

# SCHOOLS DIVISION OF ABRA

## ISO 9001:2015

### Quality Management System

### Manual

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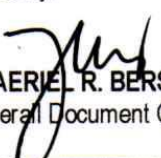
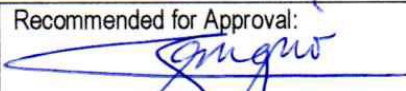

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<p>Prepared by:</p>  <p><b>JAERIEL R. BERSAMINA</b> Overall Document Controller</p>	<p>Recommended for Approval:</p>  <p><b>CHRISTOPHER C. BENIGNO</b> OIC - Assistant Schools Division Superintendent/ Quality Management Representative</p>	<p>Approved:</p>  <p><b>AMADOR D. GARCIA, SR., Ph.D.</b> OIC-Schools Division Superintendent</p>
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This Quality Manual (QM) is prepared for the purpose of defining the SDO Abra's interpretations of the ISO 9001:2015 international standard, as well as to demonstrate how the organization complies with that standard and relevant national and international laws and regulations.

It describes the Quality Management System of SDO Abra, specifically the scope, which covers the products and services provided by the organization. It is established in line with its objectives and commitment to total customer satisfaction.

Compliance to the provisions of this QM and reference procedures cited herein is mandatory. This manual serves as a guide to the regular performance of SDO Abra activities and to the continuous improvement of its educational services.

It is intended for office use, and serves the management, personnel, as well as assessors from an independent quality certification body.

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Any comments, suggestions, or questions regarding the Quality Management System and its documentation may be forwarded to the QMR. A Document Change Request Form available at the ODC must be accomplished for every revision and submitted it with the supporting documentation (if any) to the QMR.

#### Document Revision Log

Revision Level	Revision Date	Section(s) Changed	Summary of Change(s)
0		None	Initial release of document – ISO 9001:2015



## Organizational Profile

### 1.1 General Information about Schools Division Office of Abra

DepEd SDO Abra is one the eight (8) Schools Division Offices in the Cordillera Administrative Region. The Province of Abra is bounded by Ilocos Norte and Apayao on the north, Mountain Province and Ilocos Sur on the south, Kalinga on the east and Ilocos Sur on the west. As it straddles the Ilocandia and the Cordillera, these landlocked province is a melting pot of the lowland people of dominant Iloco-Hispanic ancestry and the unique ethnicity of the Tingguian tribe.

The cultural heritage of the province is clearly manifested by the customs of the people, especially those from the mountain areas. Abra was created as a province in 1846 governed by a politico-military governor, prior to which it formed part of the old Ilocos Province and later to Ilocos Sur when Ilocos was divided into two provinces in 1818. American civil government was established in Abra on August 19, 1901 with the introduction of American public school system. The coming of the Americans brought about substantial change in the social, religious and political life of the province. In February 1905, it was re-annexed to Ilocos Sur. Abra remained a subprovince for 12 years. As a subprovince, Abra was under the Superintendent of Schools of Division of Ilocos Sur and Abra. In March 9, 1917, it became an independent province after the passage of Act No. 2683. Mr. Frank L. Meinke, an American Head Teacher in Bangued, administered to the functions and services of the new independent Division of Abra as Acting Superintendent.

In 1922, Mr. Meinke was transferred in Ilocos Norte and was succeeded by Acting Superintendent, Frederick G. Roth, and the latter served as such up to 1925 when he was transferred to Negros Oriental. He was succeeded by Dr. Gabino Tabuñar, the first Filipino Acting Superintendent in Abra who served until April 18, 1926. Dr. Tabuñar was later succeeded by Dr. Cecilio K. Putong, the first full-pledge Filipino Superintendent of Abra (who would later become the Secretary of Education in 1952). In June 1927, Dr. Putong was succeeded by Mr. Salustiano Vibar who served until 1928.

The Japanese Occupation adversely affected the industries and properties of the Abrenians. The province recovered only after the Philippines was liberated by the American forces in 1945. Insulated by the mountainous gazebo, nature has remained pristine in Abra and life goes on in a relaxed pace away from the humdrum of urban cosmopolitan living. The province teems with impressive natural resources. Abra's economy is agriculture-based. Its major crops are rice, corn, and vegetables, root



crops; commercial products include coffee, tobacco, and coconut. Extensive grassland and pasture areas are used for livestock production.

By virtue of Executive Order No. 94 issued in 1947, the Department of Instruction was changed to Department of Education. During this period, the regulation and supervision of public and private schools belonged to the Bureau of Public and Private Schools. Later, it became the Department of Education and Culture by virtue of Proclamation 1081 issued in 1972 and the Ministry of Education and Culture in 1978 by virtue of P.D. No. 1397 where major organizational changes were implemented in the educational system. The revolutionary priest, Conrado Balweg, who fought for the rights of the Cordillera tribes, began his crusade in Abra. After successfully negotiating a peace accord in 1987, the Philippine government created the Cordillera Administrative Region, which includes Abra.

In August 2001, Republic Act 9155, otherwise called the Governance of Basic Education Act, was passed transforming the name of the Department of Education, Culture and Sports (DECS) to the Department of Education (DepEd) and redefining the role of field offices (regional offices, division offices, district offices and schools).

RA 9155 provides the overall framework for (i) school head empowerment by strengthening their leadership roles and (ii) school-based management within the context of transparency and local accountability. The goal of basic education is to provide the school age population and young adults with skills, knowledge, and values to become caring, self-reliant, productive and patriotic citizens.

In accordance to RA 9155, SDO Abra adheres to the national educational policies, plans and standards, and exercises authority, accountability and responsibility for the following:

1. Developing and implementing division education development plans;
2. Planning and managing the effective and efficient use of all personnel, physical and fiscal resources of the division, including professional staff development;
3. Hiring, placing and evaluating all division supervisors and schools district supervisors as well as all employees in the division, both teaching and non-teaching personnel, including school heads, except for the assistant division superintendent;
4. Monitoring the utilization of funds provided by the national government and the local government units to the schools and learning centers;





5. Ensuring compliance of quality standards for basic education programs and for this purpose strengthening the role of division supervisors as subject area specialists;
6. Promoting awareness of and adherence by all schools and learning centers to accreditation standards prescribed by the Secretary of Education;
7. Supervising the operations of all public and private elementary, secondary and integrated schools, and learning centers; and
8. Performing such other functions as may be assigned by proper authorities.

The implementation of the Rationalization Program Year 2014 was the beginning of a significant change in the Schools Division of Abra because it was the start of eliminating redundancies in its operations and focus its resources on its vital function. This change was part of the efforts to improve the agency performance through the rationalization of service delivery and support system and organization structure and staffing. With this move, the SDO now has three divisions: the Office of the Schools Division Superintendent (OSDS), Curriculum and Implementation Division (CID) and School Governance and Operations Division (SGOD).

Spearheaded by OIC - Schools Division Superintendent Amador D. Garcia, Ph.D., and OIC - Assistant Schools Division Superintendent Christopher C. Benigno, the OSDS ensures access, promotes equity and continuously improves the quality of basic education in the schools divisions. Also concerned with overseeing the implementation of programs and standards, building partnerships and networking with stakeholders of education, the OSDS makes sure that financial, human and physical resources of the schools division are managed effectively and efficiently. The Legal, ICT, Administrative and Finance Services are under the OSDS.

Meanwhile, the office that is in-charge of ensuring the full implementation of the Basic Education Curriculum (K to 12) and the improvement in the quality of learning outcomes is the CID. Led by CID Chief Hedwig M. Belmes, this division is tasked to provide technical assistance to schools in the area of curriculum implementation, instructional supervision and learning resource management. Under the CID are the Education Program Supervisors (EPS) in-charge of instructional management and supervision, Learning Resource Management System (LRMDS), and the Public Schools District Supervisors (PSDS). The Alternative Learning System (ALS), with the leadership of its two (2) Education Program Specialists, cater to the out-of-school youth, expanding the access to education in the Province of Abra.



SGOD completes the offices in the schools division. Headed by SGOD Chief, Lemuel B. Dickson, Ed.D., this division is tasked to ensure the implementation of standards and policies relevant to managing schools for the purpose of effectiveness and quality management system. The units under SGOD are: School Management Monitoring and Evaluation, Social Mobilization and Networking, Human Resource Development, Planning and Research, Education Facilities, School Health and Youth Formation.

DepEd Abra is committed to provide excellent service to its 351 public and private elementary and secondary school learners who are under the instruction and guidance of competent and dedicated teachers, supervision of school heads and head teachers and support of non-teaching staff through the implementation of various projects, programs, thrust and other activities of DepEd.

## 1.2 Vision

We dream of Filipinos who passionately love their country and whose values and competencies enable them to realize their full potential and contribute meaningfully to building the nation.

As a learner-centered public institution the Department of Education continuously improves itself to better serve its stakeholders.

## 1.3 Mission

To protect and promote the right of every Filipino to quality, equitable, culture-based, and complete basic education where:

- **Students** learn in a child-friendly, gender-sensitive, safe and motivating environment.
- **Teachers** facilitate learning and constantly nurture every learner.
- **Administrators and staff**, as stewards of the institution, ensure an enabling and supportive environment for effective learning to happen.
- **Family, community, and other stakeholders** are actively engaged and share responsibility for developing life-long learners

## 1.4. Values

Maka-Diyos

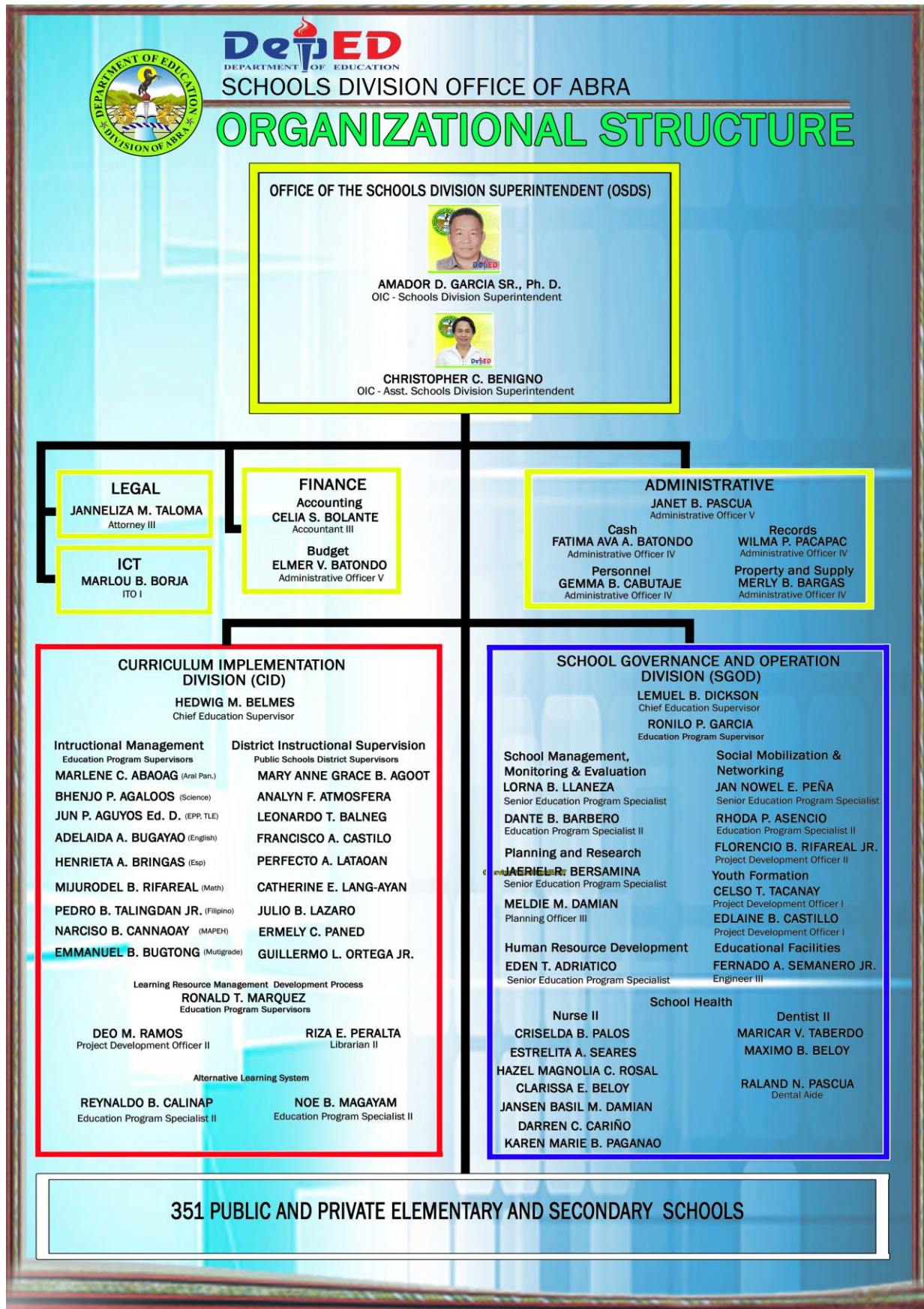
Makatao

Makakalikasan

Makabansa

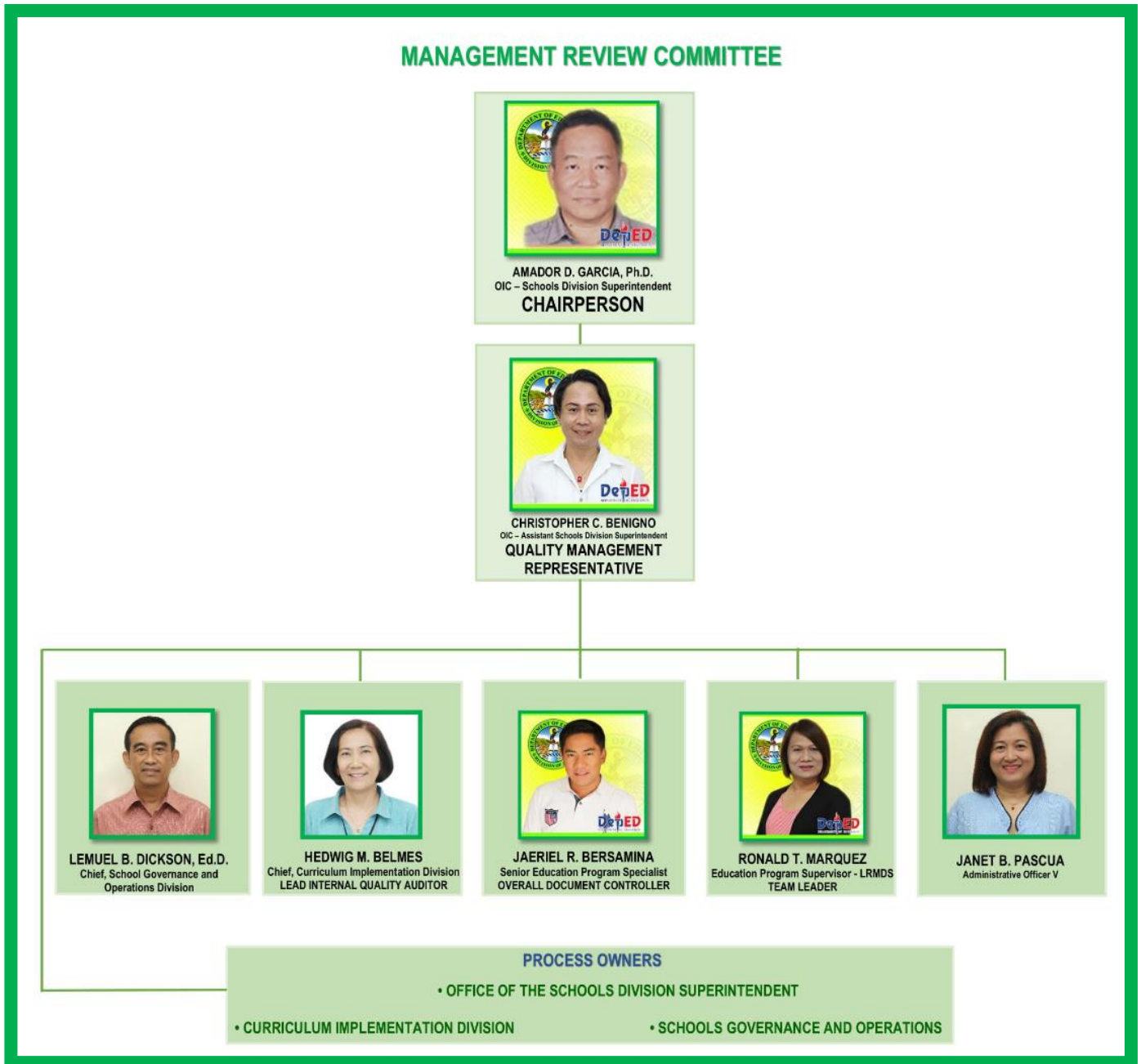


### 1.5. Organizational Structure







### 1.6 QMS Structure



### 2 Quality Policy

The Department of Education is committed to provide quality basic education that is accessible, inclusive and liberating to learners through:

- Proactive Leadership
- Shared governance
- Evidence-based policies, standards and programs
- Responsive curriculum and programs

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- Highly competent and committed officers, teachers, and personnel
- Appropriate learning environment

The Department upholds the highest standards of conduct and performance to meet stakeholder's expectations by adhering to constitutional mandates, statutory and regulatory requirements and continually improving the Quality Management System.

## 2.1 Quality Objectives

### Overall Quality Objectives

The Schools Division Office (SDO)

- empowers schools and Learning Centers (LC) and engages partners and communities in the delivery of quality basic education that is accessible to all. (Sec.2 RA 9155)
- supports and capacitates schools and Learning Centers in ensuring a conducive learning environment and in compliance to quality standards of Governance and Operations.
- provides technical assistance to schools and Learning Centers to continuously improve the management of curriculum implementation.

### Quality Objectives of the Office of the SDS

- To properly and promptly provide personnel action and compensation
- To maintain an updated and accurate Information Management System
- To provide schools, Learning Centers and SDO with necessary supplies, materials and equipment
- To develop a well-planned, directed and coordinated system for records management and general services
- To provide SDO management with economical, efficient, and effective accounting and budgeting services to ensure the cost-effective utilization of financial resources of the division and schools
- To manage the implementation of Results-based Performance Management System (RPMS) in accordance to the schools' prevailing situations and realities
- To formulate processes and standards for school accreditation
- To develop a feedback mechanism tool that enhances the delivery of frontline services



- To provide legal advice and render legal opinions to the Schools Division Superintendent (SDS), Assistant Schools Division Superintendent (ASDS), officials of the Division in relation to the performance of their functions
- To evaluate complaints filed, conducts investigation and draft decisions and orders on cases filed against non-teaching personnel within the Division
- To draft actions/ endorsements on complaints and letters for signature of the SDS in accordance with the provisions of the law and DepED rules and regulations
- To interpret laws and rules affecting the implementation of various Division programs
- To prepare and review contracts, Memorandum of Agreement (MOAs) and instruments to which the Division or any of its offices and school is a party, and interprets the provisions therein.
- To conduct investigations of complaints against teaching personnel as may be delegated by the Regional Office (RO).
- To manage and maintain the Information and Communication Technology (ICT) Systems and Infrastructure of the Division to effectively support operations.
- To manage and implement ICT programs and projects in the Division to ensure data validity and effective utilization of the systems.
- To participate and communicate with Central Office and other ICT Units across levels with regard to the implementation of national ICT and ICT-related programs.
- 

#### Quality Objectives of the CID

- To manage the implementation of Basic Education Curriculum and Special Curriculum Programs
- To provide Technical Assistance (TA) to schools and learning centers in classroom management skills, instructional competence, and action research
- To capacitate School Heads and teachers in the implementation of K to 12 Curriculum and Special Curricular Programs
- Guide the schools and Learning Centers (LCs) in the effective management of learning assessment for better learning outcomes
- Provide technical assistance to schools and learning centers in analyzing assessment results for possible interventions



- Lead in the formulation of assessment tools to diagnose learners and their achievement in the different learning areas
- To develop contextualized learning resources by learning area for schools and Learning Centers
- To quality assure Learning Resources (LRs) for the use of schools and Learning Centers
- To provide technical assistance to schools and Learning Centers in line with the development, production, storage, and distribution utilization of Learning Materials

### Quality Objectives of the SGOD

- To capacitate schools and learning centers in the delivery of education program services
- To strengthen the management of schools and learning centers in terms of process delivery of education support services
- To support the maintenance of a conducive learning environment.
- To implement and manage learner support services such as youth development programs, school health and nutrition, Senior High School (SHS) voucher.
- To lead in the crafting of the Division Education Development Plan (DEDP) and assist the schools in the preparation of the School Improvement Plan (SIP), the Annual Improvement Plan (AIP) and the Annual Procurement Plan (APP).
- To generate and disseminate timely, accurate, and relevant basic education statistics
- To prepare the Division research agenda based on Basic Education Research Fund (BERF) standard and oversee its implementation.
- To conduct orientation to School Heads and focal persons on Schools' Local and International Partnerships
- To identify potential partners/donors for specific programs and projects
- To expand/sustain and institutionalize partnerships and linkages with stakeholders
- To accept donations (e.g. equipment, tools) from program/project partners for proper utilization
- To manage the capacity building programs for teaching and non-teaching personnel including DRRM
- To train teaching and non-teaching personnel on skills and competencies enhancement
- To establish and manage rewards and recognition system
- To serve as Secretariat to ensure completeness and initial validation of documents pertinent to application in the operation/establishment/ conversion of both public and private schools



- To ensure access to adequate, disaster resilient and safe buildings and ground facilities according to the prescribed standards
- To quality assure learning and development programs
- To ensure the continuous improvement of schools and learning centers thru School-Based Management (SBM)
- To provide inputs for the management and implementation of the Quality Management System (QMS)
- To develop Monitoring and Evaluation (M&E) tools for the utilization and implementation of projects
- To conduct M&E of the projects and programs
- To analyze M&E result for appropriate intervention

### 3 Definitions & References

The following are common terms and definitions used with Quality Management System and are applicable to activities at SDO-ABRA and referred to in this Manual.

**Quality Policy** - Intentions and direction of an organization related to management performance as formally expressed by its top management.

**Top Management** – Person or group of people who directs and controls an organization at the highest level. Top management has the power to delegate authority and provide resources within the organization.

**Interested Party** – Person or organization that can affect, be affected by, or perceive to be affected by a decision or activity.

**Quality Objective** – Objective set by the organization consistent with its quality policy.

**Requirement** – Need or expectation that is stated, generally implied or obligatory.

**Compliance Obligations** – Legal requirements that an organization has to comply with and other requirements that an organization has to or chooses to comply with.

**Risks and Opportunities** – Potential adverse effects (threats) and potential beneficial effects (opportunities).

**Competence** – Ability to apply knowledge and skills to achieve intended results.

**Documented Information**- Information which is required to be controlled and maintained by an organization and the medium on which it is controlled.

**Life Cycle** – Consecutive and interlinked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal.





**Outsource** – Make an arrangement where an external organization performs part of the organization’s function or process.

**Audit** – Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria set by the organization are fulfilled.

**Nonconformity** – Non-fulfillment of a requirement.

**Corrective Action** – Action to eliminate the cause of a nonconformity and to prevent recurrence.

**Continual Improvement** – Recurring activity to enhance performance.

**Monitoring** – Determining the status of a system, a process or an activity.

**Performance** – Measureable result.

### 3.1 References

ISO 9000:2015 – QMS Fundamentals and Vocabulary

ISO 9001:2015 – QMS Requirements

## 4. ORGANIZATIONAL CONTEXT

### 4.1 Understanding the context of the organization

Our SDO determines external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system. Information on these issues is documented on our SWOT analysis document and includes appropriate actions taken to address relevant contextual risks and explore any opportunities that such issues present that affect our strategic direction and QMS. More details of the Risk Analysis are covered in Clause 6.1. of this Quality Manual.

Our SDO will monitor and review the SWOT Analysis document prior to or at the Management review meeting (see clause 9.3) and more often if warranted to ensure appropriate and timely action is taken on all relevant contextual issues affecting our strategic direction and QMS. The SWOT Analysis document will be updated for all such reviews and actions.



**Table 1: SDO SWOT Analysis**

Internal Situational Analysis	
Strengths	Weakness
<ul style="list-style-type: none"> <li>▪ High percentage of participation rate</li> <li>▪ 2013 CSC PRIME Accredited</li> <li>▪ Improved networking and partnership skills of school heads</li> <li>▪ Functional website and FB page together with other sections and offices</li> <li>▪ Improved systems and processes for better service delivery</li> <li>▪ Committed, dedicated, competent, and highly motivated SDO personnel</li> <li>▪ Active collaboration, cooperation and teamwork among functional divisions and SDO personnel</li> <li>▪ Observance of fair, objective, gender sensitive, equal employment of opportunity system in selection, hiring, placement and promotion of teaching and non-teaching personnel</li> <li>▪ Outstanding performance rating of the SDO along implementation of programs, projects and activities</li> <li>▪ Properly guided personnel in terms of the strategic direction of the SDO</li> <li>▪ Equitable distribution of teaching and non-teaching personnel in schools</li> <li>▪ Full implementation of School Based Management and Brigada Eskwela</li> <li>▪ More schools are created and converted to integrated schools</li> <li>▪ Well-aligned SDO OPCR to schools' OPCR</li> <li>▪ Institutionalized Child Friendly School System, learning Action Cells, PRAISE (Tan-ok)</li> <li>▪ Maximize use of MEA technology, LIS and eBEIS</li> <li>▪ Functional Makabayan Parks, library, learning resource center, e-classroom package and internal connection for research purposes</li> <li>▪ Contextualized lessons based on culture, tradition, beliefs, IKSPs and local literary pieces.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low performance of learners based on NAT</li> <li>▪ High drop-out rate in some schools</li> <li>▪ Insufficient learning materials for Grade 1 pupils</li> <li>▪ Absence of well-defined roles and functions of some staff</li> <li>▪ Slow utilization and liquidation of School MOOE</li> <li>▪ Most school heads are not capable in crafting and implementing strategic plans</li> <li>▪ Non availability of buildable space in schools</li> <li>▪ Gender sensitivity and equality is not properly implemented</li> <li>▪ Unavailability of ADM modules and ALS ICT equipment for e-learning</li> <li>▪ Inadequate rooms for supplies, records and others</li> <li>▪ Overlapping activities</li> <li>▪ Insufficient learning materials</li> <li>▪ Insufficient funds for building and facility improvement</li> <li>▪ Mismatch of subject area taught by the teachers in the secondary level</li> <li>▪ Absence of research-based policies on learning intervention</li> <li>▪ Presence of sub-standard facilities</li> </ul>



▪ External Situational Analysis	
▪ Opportunities	▪ Threats
<ul style="list-style-type: none"> <li>▪ Strengthened partnership and resource mobilization with HEI/TVIs/NGA and CSOs</li> <li>▪ Full support of education stakeholders in all programs, projects, and activities</li> <li>▪ Continuous Professional development trainings and courses offered</li> <li>▪ Availability of human and natural resources for education support</li> <li>▪ Availability of internet connections</li> <li>▪ Tourist spots in the province are being improved</li> <li>▪ SEF is given by the Provincial Government to support programs and projects</li> <li>▪ Improvement of roads</li> <li>▪ 4Ps/CCT implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender inequality</li> <li>▪ Program and projects are not sustained due to frequent change in management</li> <li>▪ Global warming/ Ecological imbalance</li> <li>▪ Accessibility of schools in far flung areas</li> <li>▪ LGU health and nutrition programs of LGU are not sustained</li> <li>▪ Presence of some unenergized schools</li> <li>▪ High vulnerability to natural calamities such as typhoons, earthquakes, landslides</li> <li>▪ Mismatch of career preference</li> <li>▪ Family problems</li> <li>▪ Crimes</li> <li>▪ Proliferation of unregulated computer shops near schools</li> <li>▪ Lack of parental guidance on the use of internet</li> <li>▪ Poor internet connectivity</li> <li>▪ Unstable supply of electricity</li> <li>▪ Limited SHS teacher applicants</li> <li>▪ Migration</li> <li>▪ Illness</li> <li>▪ Teenage pregnancy</li> <li>▪ Inadequacy of needed resources</li> <li>▪ Increase in pupil-teacher ratio</li> <li>▪ Salary below minimum wage</li> <li>▪ Congestion in urban areas</li> <li>▪ Face to face conversation lessened</li> <li>▪ Negative effects in pupils' study habits</li> <li>▪ Areas critical electronic blueprints might experience digital divide.</li> <li>▪ Insufficient support system</li> <li>▪ Pupils dropping out from schools</li> <li>▪ Malnutrition and health constraints of children</li> <li>▪ Limited economic activities of families</li> </ul>

#### 4.2 Understanding the needs and expectations of interested parties

Our SDO will determine and monitor the requirements of interested parties that are relevant to our QMS in providing services that consistently meet customer (citizen) and regulatory requirements.



These outputs are used to inform the following sections of the QMS:

- 4.3 Determining the Scope of the QMS
- 4.4 Establishing the QMS
- 6.1 Actions to address Risks and Opportunities – Compliance Obligations (6.1.3)
- 7.4 Communications

Necessary for the successful crafting and implementation of the quality management system is the consideration of the needs and expectation of various stakeholders. In line with customer satisfaction which is one of the compliance obligations of the QMS, presented below is Table 2 - Expectations and Requirements of Interested Parties/Cientele.

**Table 2. Expectations and Requirements of Interested Parties/Cientele.**

Interested Parties	Requirements	Expectations	Benefits
Customers <ul style="list-style-type: none"> <li>▪ SDO personnel</li> <li>▪ Schools</li> <li>▪ School heads</li> <li>▪ Teaching Personnel</li> <li>▪ Non-teaching personnel</li> <li>▪ Pupils/students (Internal)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timeliness</li> <li>▪ Responsive to the needs of the customers</li> <li>▪ Quality frontline services and its workforce competency</li> <li>▪ Sound Management Practices</li> <li>▪ Improved Business Environment</li> <li>▪ Commitment to quality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely delivery of services</li> <li>▪ Less or no Red-tape</li> <li>▪ Cost efficiency</li> <li>▪ Good governance</li> <li>▪ Greater accountability and transparency</li> <li>▪ Mainstreaming of gender equality</li> <li>▪ Customized and contextualized quality services</li> <li>▪ Improved network system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promotion of public trust</li> <li>▪ Ethical decision making</li> <li>▪ Increased operational efficiency</li> </ul>
Government Partners <ul style="list-style-type: none"> <li>▪ LGUs</li> <li>▪ Government Agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and adequate access to information</li> <li>▪ Responsive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transparency</li> <li>▪ Good governance</li> <li>▪ Strong stakeholders'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased community engagement</li> </ul>



<p>such as DSWD, DOLE, DOH, DILG, DTI, DOST, DPWH, BIR, DBM, TESDA, GSIS, PAGIBIG, PNP, AFP, etc.</p>	<p>representation of issues and their requirements</p> <ul style="list-style-type: none"> <li>▪ Meaningful opportunities to serve</li> <li>▪ Employment Opportunities</li> <li>▪ Commitment to quality and productivity</li> </ul>	<p>engagement</p>	<ul style="list-style-type: none"> <li>▪ Promotion of public trust</li> </ul>
<p>Human Resource</p> <ul style="list-style-type: none"> <li>▪ SDO Personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competency</li> <li>▪ Performance Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Security of Tenure</li> <li>▪ Compensation</li> <li>▪ Benefits</li> <li>▪ Employees Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Empowered, contented, productive, high morale employees</li> </ul>
<p>Community</p> <ul style="list-style-type: none"> <li>▪ NGOs</li> <li>▪ Private business sectors</li> <li>▪ Alumni</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responsiveness</li> <li>▪ Competence</li> <li>▪ Commitment</li> <li>▪ Established network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivery of services</li> <li>▪ Transparency</li> <li>▪ Strong stakeholders' engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased community engagement</li> <li>▪ Promotion of public trust</li> </ul>
<p>Material and service providers</p> <ul style="list-style-type: none"> <li>▪ Contractors</li> <li>▪ Training providers such caterers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transparency</li> <li>▪ Fairness</li> <li>▪ Commitment to guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good governance</li> <li>▪ Timeliness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Material and service efficiency</li> </ul>

SDO Abra monitors and reviews information about these interested parties and their relevant requirements to be able to consistently provide services that meet stakeholder's expectations and applicable statutory and regulatory requirements.

This process will be repeated every year or during the conduct of Strategic Planning to review any new stakeholders who may have relevant to the QMS, what their requirements are and whether these are compliance obligations. They will be reviewed by the Quality Management Representative to determine any new or changing stakeholder needs and expectations.

### 4.3 Scope of Quality Management System

SDO's QMS covers the undertakings of all units pertaining to the provision of services that meet applicable statutory and regulatory requirements. It includes basic policies and objectives vis-a-vis all clauses of ISO 9001:2015.

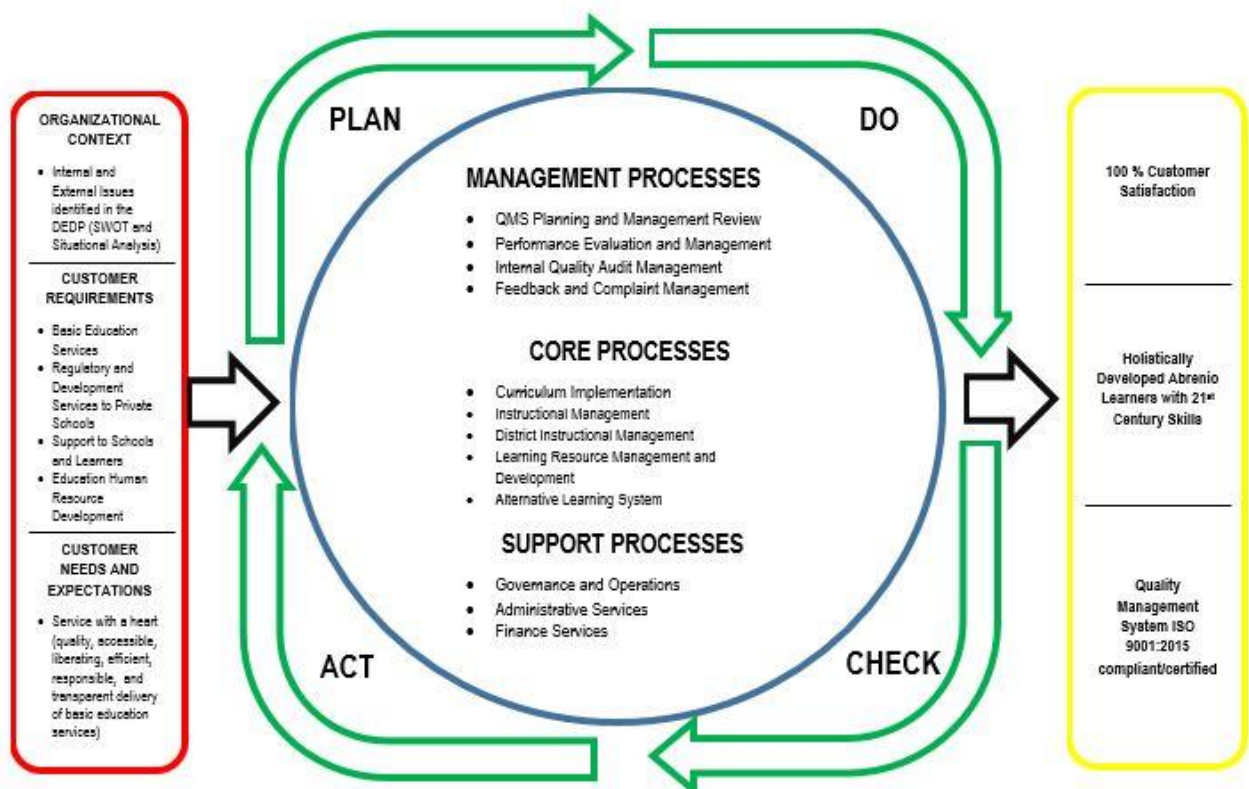
QMS is designed to meet all customer requirements and applicable statutory and regulatory requirements that includes:

1. The external and internal issues as identified in clause 4.1;
2. The relevant requirements of interested parties as identified on the Risk Analysis document;
3. The scope as identified above in section 4.1;
4. The processes and appropriate controls as identified in the Procedure Manual of each unit.

The Quality Manual (which includes the QMS scope) is available to all stakeholders upon request.

### 4.4 Quality Management System and Its Processes (See Figure 4: QMS-Based Process of Schools Division Office of Abra and clause 11 Procedures Manual of all Offices)

**QMS-Based Model of Schools Division Office of Abra**





**4.4.1** SDO has established, implemented, maintain and strive to improve its QMS including the processes needed and their interactions, in accordance with the requirements of ISO 9001:2015. Accordingly, we have determined the processes needed for our QMS and applied them appropriately throughout our organization. We have determined:

- a) the inputs required and outputs expected from these processes;
- b) the sequence and interaction of these processes;
- c) and applied the criteria and methods (including monitoring, key performance measurements and other related performance indicators) needed to ensure the effective operation and control of these processes;
- d) the resources needed for these processes and ensure their availability;
- e) and assigned the responsibilities and authorities for these processes;
- f) the risks and opportunities as determined in accordance with the requirements of 6.1
- g) and evaluated these processes and implemented any changes to ensure that these processes achieve their intended results (see clause 9.1);
- h) improved the processes and the QMS (see clause 10).

**4.4.2** To the extent necessary, we have:

- a) maintained documented information to support the operation of our processes
- b) retained documented information to provide confidence that QMS processes are being carried out as planned.



## **5 Leadership**

### **5.1 Leadership and commitment**

#### **5.1.1 General Overview**

Our SDO demonstrates QMS leadership and commitment by:

- a) being accountable for the effectiveness of the QMS;
- b) establishing the QMS quality policy and quality objectives to be compatible with the context and strategic direction of our organization;
- c) integrating the QMS requirements into the organization's business processes;
- d) promoting the use of the process approach, PDCA and risk-based thinking;
- e) providing adequate resources needed for our QMS;
- f) communicating the importance of effective quality management and conforming to the QMS requirements;

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- g) ensuring that the QMS achieves its intended results
- h) engaging, directing and supporting persons to contribute to the effectiveness of the QMS;
- i) promoting improvement;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

### 5.1.2 Customer Focus

The SDO demonstrates leadership and commitment with respect to customer focus by ensuring that:

- a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- b) the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- c) the focus on enhancing customer satisfaction is maintained.

## 5.2 Policy

### 5.2.1 Quality Policy

The Quality Policy serves as the overall direction and guide of SDO in terms of quality in the implementation of all its services. Our SDO has established, implemented and maintains a quality policy (see clause 2) that:

- a) is appropriate to the purpose and context of our organization and supports its strategic direction;
- b) provides a framework for setting quality objectives;
- c) includes a commitment to satisfy applicable requirements
- d) includes a commitment to improve the QMS.

### 5.2.2 Communicating the quality policy



The quality policy is:

- a) available and maintained as documented information;
- b) is communicated, understood and applied within the organization;
- c) is available to relevant interested parties as appropriate.

## 5.3 Organizational roles, responsibilities and authorities

The SDO Top management has documented and assigned the responsibilities and authorities for relevant roles and communicated and explained them to all personnel within the organization.



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Our SDO has assigned responsibility and authority for:

- a) ensuring that our QMS conforms to the requirements of ISO 9001:2015;
- b) ensuring that our processes deliver their intended outputs;
- c) reporting on QMS performance and on opportunities for improvement (see 10.1) to top management;
- d) ensuring the promotion of customer focus throughout the organization;
- e) ensuring the integrity of the QMS is maintained when changes to it are planned and implemented.

### 5.3.1 Specific Roles and Responsibilities

The Schools Division Superintendent, Assistant Schools Division Superintendent, SGOD Chief, CID Chief, Administrative Officer, Overall Document Controller and IQA Lead Auditor, serve as the Lead Management Team (LMT) for ISO 9001:2015 sustainability. Likewise, they would serve as members of Management Review Committee (MRC) together with the Quality Management Representative (QMR), and other Heads of Offices.

The Schools Division Superintendent, Assistant Schools Division Superintendent, PSDS's, Education Program Supervisors and all Heads of Offices shall ensure that decision making process are observed so that adequate resources are made available to assure compliance with the ISO 9001:2015 requirements.

All Heads of Offices have responsibility for ensuring that within their individual areas of authority, the Quality Policy is strictly observed. They shall also ensure that all employees under their unit shall work within the requirements of the SDO's quality management procedures. This secures that the SDO meets its legal and other compliance obligations and guarantees continual improvement.

The Heads of Offices are responsible for:

- Ensuring employees, through its Document Controller, are provided with knowledge on QMS, and kept up-to-date with the ISO 9001 standards and requirements;
- Ensure that the Policy is embedded into the day to day actions of employees and that any new activities, processes and services meet the Policy commitments;



- Manage and Supervise Process Owners and Document Controllers in implementing the use of relevant QMS documented information and manage all operating procedures and record keeping relevant to QMS;
- Provide with the necessary Corrective Action from Non Conformities (major or minor NCs), and observing all opportunities for improvements and observations based on the audit findings; and
- Provide resources and the support necessary for identified process owners, document controller and other responsible persons assigned to each process or activity to carry out their specific responsibilities as identified in this document.

The Quality Management Representative (QMR) is responsible for taking a lead role in the implementation of the Quality Policy and ongoing operation of the Quality Management System throughout the SDO. To provide strategic support for the development and implementation of the SDO's aims to improve sustainability performance. In addition, the QMR is responsible for delivering the following:

- Ensuring that the QMS is established, implemented and maintained in accordance with the requirements of ISO 9001:2015 standard;
- Preparation and submission of Quality Management Plans, Procedures and Annual Report detailing QMS related matters across the Agency to the Schools Division Superintendent and quarterly reports to the Management Review Committee;
- Increasing the competence and awareness of employees at all levels through the development of training and awareness initiatives and sharing of best practices;
- Liaison with enforcement bodies to ensure compliance with statutory obligations and to maintain contact with outside agencies able to offer expert assistance; and
- Ensuring that the Schools Division Superintendent is kept up to date with forthcoming and existing QMS-related Projects and Programs to ensure risks and opportunities related to the operations are considered in a timely manner;

The Technical Working Group (TWG)/Continuous Improvement Group (CIG) ensure that all compliances and continual improvement of QMS are achieved throughout the Agency by:

- Providing advice, information, instruction and training on quality management matters to all offices as required;



- Bringing to the attention of the Quality Management Representative and Overall Document Controller all matters requiring policy recommendation or procedural change in the quality manual of SDO;
- Providing advice, information, instruction and assistance to concerned offices or units as well as communicating with environment officers for handling, storage and disposal of waste from areas under the authority of concerned department/office;
- Providing advice, information, instruction and assistance to concerned offices or units for any changes or adding in the Risk Registers pertaining to activities, processes and services, organizational issues, impacts, mitigations and contingencies; and
- Ensuring that the Schools Division Superintendent is kept up to date with forthcoming and existing QMS-related Projects and Programs to ensure risks and opportunities related to the operations are considered in a timely manner.

## 6 Planning

### 6.1 Actions to address risks and opportunities

6.2.1 In planning our QMS we have determined the risks and opportunities that need to be addressed relating to the relevant contextual issues referred to in 4.1 and the relevant requirements of interested parties referred to in 4.2 and taken appropriate actions to:

- a) provide that the QMS can achieve its intended result(s);
- b) enhance desirable effects;
- c) prevent, or reduce, undesired effects;
- d) achieve improvement

6.1.2 Our Schools Division Office of Abra has:

- a) planned actions to address these risks and opportunities;
- b) integrated and implemented these actions into our QMS (see 4.4);
- c) evaluated the effectiveness of these actions

The actions we have taken to address risks and opportunities are proportionate to the potential impact on the conformity of services.



These actions may include avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or retaining risk by informed decision.

Actions on opportunities may include provision of resources (infrastructure, ICT, equipment, supplies, and even workforce) adoption of new practices, addressing workforce engagement, improving processes, addressing customer feedback, building partnerships with other interested parties, using new technology and other desirable and viable possibilities to address our customers' needs.

## 6.2 Quality Objectives and planning to achieve them

**6.2.1** We have established quality objectives at relevant functions, levels and processes needed for our QMS. Our quality objectives are:

- a) consistent with the quality policy;
- b) measurable;
- c) takes into account applicable requirements;
- d) are relevant to service conformity and enhances customer satisfaction;
- e) are monitored;
- f) are communicated;
- g) are updated as appropriate.

We maintain documented information on the quality objectives.

**6.2.2** when planning our quality objectives, we determine:

- a) what has to be done;
- b) what resources are used;
- c) responsibility for achieving the objective;
- d) when it will be completed; and
- e) how the results will be evaluated?

## 6.3 Planning of changes

We determine and carry out changes to the QMS in a planned manner (see 4.4) and consider:

- a) the purpose of the changes and their potential consequences;
- b) the integrity of the QMS;

- c) the availability of resources;
- d) the allocation or reallocation of responsibilities and authorities.

## 7 Support

### 7.1 Resources

#### 7.1.1 General Overview

We have determined and provided the resources needed to establish, implement, maintain and improve our QMS. This includes considering:

- a) the capabilities of, and constraints on, existing internal resources; and
- b) what needs to be obtained from external providers.

#### 7.1.2 People

We have determined and provided the personnel necessary for the effective implementation of our QMS and for the operation and control of its processes.

#### 7.1.3 Infrastructure

We have determined, provided and maintained the infrastructure necessary for the operation of our processes and to achieve conformity of our services.

Our Infrastructure includes buildings and associated utilities; equipment, including hardware and software; information and communication technology; etc.

#### 7.1.4 Environment for the operation of processes

We have determined and provided the work environment necessary for the operation of our processes and to achieve conformity of products and services.

Our environment includes a combination of human and physical factors such as: social, e.g. non-discriminatory, calm, non-confrontational); psychological (e.g. stress-reducing, burn-out prevention, emotionally protective); physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise). Etc.

#### 7.1.5 Monitoring and measuring resources

##### 7.1.5.1 General Overview



We have determined and provided the resources needed to ensure valid and reliable results when monitoring and measuring is used to verify the conformity of products and services to requirements. We ensure these resources:

- a) are suitable for the specific type of monitoring and measurement activities we do; and
- b) are maintained to ensure that their continued fitness for their purpose.

We retain appropriate documented information as evidence of fitness for purpose of the monitoring and measuring resources.

#### 7.1.5.2 Measurement traceability

When measurement traceability is a requirement, or is considered by our Lead Management Team to be an essential part of providing confidence in the validity of measurement results, measurement equipment are:

- a) calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification is retained as documented information;
- b) identified in order to determine their status; and
- c) safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

#### 7.1.6 Organizational knowledge

Our LMT has determined and maintained the knowledge necessary for the operation of our processes and to achieve conformity of services and made available to the extent necessary. When addressing changes needed and trends, we take into account our current knowledge and determine acquisition or access to any necessary additional knowledge and required updates.

**Notes:** Organizational knowledge is knowledge specific to the organization; it is gained by experience. It is information that is used and shared to achieve the organization's objectives. Organizational knowledge can be based on internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful programs and projects; capturing and sharing undocumented knowledge and experience; the results of improvements to processes, activities and services); external sources (e.g. standards, academia, conferences, gathering knowledge from customers or external providers).



## 7.2 Competence

Our LMT has:

- a) determined the necessary competence of person(s) doing work under our control that affects the performance and effectiveness of the QMS;
- b) ensured that these persons are competent on the basis of appropriate education, training, or experience;
- c) where applicable, taken actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken; and
- d) retained appropriate documented information as evidence of competence.

**Note:** Applicable actions may include, for example the provision of training to, the mentoring of, or the re-assignment of personnel, or the hiring or contracting of competent persons.

## 7.3 Awareness

We ensure that personnel doing work under our control are aware of:

- a) the quality policy;
- b) relevant quality objectives;
- c) their contributions to the effectiveness of the QMS, including the benefits of improved performance; and
- d) the implications of not conforming with QMS requirements.

## 7.4 Communications

We have determined the internal and external communications relevant to our QMS, including:



- a) on what it will communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate; and
- e) who communicates?

## 7.5 Documented information

### 7.5.1 General

Our QMS includes:

- a) documented information required by ISO 9001:2015; and

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- b) documented information determined by our LMT, QMR, DCs, and TWG/CIG as being necessary for the effectiveness of the QMS.

### 7.5.2 Creating and updating

When creating and updating our documented information, we all ensure appropriate:

- a) identification and description (e.g. a title, date, authors, revision number, or reference number);
- b) format (e.g. language, software version, graphics) and media (e.g. paper, electronics); and
- c) review and approval for suitability and adequacy.

### 7.5.3 Control of documented information

**7.5.3.1** All documented information required by our QMS and by ISO 9001:2015 is controlled to ensure:

- a) it is available and suitable for use, where and when it is needed; and
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

**7.5.3.2** We control our required QMS documented information by addressing the following activities, as applicable:

- a) distribution, access, retrieval and use;
- b) storage and preservation, including preservation of legibility;
- c) control of changes (e.g. version control); and
- d) retention and disposition.

We appropriately identify and control documented information of external origin as determined by our Overall Document Controller to be necessary for the planning and operation of our QMS. We have taken steps to protect documented information retained as evidence of conformity from unintended alterations.

## 8 Operation

### 8.1 Operational planning and control

We plan, implement and control the processes (see clause 4.4 and Procedure Manuals of all offices)) needed to meet the requirements for the provision of services, and implement the actions determined in clause 6 by:

- a) determining the requirements for the services;





- b) establishing criteria for :
  - 1. the processes;
  - 2. the acceptance of services;
- c) determining the resources needed to achieve conformity to the services requirements;
- d) implementing control of the processes in accordance with the criteria; and
- a) determining and keeping documented information to the extent necessary;
  - 1) to have confidence that the processes have been carried out as planned;
  - 2) to demonstrate the conformity of products and services to their requirements.

The output of this planning has been customized for our operation processes and is suitable for our SDO operations.

We control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. We also ensure that outsourced processes are controlled (see 8.4)

## 8.2 Requirements for services

### 8.2.1 Customer communication

Our communication with customers include:

- a) providing information relating to all services;
- b) handling enquiries, contracts and orders, including changes;
- c) obtaining customer feedback relating to services, including customer complaints;
- d) handling and controlling customer property;
- e) establishing specific requirements for contingency actions, when relevant.

### 8.2.2 Determining requirements related to services

When determining the requirements for services to be offered to customers, we ensure that:

- a) the requirements for the services are defined, including:
  - 1) any applicable statutory and regulatory requirements;
  - 2) those considered necessary by SDO;
- b) We can meet the claims for the services we provide.



### 8.2.3 Review of requirements related to services

8.2.3.1 We ensure that we have the ability to meet the requirements for services we offer to customers. Our review before committing to supply all services to customer, include determining:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- b) requirements not stated by the customer, but necessary for the specified or intended use, when known;
- c) requirements specified by SDO;
- d) statutory and regulatory requirements applicable to services; and
- e) contract or order requirements differing from those previously expressed.

We ensure that contract or order requirements differing from those previously defined are resolved.

We confirm customer requirements before acceptance, when the customer does not provide a document statement of their requirements.

#### 8.2.3.2 We retain documented information, as applicable:

- a) on the results of the review;
- b) on any new requirements for the products and services.

### 8.2.4 Changes to requirements for services

We ensure that relevant documented information is amended, and that appropriate personnel are made aware of the changed requirements, when the requirements for products and services are changed.

## 8.3 Design and development of services

Design and development is not included in the scope of our QMS. Our services are in accordance to customer provided end-product specifications or based on other statutory standards such as the Anti-Red Tape Act (RA 9485), Code of Conduct and Ethical Standards for Official and Employees (RA6713).

## 8.4 Control of externally provided processes, products and services

### 8.4.1 General Overview

We ensure that externally provided processes, activities and services conform to requirements by determining and applying appropriate controls to externally provided processes, products and services when:

- a) products and services from external providers are included in our own services; and

- b) a process, or part of a process, is provided directly by an external provider as a result of a decision by SDO.

We determine and apply appropriate criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes, products and services in accordance with our requirements. We retain documented information of these activities and any necessary actions arising from these evaluations.

**Note:** None of our services are shipped directly to our customers by external providers on our behalf.

#### **8.4.2 Type and extent of control**

We ensure that externally provided processes, products and services do not adversely affect our ability to consistently deliver conforming products and services to our customers implementing the following controls:

- a) keeping externally provided processes remain within the control of our QMS;
- b) defining both, the controls on the external provider and on the resulting output;
- c) By considering:
  - 1) the impact of the externally provided processes, products and services on our ability to consistently meet customer and applicable statutory and regulatory requirements;
  - 2) the effectiveness of the controls applied by the external provider; and
- d) determining the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

#### **8.4.3 Information to external providers**

We ensure the adequacy of our purchasing requirements prior to communicating it the external provider.

As appropriate, we communicate to external providers our requirements for:

- a) the processes, products and services to be provided;
- b) the approval of:
  - 1) products and services;
  - 2) methods, processes and equipment;
  - 3) the release of products and services



- c) competence, including any required qualification of persons;
- d) the external provider's interactions with SDO;
- e) control and monitoring of the external providers' performance to be applied by SDO; and
- f) verification or validation activities that we or our customer may intend to perform at the external providers' premises.

## 8.5 Production and service provision

### 8.5.1 Control of service provision

We implement service provision under controlled conditions.

Controlled conditions include, as applicable:

- a) the availability of documented information that defines:
  - 1) the characteristics of the services to be provided, or the activities to be performed;
  - 2) the results to be achieved;
- b) the availability and use of suitable monitoring and measuring resources;
- c) the implementation of monitoring and measuring activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for services, have been met;
- d) the use of suitable infrastructure and environment for the operation of the processes;
- e) the appointment of competent persons, including any required qualification;
- f) the validation and periodic revalidation of the ability to achieve planned results of the processes for service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
- g) the implementation of actions to prevent human error; and
- h) the implementation of release, delivery and post-delivery activities

### 8.5.2 Identification and traceability

We use suitable means to identify outputs when it is necessary to ensure the conformity of services.

We identify the status of outputs with respect to monitoring and measurement requirements throughout service provision.

We control the unique identification of the outputs when traceability is a requirement, and retain the documented information necessary to enable traceability.



### 8.5.3 Property belonging to customers or external providers

We exercise care with property belonging to customers and external providers while it is under our control or being used by us.

We identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into our products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, we report this to the customer or external provider and retain documented information on what has occurred.

**Note:** A customer's or external provider's property can include material, components, tools and equipment, premises, intellectual property and personal data.

### 8.5.4 Preservation

We preserve the outputs during the service provision, to the extent necessary to ensure conformity to requirements.

**NOTE** Preservation can include identification, handling, control, packaging, storage, transmission or transportation, and protection.

### 8.5.5 Post-delivery activities

We meet requirements for post-delivery activities associated with the services.

In determining the extent of post-delivery activities that is required, we consider:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with services;
- c) the nature, use and intended lifetime of its services;
- d) customer requirements;
- e) customer feedback.

### 8.5.6 Control of changes



We review and control changes for service provision, to the extent necessary to ensure continuing conformity with requirements.

We retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

## 8.6 Release of services

We implement planned arrangements, at appropriate stages, to verify that the service requirements have been met.

The release of services to the customer does not proceed until all planned controls have been satisfactorily completed, unless otherwise approved by a relevant authority and as applicable, by the customer.

We retain documented information on the release of services. The documented information includes:

- a) evidence of conformity with the acceptance criteria; and
- b) traceability to the person(s) authorizing the release.

## 8.7 Control of nonconforming outputs

**8.7.1** We ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

We take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconforming products and services detected after delivery of products, during or after provision of services.

We deal with nonconforming outputs in one or more of the following ways:

- a) correction;
- b) segregation, containment, return or suspension of provision of products and services;
- c) informing the customer; and
- d) obtaining authorization for acceptance under concession.

Conformity to the requirements is verified when nonconforming outputs are corrected.

### 8.7.2 We retain documented information that:

- a) describes the nonconformity;



- b) describes the actions taken;
- c) describes any concession obtained; and
- d) identifies the authority deciding the action in respect of the nonconformity.

## 9 Performance evaluation

### 9.1.1 Monitoring, measurement, analysis and evaluation

#### 9.1.1 General

We have determined:

- a) what needs to be monitored and measured;
- b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
- c) when the monitoring and measuring is performed; and
- d) when the results from monitoring and measurement is analyzed and evaluated.

We have evaluated the performance and effectiveness of the QMS and retained appropriate documented information as evidence of the results.

#### 9.1.2 Customer satisfaction

We monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. We determined the methods for obtaining, monitoring and reviewing this information.

**Note:** Examples of monitoring customer perceptions include customer feedback on delivered services, meetings with customers and other stakeholders, and other compliments.

#### 9.1.3 Analysis and evaluation

**9.2.1** We have analyzed and evaluated appropriate data and information arising from monitoring and measurement.

The results of analysis are used to evaluate:

- a) conformity of our services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the quality management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;



- f) the performance of external providers; and
- g) the need for improvements to the quality management system.

## 9.2 Internal audit

9.2.1 We conduct internal audits at planned intervals to provide information on whether the QMS:

- a) conforms to:
  - 1) Our own requirements for the QMS;
  - 2) the requirements of ISO 9001:2015;
  - 3) Audit program and audit plan
- b) is effectively implemented and maintained.

### 9.2.2 Our organization has:

- a) planned, established, implemented and maintains an audit program(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organization, and the results of previous audits;
- b) defined the audit criteria and scope of each audit;
- c) selected auditors and conduct audits to ensure objectivity and the impartiality of the audit process. In addition, we outsource the performance of our annual internal audit to an independent consultant;
- d) ensured that the results of the audit are reported to relevant personnel;
- e) takes appropriate correction and corrective action without undue delay; and
- f) retains documented information as evidence of the implementation of the audit program and the audit results.

## 9.3 Management review

### 9.3.1 General Overview

Our MRC reviews our QMS at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

### 9.3.2 Management review inputs

The management review is planned and carried out taking into consideration:

- a) the status of actions from previous management reviews;





- b) change in internal and external issues that are relevant to the quality management system;
- c) information on the performance and effectiveness of the quality management system, including trends in:
  - 1. customer satisfaction and feedback from relevant interested parties;
  - 2. the extent to which quality objectives have been met;
  - 3. process performance and conformity of products and services;
  - 4. nonconformities and corrective actions;
  - 5. monitoring and measurement results;
  - 6. audit results; and
  - 7. the performance of external providers;
- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities (see 6.1); and
- f) opportunities for improvement.

### 9.3.3 Management review outputs

The outputs of the management reviews include decisions and actions related to:

- a) opportunities for improvement;
- b) any need for changes to the quality management system;
- c) resource needs;

We retain documented information as evidence of the results of management reviews.

## 10 Improvement

### 10.1 General

We determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These opportunities include:

- a) improving products and services to meet requirements as well as to address future needs and expectations;
- b) correcting, preventing or reducing undesired effects;
- c) improving the performance and effectiveness of the QMS.



**Note:** Examples of improvement may include correction, corrective action, improvement, breakthrough change, innovation and re-organization.

## 10.2 Nonconformity and corrective action

**10.2.1** When a nonconformity occurs, including any arising from complaints, we:

- a) react to the nonconformity and, as applicable:
  - 1) take action to control and correct it;
  - 2) deal with the consequences;
- b) evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
  - 1) reviewing and analyzing the nonconformity;
  - 2) determining the cause of the nonconformity;
  - 3) determining if similar nonconformities exist, or could potentially occur;
- c) implement any actions needed;
- d) review the effectiveness of any corrective action taken;
- e) update risks and opportunities determined during planning, if necessary; and
- f) make changes to the quality management system, if necessary.

Our corrective actions are appropriate to the effects of the nonconformities encountered.

**10.2.2** We retain documented information as evidence of:

- a) the nature of the nonconformities and any subsequent actions taken;
- b) the results of any corrective action.

## 10.3 Continual improvement

We improve the suitability, adequacy and effectiveness of the QMS by examining the results of analysis and evaluation, and the outputs from management review, to determine if there are opportunities that need to be addressed as part of improvement.

## 11 SDO Procedures Manual and Work Instructional Manual

Please see attached List of Procedures Manual and Work Instructional Manual.