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## 5. LEADERSHIP

### 5.1 Leadership and Commitment

#### 5.1.1 General

The LRTA's top management, through the Administrator and the two (2) Deputy Administrators, shall demonstrate leadership and commitment with respect to the IMS by:


- taking accountability for the effectiveness of the IMS;
- ensuring that the IMS policy, quality objectives, and OH&S objectives are established for the IMS and are compatible with the context and strategic direction of LRTA;
- ensuring the integration of the IMS requirements into the LRTA's business processes;
- promoting the use of process approach and risk-based thinking;
- ensuring that the resources needed for the IMS are available;
- communicating the importance of effective IMS and conforming to the QMS and OH&S requirements;
- ensuring that the IMS achieve its intended results;
- engaging, directing and supporting persons to contribute to the effectiveness of the IMS;
- promoting improvement;
- supporting other relevant roles to demonstrate their leadership as it applies to their areas of responsibility;
- developing, leading and promoting a culture in the organization that supports the intended outcomes of the IMS;
- protecting workers from reprisals when reporting incidents, hazards, risks and opportunities;
- ensuring the LRTA establishes and implements a process(es) for consultation and participation of workers; and
- supporting the establishment and functioning of health and safety committees.

#### 5.1.2 Customer Focus

LRTA places a strong emphasis on understanding passenger perceptions, actual and future needs, and expectations. Top management actively engages in processes to determine and comprehend customer requirements. LRTA

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recognizes that meeting and exceeding these requirements are essential to not only fulfill its obligations but also to elevate the overall passenger experience.

Customer requirements are converted into internal requirements. This process ensures a seamless translation of passenger expectations into actionable items for personnel within the Authority. The communication of these requirements is facilitated to the relevant stakeholders, ensuring a clear understanding of their roles in meeting and exceeding customer expectations.

Top management ensures due consideration is given to both customer and legal regulatory requirements. The identification, understanding, and consistent fulfillment of these requirements are paramount in the commitment to delivering services that align with regulatory standards and meet the expectations of passengers.

LRTA actively identifies and addresses risks and opportunities that can impact the conformity of products and services, as well as the ability to enhance customer satisfaction. The continual monitoring and measurement of customer complaints and feedback serve as valuable sources of information, allowing LRTA to identify areas for improvement and implement corrective actions promptly.

Objectives related to customer satisfaction are established during corporate planning and revisited at management review meetings, emphasizing the organization's dedication to ongoing improvement. This focus is further reinforced during ManCom meetings, ensuring that the highest levels of management actively support and drive initiatives to enhance the passenger experience.

## 5.2 Quality, Health and Safety Policy


### 5.2.1 Establishing the Quality, Health and Safety Policy

The LRTA Quality, Health and Safety Policy is developed to reflect its commitment to quality, health & safety, and continual improvement. It aligns with the strategic objectives of the LRTA, outlined to providing safe, efficient, and high-quality LRT services.

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The Quality, Health and Safety Policy also emphasizes a commitment to comply with the requirement of the joint Memorandum Circular (JMC) No. 1, s. 2020 of the Civil Service Commission (CSC), Department of Health (DOH) and Department of Labor and Employment (DOLE) enjoining all government agencies to comply with the Guidelines on Occupational Safety and Health Standards for the Public Sector and other all applicable legal and regulatory requirements governing LRT operations and maintenance management. LRTA actively monitors changes in legislation to ensure timely adjustments to its processes, safeguarding the welfare of passengers, employees, and other stakeholders.

The Quality, Health and Safety Policy establishes a culture of continual improvement within LRTA. It serves as a catalyst for regular reviews and assessments of its management systems. Feedback from stakeholders, internal and external audits, and performance indicators contribute to ongoing efforts to enhance LRT operations and maintenance management processes.

The LRTA Quality, Health and Safety Policy Statement is defined in **Section 5.1** of this Manual. Likewise, it is explained in the OSH Manual.

Top management delegates authority and ensures that all personnel understand their roles in achieving the objectives outlined in the IMS policy.

### 5.2.2 Communicating the Quality, Health and Safety Policy

LRTA recognizes the importance of effective communication and awareness of the Quality, Health and Safety Policy throughout the organization. This Policy is readily accessible to all employees, contractors, and relevant stakeholders. Training programs and awareness campaigns are conducted to ensure that every individual understands their role in upholding the principles outlined in the Quality, Health and Safety Policy.

## 5.3 Organizational Roles, Responsibilities and Authorities


### Top Management Commitment:

The Top Management is unequivocally committed to defining and communicating roles, responsibilities, and authorities. This commitment is embedded in their dedication to achieving excellence in LRT Operations and Maintenance Management for the Depot and Stations of the Line 2 System.

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#### **Organizational Structure:**

LRTA's IMS Core Team organizational structure is designed to facilitate effective LRT Operations and Maintenance Management within the depot and stations of the Line 2 system. Clear hierarchies, reporting lines, and communication channels are established to ensure a seamless flow of information and responsibilities.

#### **Roles and Responsibilities:**

Roles and responsibilities are clearly defined for all personnel involved in the IMS. This includes individuals at all levels, from top management to front-line staff. Top management ensures that each role is aligned with the organization's objectives, and responsibilities are articulated to promote accountability and ownership.

#### **Delegation of Authority:**

Top management is responsible for delegating authority within the organization. This delegation is carried out judiciously, ensuring that individuals possess the necessary skills and competence to fulfill their roles effectively. The delegation of authority is documented and communicated to provide clarity and to empower personnel to make decisions in their respective areas of responsibility.

#### **Training and Competence:**

LRTA places a strong emphasis in ensuring the competence of individuals within the organization. Training programs are developed and implemented to equip personnel with the skills and knowledge necessary for their roles. Competence requirements are regularly assessed, and measures are taken to address any gaps identified. This commitment to competence enhances the overall effectiveness of the LRT Operations and Maintenance Management.

#### **Communication of Roles and Responsibilities:**


Effective communication is fundamental to the successful implementation of organizational roles and responsibilities. LRTA employs various communication channels, including official documentation, training sessions, and regular briefings, to ensure that all personnel are aware of their roles, responsibilities, and authorities.

#### **Review and Continual Improvement:**

LRTA is committed to regularly reviewing and, if necessary, revising organizational roles, responsibilities, and authorities. This review process ensures that the organizational structure remains aligned with the dynamic nature of our operations and complies with ISO standards. Feedback from personnel, performance evaluations, and audits contribute to the continuous improvement efforts in this regard.

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The functions, roles and responsibilities of the key players in the LRTA's IMS are defined as follows:

### 5.3.1 Top Management and Management Committee (ManCom)

The Top Management is composed of the Administrator and the two (2) Deputy Administrators. The Management Committee, along with the Top Management, ensures effective leadership and oversight in the implementation of the IMS.

The roles and responsibilities of key players within this structure are defined as follows:

#### 5.3.1.1 Administrator

The LRTA Administrator, as a member of Top Management and the chairperson of the ManCom, plays a central role in the establishment, implementation, and monitoring of the IMS. Key responsibilities include:

- Implementation and maintenance of the IMS.
- Overall responsibility for LRTA operations, including plan implementation and monitoring.
- Conducting Management Review meetings to evaluate and enhance the IMS.
- Efficient management of organizational resources to achieve specific objectives.
- Ensuring personnel development for a quality-conscious and productive workforce.

#### 5.3.1.2 Deputy Administrators


In their respective areas of supervision, the Deputy Administrator for Administrative, Finance, and Automated Fare Collection System Services and the Deputy Administrator for Operations and Engineering collaborate with the Administrator and actively contribute to the IMS implementation. Their responsibilities include:

- Assisting in the implementation and maintenance of the IMS.

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- Supporting the Administrator in overseeing LRTA's overall operations, plans, and programs.
- Collaborating on resource management and personnel development.
- Participation in Management Review meetings to assess and improve the IMS.

#### 5.3.1.3 Management Committee (ManCom)

As the arm of Top Management, the ManCom, chaired by the LRTA Administrator, holds key responsibilities in ensuring the effectiveness and continual improvement of the IMS. Their roles include:

- Facilitating the smooth transition of LRTA's IMS to conform with the ISO 9001 and ISO 45001 standards.
- Establishing, reviewing, and maintaining the IMS policy.
- Aligning QMS and OHS objectives with core business functions.
- Allocating necessary resources for IMS implementation.
- Defining responsibilities and authorities within the organization.
- Planning and reviewing IMS effectiveness, policies, and objectives.
- Introducing mechanisms for IMS promotion and improvement.
- Ensuring the establishment and deployment of effective communication mechanisms.

##### 5.3.1.3.1 ManCom Secretariat


The ManCom Secretariat, in collaboration with the LRTA IMS Secretariat, supports Management Review and ManCom meetings. Their responsibilities encompass:

- Preparation and distribution of meeting agendas.
- Documentation and recording of proceedings.
- Monitoring agreements and action items.
- Providing minutes of the meetings to all concerned parties.

#### 5.3.2 IMS Core Team

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The functions and composition of the IMS Core Team are as follows:

- Ensures LRTA's compliance with the requirements of the IMS;
- Ensures that the established IMS is maintained and continually aligned with ISO QMS 9001 and ISO 45001;
- Reviews/approves standards, plans, reports, policies, and systems developed by the Core Teams and process owners in accordance with the Control of Documented Information Procedure as well as enhance the procedures for Management Review and Control of Nonconformity and Corrective Actions;
- Reviews the summary of Internal and External Audit Findings for Management Review;
- Promotes risk-based thinking in overseeing the effectiveness of the IMS;
- Provides technical assistance to the different ISO Core Teams; and,
- Reports IMS performance to Top Management for review and continual improvement.

#### IMS Secretariat

- Provides administrative assistance to the IMS Core Teams;
- Files/Maintains/Processes IMS Documents;
- Responsible for processing and tracking issued RFAs;
- Updates and maintains the RFA Registry; and
- Assists the Audit Teams during the conduct of QMS/OHMS Internal Audits and in the preparation of reports and other documents.

#### 5.3.2.1 IMS Internal Quality Audit Team


- Conducts Internal Audits on the LRTA IMS;
- Prepares necessary documentation for reports such as but not limited to Audit Reports and RFAs;
- The IMS Internal Auditors designated as Office Internal Audit Team Leader verifies the implementation and effectiveness of Corrective/ Preventive actions taken by the Auditee to address NCs in consultation with the other members of the Office Internal Audit Team; and
- Performs other tasks as may be assigned by the IMS Internal Audit QMS/ OHMS Team Leader and the IMS Core Team Leader.

#### 5.3.2.2 IMS Risk Management Team

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- Performs oversight function in ensuring that the established risk controls and related activities are consistently implemented;
- Plans and coordinates effective and efficient use of risk control tools;
- Reports and makes recommendations to Top Management, IMS Team Leader, and the Board of Director's Risk Management Committee on matters, issues, and concerns of risks that the Authority are exposed to or will be exposed to;
- Assists the Board of Director's Risk Management Committee in the formulation, review, and updating of policies and guidelines on risk management, and all concerned LRTA offices with respect to the requirements of the Governance Commission on GOCCs (GCG) and other government agencies on risk management;
- Coordinates with the Planning Department through the Corporate Planning & Research Division (CPRD) relative to the institutional and functional plans and performance of the departments/offices and process owners; and,
- Ensures that risk-related information is maintained and retained.

#### 5.3.2.3 IMS Quality Workplace, Hazard Identification and 7S Team

- Develops/enhances and implements the Quality Workplace Standards using the 7S Framework on the areas within the scope of the IMS;
- Ensures the implementation of policies, rules, and regulations for quality workplace;
- Identifies potential health and safety hazards in coordination in coordination with the IMS Internal Audit Team;
- Ensures up-to-date inventory and distribution of office supplies to all staff; and
- Prepares/submit regular 7S audit report to the IMS Core Team Leader.


#### Sub-team A: Workplace Quality and Hazard Identification Group

- Reports to the IMS Team Leader and the IMS Risk Management Team Leader potential and documented hazards per area covered

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- Recommends and refers findings for appropriate action of the concerned office/s in coordination with the IMS Risk Management Team

#### **Sub-team B: 7S Group**

- Conducts inspection on the various areas within the scope of the IMS;
- Reports to the IMS Group Leader and the IMS Risk Management Group Leader potential and documented hazards;
- Reports documented findings to the IMS Core Team; and recommends rectifications to appropriate action of the concerned office/s.

#### **5.3.2.4 IMS Documented Information Team**

- Ensures that the requirements for documenting, maintaining, retaining and disposal of documented information are established, updated and maintained in accordance with the latest version of the Control of Documented Information Procedure;
- Coordinates the enhancement of the Documented Information Management System; and,
- Closely coordinates with all heads of units/process owners on all matters concerning documented information management, specifically on documented information generated from all IMS processes.

#### **5.3.2.5 Customer Service Satisfaction Team**


- Ensures the implementation of the Client Satisfaction Measurement (CSM) Survey and employee engagement survey;
- Provides analysis and ensures timely submission of CSM reports; and
- Enhances CSM to improve the LRTA's IMS.

#### **5.3.2.6 Process Linkages Review Team**

- Functions as the technical team to assist the IMS Core Team and the concerned process owners in reviewing the various processes within the scope of the IMS, including their respective documentation;

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- Facilitates regular meetings and provides necessary assistance to ensure coordination between all offices and process owners within the IMS;
- Manages tasks/ actions that the team has agreed upon; and
- Maintains documented information on discussions and resolutions.

#### 5.4 Consultation and Participation of Workers

LRTA recognizes that the active involvement of workers is fundamental to the success of occupational health and safety (OH&S) initiatives. Top management is committed to creating a culture of consultation and participation, fostering an environment where workers feel empowered to contribute to the improvement of OH&S processes.

##### 5.4.1 Establishment of Communication Channels

LRTA has established communication channels to facilitate the consultation and participation of workers. Regular meetings, feedback sessions, and open forums are organized to provide a platform for workers to express their concerns, share insights, and actively engage in discussions related to OH&S matters.

##### 5.4.2 Formation of Safety/Incident Committee

To formalize worker participation in OH&S processes, the LRTA Safety and Health Committee and the LRTA Incident Committee have been formed within the organization. The committee serves as a bridge between workers and management, facilitating the exchange of information, the identification of hazards, and the development of solutions. Workers are encouraged to actively participate in the committees, contributing their expertise to enhance safety practices.

##### 5.4.3 Risk Identification and Mitigation


Workers at LRTA are integral to the identification and mitigation of occupational health and safety risks. Through regular consultation and participation, workers actively contribute to the identification of potential hazards, assessment of risks, and the development of control measures.

##### 5.4.4 Training and Empowerment

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LRTA is committed to providing training and empowerment opportunities for workers to enhance their understanding of occupational health and safety. This includes training programs on hazard identification, emergency response, and the proper use of safety equipment. Empowered workers become advocates for safety, actively participating in the promotion of a safe working environment.

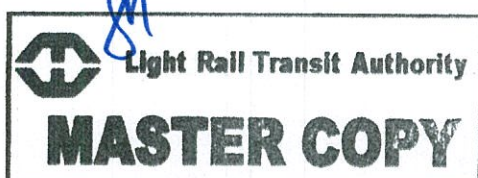
#### 5.4.5 Incorporation into Decision-Making Processes


The input of workers is actively sought and incorporated into decision-making processes related to occupational health and safety. Whether it involves the selection of safety equipment, the planning of work procedures, or the implementation of control measures, the perspectives of workers play a crucial role in shaping effective OH&S strategies.

#### 5.4.5 Monitoring and Continual Improvement


LRTA continually monitors the effectiveness of worker consultation and participation mechanisms. Key performance indicators related to worker involvement are tracked, and regular reviews are conducted to assess the impact of worker contributions on the overall OH&S performance.

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