management System (IMS). In recent years, the transportation landscape in Metro Manila has evolved significantly, marked by growing passenger demands, technological advancements, and a heightened focus on occupational health and safety, regulatory and legal requirements.

Internally, LRTA is characterized by a dedicated workforce deeply committed to quality and safety. LRTA employs technologies, innovative practices, and safety management system to enhance the reliability, efficiency and safety of its operations. The alignment of its internal processes and resources with its mission and objectives is crucial in achieving operational excellence.


These external and internal issues are identified using SWOT Analysis and TOWS Analysis. The identified issues identified are subject to periodic monitoring, revisiting, reviewing, and updating during strategic reviews, annual corporate planning sessions, and performance assessments. **Section 4.1** of this IMS Manual reflects the identified strengths, weaknesses, threats and opportunities of LRTA as a result of its latest conducted strategic review.

The integration of ISO 9001 and ISO 45001 within the IMS underscores LRTA's commitment to addressing these external and internal issues. This integration empowers to identify the needs and expectations of stakeholders, evaluate associated risks and opportunities, and customize processes, objectives, and strategies accordingly. By remaining attuned to the evolving external and internal factors, LRTA remains agile, responsive, and aligned with its mission to deliver high-quality LRT services while steadfastly prioritizing occupational health and safety.

4.2 Understanding the Needs and Expectations of Interested Parties

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The Authority shall determine the interested parties that are relevant to its QMS and OHSMS and applicable requirements due to their impact or potential effect on its ability to consistently provide the products and services that meet customer and applicable legal requirements, as follows:

	Relevant Interested Parties	Needs and Expectations
4.2.1	Passengers Refer to individuals or groups who utilize the services of the LRT 2 System for their transportation needs. They have a direct interest in the safety, quality, and overall performance of the LRT 2 System as it affects their travel experience.	<ol style="list-style-type: none"> 1. Safe Transportation: Passengers expect a safe and secure travel experience. They require assurance that the LRT 2 System has implemented rigorous safety measures to protect them from accidents, injuries, and emergencies. 2. Availability: Passengers expect the availability of functional trains, tickets, concessionary cards and stations equipment such as conveyance systems, gates, Ticket Vending Machines (TVMs), etc. 3. Reliability: They expect trains to run on schedule and to be available when needed, minimizing disruptions to their travel plans. 4. Comfort and Convenience: Passengers appreciate comfortable and well-maintained trainsets, stations, and facilities. 5. Accessibility: Passengers with disabilities or special needs expect the LRT 2 System to provide accessible facilities and services, including ramps, elevators, and clear signage. 6. Quality of Service: Passengers expect courteous and helpful staff to assist them with inquiries or problems. They appreciate clear announcements, ticketing options, and user-friendly information systems. 7. Communication: Passengers require timely and accurate information regarding service changes, delays, or emergencies. 8. Affordability: Passengers expect fare structures to be reasonable and competitive. They appreciate cost-effective transportation options

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Relevant Interested Parties	Needs and Expectations
	<p>that align with the quality of service provided.</p> <p>9. Safety Awareness: Passengers expect visible safety measures, such as emergency exits, fire extinguishers, and clear evacuation procedures.</p> <p>10. Cleanliness and Hygiene: Passengers expect high hygiene standards, especially in light of health concerns. They require clean facilities, hand sanitization stations, and proper sanitation protocols.</p> <p>11. Privacy and Security: Passengers expect their privacy to be respected while traveling. They also require security measures to deter crime and ensure their safety during their journey.</p> <p>12. Resolution of Complaints: Passengers appreciate a transparent and efficient process for addressing complaints and concerns.</p> <p>13. Inclusivity: Passengers from diverse backgrounds expect an inclusive environment free from discrimination and harassment. They require respectful treatment and equal access to services.</p> <p>14. Emergency Preparedness: Passengers expect the LRT 2 System to be well-prepared for emergencies, with clear instructions and personnel trained to respond to various situations.</p> <p>15. Sustainable Practices: Passengers are increasingly aware of climate change and expect the LRT system to adopt environmentally friendly practices. This includes the use of energy-efficient technologies, reducing emissions, and implementing green initiatives like solar power and waste reduction.</p> <p>16. Climate Resilience: Passengers expect the LRT system to be resilient against climate impacts such as extreme weather events. This includes measures like flood-proofing stations and</p>

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	Relevant Interested Parties	Needs and Expectations
		maintaining service reliability during adverse conditions.
4.2.2	<p>Employees and Workers</p> <p>"Employees" refer to individuals who have a formal employment relationship with the LRTA. They may receive regular wages or salaries, benefits, and are subject to the organization's policies and management.</p> <p>"Workers" are often used to encompass a broader group, including employees but also contractors, temporary workers, and others who perform work for the LRTA but may not have the same formal employment status as employees. Workers may include individuals who have short-term or project-based relationships with the LRTA.</p>	<ol style="list-style-type: none"> 1. Recognition and Rewards: Employees appreciate recognition for their contributions to quality and safety. 2. Job Security: Employees also have an expectation of job security. They want to know that their employment is stable and that their safety concerns will not result in negative consequences. 3. Safe and Healthy Workplace: Employees expect a workplace that is free from hazards and risks to their health and safety. 4. Training and Development: Employees expect access to ongoing training and development programs to enhance their knowledge and skills. 5. Effective Communication: Employees require effective communication channels to report quality and safety concerns, incidents, and near-misses. They expect their feedback to be acknowledged and acted upon promptly. 6. Involvement in Decision-Making: Employees want to be involved in decisions related to quality and safety, such as process improvements, hazard identification, and risk assessments. They expect their input to be considered in planning. 7. Health and Well-being: Employees expect access to health services and support for physical and mental well-being. 8. Personal Protective Equipment (PPE): Employees expect access to appropriate PPE, along with training on its proper use for safety purposes. 9. Protection from Harassment and Discrimination: Employees expect protection from harassment, discrimination, and any form of unfair treatment. 10. Emergency Preparedness: Employees expect

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Relevant Interested Parties	Needs and Expectations
	<p>regular drills and training to be adequately prepared for emergencies.</p> <p>11. Incident Reporting and Investigation: Employees should have a clear and confidential mechanism for reporting quality and safety incidents and near-misses. They expect thorough incident investigations and follow-up actions.</p> <p>12. Involvement and Participation: Workers want to be actively involved in the identification and mitigation of workplace hazards. They expect opportunities for input into safety committees, incident reporting, and safety improvement initiatives.</p> <p>13. Compliance with Legal and Regulatory Requirements: Workers expect that LRTA complies with all relevant laws and regulations related to health and safety. They should be aware of their rights and protections under these laws.</p> <p>14. Continuous Improvement: Workers want to see a commitment to continuous improvement in health and safety. They expect that lessons learned from incidents are used to enhance safety measures.</p> <p>15. Climate Awareness Training: Employees expect to receive training on climate change and its implications for operations, safety, and emergency preparedness. They should be equipped to contribute to sustainability initiatives and understand their role in reducing the system's environmental impact.</p> <p>16. Green Workplace Initiatives: Employees appreciate initiatives such as energy-efficient lighting, waste reduction programs, and incentives for using public transport, reflecting the organization's commitment to reducing its carbon footprint.</p>

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	Relevant Interested Parties	Needs and Expectations
4.2.3	<p>Government Agencies</p> <p>Refer to local and national authorities, regulatory bodies, and government departments with jurisdiction over various aspects of the Light Rail Transit (LRT) system, including operations, safety, and environmental compliance. As interested parties, government agencies have a direct interest in the LRT 2 System's adherence to quality standards, safety regulations, and legal requirements. They play a crucial role in regulating, overseeing, and ensuring the lawful and safe operation of the LRT system within their respective jurisdictions.</p> <p>Examples: Procurement Service</p>	<ol style="list-style-type: none"> 1. Regulatory Compliance: Government agencies expect strict adherence to all applicable laws, regulations, and standards related to the operation, maintenance, and safety of the LRT 2 System. 2. Safety: Government agencies prioritize the safety of passengers, workers, and the general public. They expect comprehensive safety measures, risk assessments, and emergency response plans to be in place and regularly updated. 3. Environmental Compliance: Environmental agencies expect the LRT 2 System to comply with environmental regulations, including emissions controls, waste management, and sustainability initiatives to minimize its impact on the environment. 4. Quality Assurance: Government agencies may require quality management practices to ensure that the LRT 2 System operates efficiently and reliably. They expect adherence to quality standards to maintain the integrity of the transportation service. 5. Permitting and Licensing: Government agencies oversee permitting and licensing processes related to the LRT system's operation. They expect timely applications, approvals, and renewals in compliance with regulatory requirements. 6. Reportorial Submissions: Some agencies may require regular reporting on safety incidents, maintenance activities, and environmental impacts. Accurate and timely data submission is essential to meet these expectations. 7. Audit and Inspection Readiness: Government agencies may conduct audits and inspections to verify compliance. The LRT 2 System should be prepared for such assessments, with well-

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Relevant Interested Parties	Needs and Expectations
of the DBM (PS-DBM), Office of the President, the DOTr, GCG, DBM, DOF, BSP, COA, CSC, DPWH, NEDA, RDC-NCR/Region IV-A, MMDA, PSA, DICT, The Bureau of the Treasury (BTr), the Senate and the House of Representatives, PCW, DFA, Government Procurement Policy Board (GPPB) and other NGs/GOCCs, LGUs, GSIS, the HDMF/Pag-ibig Fund, the PhilHealth, BIR, Land Bank of the Philippines (LBP), the DBP and Philippine Veteran's Bank, TESDA, LRA, ERC, DENR, Bureau of Fire, LLDA, NTC	<p>maintained records and documentation.</p> <p>8. Communication: Agencies expect clear and transparent communication from LRTA regarding any incidents, safety concerns, or regulatory matters. Timely reporting of issues and collaboration with authorities is crucial.</p> <p>9. Collaboration: Government agencies may expect active collaboration and cooperation with the organization to address safety and compliance issues, resolve concerns, and develop safety improvement initiatives.</p> <p>10. Emergency Response: In the event of emergencies or incidents, government agencies expect LRTA to have well-defined emergency response plans and to coordinate effectively with relevant authorities.</p> <p>11. Community Engagement: Some agencies may expect the LRTA to engage with and address the concerns of the local community and stakeholders affected by the LRT system's operations.</p> <p>12. Sustainability: Environmental agencies may expect LRTA to implement sustainable practices, such as energy conservation, waste reduction, and pollution prevention, to minimize the environmental impact.</p> <p>13. Health and Safety: Occupational health and safety agencies may expect comprehensive safety training programs for workers, regular safety audits, and a commitment to reducing workplace accidents and incidents.</p> <p>14. Compliance Records: Government agencies expect LRTA to maintain accurate records of compliance with all relevant regulations, permits, licenses, and safety certifications.</p> <p>15. Climate Action Compliance: Government agencies expect the LRT system to comply with</p>


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	Relevant Interested Parties	Needs and Expectations
		<p>national and local climate action plans and policies, such as greenhouse gas emissions reduction targets and sustainable urban mobility strategies.</p> <p>16. Environmental Impact Reporting: Agencies may require detailed reporting on the LRT system's carbon footprint, energy use, and climate adaptation measures. Compliance with environmental impact assessments and continuous improvement in environmental performance are also expected.</p>
4.2.4	<p>Private Sector Partners</p> <p>Refer to business entities, organizations, contractors, suppliers, and service providers that collaborate with LRTA responsible for the LRT 2 System's operations and maintenance. These partners engage in various aspects of the LRT 2 System's management, including providing goods, services, expertise, or support to enhance the efficiency, quality, and safety of the system's operations.</p>	<ol style="list-style-type: none"> 1. Quality of Services and Products: Private sector partners expect that LRTA maintains high-quality standards in its operations, including the quality of products and services provided by partners. 2. Safety Compliance: Partners prioritize safety and expect LRTA to comply with safety regulations and standards. They require a safe working environment and adherence to safety protocols. 3. Timely Payments: Private sector partners expect timely payment for their products or services. 4. Communication and Collaboration: Partners expect open lines of communication, regular updates on project statuses, and a collaborative approach to solving issues and challenges. 5. Contractual Agreements: Partners require LRTA to honor contractual agreements, including the terms and conditions outlined in contracts, service level agreements, and partnership agreements. 6. Risk Mitigation: Partners expect that LRTA actively identifies and mitigates risks associated with the LRT 2 System's operations. 7. Environmental Responsibility: Partners may have environmental sustainability goals. They expect the organization to consider environmental impacts and engage in eco-friendly practices.

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	Relevant Interested Parties	Needs and Expectations
	<p>Examples: Advertisers, Tenants or Lessees, Non-rail Business Concessionaires, Meralco, MWSS, Consultants, Resource Persons, School Administrators of Private Universities or Schools, SUCs, Contract of Service Providers, Development Partners/International Organizations, World Bank, ADB and/or JICA, Concessionaires (for Operation & Maintenance, Extension / Expansion, AFCS and other railway-related initiatives), AFPI, LPMC, Communities, Media, Non-Government Organizations/Private Individuals/ External Entities</p>	<p>8. Compliance Records: Partners expect the organization to maintain accurate records of compliance with contractual agreements, safety standards, quality assurance, and environmental regulations.</p> <p>9. Professionalism: Private sector partners require professionalism and ethical conduct in all interactions. They expect fair and equitable treatment from LRTA.</p> <p>10. Emergency Response: In case of emergencies or incidents, partners expect LRTA to have well-defined emergency response plans and to coordinate effectively to address the situation.</p> <p>11. Competence and Training: Partners require that the LRTA's workforce, including employees and contractors, is competent and well-trained to carry out their roles safely and efficiently.</p> <p>12. Sustainability Collaboration: Private sector partners expect collaboration on sustainability initiatives, such as the adoption of eco-friendly technologies, sourcing green materials, and implementing circular economy practices.</p> <p>13. Climate Risk Management: Partners expect LRTA to consider and manage climate-related risks in project planning and operations, ensuring business continuity and long-term sustainability of partnerships.</p>
4.2.5	<p>Local Communities</p> <p>Refer to the residential, business, and civic groups, as</p>	<p>1. Safety: Local communities expect that the LRT 2 System prioritizes safety to ensure that residents, workers, and visitors in the vicinity are protected from accidents, injuries, and incidents related to system operations.</p>


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Relevant Interested Parties	Needs and Expectations
<p>well as individuals living and working in the vicinity of the LRT 2 System. These communities are directly impacted by the presence and activities of the LRT system, and they have a vested interest in the system's operations, safety, environmental impact, and overall contribution to their quality of life.</p>	<ol style="list-style-type: none"> 2. Traffic and Congestion Management: Communities may be affected by traffic congestion near LRT stations and crossings. They expect traffic management plans that minimize disruption and improve traffic flow. 3. Communication: Communities expect timely information about construction activities, road closures, station operations, and any changes that may impact them. 4. Accessibility: Communities expect accessibility to stations and services for residents with disabilities or special needs. They require the provision of ramps, elevators, clear signage, and other facilities to ensure inclusivity. 5. Environmental Responsibility: Communities expect LRTA to demonstrate environmental responsibility by implementing sustainable practices, energy-efficient operations, and efforts to reduce pollution and emissions. 6. Community Engagement: Communities appreciate opportunities to provide input and feedback on LRT system operations and expansion plans. They expect LRTA to actively engage with local stakeholders and consider their concerns. 7. Employment and Economic Benefits: Communities may expect that the LRT system provides employment opportunities and contributes to the local economy through contracts with local businesses and suppliers. 8. Emergency Response: In case of emergencies or incidents, communities expect well-defined emergency response plans and coordination with local authorities to ensure their safety. 9. Complaint Resolution: Communities appreciate a transparent and efficient process for addressing complaints and concerns.

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Relevant Interested Parties	Needs and Expectations
	<p>10. Climate Adaptation and Mitigation: Communities expect LRTA to contribute to climate change mitigation efforts, such as reducing emissions and promoting sustainable transport. They also expect the system to adapt to climate impacts, like improving infrastructure resilience to extreme weather.</p> <p>11. Green Urban Spaces: Communities appreciate efforts to enhance urban green spaces around LRT stations and corridors, such as planting trees, developing parks, or creating pedestrian-friendly zones that reduce urban heat islands and improve air quality.</p>

Several of the identified needs and expectations become legal requirements and other requirements relevant to LRTA's QMS and OHSMS. These include:

- Compliance with national and local laws and regulations pertaining to health, safety, and environmental protection;
- Adherence to the safety code of the LRTA;
- Ensuring that contracts with private sector partners reflect legal and regulatory requirements; and
- Providing clear communication channels and safety measures in accordance with government regulations.

All process owners are responsible for identifying and compiling a comprehensive list of relevant interested parties (RIPs) that have an impact on their respective processes, along with a thorough assessment of the needs and expectations of these RIPs. LRTA remains steadfast in its commitment to the ongoing monitoring, review, and analysis of information, as well as the pertinent requirements of these interested parties.

4.3 Determining the Scope of the Integrated Management System

The Scope of the IMS is presented in **Section 4.2** of the IMS Manual.

4.4 Integrated Management System and its Processes

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Figure 1. LRTA Process Map

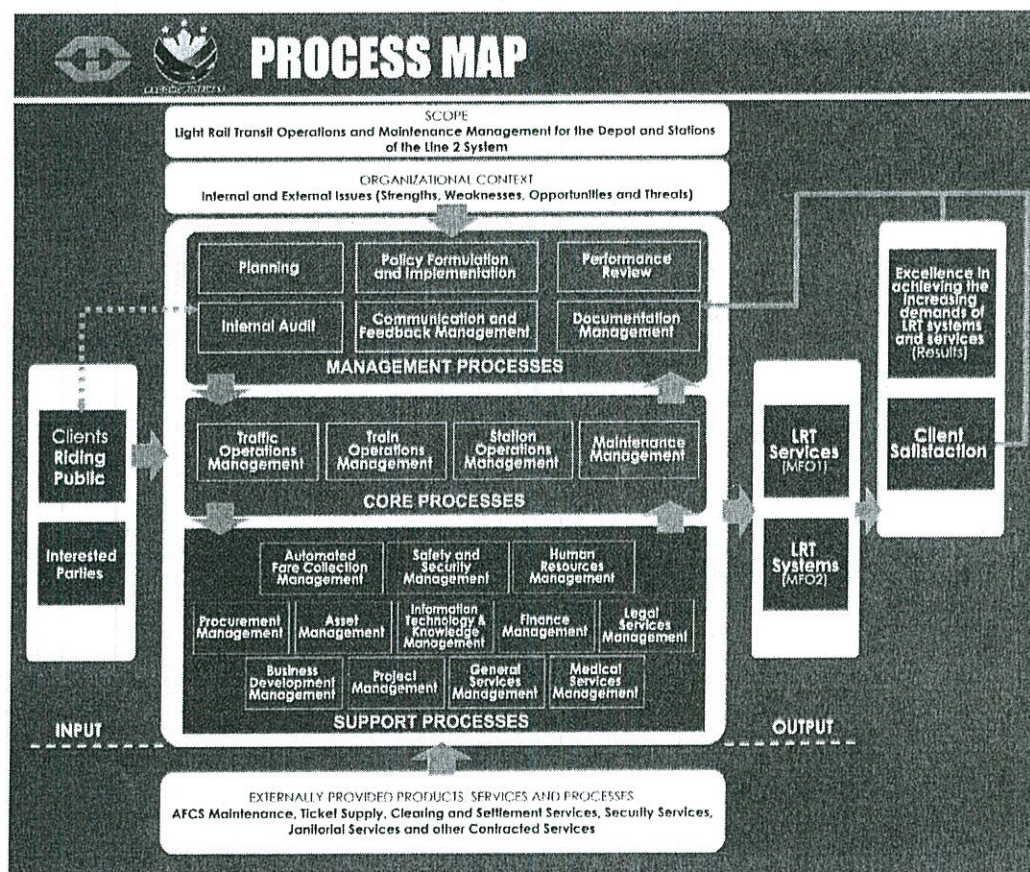



Figure 1 serves as a visual representation of the systematic involvement of various process owners within LRTA. The recognition of the needs and expectations of customers, particularly the riding public, and other relevant interested parties, is central to LRTA's core processes. These considerations are integral inputs that enable to effectively provide the required services and consistently achieve customer satisfaction.

Figure 1 signifies the spirit of coordination and teamwork among all stakeholders involved. This collaborative effort is instrumental in nurturing a culture of quality awareness throughout the organization. Effective communication from top management underscores LRTA's

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commitment to the successful implementation and sustained maintenance of the QMS and OHSMS across the entirety of LRTA.

The processes in the LRTA IMS are as follows:

- **The Core Processes**

1. Train Operations Management
2. Traffic Operations Management
3. Station Operations Management
4. Maintenance Management

The Core Processes relate to the provision of LRTA's Major Final Outputs (MFOs) addressing the customer requirements of the LRT Line 2 System. These processes cover the said System's delivery of LRT services.

The core processes describe the provision of customer-friendly services in a safe, fast and reliable LRT ride. The effective implementation of the system results in the delivery of output, which is LRT services and ultimately, the satisfaction of customers and stakeholders.

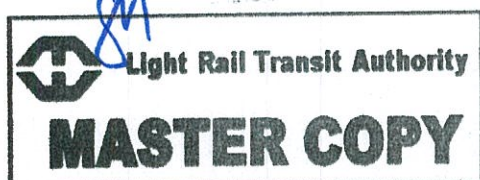
- The **Management Processes** involve Planning, Policy Formulation and Implementation, Documentation Management, Internal Audit, Performance Review, and Communication & Feedback Management.


The Management Processes are formally conducted by LRTA's Top management, through its Management Committee and by mandated responsibility centers on aspects of corporate business, the determination of corporate strengths, weaknesses, threats and opportunities, the setting of goals, objectives, strategies and targets as part of its corporate strategic planning, operational and resource planning, formulation and implementation of corporate policies, documentation management, customer satisfaction review, management review, audit and performance review.

The management processes are needed for governance of the LRTA to comply with policies, standards and applicable legal requirements.

- The **Support Processes** involve Automated Fare Collection Management, Safety & Security Management, Finance Management, Legal Services Management, Procurement Management, Human Resource Management, General Services Management, Asset

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Management, Information Technology (IT) and Knowledge Management, Project Management, Business Development Management, and Medical Services Management.

The support processes provide the necessary support to the LRTA operations towards the realization and delivery of the core services to LRTA's customers. LRTA, likewise, develops and implements programs and projects for its customers, the riding public, in response to their needs and consistent with the legal mandate of the Authority as well as with its mission and vision.

Individual Process Maps of the LRTA IMS are presented in the respective process maps of process owners detailing the following information: sources of inputs, inputs required, activities involved, the outputs expected from the processes, the receivers of outputs and the possible controls and checkpoints to monitor and measure performance are described in the respective Process Map of all process owners.

LRTA's commitment to excellence extends to externally-provided products, services, and processes, encompassing, AFCS Maintenance, Ticket Supply, Clearing and Settlement Service for the Automated Fare Collection System, as well as contracted services, including technical, administrative, janitorial, and security services. These external resources play a pivotal role in supporting LRTA's operations, addressing needs beyond core capabilities, and contributing significantly to the delivery of services that consistently exceed customers' expectations.

The "client satisfaction" dimension is a critical aspect of LRTA's integrated management approach. It gauges the level of contentment with the services provided, spanning both LRT services and LRT Systems. This assessment is based on various sources of feedback, including customer satisfaction surveys conducted internally or by third-party entities, interactions on LRTA's official social media channels, direct engagement with customers, feedback gathered through suggestion and complaints boxes, and other feedback mechanisms. These insights into customer satisfaction not only inform LRTA commitment to quality but also guide efforts to maintain a safe and healthy work environment in alignment with OHSMS standards. LRTA's dedication to achieving high standards of quality and safety is essential in delivering exceptional service to valued customers.

The LRTA IMS Framework is presented in **Figure 2**.

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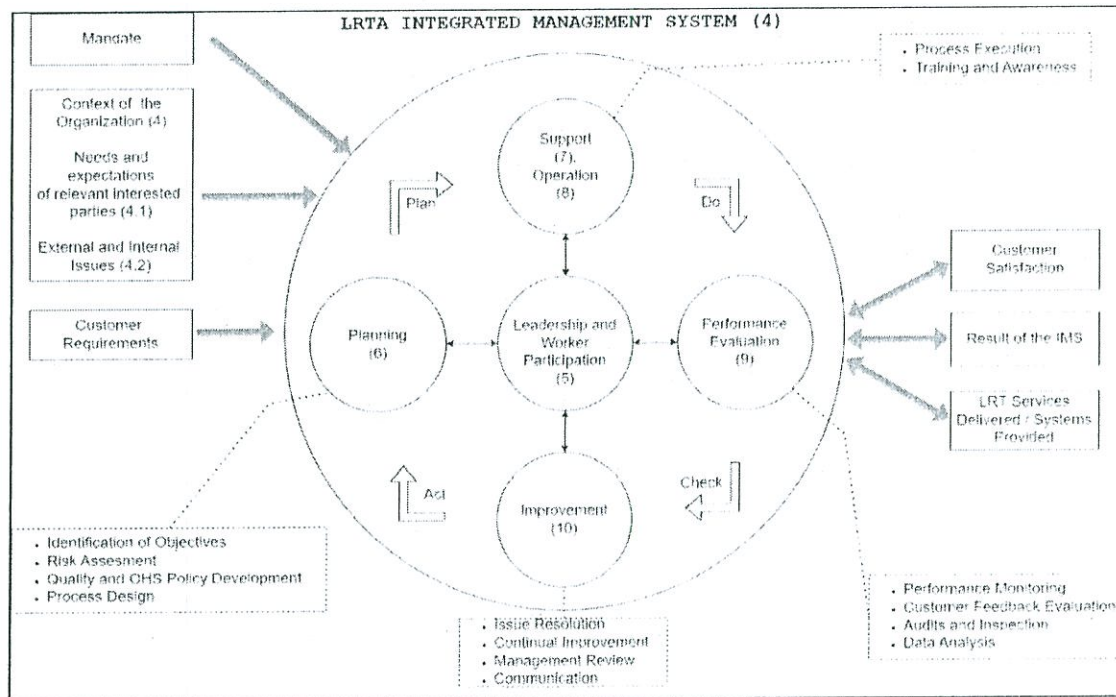
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Figure 2. LRTA Integrated Management System Framework




Implementing LRTA's IMS based on the Plan-Do-Check-Act (PDCA) cycle.

In the **"Plan"** phase, the focus is on establishing objectives, policies, and processes aligned with ISO 9001 and ISO 45001 standards. The key activities are as follows:

- *Identification of Objectives:* Set clear and measurable objectives related to service quality, health & safety, and compliance.
- *Risk Assessment:* Identify potential risks and opportunities in operations, maintenance, and OHS that may impact service quality or safety.
- *Policy Development:* Create Quality and OHS policies that define organizational commitment to excellence and safety.
- *Process Design:* Develop and document processes for LRT operations, maintenance, quality control, and OHS.

The **"Do"** phase involves implementing the plans and processes developed in the previous stage. It includes training, communication, and execution of day-to-day activities:

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- *Training and Awareness:* Train employees on the newly established policies, procedures, health & safety protocols. Ensure everyone understands their roles and responsibilities.
- *Process Execution:* Implement the documented processes to ensure that LRT operations, maintenance, and OHS measures are carried out as planned.
- *Data Collection:* Collect data related to quality, health & safety, and operational performance.

The "**Check**" phase involves monitoring and evaluating the effectiveness of the implemented processes. It is a crucial step for identifying deviations, issues, and opportunities for improvement. The key activities include the following:

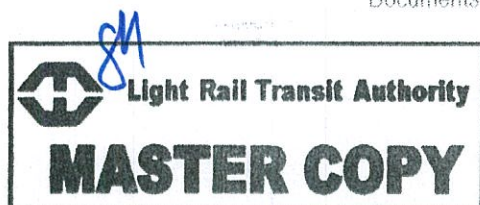
- *Performance Monitoring:* Continuously assess key performance indicators (KPIs) related to quality, safety, and efficiency.
- *Audits and Inspections:* Conduct regular audits and inspections to verify compliance with ISO standards and internal policies.
- *Data Analysis:* Analyze collected data to identify trends, patterns, and areas of concern.


The "**Act**" phase is where corrective and preventive actions are taken based on the findings from the "Check" phase. It's about making improvements and adjustments to enhance LRT system performance. The following are the major activities:


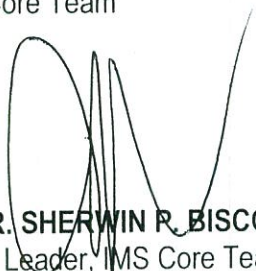



- *Issue Resolution:* Address identified issues promptly and effectively, including corrective actions for non-conformities including health & safety incidents.
- *Continual Improvement:* Use the lessons learned to make necessary adjustments and improvements to processes, policies, and procedures.
- *Management Review:* Conduct regular management reviews to ensure the IMS remains aligned with organizational goals and ISO standards.
- *Communication:* Keep stakeholders informed about progress, changes, and improvements made to the IMS.

- 4.4.1** LRTA shall maintain 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.

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