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9. PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis, and Evaluation

9.1.1 General

The LRTA ensures effective measurement of organizational performance by implementing monitoring, measuring, and evaluation systems across QMS and OH&S systems. Performance is evaluated through customer satisfaction surveys, internal audits, management reviews, and the review of actions on risks and opportunities, ensuring continuous improvement. LRTA employs the GCG-prescribed Performance Scorecard for corporate performance and uses tools like the Office Performance Commitment Review (OPCR) and Quality Objectives and Performance Monitoring (QOPM). The OH&S performance is monitored using the HIRAC tool to evaluate workplace hazards, risks, and opportunities for reducing OH&S risks.

9.1.2 Customer Satisfaction

Customer feedback is integral to measuring service success and identifying improvements. LRTA commissions third-party customer satisfaction surveys annually for LRT Line 2, while conducting quarterly in-house surveys. In compliance with the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 (Republic Act No. 11032), LRTA ensures that these surveys align with the Harmonized Client Satisfaction Measurement (CSM) guidelines set by Anti-Red Tape Authority (ARTA). The standardized CSM form prescribed by ARTA is used to gather feedback, ensuring uniformity and transparency in the evaluation of customer satisfaction.


Results from both third-party and in-house surveys, along with CSM data, serve as key inputs to the Management Review, assisting in evaluating quality and OH&S service delivery. Survey data is submitted to ARTA as required, promoting accountability and continuous service improvement.

9.1.3 Analysis and Evaluation

LRTA analyzes data collected through QMS and OH&S systems, including trends in non-conformities, corrective actions, and safety incidents. This analysis evaluates conformity, customer satisfaction, process effectiveness, and the

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impact of risk management actions. Statistical methods like variance analysis and trend graphs are used to measure quality, OH&S objectives, and service delivery to ensure a proactive approach to both quality and occupational safety.

9.1.3.1 Performance of Core Processes

LRTA monitors IMS core processes using various reports. These are supplemented by safety and health monitoring via regular safety inspections and reports, ensuring compliance with safety protocols under ISO 45001.

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

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


9.1.3.2 Project Performance

LRTA manages various LRT infrastructure, development, and rehabilitation projects. Project performance is monitored on a monthly basis to track progress against established timelines, as well as physical and financial performance indicators. In line with the requirements of ISO 9001 and 45001, performance data is collected and analyzed to assess both quality and occupational health and safety (OH&S) outcomes.

The Project Management Offices (PMOs) are responsible for submitting their monthly status reports to the Planning Department. These reports include critical information on project progress, risk management, and compliance with OH&S requirements. The Corporate Planning &

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Research Division (CPRD) consolidates these reports and submits to oversight agencies, ensuring adherence to regulatory requirements and facilitating external audits.

Additionally, the Finance Department receives detailed financial reports to monitor budgetary performance and ensure the alignment of project expenditures with financial plans. Any project management issues, risks, and concerns, including those related to OH&S, are presented to the Management Committee for discussion. Recommendations and corrective actions are deliberated and implemented, with significant decisions escalated to the LRTA Board for approval.

Throughout the project lifecycle—from initial implementation through warranty periods and final turnover—inspections, monitoring, and evaluations are conducted to ensure compliance with both quality and OH&S standards. Final reports are completed and submitted, documenting project results, including any corrective and preventive actions taken to mitigate risks or non-conformities..


9.1.3.3 Performance of Suppliers and Outsourced Services

LRTA evaluates external providers, including suppliers and contractors, for both QMS and OH&S criteria. The Administrative Department, through its responsible procurement units, conducts the evaluation, selection, and performance assessment of suppliers, contractors, and consultants concerning purchased goods and services.

The Procurement Division maintains and regularly updates a supplier/contractor/consultant database to streamline procurement activities in accordance with Republic Act No. 9184, otherwise known as the "Government Procurement Reform Act of 2003", and its latest Implementing Rules and Regulations. The division also establishes a performance evaluation system for suppliers, contractors, and consultants, in collaboration with relevant departments. This system includes technical evaluations carried out by the Line 2 Rolling Stock and Interrelated Systems Division (RSISD), which assesses procured goods and services against technical specifications and the quality of delivered spare parts.

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Supplier performance evaluations also include OH&S risk management. External providers must demonstrate compliance with occupational health and safety requirements to ensure that their activities do not negatively impact LRTA's operations or the safety of its employees and passengers.

For in-house training programs, the Human Resources Management Division (HRMD), through its Training Section, has implemented a feedback-based performance evaluation tool. This tool captures participant feedback at the conclusion of each training course and uses it to assess the quality of service provided by external consultants or facilitators. These evaluations help inform the future administration of training courses, ensuring continuous improvement in capability-building efforts.

Other offices, including the General Services Division, Knowledge Management and Information Technology Division, Safety and Security Division, Project Management Offices, conduct performance evaluations of external providers when securing goods and services for their respective programs, projects, and activities..

9.1.3.4 Monitoring of AFCS Concessionaire Compliance


LRTA has established a structured system for monitoring the compliance of the Line 2 Automated Fare Collection System (AFCS) concessionaire. The Fare Revenue Operations (FRO) Group is tasked with ensuring that the concessionaire adheres to the terms outlined in the AFCS Service Level Agreement (SLA). This includes regular evaluations of service delivery, performance metrics, and compliance with agreed-upon standards.

The monitoring process involves collecting data specified in the SLA, which are analyzed to assess whether the concessionaire is meeting its contractual obligations.

Responsibility centers within LRTA ensure that all actions, evaluations, and communications related to the concessionaire's performance are documented, approved, and maintained as required documented information. This ensures traceability, transparency, and accountability in managing concessionaire compliance. All records are reviewed periodically and used as inputs for management review and decision-

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making processes, ensuring continuous improvement and effective oversight of the concession agreement.

9.1.3.5 Corporate Performance

LRTA's corporate performance is guided by the Annual Corporate Plan, which is translated into the Corporate Performance Scorecard as prescribed by the Government Commission for GOCCs (GCG). The Performance Scorecard commitments are monitored quarterly, with progress reports submitted to the GCG by the Corporate Planning & Research Division (CPRD) of the Planning Department.

The performance management process is cascaded to all departments, divisions, and project managers through their respective Departmental Operating/Functional Plans, formalized in the Office Performance Commitment (OPC) for Departments and Division Performance Commitment (DPC). These commitments, which include quarterly targets, facilitate the continuous monitoring of performance and ensure timely submission of quarterly status reports to the GCG. Quarterly accomplishment reports from contributing offices are essential in assessing the organization's progress toward corporate commitments.


The Quality Objectives and Performance Monitoring (QOPM) Report OPC/DPC Review and the Management Review (MR) Operations Performance Report play a critical role in identifying areas where performance targets have not been met, driving corrective actions, and informing improvements. The OPCR/DPCR are reviewed by the Performance Monitoring Team (PMT), which evaluates and deliberates the reports before endorsing them for final approval by the designated authority.

The performance evaluation process also incorporates occupational health and safety (OH&S) considerations.

All departments and divisions are required to submit semi-annual performance reports to the PMT through its Secretariat. These reports, prepared using the prescribed OPCR/DPCR forms, compare approved targets with actual accomplishments and are submitted for evaluation and final approval by the Administrator or designated approving officer, in

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accordance with LRTA's Strategic Performance Management System (SPMS) Guidelines.

To maintain oversight of LRTA's overall performance, including the management of LRT Line 2 operations, administrative and financial services, concerned departments submit monthly status reports to Top Management and the LRTA Board. These reports provide updates on project management, risk mitigation, and the enhancement of functional areas and QMS, ensuring continuous improvement and alignment with LRTA's strategic objectives.

LRTA's Management ensures that directives from the Board concerning risk management, quality improvements, and functional enhancements are implemented effectively, thereby promoting operational excellence and compliance with both ISO 9001 and ISO 45001 standards.

9.2 Internal Audit

9.2.1 Audit Program

LRTA conducts internal audits at planned intervals to assess the QMS and OH&S systems' effectiveness. Auditors assess conformity with ISO 9001 and ISO 45001 standards, focusing on safety, risk management, and operational compliance. The IMS Internal Audit Team ensures audits are impartial and based on objective evidence, with results reported to top management, management committee and the LRTA Board's Audit Committee. Corrective actions are tracked to ensure compliance with both QMS and OH&S objectives.

9.2.2 Competency of Auditors


Auditors are qualified based on their knowledge of both QMS and OH&S standards and processes, ensuring that both systems are comprehensively evaluated.

Auditors selected to conduct internal audits are required to meet specific qualifications to ensure competence in assessing compliance with LRTA's QMS, and OH&S standards, and legal requirements. The following qualifications are mandatory:

- **Education:** Must be a college graduate.

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- **Knowledge:** Demonstrates thorough knowledge of LRTA's QMS, ISO 9001 standards, ISO 45001 standards (for OH&S audits), and relevant legal requirements applicable to the organization's operations.
- **Training:** Must have successfully completed Internal Quality Audit (IQA) training and, where applicable, training related to OH&S internal audits in accordance with ISO 45001.
- **Skills:** Possesses strong verbal and written communication skills necessary for conducting interviews, preparing audit reports, and discussing findings with auditees.
- **Experience:** Has at least one year of work experience within LRTA to ensure familiarity with the organization's processes, culture, and operational environment.

9.3 Management Review

9.3.1 General

LRTA is committed to conducting a formal review of its QMS and OH&S management system to ensure their ongoing suitability, adequacy, effectiveness, and alignment with the Authority's strategic direction. Top management, through the Management Committee (ManCom), ensures the conduct of a formal Management Review (MR) meeting at least once a year, or as needed.

In addition to the annual formal review, regular ManCom meetings serve as opportunities for discussions and reviews of QMS and OH&S performance. These meetings address emerging issues, concerns, or specific items that were not fully resolved during the formal MR meeting. This process ensures that the management review process reflects the real practices of LRTA Line 2 and enables continuous oversight and timely resolution of quality and OH&S matters.


9.3.2 Management Review Inputs

The management review is planned and carried out with the following key inputs, which cover both QMS and OH&S concerns:

- Status of actions from previous management reviews;
- Changes in external and internal issues that are relevant to the QMS and OH&S management system;

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- c. Information on the performance and effectiveness of the QMS and OH&S system, including trends in:
- Customer satisfaction and feedback from relevant interested parties;
 - The extent to which quality and OH&S objectives have been met;
 - Process performance, conformity of products and services, and OH&S incident rates;
 - Nonconformities, corrective actions, and OH&S risk management;
 - Monitoring and measurement results;
 - Audit results (both QMS and OH&S);
 - Performance of external providers, including OH&S compliance;
- d. Adequacy of resources for both QMS and OH&S needs;
- e. Effectiveness of actions taken to address risks and opportunities, including OH&S risks;
- f. Opportunities for improvement in both the QMS and OH&S management system.

9.3.3 Management Review Outputs


Effective management reviews require the analysis of meaningful data related to the performance of programs, services, processes, personnel, and OH&S initiatives. The outputs of the management review include decisions and actions related to:

- Opportunities for improvement in both QMS and OH&S performance;
- Any need for changes to the QMS and OH&S management systems; and
- Resource needs/requirements to improve quality and ensure OH&S compliance.


All minutes of management review meetings, as well as related documented information, are retained and maintained by the LRTA's Management Committee and IMS Secretariat in accordance with the Control of Documented Information Procedure. These records serve as evidence of the results of management reviews and are critical for continual improvement.

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