development academy of the philippines

Quality Manual

Approved by:

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President & CEO

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1.0 INTRODUCTION

The DAP Quality Manual (QM) defines and clarifies policies, systems and procedures adopted to implement and continuously improve the Academy's Quality Management System.

It contains the basic policies, objectives and guidelines set by DAP as regards to the different elements which can be implemented as a tool for exceeding internal and external customers' expectations.

The QM, together with associated documents mentioned hereto, aims to:

1.1 Describe the basic elements of the QMS of DAP and to serve as reference in its implementation and continual improvement;
1.2 Inform the Academy's internal and external stakeholders and enable them to observe and implement the quality system that is being maintained at DAP; and,
1.3 Serve as reference and guide for all personnel and make them familiar with and appreciate the DAP QMS.

2.0 DAP MANDATE, POWERS AND FUNCTIONS

The Development Academy of the Philippines is a government-owned and controlled corporation established in 1973 with original charter created by Presidential Decree 205, amended by Presidential Decree 1061, and further amended by Executive Order 288.

2.1 Mandate

Based on its charter, the DAP is mandated to:

2.1.1 To foster and support the development forces at work in the nation's economy through selective human resources development programs, research, data collection, and information services, to the end that optimization of wealth may be achieved in a manner congruent with the maximization of public security and welfare;

2.1.2 To promote, carry on and conduct scientific, inter-disciplinary and policy-oriented research education, training, consultancy, and publication in the broad fields of economics, public administration, and the political and social sciences, generally, involving the study, determination, interpretation, and publication of economic, political, and social facts and principles bearing upon development problems of local, national, or international significance; and,

2.1.3 To discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Pacific.

2.2 Vision

Under its new leadership, the Management has formulated a fresh vision:

The DAP thinks and acts ahead of the curve in accelerating the transformation of people and organizations for nation-building.

2.3 Mission

The Academy's mission is as follows:

2.3.1 Initiate research and strategic studies that address the current issues and forsee trends to generate better policy and action;

2.3.2 Provide consultancy, training, publication, education that is relevant and responsive to the public and private sector towards increased productivity and excellence; and

2.3.3 Initiate concrete programs and projects that accelerate growth, development, and security for replication, as well as assist in sustaining public and private collaboration.

2.4 Core Values

The DAP will be guided by the core values of **integrity, professionalism**, and **patriotism** in all its activities and dealings with stakeholders, both internal and external.

2.5 Quality Policy

In transforming people and organizations, we are committed to:

- **DELIVER THE HIGHEST QUALITY OF SERVICE TO OUR STAKEHOLDERS;**
- **ADHERE TO REGULATORY REQUIREMENTS AND ESTABLISHED PROFESSIONAL AND ETHICAL STANDARDS;**
- **PROVIDE RESPONSIVE INTERVENTIONS TO ADVANCE NATIONAL DEVELOPMENT THROUGH GOOD GOVERNANCE AND PRODUCTIVITY;**

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TO ACHIEVE THIS, WE COMMIT TO CONTINUALLY IMPROVE THE EFFECTIVENESS OF OUR QUALITY MANAGEMENT SYSTEM.

Serbisyo namin at malasakit ay para sa inyo
Kalidad namin at pagbabago ay dahil sa inyo.
Sa patuloy naming pag-unlad ay kaisa kayo.

2.6 Key Stakeholders and Customers

DAP's key stakeholders include its customers, oversight agencies, participants/students/scholars and trainees, external suppliers, tenants and guests, faculty and resource persons, the Asian Productivity Organization, the DAP Board of Trustees and DAP employees. Following is a brief and general description of each of these stakeholders.

2.6.1 Customers – Customers are the recipients of the Academy's products and services. They include national government agencies (NGAs), local government units (LGUs), constitutional bodies, legislature, judiciary and government corporations.

Other customers include international organizations and funding institutions, private firms including small and medium enterprises, non-government organizations, and the academe.

Customers require the Academy to provide quality project and program interventions in a timely manner and at a competitive cost.

2.6.2 Stakeholders

Stakeholders are persons and organizations who have an interest in the management of the Academy, or who is impacted by the products, policies and processes of the Academy.

2.6.2.1 DAP Board of Trustees – The DAP Board of Trustees is the key unit which sets the strategic directions of the organization as well as oversees its general governance.

It expects Management to comply with its directives and resolutions and to report on actions taken on those directives.

2.6.2.2 Oversight Agencies (Statutory and Regulatory Agencies) – Oversight agencies include the Office of the President (OP) to which the DAP is attached, the Governance Commission for GOCC (GCG), the Department of Budget and Management

(DBM), the Commission on Audit (COA), Bureau of Internal Revenue (BIR), the Government Procurement Policy Board (GPPB), the Department of Energy (DOE), the Energy Regulatory Commission (ERC), the Department of Environment and Natural Resources (DENR), the Department of Information and Communications Technology (DICT), the Commission on Higher Education (CHED), the Civil Service Commission (CSC), the National Economic Development Authority (NEDA) which oversees the Academy's function as the National Productivity Organization (NPO) of the country, the Philippine Congress and other oversight agencies .

Oversight agencies have a variety of reporting requirements and they expect that accurate reports are submitted on schedule.

2.6.2.3 Agencies Providing Statutory Benefits to Employees – This category of government agencies include the Government Service Insurance System (GSIS), the Home Development Mutual Fund/Pag-IBIG Fund (HDMF), and the Philippine Health Insurance Corporation (PhilHealth).

The Academy pays the monthly premium or contribution for each of its regular employees to these agencies to enable its employees to enjoy their benefits. For this purpose, these provident and insurance agencies require and expect the Academy to inform employees of said benefits, the requirements for application and access to those benefits and the timely payment of premiums and contributions.

2.6.2.4 Local Governments hosting DAP Offices – This includes the Pasig City LGU, the Tagaytay City LGU, and the Davao City LGU which hosts the offices/facilities of the Academy in Pasig City, Tagaytay City and Davao City, respectively.

These LGUs may have permit requirements pertaining to the operations of the Academy and its activities. Since the DAP is a business resident of these cities, these LGUs expect the Academy to comply with all its local laws and regulations, secure all necessary permits in the operation of its business, as well as to pay any necessary local taxes.

As a corporate citizen of these localities, the Academy supports their community development programs and projects by providing applicable technical, human resource, and administrative support.

2.6.2.5 External Suppliers – External suppliers include suppliers of goods and services needed for the efficient management of the Academy facilities and operations.

Suppliers expect clear requirement specifications and terms of reference and efficient processing of payments after delivery.

2.6.2.6 Tenants and Guests – Tenants and guests include corporate and individual entities who make use of DAP facilities at Pasig and Tagaytay, whether for the long or short term.

All tenants and guests of the Academy require timely release of their contracts of use and compliance with the terms of the contract. In addition, tenants and guests expect prompt delivery of service, courteous, professional and approachable staff, as well as maintained facilities.

2.6.2.7 Training Participants, Students and Scholars – Training participants, students and scholars include all individuals or groups of individuals who participate in the training and Academic interventions of the Academy.

Training participants, students and scholars require quality program interventions that are timely and relevant to their organization's needs.

2.6.2.8 Faculty - Faculty are those individuals engaged by the Academy for involvement in capacity building, whether for academic or non-academic programs/projects of the Academy. They may be involved in module development, lectures and other related activities in delivering the training intervention.

The DAP faculty require clear terms of reference prior to engagement and the timely processing of their contracts. For the delivery of their services, they expect the Academy to provide competitive rates and timely processing of payments upon delivery or completion of expected outputs.

2.6.2.9 Consultants and Resource Persons – Consultants and resource persons include individuals engaged by the Academy to deliver a lecture, module or an identified pre-agreed output which contributes to the completion of a project or program intervention of the Academy.

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Said individuals require clear terms of reference and the timely processing of their contracts. For the delivery of their services, they expect the Academy to provide competitive rates and timely processing of payments upon delivery or completion of expected outputs.

2.6.2.10 The Asian Productivity Organization (APO) – The APO is a regional, inter-governmental organization composed of 20 economies in the Asia Pacific region. Its mission is to "contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity."

As a member of this organization, the APO expects the Philippines and the DAP, as the country's National Productivity Organization (NPO) to collaborate with it and other NPOs in promoting productivity through the implementation of various programs on productivity.

2.6.2.11 Academic partners – Academic partners refer to higher education institutions, both local and international, with whom DAP has a mutual, legal understanding to implement and deliver academic programs and activities.

2.6.2.12 DAP employees – DAP employees refer to all the individuals employed by the Academy, whether as permanent or non-permanent personnel. Employees are expected to abide by the Academy's quality policy, as well as all other external and internal policies necessary in the operations of the Academy, in the performance of their duties. On the other hand, employees expect to be governed on the basis of reasonable rules and guidelines, and to be compensated in a timely manner at a rate based on standard payscales.

2.7 Programs

The DAP's projects and programs are conceptualized around the following program thrusts:

2.7.1 Accountable Governance
2.7.2 National Productivity and Competitiveness

The Academy's program and project interventions in these areas may be in the form of training courses/programs, technical assistance or researches, or a combination of these.

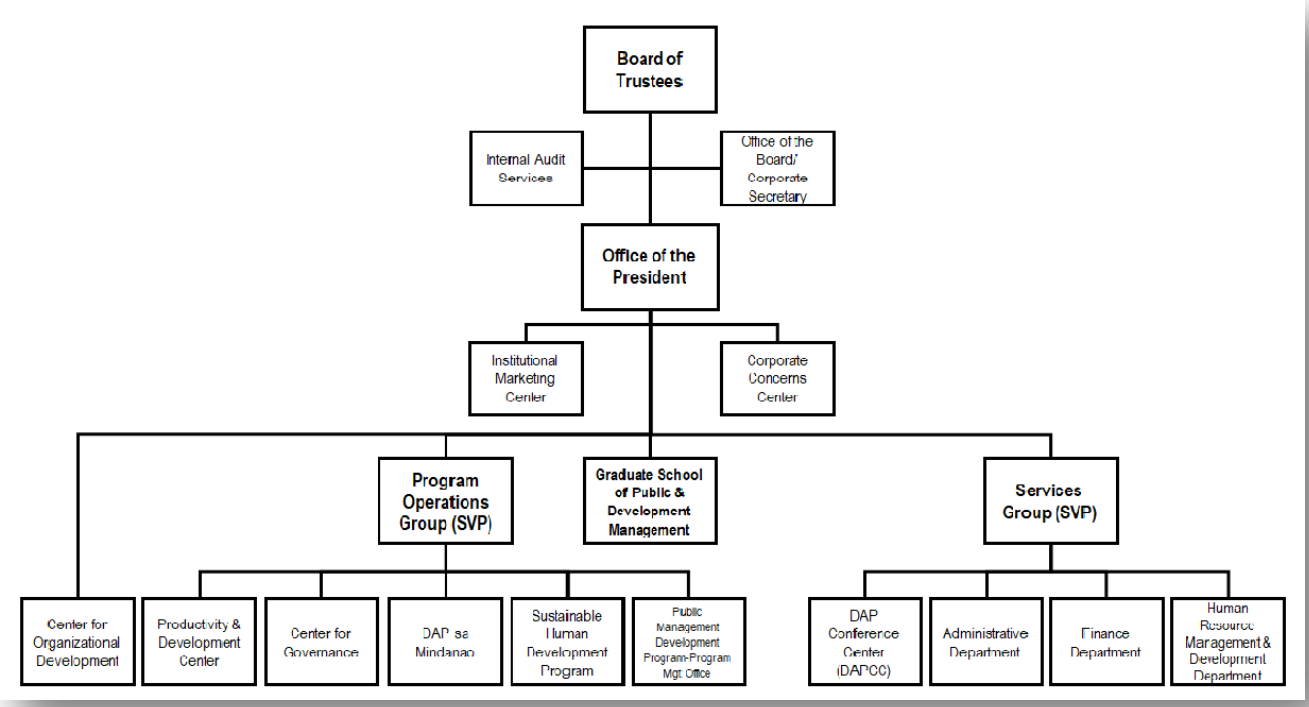
2.8 Facilities

The DAP's main headquarters is located in Ortigas Center in Pasig City. The six-storey DAP building houses the different operating units of the Academy, conference and event venues, basement parking and office space tenants. It also has office facilities in Lanang, Davao City, Mindanao.

The DAP Conference Center in Tagaytay City (DAPCC Tagaytay) is the facility that provides conference facility services to DAP program implementations. It is ideal for residential trainings, seminars, workshops as well as for rest and recreation activities. DAPCC Tagaytay is also open to guests who want to avail of its services.

2.9 Organizational Structure

Figure 1. DAP Functional Structure



3.0 General Description of Groups

3.1. Board of Trustees (BOT)

The BOT is the highest policy/decision making and governing body of the Academy. It is composed of the following:

- Representative of the Office of the President
- Secretary of the Department of Finance
- Secretary of the Department of Education
- Secretary of the Department of Budget and Management
- Secretary of the Department of Agriculture
- Secretary of the Department of Environment and Natural Resources
- Secretary of the Department of Health
- Secretary of the Department of Agrarian Reform
- Director-General of the National Economic and Development Authority
- Chairman of the Civil Service Commission
- President of the Development Academy of the Philippines

The Chairman, who heads the BOT is elected among the members.

3.2. ***Office of the Corporate Secretary.*** The Office of the Corporate Secretary provides administrative and technical support to the Board of Trustees through the management of the activities of the Board and its members in relation to the achievement of the Academy's corporate objectives. Its functions include:

3.2.1.1. Serve as adviser to the Board Members on their responsibilities and obligations;

3.2.1.2. Keep the minutes of meetings of the Board, Executive Committee, and all other committees in a book or books kept for that purpose, and furnish copies thereof to the Chairman, the President and other members of the Board as appropriate;

3.2.1.3. Keep in safe custody the seal of the Academy and affix it to any instrument requiring the same;

3.2.1.4. Attend to the giving and serving of notices of Board meetings, if applicable;

3.2.1.5. Be fully informed and be part of the scheduling process of other activities of the Board;

3.2.1.6. Receive instructions from the Chairman on the preparation of an annual schedule, the calling of Board meetings, the preparation of regular agenda for meetings, and notifying the Board of such agenda at every meeting;

3.2.1.7. Oversee the adequate flow of information to the Board prior to meetings; and,

3.2.1.8. Ensure fulfillment of disclosure requirements to regulatory bodies.

The Corporate Secretary shall have such other responsibilities as the Board may impose upon him or her. The Board shall have separate and independent access to the Corporate Secretary.

3.3. Internal Audit Services (IAS). Pursuant to the Administrative Code of 1987, and as reiterated in the National Guidelines on Internal Control System (NGICS), the functions of the IAS include:

3.3.1.1. Providing advice to the Board of Trustees (BOT) through its Audit Committee, on all matters relating to management control and operations audit;

3.3.1.2. Conduct of management and operations audit of the Academy functions, programs, projects, activities with outputs, and determination of the degree of compliance with their mandate, policies, government regulations, established objectives, systems and procedures/processes and contractual obligations;

3.3.1.3. Review and appraisal of systems and procedures, organizational structures, asset management practices, financial and management records, reports, and performance standards of the Academy offices;

3.3.1.4. Analyzing and evaluating management deficiencies and assist top management by recommending realistic courses of action;

3.3.1.5. Performing such other related duties and responsibilities as maybe assigned or delegated by the BOT or as required by law;

The IAS reports directly to the Academy's Board of Trustees, and therefore is not part of the QMS.

3.4 Office of the President (OP)

The OP provides overall leadership and direction to achieve the overall goals and objectives of the Academy. The specific functions of the OP include:

3.4.1 Periodic review and redefinition of the overall thrusts, directions and goals of the Academy;

3.4.2 Exercise administrative, technical, operational and functional supervision and control over all groups and units of the Academy;

3.4.3 Formulation, issuance of and monitoring of the implementation of policies and guidelines in ensuring the Academy's viability, internal efficiency, professional credibility, and continuing relevance; and,

3.4.4 Implementation of BOT instructions and directives.

3.4.5 The OP likewise coordinates with the Corporate Secretary for the necessary staff work and support to the Academy's Board of Trustees, as well as initiates and monitors the implementation of Board Decisions.

3.4.6 It also coordinates and manages offices and units that are attached to the OP, including the following:

3.4.6.1 ***Asian Productivity Organization DAP Secretariat.*** The APO DAP Secretariat liaises with the Asian Productivity Organization (APO) Secretariat in Tokyo in line with the Philippine Government commitments as member of the Asian Productivity Organization, with APO member organizations, and with potential partners in other parts of Asia and the Pacific, specifically, the Office for International Cooperation.

3.4.6.2 ***Council of Fellows (COF).*** The COF is the idea generation mechanism of the Academy. Its functions include:

3.4.6.2.1 Generating and facilitating the development and dissemination of new, trailblazing, pioneering, innovative, value-adding and creative ideas, concepts, plans, programs and/or interventions designed to address development problems of local, national or international significance; and foster and support the development forces at work in the nation's economy; and,

3.4.6.2.2. Enabling the Academy to discharge a regional role in initiating and catalyzing exchange of ideas and expertise on development activities in the region of Asia and the Far East.

3.4.6.3 ***Institutional Marketing Center (IMC).*** The IMC is the Academy's institutional marketing, image building and partnership center. Its functions include:

3.4.6.3.1 Initiating, developing and coordinating the implementation of the Academy's policy and strategies for international relations and strategic partnerships with domestic and/or foreign institutions in support of the Academy's mandate and in achieving its goal of developing transformative leaders, fostering innovation and generating strategic research;

3.4.6.3.2 Initiating and facilitating the development of international linkages and partnerships with similar/counterpart training, educational, research and/or consulting institutions/organizations/centers in coordination with the Academy's Groups and Centers;

3.4.6.3.3 Developing, strengthening and maintaining harmonious and bilateral relations with international organizations (such as the United Nations agencies, international aid agencies, and international regional organizations), as well as with foreign embassies and governments in support of the Academy's mandate and programs;

3.4.6.3.4 Establishing and strengthening mutually beneficial relations and collaborations with domestic and international/foreign-based partner institutions and networks in support of the Academy's mandate;

3.4.6.3.5 Monitoring and coordinating the implementation of all partnerships and collaborations with local and foreign-based institutions in support of the Academy's mandate and programs, with the cooperation of the Academy's Groups/Centers; and,

3.4.6.3.6 Establishing, maintaining, and strengthening institutional linkages, networks and relationships with different alumni groups of the Academy in order to harness, tap, and engage them for existing programs, projects and activities of mutual interests to both parties.

3.4.6.4 ***Corporate Concerns Center (CCC).*** The CCC is the management support center of the Academy.

Its functions include supervising and coordinating the corporate operations and strategy management as well as the corporate communications of the Academy.

3.4.6.4.1 *Corporate Communications*

The functions of the CCC in corporate communications include:

3.4.6.4.1.1 Developing and implementing the Academy's Corporate Communications Plan;
3.4.6.4.1.2 Projecting the Academy's institutional image;
3.4.6.4.1.3. Networking with multi-media practitioners and organizations and managing the Academy's media relations;
3.4.6.4.1.4. Designing, producing and distributing the Academy's promotional materials such as Newsletters, Corporate Brochure, tarpaulins, tokens and other collaterals;
3.4.6.4.1.5. Producing and distributing the Academy's Annual Report;
3.4.6.4.1.6. Ensuring the strict observance of all protocol relating to the Academy's visual identity marks by all personnel and offices; and,
3.4.6.4.1.7. Acting as the Academy's Public Affairs Desk (PAD) in-charge of all hotlines, text lines, emergency lines, etc. in compliance with RA 9485 (Anti-Red Tape Act 2007); as amended by RA 11032 (Ease of Doing Business and Efficient Government Service Delivery) and EO 2, series of 2016 (Freedom of Information).

3.4.6.4.2. ***Corporate Operations and Strategy Management***

The functions of the CCC in corporate operations and strategy management include:

3.4.6.4.2.1. Coordinating institutional strategic and operations planning activities;

3.4.6.4.2.2. Monitoring and evaluating the Academy's institutional performance and compliance to oversight agency requirements;

3.4.6.4.2.3. Monitoring and managing customer/client feedback through the administration of a customer satisfaction survey;

3.4.6.4.2.4. Managing the Academy's information technology (IT) facilities and resources, as well as its information systems;

3.4.6.4.2.5. Review Academy policies and processes periodically in order to identify gaps and opportunities for improvement, and propose, through collaboration, actions to update DAP policies and streamline processes;

3.4.6.4.2.6. Providing secretariat support to the Management Committee, as well as the President in preparation for meetings of the DAP Board of Trustees and Board Executive Committee.

3.4.6.5 ***Office of the Academy Registrar.*** The Office of the Academy Registrar shall, in coordination with the concerned offices/units of the Academy:

3.4.6.5.1 Integrate, implement and review standards and systems of admission, retention and enrollment of students to its various degree, non-degree (diploma course) and certificate programs;

3.4.6.5.2 Operationalize, implement and review the system of student records management and its responsible use for the Academy

3.4.6.5.3 Continuously improve and enhance the effectiveness of the systems and strategies established above.

3.5 Programs Group

The Programs Group is the lead for the Academy's technical excellence and resource centers on good governance, productivity-led economic development, sustainable human development and organizational development.

Each unit under the Programs Group functions as a technical excellence center by nurturing thematic programs, continuously developing and adapting state-of-the-art and value-adding approaches and technologies; and, by maintaining and projecting the Academy's track record and expertise in the field of governance, productivity and competitiveness, sustainable human development and organizational development.

The Programs Group is headed by a Senior Vice President and is composed of two (2) operating centers, two (2) program management offices, and one satellite office.

3.5.1 ***Office of the Senior Vice President for Programs (OSVP-P).*** The Office of the Senior Vice-President for Programs is responsible for:

3.5.1.1 Ensuring that the strategic directions and relevance thrusts of the Academy along governance, quality and competitiveness, sustainable human development and organizational development are translated into thematic programs and projects;

3.5.1.2 Developing market linkages and promoting products and services of the Group;

3.5.1.3 Providing overall direction and administrative supervision of the Group; and,

3.5.1.4 Establishing and maintaining the financial viability of the Group

3.5.2 **Productivity and Development Center (PDC).** The PDC is the technical excellence and resource center on Quality and Productivity improvement approaches and strategies to help organizations achieve performance excellence and strengthen competitiveness to promote productivity-driven economic growth.

The Center provides services on value chain productivity, total quality management, productivity measurement and analysis, and sectoral productivity enhancement. It is composed of the following divisions:

3.5.2.1 *Productivity and Quality Training Office (PQTO).* The PQTO handles the provision of public offerings and specialized courses on productivity and quality for both public and private

sectors. The purpose is to build capabilities in critical skills, thinking skills, positive mindset and right attitude on productivity and quality.

3.5.2.2 *Advocacy and Institutional Development Office (AIDO).* The AIDO undertakes broad based advocacy, institutional linkage development and institutionalization of productivity and quality (P&Q) systems and programs such as the institutionalization of quality management systems (QMS) in the public sector, strengthening of the P&Q associations, promotion of P&Q approaches and publication of P&Q information, etc.

3.5.2.3 *Productivity Development Research Office (PDRO).* The PDRO undertakes broad based studies to address productivity gaps throughout the agro-industry value chain. This will include the studies on policies, regulations, and issues to generate information for policy decision making and may include provision of necessary interventions to effect the implementation of study findings.

3.5.2.4 *Technology Management Office (TMO).* The TMO undertakes the development, adaptation and provision of technical and management consultancy services on P&Q solutions to effect actual productivity and quality improvements among SMEs and public sector clients.

3.5.3 **Center for Governance (CFG).** The CFG is the Academy's technical excellence and resource center on political and administrative governance. The CFG capacitates public sector organizations to effectively develop and implement public policies and programs that promote transparent and accountable governance. It is composed of the following offices:

3.5.3.1 *Policy Research Office (PRO).* The PRO provides evidence-based and research-driven technical assistance and trainings to aid public managers and public sector organizations in developing and evaluating sound and responsive public policies and programs, and promote accountability and integrity in government.

3.5.3.2 *Operations Management Office (OMO).* The OMO provides technical assistance and training services to enable public sector organizations to effectively plan, lead, organize, and control its operations for enhanced delivery of public goods and services.

3.5.3.3 Local Governance and Development Office (LGDO). The LGDO provides technical assistance and training interventions to help build and strengthen the capacity of local government units towards transparent, effective and accountable local governance.

3.5.3.4 AO 25 Technical Secretariat. Through Administrative Order No. 25, the DAP was mandated to be Technical Secretariat and Resource Institution of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting System. As such, AO 25 Technical Secretariat provides technical and administrative support to implement the Results-based Performance Management System (RBPMS) and Performance-Based Incentive System (PBIS) as mechanisms to heighten public accountability and transparency, and improve performance in the public sector.

3.5.3.5 Center of Excellence on Public Sector Productivity - Program Management Office. The COE-PSP PMO initiates, plans, prioritizes and undertakes knowledge product development, capability building and research activities in line with the intent of the Asian Productivity Organization (APO) to facilitate learning and sharing of knowledge and best practices on public sector productivity.

3.5.4 **Center for Organizational Development (COD).** The COD is the Academy's technical excellence and resource center on harnessing the creative capacity of human resources and leveraging knowledge (intellectual capital) for development. It is composed of the following offices:

3.5.4.1.1 *Knowledge & Information Management Office (KIMO).* The KIMO aims to promote the concept of learning communities and drive innovation through effective use of knowledge. It is responsible for adapting and pilot-testing KM technologies and approaches, development and management of cost-effective IT and knowledge solutions, and integration of KM to enhance organizational effectiveness.

3.5.4.1.2 *Human Capital Development Office (HCDO).* The HCDO pursues the development of human resources to support a knowledge-based organization. It is responsible for the adaptation of new approaches for capability-building that

incorporates management of learning processes and strategies for building and sustaining a knowledge-sharing culture within organizations.

The COD reports to the Vice-President of the Corporate Concerns Center.

3.5.5 **DAP sa Mindanao (DSM).** The DSM is the implementing arm of the Academy's program thrusts in Mindanao. The DSM supports the Academy's mandate through the implementation of programs and projects in governance, productivity and competiveness, as well as in sustainable human development and organizational development. Towards this end, DSM builds partnerships and collaborates with key stakeholders in the region, facilitates access to resources and technical expertise and identifies, designs and develops programs and projects related to local legislation, agro-industry and enterprise development, integrated community development, institution development, peace and prosperity and other development thrusts in the region.

3.5.6 **Public Management Development Program (PMDP)-Program Management Office.** The PMPD-Program Management Office (PMDP-PMO) is the designated implementing arm of the National Government's Career Executive Service Development Program within the Academy. The PMDP-PMO is tasked with the training of senior government executives or those in the third and highest level of the bureaucracy and their successors.

3.5.6.1 The PMDP-PMO's functions include:

- ***3.5.6.1.1*** Promoting the program and advocating participation in the program;
- ***3.5.6.1.2*** Recruiting and admitting participants to the program;
- ***3.5.6.1.3*** Developing and enhancing the curriculum;
- ***3.5.6.1.4*** Mobilizing the faculty;
- ***3.5.6.1.5*** Conducting the training proper;
- ***3.5.6.1.6*** Developing and managing learning resources;
- ***3.5.6.1.7*** Managing graduation and students' records; and,
- ***3.5.6.1.8*** Monitoring and evaluating the conduct of classes.

3.5.6.2 The PMDP's components are:

3.5.6.2.1 *Office of the Managing Director*. Formulate and recommend program policies, strategies and guidelines. The unit that is responsible for ensuring that Program objectives and outcomes are being

achieved. The main function is to plan, manage, monitor and evaluate implementation of Program activities.

3.5.6.2.2 *Promotions and Recruitment Component.* The Promotions and Recruitment Component is responsible for marketing the Program to all national line and attached government agencies (NLAs/NGAs), the Constitutional Commissions, Congress, SUCs and Government-Owned and Controlled Corporations (GOCCs) to increase the number of intakes of scholars, and upturn awareness of the public about the Program.

3.5.6.2.3 *Training Operations.* The Training Operations Component manages the delivery of Program modules. It ensures that administrative, operational and technical support are provided for the smooth conduct of the modules and achievement of student learning outcomes.

3.5.6.2.4 *Monitoring and Evaluation.* The Monitoring and Evaluation (M&E) Component is responsible for assessing the performance of the program and achievement of desired results. In coordination with module coordinators, it collects and processes program data that is used by management to enhance the design and implementation of the program and its various modules. It serves as the point component for any third party conducting tracer or other evaluation studies to assess effectiveness of the Program. It conducts other reviews, site visit validation and other special studies that may be required by the Program.

3.5.6.2.5 *Curriculum Enhancement.* The Curriculum Enhancement Component is responsible for data gathering and research on the improvement of module content and design. The component is also responsible for the program's technical writing and research related activities.

3.5.6.2.6 *Learning Resource Development.* The Learning Resource Development Component coordinates with the Academy's Library in facilitating the scholars' access to the DAP Library, learning materials, relevant references both online and print.

3.5.6.2.7 *Records Management.* The Records Management Component secures, organizes, provides access to and updates all scholastic records and 201 files of

PMDP scholars. The component sets in place a system for acquiring, storing and disposing of PMDP records.

3.5.6.2.8 *Finance and Administration.* The main function is to provide assistance to the team in the administrative and financial aspect of implementing the project. Responsible for monitoring of the financial targets and preparing the budget of the program.

3.5.7 **Sustainable Human Development Program (SHDP).** The SHDP is the technical resource center responsible for designing and implementing programs and projects in environmental management, climate change adaptation, energy and health policy, and other areas of sustainable human development. It was established in line with DAP's thrusts of reducing poverty by broadening the Filipinos' choices and improving their level of being, without impairing the ability of future Filipino generations to broaden their own choices and improve their own level of being.

The SHDP has the following units:

3.5.7.1 *Environmental and Sustainable Development Unit (ESDU).* The ESDU serves as a resource unit on environmental management for DAP program offices, as well as to selected clients in the government, particularly the Department of Environment and Natural Resources (DENR). The ESD unit continues the environment-related projects that DAP initiated in the 70s and 80s, such as integrated area development, human settlements, etc.

3.5.7.2 *Human Development Unit (HDU).*The HDU provides training and other forms of intervention to cooperatives, donor institutions and government agencies that promote social development such as health promotion and poverty reduction programs and projects.

3.6 **Graduate School of Public and Development Management (GSPDM).** The GSPDM is the Academy's center for learning for graduate education options in public and development management. The GSPDM offers creative ways in developing capabilities in managing change, reforming institutions, and addressing human resource problems that influence complex development and governance concerns. Its primary function is building and sustaining, through professional education, a strategic partnership of committed, competent, and responsive development managers from the public, private and NGO sectors who shall empower the people towards their attainment of a better quality of life.

GSPDM is composed of two (2) institutes, namely: Institute of Public Management (IPM) and Institute of Productivity and Quality (IPQ), which develop and offer public courses and executive learning programs in public management, productivity and quality, and governance.

3.6.1 **Institute of Public Management (IPM).** The IPM is the Academy's center for graduate education in public management with an aim to develop a critical mass of individuals who will ensure continuity of policy and programs in the bureaucracy and focus on real, current and anticipated development issues. The Institute's main function is the administration of the Master in Public Management (MPM) program, a major vehicle of the Academy in its continuing efforts to build individual capacities in professional public management. The MPM bolsters the Academy's efforts to provide a comprehensive yet practical and long-term program within the fields of public and development management.

In turn, the MPM functions to instill in its graduates core skills in analyzing, communicating and learning, personal commitment to public service career, strong leadership, the abilities to formulate a vision of government/public service, and to combine analytic skills with advocacy achievement.

3.6.2 **Institute of Productivity and Quality (IPQ).** The IPQ is the Academy's center for graduate education on productivity and quality management. The institute aims to build world-class and competitive workforce by creating a critical mass of Productivity and Quality practitioners in key sectors of the economy.

The Institute's key function is the administration of the Executive Development Program leading to the Master's Degree in Productivity and Quality Management.

3.7 **Services Group.** The Services Group is the Academy's center for facilities, administrative, finance and human resource support for its operations. It has four departments, including:

3.7.1 **Office of the Senior Vice President for Services (OSVP-S).** The Office of the SVP for Services is responsible for the delivery of administrative, finance and HR support for the entire Academy, as well as relating with external oversight agencies as an integrated and unified support service. The OSVP-S is the supervising office for the Academy's facilities and asset management, procurement management and administration of centrally managed-resources/consumables/supplies such property-management within the ambit of government auditing,

rules and regulations, finance administration and accounting, and personnel management and human resource development. The four (4) departments under the OSVP-S are as follows:

3.7.1.1 ***DAP Conference Center (DAPCC).*** The DAP Conference Center is the Academy's unit mandated with the management of its physical assets to generate revenue. DAPCC is among the major player in the Academy's business model towards becoming a self-sustaining organization.

It functions to provide support to the DAP's core business through the provision of needed facilities for its various training and capacity building programs, as well as generate income from asset/facilities-based business. DAPCC also generates revenues from which the corporate-wide administrative/support costs of the Academy are drawn.

As the asset and facilities management center of the Academy, DAPCC has two (2) operating units and two (2) support offices:

(1) DAP Conference Center-Tagaytay (DAPCC-Tagaytay); (2) DAP Conference Center- Pasig (DAPCC-Pasig); (3) Facilities Marketing and Sales Office (FMSO); and (4) DAP Conference Center Support Services (DSS).

3.7.1.1.1 *DAP Conference Center (DAPCC) – Tagaytay.* DAPCC-Tagaytay provides services and facilities for both residential and non-residential trainings, conferences and team building activities. Its services include recreational facilities, lodging, food and beverage, and business center to both group and individual walk-in guests. The center continually improves its facilities and services to provide a more conducive learning environment for all its guests.

DAPCC-Tagaytay has operating units, namely: Rooms and Facilities Services (RFS), and the Food and Beverage Services (FBS). These units are supported by the Engineering and Maintenance Services (EMS) that provides engineering related works.

3.7.1.1.2 *DAP Conference Center (DAPCC)-Pasig* .The DAPCC-Pasig is the office in charge of managing the DAP building in Pasig City. It manages office spaces and provides housekeeping support service. Venue

arrangement outside DAP facilities is also among its services to the Academy. DAP DAPCC-Pasig is also responsible for managing the rental of office and conference spaces to external customers. Aside from this primary function, it also manages the canteen operations, which caters to conference and training facility customers and walk-in guests, as well as auxiliary services such as video-documentation, photocopying, lamination and bookbinding.

3.7.1.1.3 *Facilities Marketing and Sales Office (FMSO).* The FMSO is the marketing and sales arm of the DAP Conference Center for the Pasig and Tagaytay. The office's functions include market research and development, revenue generation from booking and reservation of facilities, sales management, public relation, advocacy, and customer relations.

3.7.1.1.4 *DAP Conference Center Support Services (DSS).* The DSS provides direct administrative support to the operating units of DAP Conference Center. These support services are in the form of human resource management (in coordination with HRMDD), financial and cash management, property and inventory management and transportation services.

3.7.1.2 ***Administrative Department***. The Administrative Department takes charge of all corporate administrative logistical matters, including procurement/ purchasing, property management (*inventory management of plant, property and equipment as well as supplies and materials*), and other related services concerning handling, accumulation and disposal of unserviceable assets/government properties. It also manages the Academy's engineering, transportation and shuttling services, as well as research support services and records management.

3.7.1.3 ***Finance Department***. The Finance Department (FD) assists in the achievement of strategic thrusts by providing financial services to the Academy's management and operating units. The FD is also in-charge of ensuring compliance with international accounting standards and the regulatory guidelines of oversight agencies' such as Commission on Audit (COA), Department of Budget and Management (DBM), Department of Finance (DoF), Bureau of Internal Revenue (BIR), the Governance Commission for Government

Owned and Controlled Corporations (GCG) and other oversight/regulatory bodies of the government.

The Finance Department is responsible for budgeting, accounting, collecting and cashiering, preparing financial reports and monitoring financial performance.

3.7.1.4 ***Human Resource Management and Development Department (HRMDD).*** The HRMDD assists in the achievement of the Academy's strategic thrusts, performance goals and objectives by ensuring adequacy of human resource with the right competencies to deliver development products and services. It also administers personnel-concerns to ascertain wellbeing while at work. The HRMDD is responsible for:

3.7.1.4.1 Recruitment, selection and placement;
3.7.1.4.2 Employees performance management;
3.7.1.4.3 Compensation, benefits, rewards and recognition;
3.7.1.4.4 Career pathing and succession planning;
3.7.1.4.5 Employee welfare/wellness/well-being;
3.7.1.4.6 HR records management and maintenance;
3.7.1.4.7 Training and development; and,
3.7.1.4.8 HR policy-formulation, design and implementation;
3.7.1.4.9 Translation of acquired knowledge into corporate policy, process improvement, or quality training interventions;
3.7.1.4.10 HR policy-formulation, design and implementation; and,
3.7.1.4.11 Implementation of HR-related government initiatives, policies, rules and regulations.

4.0 QUALITY MANAGEMENT SYSTEM

4.1 Quality Management System Model

As a government-owned and controlled corporation, the DAP operates like a business entity. Its products are its project and program interventions, which result from the confluence of its mandate, its customer requirements and other stakeholders' expectations.

DAP develops and implements projects for its customers, in response to their needs and consistent with its legal mandate as well as its mission and vision. The DAP's mandate determines the scope of its QMS. This is carried out through technical assistance, training, research and idea generation. All these are implemented via the Academy's Project Management System.

Figure 2 shows the interaction of the different elements in the Academy's QMS. The system begins at the Planning Stage, with the Academy's Mandate, customer requirements, and stakeholder expectations as essential inputs to the process. Planning includes the different planning activities that the Academy undertakes to set its directions and targets: strategic and operations planning, quality improvement planning and program planning.

The system goes through a cycle of planning, implementation, monitoring and evaluation, improvement and closure.

The Implementation Stage covers the activities within the Academy's core and support systems. This includes the implementation of committed targets, program and project implementation, learning management and facilities management. Resource management is embedded within these systems as part of ensuring the attainment of desired outputs.

Following the Implementation Stage is Monitoring and Evaluation. The result of this stage is used for continual improvement of established processes, products and services and the DAP QMS as a whole, thus Monitoring and Evaluation is followed by Improvement and Closure.

At the center of the system is the Management who ensures the efficient operation of the Academy's QMS through seamless interface with support systems, the availability of necessary resources, and promoting adherence to the system's processes.

The effective implementation of the system results in the delivery of outputs and capabilities and ultimately, the satisfaction of the customer.

4.2 Scope and Application

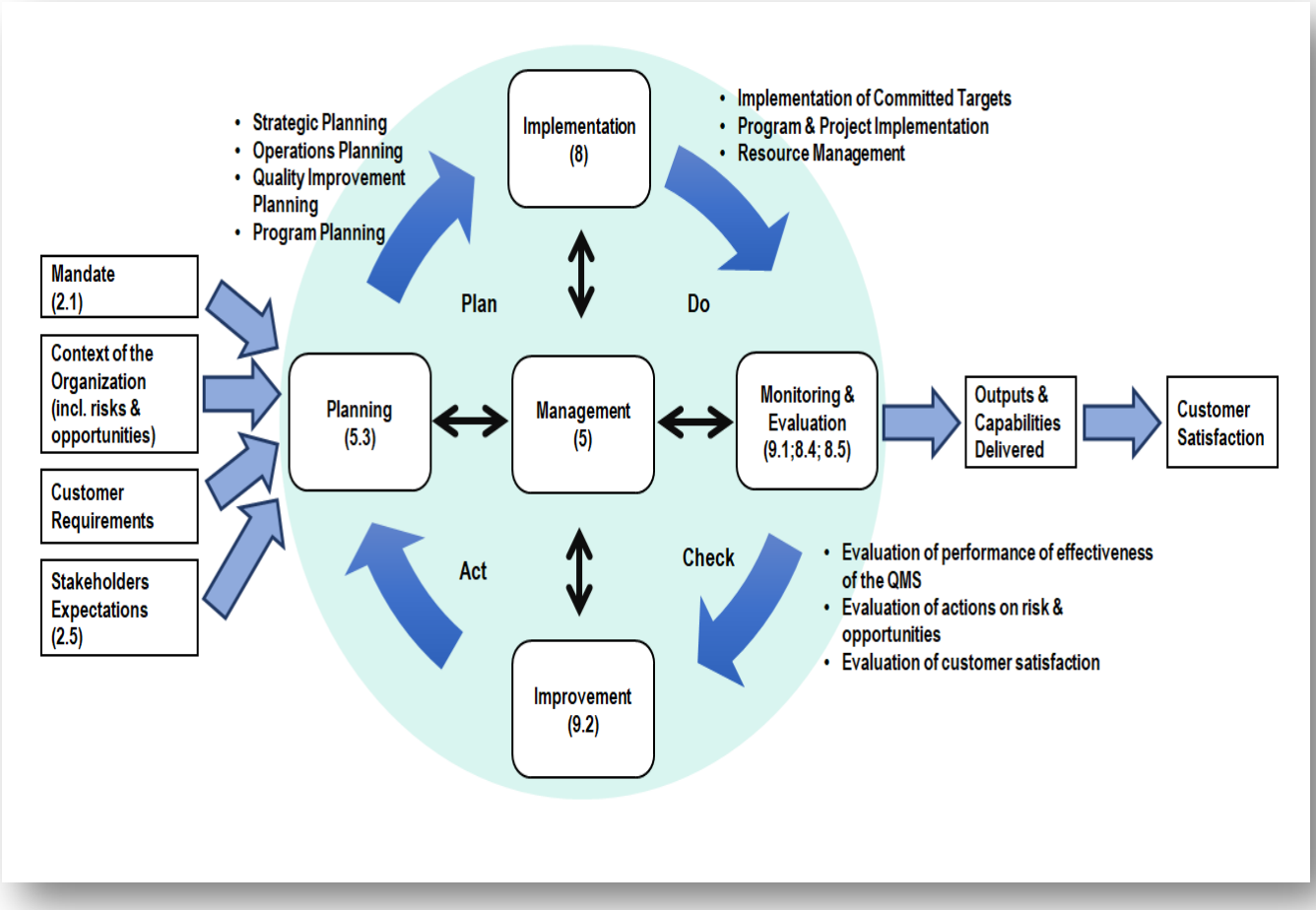
The Academy's Quality Management System covers the Project Management System (PMS) as the Academy's core system, as well as its various support systems. The project management system is the core system used in the implementation of programs and projects in training, technical assistance, education and research for its customers.

The Academy's project management system covers its operations within the Programs Group, the GSPDM, DAP offices in Pasig City and Davao City, as well as its conference facilities management system for the DAP Conference in Pasig and Tagaytay.

It explains in detail the QMS, beginning with its strategic and operations planning, to program and project implementation, monitoring and evaluation and improvement. Also, it ensures the availability of information on the procedures of the Academy's quality management system and specifically its core system, the project management system.

The ISO 9001:2015 Standards have been adopted by the Academy and are being implemented to serve as the foundation of the quest to attain quality as a way of life in the Academy.

Figure 2. DAP's Quality Management System



4.3 Documented Information Structure

The DAP QMS is designed to assure consistency in meeting the customer's needs and expectations through the actual performance of the documented processes, procedures, work instructions and support policies, systems and procedures.

The DAP Quality Management System is described in the following documents (Figure 3, next page):

***Level 1*: External Policies (National Laws).** While the Quality Manual is the highest level of Quality Management System (QMS) documentation within the organization, it should necessarily comply with the laws of the land. The laws governing the organization include its charter, Presidential Decree 205, as well as all national laws and policies that may impact the governance and operation of the Academy. It also includes Executive Orders and Memorandum Circulars issued by the Office of the President of the Philippines and/or particular oversight agencies which are relevant to the Academy's operations and should be complied with.

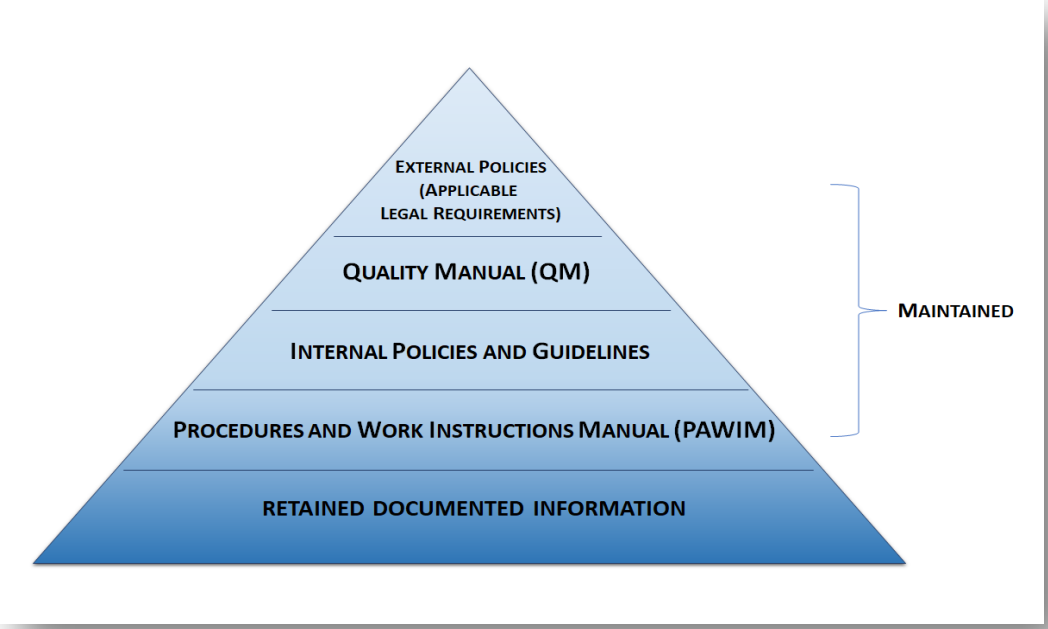
***Level 2*: Quality Manual** – The Quality Manual is the highest level of Quality Management System documentation within the organization. It contains the quality policy, organizational structure, resource management, and specific policies for business process and quality control and improvement.

***Level 3*: Internal Policies and Guidelines** –The Policies and Guidelines include records of Academy issuances such as Memorandum Circulars, Office Orders, Special Orders, Memoranda.

***Level 4*: Procedures and Work Instruction Manual (PAWIM)** – The PAWIM is the operational guide on what the Academy does and how it achieves stated policies. It also provides guidance on how to communicate and perform various activities. The PAWIM also includes work instructions that describe the detailed series of steps in performing routine activities. The Academy has three PAWIMs: Project Management, Learning Management and Conference and Facilities Management.

***Level 5*: Retained Documented Information** – The documented information to be retained include records providing evidence of conformity to the established procedures and work instructions, as well as the DAP's QMS.

Figure 3: DAP QMS Documented Information Structure



4.4 Quality Manual Amendment

The introduction of new procedures or services may necessitate amendments to existing Quality Manual and relevant procedures.

A re-issue of this Quality Manual shall be reflected only when there is:

4.4.1 Change in the scope of certification;
4.4.2 Change in the management and/or organizational structure; and,
4.4.3 Change in the core business process.

Requests or suggestions shall be made in writing using the Documented Information Feedback Form to the Quality Council for their consideration to ensure that such changes are reflected in the manual.

4.5 Confidentiality and Distribution

The Quality Manual and its related documented information are treated as confidential and shall not be brought outside DAP premises without prior authorization from the Quality Council.

All QMS documented information shall be in electronic copy and shall be made available to all personnel through the DMS/DAP website. Details are provided in the Maintenance of Documented Information Procedure (QP-01).

Any unauthorized attempt to alter any documented information shall be dealt with accordingly.

5.0 MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

The Academy's Management Committee, as the Quality Council, commits to ensuring the effectiveness of DAP's QMS. To uphold this commitment, Management shall:

5.1.1 Ensure that its quality policy and quality objectives are aligned with the Academy's mandate and strategic directions;
5.1.2 Ensure the integration of the QMS requirements into the Academy's key business processes;
5.1.3 Promote the use of process approach and risk-based thinking in the conduct of its business;
5.1.4 Ensure the availability of resources for its QMS;
5.1.5 Communicate the importance of effective quality management and conforming to the requirements of the QMS;
5.1.6 Ensure that the QMS achieves its intended results;
5.1.7 Engage, direct and support employees and other individuals to contribute to the effectiveness of its QMS;
5.1.8 Promote the use of knowledge-based learning and information in decision-making;
5.1.9 Create mechanisms for innovation and continual improvement;
5.1.10 Celebrate team and individual growth; and,
5.1.11 Provide an environment conducive to individuals to develop a sense of accountability and responsibility.

5.2 Quality Management System Planning

The Academy's planning system consist of strategic, operations, functional, program/project and improvement plans. Strategic plan is a result of long-term planning activities usually three to six years. This is the venue where the strategic thrusts of the Academy are defined, commitments are established**,** and resource requirements are determined. The strategic plan is cascaded to all operation units to ensure alignment. The operations plan is the result of the annual corporate planning process. Cascaded objectives and targets are set at appropriate levels but specific quality objectives are defined using operational and project level planning.

Prior to the conduct of corporate strategic planning activities, the Academy determines external and internal issues that may have an impact on its strategic directions and its ability to achieve its quality objectives and the intended results of its QMS. It also takes into consideration results of the monitoring of the effectiveness of the QMS, the evaluation of actions to address risks and opportunities and results of the customer satisfaction survey and feedback.

Various operating units conduct pre-planning activities to assess the environment in which it operates (including considering various risks, their possible effects or impact on the Academy, its operations, and management options), evaluate performance, gather information on customer and stakeholder requirements and expectations, and review and align future directions. These inputs are processed during the planning process to come up with the Academy's strategic directions and objectives and target outputs.

Strategic and operational planning also takes into consideration its various stakeholders and their needs and expectations of the Academy. In order to streamline and harmonize the planning activities of the Academy, its quality planning and setting of quality objectives is already incorporated in its corporate planning activities.

Outputs of the planning process include, among others, strategies for business and operational improvement, pursuit of DAP mandates, product or service innovation, and enhancements for a more customer-focused service.
The Academy's Strategic and Operations Planning activities is led and facilitated by its Corporate Concerns Center.

5.3 Quality Management Structure

The structure for the Academy's quality management system has been integrated in its organizational structure.

5.4 Responsibility and Authority

The specific roles and responsibilities of each unit in the Academy's quality management structure are as follows:

5.4.1 Management Committee (MANCOM)

The Management Committee is responsible for the attainment, maintenance, enhancement, and continuous prioritization of customer satisfaction; establishment, review, communication, and monitoring observance to the quality policy; and conformance with the requirements of the International Standard.

The Mancom shall take leadership and commitment with respect to the Quality Management System (QMS). Their functions, as described in 4.1., shall be proportioned among members.

To promote a more holistic approach in the maintenance of the QMS, they can assign/delegate appropriate responsibilities and authorities to concerned

Academy officers/personnel, as they may deem necessary, in the performance of their function.

Specifically, the Mancom shall have the following responsibilities:

5.4.1.1 Establish, review and maintain the quality policy of the Academy;
5.4.1.2 Ensure that quality objectives are relevant and aligned to the functions of the core business operations of the Academy;
5.4.1.3 Ensure the allocation of needed resources to support the implementation of the DAP QMS;
5.4.1.4 Define the responsibilities and authorities of each function in the organization;
5.4.1.5 Plan and review the effectiveness of the DAP QMS, Quality Policy and Quality Objectives, and monitors the implementation of improvement action plans;
5.4.1.6 Introduce mechanisms or programs to promote and improve the QMS; and,
5.4.1.7 Ensure the establishment and effective deployment of communications mechanisms.

5.4.2 QMS Core Team

The QMS Core Team is the group tasked with overseeing and sustaining key elements of the Academy's Quality Management System as an ISO - certified QMS.

In the exigency of service, existing organizational units and offices within the Academy are designated and tasked to perform the functions and roles of each key element that will contribute to the effectiveness of the Academy's QMS. These elements include knowledge management, internal quality audit, documented information and quality improvement planning. The designated organizational units and focal persons for each of these elements shall act as coordinators and shall report to the Mancom/Quality Council, as needed.

The following organizational units and their heads shall make up the QMS Core Team:

5.4.2.1 Human Resource Management and Development Department

5.4.2.1.1 Identifies, implements and monitors knowledge management activities;
5.4.2.1.2 Ensures that concerned DAP employees are aware of their roles and responsibilities relative to the attainment of the Academy's goals and objectives;

5.4.2.1.3 Reviews the results of the competency evaluation conducted for employees performing functions that affect product or service quality, including competency evaluation of the IQA team;

5.4.2.1.4 Facilitates conduct of appropriate HR interventions to enhance staff capabilities and competencies in implementing their functions;

5.4.2.1.5 Monitors and evaluates the effectiveness of HR actions taken; and,

5.4.2.1.6 Ensures that records of education, training, experiences, eligibilities and competencies are maintained accordingly; and

5.4.2.1.7 Ensures that lessons learned and best practices from internal and external sources are documented and shared with concerned centers for continued delivery of quality products and services.

5.4.2.2 Research Support Services Division

5.4.2.2.1 Establishes, documents, implements and maintains a procedure for the maintenance of documented information;

5.4.2.2.2 Maintains the master copies and master list of the Quality Manual and PAWIM, as well as, the master list of externally-generated documented information and references;

5.4.2.2.3 Ensures that current versions of relevant documented information are available at point of use;

5.4.2.2.4 Prevents unintended use of obsolete, as well as, the unauthorized use of relevant documented information;

5.4.2.2.5 Ensures the traceability of documented information;

5.4.2.2.6 Manages enhancement of the Documented Information Management System; and,

5.4.2.2.7 Closely coordinates with Center / Unit Heads on all matters concerning documented information management, specifically on documented information generated from the project management process.

5.4.2.3 **Internal Quality Audit**

5.4.2.3.1 Plans, establishes, implements, and maintains an Audit Program 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;

5.4.2.3.2 Defines the audit criteria and scope for each audit;

5.4.2.3.3 Selects auditors and conduct audits to ensure objectivity and impartiality of the audit process;

5.4.2.3.4 Ensures that the results of audits are reported to relevant management;

5.4.2.3.5 Verify if corrective actions are taken without undue delay; and,

5.4.2.3.6 Retains documented information as evidence of the implementation of the Audit Program and the audit results.

5.4.2.4 Corporate Concerns Center-Corporate Operations and Strategy Management

5.4.2.4.1 Facilitates the identification risks and opportunities, their effect on the Academy and its operations, and plan for courses of action to address those risks and opportunities;

5.4.2.4.2 Facilitate the formulation and monitoring of the Academy's Improvement Plan;

5.4.2.4.3 Prioritize Academy agenda for Quality Improvement Planning; and,

5.4.2.4.4 Monitor the implementation of the Academy's Quality Improvement Plan report progress of attainment in relation to the overall set objectives and targets.

5.4.2.5 QMS Secretariat (Office of the President & Corporate Operations and Strategy Management)

5.4.2.5.1 Provides information and technical support to the QMS Core Team in overseeing the implementation and maintenance of the DAP-QMS;

5.4.2.5.2 Coordinates with the QMS Core Team Committees all matters of concern with regard to the DAP-QMS;

5.4.2.5.3 Coordinates with the Certifying Body all matters of concern with regard to the ISO 9001:2015 Certification of the DAP-QMS; and,

5.4.2.5.4 Ensures the documentation of QMS Core Team Meetings, Management Review, and other meetings called by the Chair of the Quality Council.

5.5 Management Review

The review of the established quality management system is conducted at least once a year and/or whenever deemed necessary by the Quality Council to ensure continuing stability and effectiveness of the system in satisfying the requirements of customers and other stakeholders.

The review may cover, but will not be limited to, the following agenda items:

5.5.1 Status of actions from previous management reviews;

5.5.2 Changes in external and internal issues that are relevant to the quality management system;

5.5.3 Information on the performance and effectiveness of the quality management system, including trends in:

5.5.3.1 Customer satisfaction and feedback from relevant interested parties;

5.5.3.2 Reporting of attainment of quality and functional objectives;

5.5.3.3 Process performance and conformity of products and services;

5.5.3.4 Nonconformities and corrective actions;

5.5.3.5 Monitoring and measurement results;

5.5.3.6 Audit results;

5.5.3.7 Performance of external providers;

5.5.4 Adequacy of resources;

5.5.5 Effectiveness of actions taken to address risks and opportunities; and,

5.5.6 Opportunities for improvement.

Likewise, to sustain the Academy's QMS efforts, quality concerns are made part of the agenda of the regular Management Committee (MANCOM) meetings.

The MANCOM Secretariat provides support to the management review meetings. In coordination with the Quality Council, the MANCOM Secretariat:

5.5.6.1 Prepares and distributes agenda to all concerned;

5.5.6.2 Records and documents proceedings;

5.5.6.3 Monitors agreements and actions to be taken; and,

5.5.6.4 Provides all concerned with the minutes of meetings.

6.0 RESOURCE MANAGEMENT

Resource management is practiced as part of the operations of the whole Academy and is being done whether as part of project management, facilities management, or critical support operations.

6.1 Human Resource Management. The Academy believes that human resources are its greatest assets. To ensure that staff is equipped with the necessary competencies required to efficiently perform their functions, the Human Resource Management Development Department (HRMDD) has established and maintained procedures to ensure that personnel performing their functions are competent on the basis of education, training and/or experience and competencies. As such, the HRMDD maintains the documented information in undertaking the following functions:

6.1.1 Determines the competency requirements of the personnel performing work affecting product/service quality;

6.1.2 Maintains a roster of pre-qualified applicants and facilitate hiring and placement of the requisitioning office in the Academy to ensure continuity of service delivery;

6.1.3 Orients the personnel on their roles and responsibilities as they affect achievement of objectives;

6.1.4 Provides relevant and appropriate HRD interventions to address the gaps, enhance and/or update identified competencies through formal and informal means such as coaching, on-the-job training, cross posting, attendance to in-house, local and international seminars and training courses, facilitate attendance in local and international seminars, training and workshops, and other activities to promote wellbeing of the personnel;

6.1.5 Evaluates the effectiveness of HRD interventions;

6.1.6 Determine organizational knowledge requirements to be able to achieve the Academy's strategic objectives and committed targets. This can be done through the inventory of existing knowledge that officers and employees have and which will serve as inputs in enhancing the knowledge base and utilization for effective and efficient operation of the Academy;

6.1.7 Ensure on-time and accurate release, payment and remittance of personnel salaries, benefits and other financial entitlements.

6.2 Infrastructure Management. It is the policy of the Academy to determine, provide and maintain the infrastructure needed to produce products and deliver services required by the customers. This infrastructure includes workstations, training/conference facilities and equipment, meeting rooms, customer receiving areas, library, transportation service, computer and

internet/intranet facilities, project management and other software, storage facilities and areas for auxiliary services such as photocopying, parking, etc.

6.3 **Work Environment.** It is the policy of the Academy to promote the well-being, satisfaction and motivation of its officers and staff with the objective of establishing a quality work-life balance to enable them to work more effectively and efficiently. This is achieved by providing them a work environment that promotes teamwork and knowledge-based learning through sharing of project learning/technologies, inter-office collaboration, and is conducive for working and learning by defining workstations, and formulating and observing quality workplace standards.

7.0 OVERVIEW OF QMS PROCEDURES

7.1 Maintenance of Documented Information

DAP has established and maintains a documented information procedure for creation/revision, approval, and issuance of the QM and PAWIM. The Maintenance of Documented Information Procedure (QP-01) provides an organized monitoring, distribution, control and updating of procedures and work instructions within the said manuals.

All documented information included in the QMS are reviewed and approved for adequacy by authorized personnel prior to use. A document that is revised for any reason shall include a revision history, which indicates the current revision status of documented information is maintained by the Document Controller and shall be made available to all. This will prevent the use of incorrect, valid or obsolete documented information. Only the latest issues of documented information are available at locations where business process operations are performed. Obsolete documented information are identified, retrieved, and properly disposed of, retaining only the obsolete original copy documented information.

Any change in the QMS after its initial approval and issue are subjected to the documented information change procedure in QP-01 Maintenance of Documented Information.

7.2 Retention and Disposition of Documented Information

The Academy has established and maintains documented information procedures for identification, collection, indexing, access, filing, storage, maintenance and disposition of quality records. The procedures are incorporated in QP-02 Retention of Documented Information Procedure.

All centers, offices, units maintain relevant quality documented information to demonstrate achievement of the required quality and effective operation of the quality system.

QMS documented information are legible and stored and retained, in such a way that they are readily retrievable, in storage facilities that provide a suitable environment to prevent damage, deterioration, or loss.

Retention periods of documented information are established, recorded and maintained in accordance with the National Archives of the Philippines (NAP) Records Disposition Schedule.

7.3 Operations Planning

The Academy has established procedures and guidelines for the conduct of its annual operations planning. This is to ensure that current plans, programs and projects are consistently aligned with the Academy's mandate and strategic directions, as well as its quality policy.

The Academy's Operations Planning takes into consideration risks and opportunities, which are identified which would affect objectives and targets and serve as input for continuous improvement.

Stakeholders are also identified and their requirements and expectations taken into consideration in operations planning.

7.4 Control of Non-Conformity

DAP has established and maintains a documented procedure to ensure that a product/or service that does not conform to specified requirements is prevented from delivery to the customer.

DAP QP-03 Control of Nonconformity procedure, provides for the identification, evaluation, disposition and recording of nonconforming products and services and for notification to the offices concerned.

The responsibility for review and disposition on nonconforming product and/or service is indicated in the Control of Nonconformity Matrix.

Nonconforming product and/or service are reviewed in accordance with documented procedures and may be reworked.

If a product and/or a service does not conform to the Terms of Reference or to the agreed output as set forth during the contracting process, the Managing Directors together with the Project Managers should be able to make the necessary correction or corrective measures, as appropriate.

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7.5 Corrective Action

The DAP has established, implements, and maintains a documented procedure for corrective actions in order to efficiently and adequately address non-conformities and eliminate the causes of actual or potential non-conformities in the QMS based on Internal Quality Audit reports, third party audit reports, customer feedback from the customer satisfaction survey and those received from the Public Affairs Desk and in its products and services.

DAP-QP-03 Corrective Action procedure includes:

7.5.1 effective handling of customer complaints;
7.5.2 investigating the causes of non-conformities and recording the results of such investigations;
7.5.3 determining the corrective actions needed to eliminate the causes of non-conformities;
7.5.4 formulation, application, and implementation of controls to ensure the implementation of corrective actions and its effectivity;
7.5.5 recording changes in procedures resulting from corrective actions;
7.5.6 use of appropriate information such as audit results, quality records, service reports and customer complaints to detect, analyze and eliminate potential causes of non-conformities; and,
7.5.7 ensuring that relevant information on actions taken is submitted for management review.

7.6 Internal Quality Audit (IQA)

The Academy conducts internal quality audit at least once a year to provide information on whether the quality management system:

7.6.1 conforms to:

7.6.1.1 The organization's own requirements for its quality management system;
7.6.1.2 The requirements of ISO 9001:2015;

7.6.2 is effectively implemented and maintained.

The documented information on the IQA process is established in DAP-QP-04.

An audit can only be performed by an auditor with formal training on ISO 9001:2015, and is independent from the area being audited.

7.7 Purchasing

The nature of the Academy's project operations may require use of goods or services done by others to meet customer requirements. As such, the Academy has established and implements a policy and procedure to ensure that purchased goods and services conform to the Academy's requirements and in accordance with the relevant regulations such as Republic Act 9184, otherwise known as the Government Procurement Reform Act (GPRA).

The purchasing information is provided through the prescribed Purchase Request (PR) form for the procurement of goods and services. The PR-form contains, as appropriate, the following information:

7.7.1 Specification requirements for the approval of goods and services;
7.7.2 Quality management systems requirements.

The Academy's Logistics Division of the Administrative Department reviews the adequacy of specified purchasing/outsourcing requirements prior to the approval and processing of requests. Prior to acceptance, purchasing personnel evaluates the purchased products against the specified requirements and when appropriate, secures acceptance by the End-User, or its authorized representative. The Administrative Department performs the necessary evaluation, selection and re-evaluation of the performance of the supplier and the purchased goods and services.

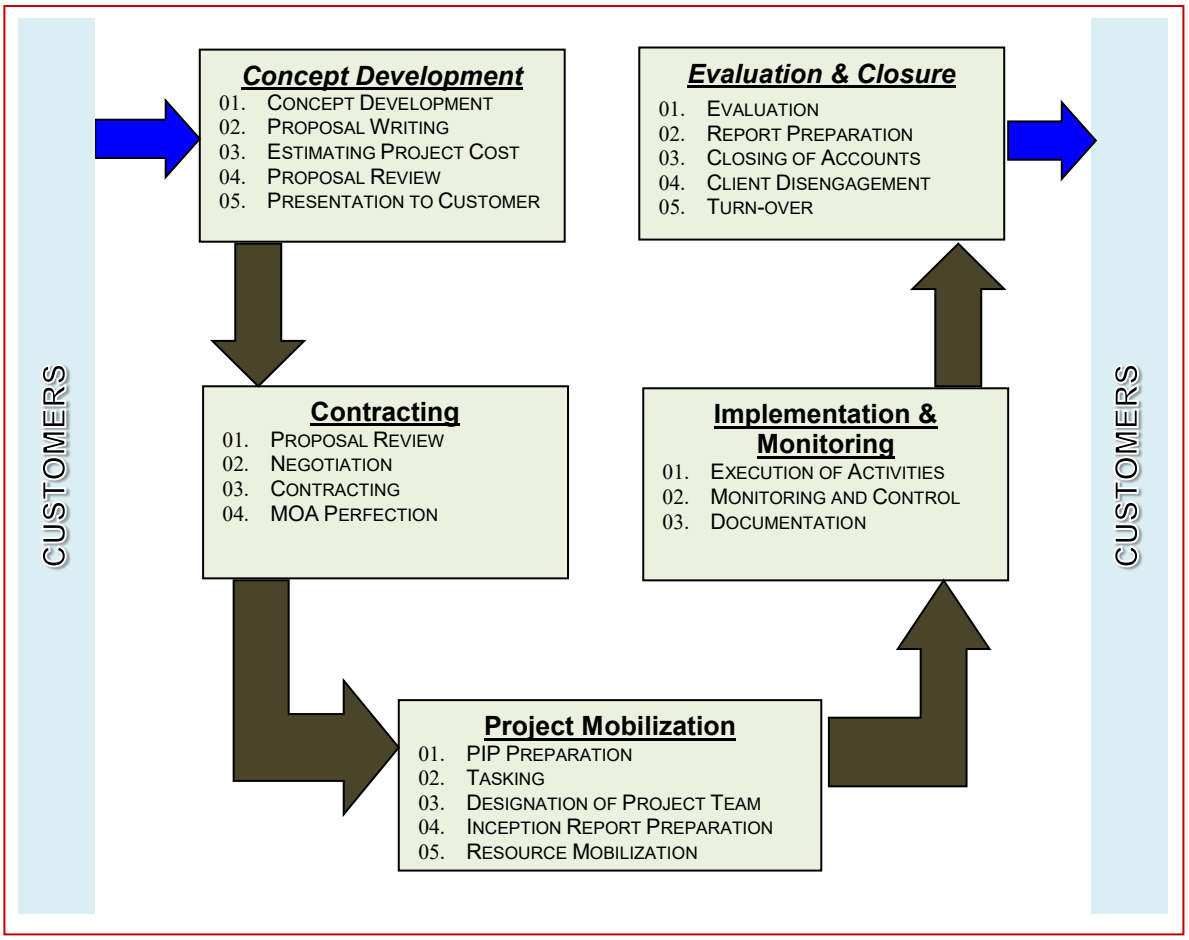
8.0 DAP Business Process and Project Management System

The DAP Project Management System covers the different stages of the project from conceptualization, contracting, implementation and closure. Each stage of project management consists of sub-activities that may be undertaken to meet the requirements of the subsequent activities. The start and end of the stages may overlap depending upon the nature of the project and the requirements of customers.

Figure 4 shows that graphical representation of the interfaces and interrelationships of the stages of DAP Project Management System.

The DAP Service Process Model (Figure 5, p.41) revolves around the satisfaction of its customers, who are the key consideration for its programs and services. DAP derives inputs for its programs from its various customers, and its major final outputs, in terms of programs and services, go back to its customers. At its very core is the project management process and all its components. This process is in a continuous feedback loop with the Academy's support processes, engendering constant improvement.

Figure 4. DAP Project Management System



8.1 Project Conceptualization and Development

The Project Conceptualization and Development stage covers the identification of necessary intervention in response to a customer request / need. The process includes activities starting from the determination of customer needs and ends with the acceptance of the proposed intervention by the customer. (Reference: WI-01)

8.2 Project Negotiation and Contracting

This stage of the project begins once the customer indicates initial acceptance of the proposal. It involves discussions and clarification of the project's Terms of Reference including output specifications, institutional responsibilities and other conditions to meet the requirements for the approval of the Memorandum of Agreement or a particular project contract. (Reference: WI-02)

8.3 Project Mobilization (Pre-Implementation Activities)

Once the project contract is perfected, the start-up activities of the project can be initiated. This stage entails the formation and internal authorization of the project team. Detailed Project Implementation Plan (PIP) preparation, tasking, preparation of inception report (as appropriate) and resource mobilization are among the key activities involved. (Reference: WI-03)

8.4 Project Implementation & Monitoring

The Project Implementation involves various activities to carry out the project plan and meet the deliverables of the project. Other than the execution of activities to deliver the project outputs, this stage also involve procurement of project inputs (goods or services), conduct of monitoring activities, and output evaluation and documentation. This stage may end once the expected outputs of the project are met or satisfied. (Reference:WI-04)

8.5 Project Evaluation & Closure

This entails the final set of activities to evaluate the entire project, prepare completion report, settle financial accounts (accrual of revenue and expenses), clear the DAP of its obligations from the customer and turn-over the project documentation including the lessons learned as reference for future similar undertakings.(Reference: WI-05)

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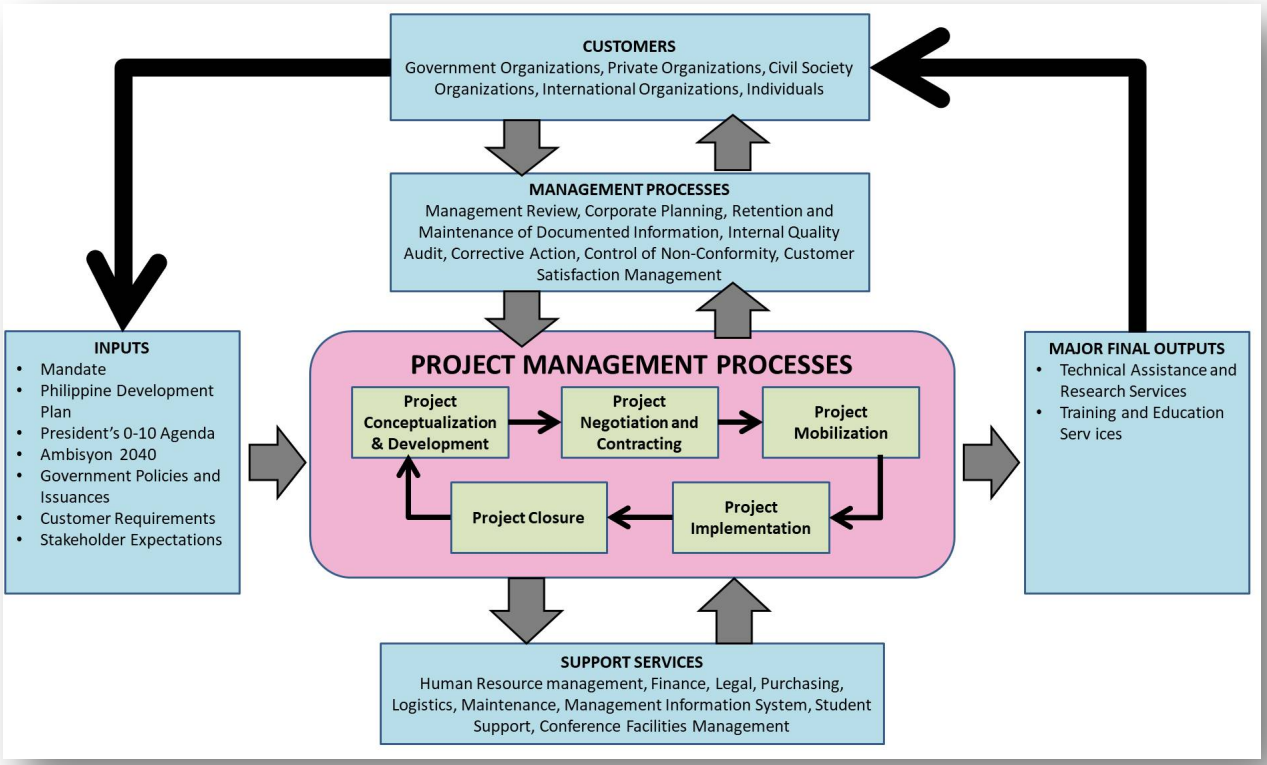
Figure 5. DAP Service Process Model



9.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

9.1 Monitoring and Measurement

As a mechanism to measure the performance of the established Quality Management System, the DAP monitors the implementation of both the project management system and the conference and facilities management system and the learning management system through the periodic conduct of Internal Quality Audits (as defined under QP-04).

The DAP also monitors actions taken to manage risks and opportunities and the effectiveness of those actions.

Likewise, to monitor the product / service outcomes in terms of meeting the customer requirements and expectations at different stages of the project, periodic gathering of customer feedback and perception are conducted through any of the following approaches:

9.1.1 Customer Satisfaction Survey

The determination of customer satisfaction is designed to measure and monitor performance of the DAP's products and services in terms of meeting the customer requirements and expectations. Thus, the Academy commissions a third party to conduct a customer satisfaction survey for its projects. Results of the survey are presented during the management review where improvement actions are identified for implementation accordingly.

9.1.2 Review of Customer Feedback

In training-related projects, course evaluation including speaker evaluation is done at the end of the course. Results of evaluations are used to improve/enhance the conduct of similar courses in the future. The gathering of customer feedback during project implementation and evaluation are used to ensure that customer's acceptance of project outputs is satisfactory.

9.1.3 Performance Monitoring

Likewise, project monitoring is done on a monthly basis to keep track of project performance in terms of accomplishments, timeliness, and financial accrual (revenue and disbursements).

As required under Republic Act 9485 also known as the Anti-Red Tape Act (ARTA), customer feedback are also gathered through the Public Assistance Desk (PAD).

Users of DAP Tagaytay and Pasig facilities give their comments and suggestions by filling out the customer feedback form, the results of which are used to improve the delivery of service.

9.2 Data Analysis and Improvement

The DAP uses applicable statistical techniques and tools to establish, control and verify process capability and characteristics. Data on customer satisfaction survey, conformity to product and process requirements and supplier performance are analyzed on a regular basis.

Graphs, diagrams, trend analysis and variance analysis are the most common tools used for data analysis depending on the information needs of management.

Continual improvement is a permanent objective of DAP. As such, various inputs are considered for continual improvement such as quality policy, objectives, audit findings, analysis of performance data, corrective actions and performance review meetings.

Actions taken on risks and opportunities are likewise assessed for effectiveness and suitability and the results of such assessment are taken as inputs to continuous improvement and planning.

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