



## **PRODUCTIVITY AND DEVELOPMENT CENTER** **2019 PROJECT ACCOMPLISHMENT REPORT**

### **I. Project Information**

Project Code : QCGON  
Project Title : Development of a QMS Certifiable to ISO 9001:2015 for the National Telecommunications Commission  
Project Start : April 3, 2019  
Project End : October 31, 2019  
Project Price : PHP 1,310,000.00  
Client Organization : National Telecommunications Commission

### **II. Project Team**

Supervising Fellow : Evangeline M. Macariola  
Project Manager : Raymond L. Agcaoili  
Technical Staff : Rose May O. De Leon, Ritchell F. Cunanan, Racquel M. Barbecho, Leanne Kym Jane J. Lozanes  
  
Administrative Staff : Dayanara Betty Angelica C. Imbang, Aleli D. Briones, Carolyn N. Caudilla, Anneraine M. Colobong  
  
Consultant/Resource Person : Ana Marisse C. Dalawis  
Center Head : Arnel D. Abanto

### **III. Project Description**

The NTC established its quality management system (QMS) based on the requirements of ISO 9001:2015, a globally recognized standard, to improve the quality of its services.

The establishment of NTC's QMS based on ISO 9001: 2015 is in line with Executive Order No. 605 and with NTC Management's quality direction and intention to ensure effective management and good governance within the Commission and have the strong will to provide the best service to the people.

In this regard, the NTC partnered with the Development Academy of the Philippines – Productivity and Development Center (DAP-PDC) in the establishment of its QMS to ensure that all applicable requirements of the ISO 9001:2015 are effectively complied within the covered processes.



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#### **IV. Project Objectives**

The project aimed to provide the necessary interventions to facilitate the establishment of ISO 9001:2015 QMS for the NTC covering the processes and activities performed in the Central Office and two (2) pilot regional offices (i.e., NCR and Region 10) related to the provision of supervision and control over all communication services throughout the country.

Specifically, it:

- Enhanced understanding and appreciation of the NTC officers and staff on the principles and requirements of ISO 9001:2015 QMS;
- Developed the capabilities of key officers and staff of the NTC in preparing for and sustaining the ISO 9001 certification; and,
- Prepared the documentation and implementation requirements for the certification and for maintaining and sustaining the established QMS of the NTC.

#### **Focus Area**

Public Sector Productivity

#### **Project Type**

Regular

#### **Project Beneficiary**

Government Agencies/ Public Sector

#### **Regional Coverage**

NTC Central Office, National Capital Region (NCR), Region 10





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#### **V. Project Accomplishments (2019)**

##### **a. Project Workplan**

- The DAP Project Team prepared the Project Workplan that defined and scheduled the deliverable activities of the project. The workplan was submitted on 3 April 2019 and was subsequently approved by the NTC Top Management.

##### **b. Process Walkthrough**

- The DAP Project Team conducted the process walkthrough on 11 & 12 April 2019.
- The activity aimed to familiarize the DAP Project Team on the NTC's processes and identify QMS gaps; likewise, to determine baseline data of measureable and relevant project performance indicators, such as processing time, number of process steps, and number of documentary requirements, as appropriate.
- Thirty-three (33) Top Management, QMS Core Team members, key officers and staff attended the activity.

##### **c. Orientation on ISO 9001:2015**

- The DAP Project Team conducted the orientation on 30 April 2019.
- The importance and principles of productivity and quality improvement approaches and ISO 9001:2015 QMS, as well as, the requirements from the NTC Top Management, QMS Core Team members and general employees were discussed during the orientation. Their roles and responsibilities in the development of their QMS certifiable to ISO 9001:2015 were explained. The project overview, methodology, components and roadmap were presented.
- Forty-three (43) Top Management, Unit Heads/process owners, QMS Core Team members and NTC staff attended the half-day session.

##### **d. Training Course on ISO 9001:2015 QMS Requirements and Documentation**

- The DAP Project Team conducted the training course on 15, 16 & 17 May 2019.
- The course provided the participants with an in-depth understanding of the QMS concepts, principles and requirements. The training included the initial preparation of the required documented information. The course utilized discussions, exercises and workshops.
- Twenty-nine (29) QMS Core Team members, key officers and staff attended the training course.



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### **e. *Workshop on Process Mapping and Risk-Based Quality Planning***

- The DAP Project Team conducted the workshop on 3, 4 & 6 June 2019.
- The workshop enabled the participants to draft the quality policy, formulate quality objectives and develop corresponding implementing action plans at relevant functions. Participants identified the significant issues, as well as, risks and opportunities that the NTC has to address through risk-based quality planning. The training also covered the preparation of a process map that illustrates the interfaces of the management, core and support processes.
- Twenty-eight (28) participants composed of QMS Core Team members and key officers and staff attended the workshop.

### **f. *Workshop on QMS Documentation***

- The DAP Project Team conducted the workshop on 20, 21 & 22 June 2019.
- DAP Project Team facilitated the formulation of structure and controls for the NTC's documented information which are necessary for the effective implementation of the QMS. The workshop ensured the adequacy and effectiveness of the QMS documented information; likewise, it evaluated the existing management approaches of the NTC based on the ISO 9001:2015 standard.
- Thirty-four (34) participants composed of QMS Core Team members and key officers and staff attended the workshop.

### **g. *Technical Guidance on Enhancement of Operational Controls and Procedures***

- The DAP Project Team conducted the technical guidance sessions on 9, 10, 11 & 12 July 2019.
- The technical guidance enabled the participants to develop and review the existing controls and documentation of the NTC's core, operational, and support processes. Analysis of existing process activities to identify possible work simplification was discussed during the sessions. The activity ensured the alignment of the NTC's operational and support processes to the minimum requirements of the ISO 9001:2015 QMS.
- Thirty-four (34) participants, composed of QMS Core Team members and key officers and staff, attended the sessions.

### **h. *Seminar-Workshop on 5S Good Housekeeping***

- The DAP Project Team conducted the seminar-workshop on 27 & 28 June 2019.
- The seminar-workshop provided an opportunity for the participants to appreciate the practice of 5S Good Housekeeping in improving the productivity and quality in the workplace, and its applications to complement in the effective implementation of the ISO 9001 QMS.



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- Thirty-eight (38) participants, composed of QMS Core Team members and key officers and staff, attended the seminar-workshop.

**i. Technical Guidance on QMS Implementation**

- The DAP Project Team conducted technical guidance sessions on 30, 31 July; 5 & 6 August 2019.
- The DAP Project Team provided technical guidance to the QMS Core Team members to effectively implement the requirements of the ISO 9001:2015 QMS. On-site checking of the actual implementation of the established QMS was conducted to determine preparedness of the process owners of the identified process scope and to properly cascade the QMS to all employees.
- QMS Core Team members and key officers and staff, attended the sessions.

**j. Training Course on Auditing Quality Management System**

- The DAP Project Team conducted the training course on 13, 14, 15 & 16 August 2019.
- The training course enabled the participants to understand, interpret and audit QMS requirements, as well as, address audit findings. The training course discussed the roles and responsibilities of auditors and utilized discussions, exercises, workshops, and simulation audit to guide and enhance auditing skills of the participants.
- Forty-one (41) participants, composed of QMS Core Team members and key officers and staff, attended the workshop.

**k. Workshop on Auditing Quality Management System**

- The DAP Project Team conducted the workshop on 16, 17 & 18 September 2019.
- The workshop enabled the trained auditors of the NTC to prepare the audit programme, audit plan, and audit checklist, as well as, to prepare the audit reports that they will be using for the actual internal quality audits that they will be conducting henceforth.
- Eighteen (18) participants, composed of QMS Core Team members, key officers and staff, attended the training course.

**l. Training Course on Root Cause Analysis and Corrective Action Formulation**

- The DAP Project Team conducted the training course on 29 & 30 August 2019.
- The training course developed awareness and enhanced the capability of the selected NTC personnel in effectively using practical tools and techniques for analyzing and validating the root cause of existing nonconformities, and formulating solutions for preventing the nonconformities from recurring and/or occurring.



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- Twenty-eight (28) participants, composed of QMS Core Team members, key officers and staff, attended the training course.
- m. Seminar-Workshop on Process Streamlining**
- The DAP Project Team conducted the seminar-workshop on 3, 4 & 5 July 2019.
  - The seminar-workshop enhanced the process owner's understanding of the streamlining principles, and their capability in utilizing relevant tools and techniques. The workshops on actual process review, work simplification, reduction of unnecessary steps and waste elimination increased NTC personnel's awareness and appreciation of the importance of effectiveness and efficiency in the delivery of its services.
  - Thirty-one (31) participants, composed of QMS Core Team members, key officers and staff, attended the training course.
- n. Technical Guidance on Management Review**
- The DAP Project Team conducted the technical guidance on 7 October and 8 November 2019.
  - The DAP Project Team provided a technical guidance on the preparation and finalization of the inputs needed for the management review such as Management review presentation templates. It also provided guidance on the actual conduct of the management review and feedback/ recommendations to enhance the conduct of management review and the effectiveness of the QMS.
  - Twenty-seven (27) participants, composed of QMS Core Team members, key officers and staff, attended the Management Review attended the MR-Inputs session.
- o. Readiness Assessment**
- The DAP Project Team conducted the assessment on 22, 23 & 24 October 2019 (for Central Office and NCR); 28 & 29 October 2019 (Region 10).
  - The activity identified necessary actions to eliminate the gaps and recommended final preparations for ISO 9001:2015 certification.
  - Twenty-eight (28) participants, composed of QMS Core Team members, key officers and staff, attended the Readiness Assessment report presentation.

## **VI. Lessons Learned**

### **A. Facilitating Factors**

1. Aware of Top Management's directive to obtain ISO 9001 certification for its QMS by mid-December 2019, NTC key personnel and staff were determined to strictly follow the activities as scheduled in the Project Workplan.
2. NTC Top Management, particularly the Deputy Commissioners, was responsive in addressing the issues and concerns that the DAP Team and the QMS Secretariat





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- raised, as well as, in considering the suggestions that the DAP Team had offered to facilitate project implementation.
3. The willingness and enthusiasm of NTC-Region 10 Director Ted Buenavista, who has had experience in implementing ISO 9001:2015 QMS in other government offices in the region, to assume the position of QMS Manager for the entire NTC. With his timely involvement in the QMS Project, Director Buenavista was able to motivate and get the cooperation of Top Management and all Directors and Division Heads to support and participate in the activities leading to the ISO 9001 certification of NTC's QMS.
  4. The venue provided by Top Management for the conduct of the training courses and workshops were conducive to learning and work.

#### **B. Hindering Factors**

1. As indicated in the Project Workplan, NTC QMS Core Team members are required to attend all the training courses, workshops and technical guidance sessions as scheduled (i.e., they are identified as regular attendees/participants in all project activities). The objective is for the core team members' QMS learning and skills acquisition to be continuous and progressive. However, some core team members did not fulfill this requirement; and, to aggravate the situation, those office personnel who were identified as substitutes or replacements were either reluctant to attend or were half-hearted in participating in the activities.
2. Some Branch/Division Heads deliberately did not send participants to the training courses or workshops due to misunderstanding / miscommunication with the QMS Secretariat, e.g., whether or not their offices are ready to fulfill the requirements of ISO 9001:2105 and undergo certification, or their processes will be included in the NTC QMS scope.
3. In the absence of a QMS Manager who will orchestrate the implementation of the project activities, significant delays were encountered before the QMS documents, i.e., QMS manual, quality procedures and forms, quality policy, and QMS scope statement, were finally revised, reviewed and approved for implementation. Another cause of delay is the NTC QMS structure requirement for the Secretariat to have all drafted QMS documents reviewed and agreed upon by the 13 Quality Leaders, QLS, (i.e., Branch and Regional Directors and Division Heads) before these are submitted to Top Management for approval. The Secretariat had difficulty meeting this requirement due to the differing availability / unpredictable schedules of the QLS.
4. The availability of existing QMS documents that were prepared in 2017, which was initially thought to be a facilitating factor for the project implementation, turned out to be a hindering factor instead. Members of the QMS Core Team who were assigned to make corresponding revisions in the QMS manual, procedures and forms had




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difficulty in adjusting (or, at times, were hesitant in adjusting) these documents from a partial-scope QMS (i.e., covering 3 core processes only) to a full-scope QMS.

### VII. Project Impact

1. There is now a better understanding and appreciation of the ISO 9001 requirements to manage effectively and efficiently the QMS and its various processes. The Branch Heads/Regional Directors and Division/Unit Heads developed a higher level of appreciation of their roles and responsibilities as owners and managers of the process(es) entrusted to them by Top Management. By fulfilling applicable requirements of ISO 9001, i.e., applying the PDCA method in their work, they are now more confident to perform their management functions effectively and efficiently.
2. There is now a sense of urgency in implementing the QMS in the all regional offices in order that the entire Commission will have a set of unified /standardized processes and procedures to follow in fulfilling the its mandate.
3. Effective management of processes – the Branch Heads/Regional Directors and Division/Unit Heads were involved in enhancing the activities and controls of their documented processes, and in preparing risk-based quality plans to mitigate the impact that future events may have on the ability of their processes to continually and consistently deliver quality service to their customers.
4. Improved internal communication – the Branch Heads/Regional Directors and Division/Unit Heads (i.e., process owners) realized the importance of proper communication among themselves to effectively relate and interface their processes to consistently provide the needs and expectations of their customers and interested parties (both internal and external).
5. Management of risks – the Branch Heads/Regional Directors and Division/Unit Heads have gained better understanding of the various risk management tools and techniques and realized the benefits these will have to achieve effective management of their respective processes and sustain the QMS.

Prepared by:	Reviewed by:	Noted / Approved by:
 <b>Raymond L. Agcaoili</b>	 <b>Evangeline M. Macariola</b>	 <b>Arnel D. Abanto</b>
Project Manager	Director Advocacy and Institutional Development Office	Managing Director Productivity and Development Center



# ONE-POINT LESSON

Project	DEVELOPMENT OF A QUALITY MANAGEMENT SYSTEM CERTIFIABLE TO ISO 9001:2015 FOR THE NATIONAL TELECOMMUNICATIONS COMMISSION
Prepared by	Raymond L. Agcaoli <i>R.L. Agcaoli</i>
Noted by	Arnel D. Abanto <i>Arnel D. Abanto</i>
Center	PDC
Date Prepared	November 5, 2019
File number	

## Subject/Activity:

1. Creation of the QMS Core Team

Actual Date (if applicable): April 2019

What happened?	What should have been done?
<p>The NTC QMS Organization was composed of two main groups, namely:</p> <ol style="list-style-type: none"> <li>1) <b>Quality Council</b>, which was composed of the Commissioner and the two (2) Deputy Commissioners; and</li> <li>2) <b>QMS Core Team</b>, which was composed of the               <ol style="list-style-type: none"> <li>i. <u>Quality Management System Leaders, QMs</u> (Branch and Regional Directors and Heads of Divisions that are reporting directly to Office of the Commissioner), and</li> <li>ii. <u>Deputy Quality Management System Leaders, DQMs</u> (Heads of Divisions under the Branches).</li> </ol> </li> </ol> <p>The QMS Core Team members were concerned primarily with the implementation of the QMS in their respective divisions. There was no one among the QMs and DQMs who was assigned or made responsible for coordinating the QMS project activities with the concerned Branch Heads/ Regional Directors and Division Heads in the Central Office and Regional Offices in NRC and Region 10.</p> <ol style="list-style-type: none"> <li>3) There was difficulty encountered in getting the QMs together to review the QMS documents that were prepared during the workshops. As a consequence, major delays were experienced in the final review and approval of the QMS documents which, eventually, became a source of misunderstanding and miscommunication among the QMs.</li> </ol>	<p>At the onset of project implementation, a QMS MANAGER should have already been identified from among the 13 QMS Leaders. He/she will be responsible for:</p> <ol style="list-style-type: none"> <li>1) Overseeing the NTC-wide (or project scope-wide) establishment, documentation and effective implementation of the QMS;</li> <li>2) Ensuring that the Quality Manual and the QMS procedures for Documented Information, Control of Nonconforming Outputs, Internal Quality Audit (IQA), Corrective Action, Management Review, and Customer Satisfaction Feedback are established and implemented; and,</li> <li>3) Reporting QMS performance to Top Management for review and continual improvement.</li> </ol>

## Instructions:

Fill-out all items briefly and completely. Please refer to guidelines for further information.  
 Limit to 1 to 5 sentences. Illustrations can be used.  
 One template = One Lesson  
 Submit One-Point Lesson to [osvpp@dap.edu.ph](mailto:osvpp@dap.edu.ph)

### Guidelines in filling out the One-Point Lesson Template v3

- **PROJECT** – Input project title or event in this field  
Ex. Training on the Formulation of Service Charter  
Joint Graduation for MMC 5 and Sec 3
- **PREPARED BY** – Name of staff who documented the one-point lesson. The staff is ideally a team member of the project or has a personal knowledge of the lesson.
- **NOTED BY** – Name and Signature of Center Head
- **CENTER** – Mother Group or Implementing Center of the project
- **DATE** – Date prepared
- **FILE NUMBER** – Tracking number to be issued by OSVPP for archiving and identification purposes
- **SUBJECT/ACTIVITY** – Specific activity/event in the project where the lesson arises or any subject of an improvement/trouble cases.  
Ex. Arrival and Registration of Participants  
Stage Set-Up for PMDP Joint Graduation
- **WHAT HAPPENED?** – Actual accounts of the opportunity for improvement, technical problem encountered, and/or bad practices observed in the execution of the program or activity mentioned. The immediate action/solution done by the team is documented.
- **WHAT SHOULD HAVE BEEN DONE?** – These are the Work-around solutions, Troubleshooting steps and/or Graphical Illustrations that the project team/employee could have been done, this includes both correction (band-aid) and preventive action.