
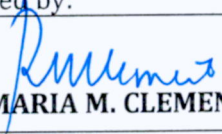
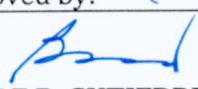




PROCUREMENT SERVICE
Department of Budget and Management
QUALITY MANAGEMENT SYSTEM
MANUAL

Code:
Revision:
Effectivity: **OCTOBER 17, 2014**
Page: 1 of 1

Revision Date	Rev. No.	Issue Date	Revision History	Prepared By:	Reviewed By:	Approved By:

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1.0 INTRODUCTION

The Procurement Service Quality Management System, as embodied in this manual, was developed to document existing processes that have evolved and have been developed over the years to comply with quality standards as dictated by current systems and process standards of government organizations. It serves as a guide in the performance work processes in the delivery of products and services in accordance with the dictates of clients and end-users. It defines the quality of products and services that are being provided by the PS.

The PS Quality Management Systems hope to level with the requirements of international standards in terms of delivery of service to clients. It shall serve as a guide for PS officials and employees in the performance of their functions that will ensure quality service while making it open to continuous improvements.

2.0 EXCLUSIONS

The Quality Management System Manual of PS is in preparation of the acquisition of relevant ISO Certification. The Manual, therefore, is relevant in defining the existence of PS and its services, its organization and processes, its clients and other stakeholders, the regulatory policies and requirements and relevant rules and laws that govern the implementation of its mandates and functions as an attached agency of the Department of Budget and Management (DBM).

Outlining the quality management cycle in PS entails a detailed flow of processes that prescribe the step-by-step procedures in executing the PS mandates.

For purposes of making the Manual cover all aspects and procedures in performing government procurement work, there are no exclusions made in this manual.

Should there be any exclusion, it should be properly documented in this section of the manual. Exclusions should be properly identified and justified.

3.0 PROCUREMENT SERVICE PROFILE

The Procurement Service started out as a project which was created through a Memorandum of Agreement among the then Budget Commissions (now the Department of Budget and Management), the Commission on Audit (COA), the Department of Finance (DOF) and the

University of the Philippines. The project was called the Procurement Pilot Project or the PPP which was created on June 24, 1976. The PPP was tasked to centrally procure common-use items or office supplies for the government. It was created because there was a major procurement scam which happened in Cebu City in 1975 and it cost the government a huge amount of money.

The government of then President Ferdinand E. Marcos saw the potential of the PPP of generating savings for the government. On October 18, 1978, Letter of Instructions No. 755 was issued converting the PPP into what is now the Procurement Service (PS). The mandates of the PS are:

- a. The operation of a government-wide procurement system;
- b. Price-monitoring of common-use supplies, materials and equipment;
- c. Identification of supplies, materials and such other items, including equipment and construction materials, which can be economically purchased through centralized procurement;
- d. Identification of sources of supply which are able to offer the best prices, terms and other conditions for items procured by the government;
- e. Continuous evaluation, development and enhancement of its procurement system, coverage and procedure; and
- f. Management and maintenance of the Government Electronic Procurement System or the PhilGEPS

The PS has the followings functions:

- a. PS is tasked with centralized procurement of commonly used supplies, materials and equipment (CSEs) needed by the government.
- b. purchasing directly from reliable sources in economic lot sizes
- c. observing optimum specifications
- d. making prompt payment

In July of 1987, Executive Order (EO) No. 285 was issued abolishing the Bureau of Supply Coordination and transferring the procurement and price-monitoring functions to the PS.

Almost two years after, in June of 1989, EO No. 359 was issued reiterating the policy that the procurement of government supplies, materials and

equipment shall be done in the most economical and efficient manner. The same AO made possible the adoption of simplified bidding procedures as authorized under LOI 755 by PS Inter-Agency Bids and Awards Committee (IABAC). It also established the Procurement Policy Board (PPB), an independent inter-agency body composed of various government departments and private sector representation. The PPB was created as a policy-making entity and governing body overseeing implementation of procurement reforms in the government.

EO No. 359 authorized the charging of service fees equivalent to 5% of the value of the supplies, materials and equipment procured to cover the personnel services and other operational expenses of the PS. The PS, however, only charges 4%. It also made possible the establishment of PS Regional Depots.

EO No. 359 covers all National Government Agencies, State Universities and Colleges (SUCs), GOCCs and their subsidiaries are covered by the Executive Order.

The Procurement Service is composed of the following functional Groups:

- Executive Offices
- PhilGEPS Group
- Operations Group
- Contract Management Group
- Financial Management Group
- Administrative Group

4.0 MISSION

Our mission is the reason for our organization's existence. Our *raison D'être*. With the right mission, we will be able to attract the right people.

The short term mission for 2015 was for us to supply 20-30% of total Common Use Supplies (CUS) budget of all government agencies at the National and Local levels 100% of the time and to serve as government agencies' procuring agent for critical and/or major procurement initiatives.

Our lifelong mission is to utilize technology to safeguard and maximize the use public funds – one procurement at a time.

5.0 VISION

By law, we are a central procuring entity that aggregates the common use supplies (CUS) of the whole of government (WOG) and can leverage on this volume to secure for WOG the best price for supplies. By law we also operate and maintain the WOG electronic procurement systems or PhilGEPS. Procurement is our lifeblood.

Our vision is to be the *Procurer of Choice and Agent of Choice* of all government agencies. This means agencies buy goods and services from us not because they are required by law, but because they know that they are getting the best goods, at the best prices and at the right time.

As a procuring agent, our vision is that we become the sole choice and that agencies choose PS because we are the best in what we do and that we deliver results.

The vision includes us having and operating before the year 2020 a truly robust and cutting edge e-commerce G2C platform akin to an Amazon for government, wherein end-to end service is provided with information readily available to customers across various mobile devices, and something, which other countries will want to imitate.

6.0 CORE VALUES

The following core operating values influence the culture and public image of the PS- as a mechanism for safeguarding public funds. Core values are important as they embody the heart and soul of the organization. They articulate ideals that the organization aspires to hold itself accountable for and offer guidance about how the organization behaves in carrying out its mission. With the right values, we shall be able to keep the right people.

- 6.1** Integrity and accountability – We must earn and always maintain the highest trust of the public in all our activities and reports.
- 6.2** Thinking like customers – We exist because of our customers, and we should strive to understand their individual needs and wants, and act accordingly.
- 6.3** Employees are critical – We are only as strong and efficient as our employees are strong and efficient. Our people are our greatest talent and will be treated with respect.
- 6.4** Taking care of one another – We must show compassionate support and concern for our customers and employees, maintain

a healthful environment, and be responsive to their need for intellectual, financial, career, and spiritual growth.

- 6.5** Paying attention to detail – While we adopt the 80/20 principle, we continue to pay attention to the small things as this will lead us to achieving perfection.
- 6.6** Keeping promises – We mean what we say, and do what we mean.
- 6.7** Having fun – We must do things that bring us enjoyment, be in a place that brings enjoyment, and bring enjoyment to others.
- 6.8** Having sense of urgency – We believe that we can make the future happen now.
- 6.9** Innovative drive – We value change and experimentation in anything that we do.
- 6.10** Always questioning – We encourage inquisitive minds and expect everyone to question the status quo with the goal of constantly improving our processes and products.
- 6.11** Caring for the environment – We recognize that we are stewards of the environment and have a responsibility to care for it so that our children's children's children (to the nth degree) can enjoy it.

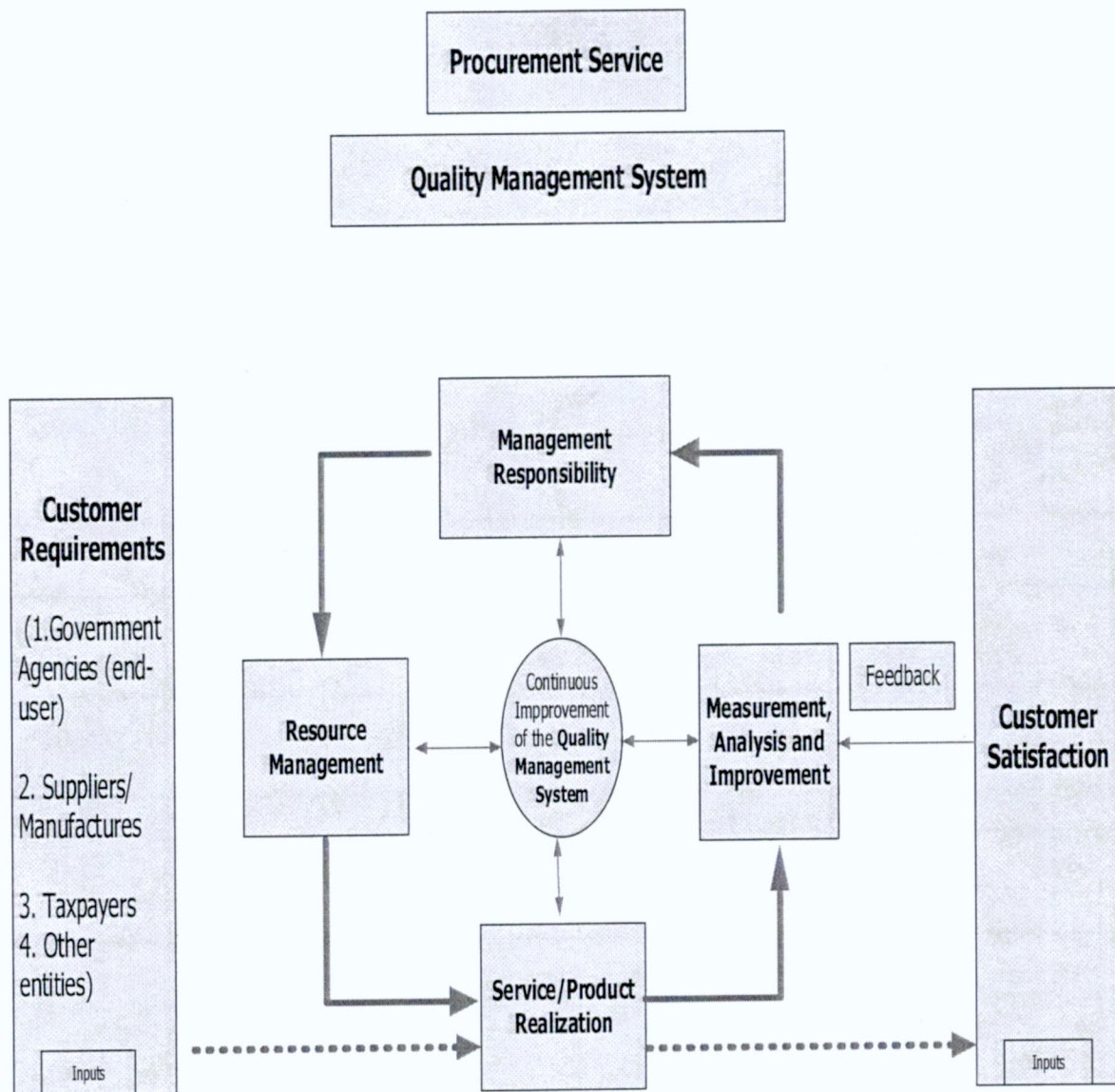
7.0 UNDERLYING ASSUMPTIONS AND PRINCIPLES

The PS lives by the following underlying assumptions and principles:

- 7.1 80/20 Rule** - focus on those that give us the highest returns or benefits. We must work smarter not necessarily harder.
- 7.2 People matter** – We are all experts in our respective positions.
- 7.3 Team Work** - we are one organization – When working in teams the most capable leads, not necessarily the most senior. That is the nature of a team. There is a specific goal that all work towards achieving.
- 7.4 Growth Oriented** – We must not merely be contented with the here and now. While we value results – this must be seen in the bigger context of growth. If we are only result oriented, once it is reached – tendency is to stop. If we are growth oriented – we never stop innovating and moving forward.

7.5 Always plan for continuity – Planning for the future and planning for succession.

8.0 QUALITY MANAGEMENT SYSTEM



8.1 General Requirements

8.1.1 General Policy

The Procurement Service adopts and implements a Quality Policy that embodies the systems, standards and procedures and other related processes that signifies PS' commitment to provide service excellence while adhering to established rules and policies.

8.1.2 Procedural Policy

a. Quality System Processes (Operations)

The manual outlines the processes of operations that are detailed and defined. It provides instructions and a list of corresponding documentary requirements in order for processes to proceed.

Implementation and applications are, however, a part of a bigger picture. Documenting each step or procedure provides an avenue for setting the criteria and method of assessment, evaluation and control in the pursuit of continuous improvement of processes and procedures. It also provides a solid basis in the adoption of new systems and standards to be more effective.

While focus is given to quality operations, there is an underlying responsibility to be responsive to the call of the environment, its protection and preservation. Quality therefore is not defined in this Manual as merely that of systems, standards and procedures but also of the duty and responsibility to the environment, that while we put our mandates into action, we execute in a manner beneficial to our clients, our people and our environment.

Refer to PS-QMSP-001 up to 002 for a more detailed frontline procedure pertaining of Operations functions where quality management system is being observed.

b. Resources and Information

The management is responsible in determining and providing the necessary resources and information requirements to support the end-to-end operations relating to the quality management system processes of PS. As may be

determined, it shall be communicated to the PS Executive Committee (ExeCom) who shall finalize the list of resources needed and ensure that these resources are made available.

c. Monitoring and Measurement

The performance of people and functions, systems and procedures, products and services are constantly being monitored and evaluated. Reports on performance evaluation play a vital role in determining the kind of interventions needed for continuous improvements. It should be viewed as opportunities for improvement.

Product performance is measured through product tests and inspections based on set standards and parameters set thru government approved standards. The performance of people and processes are measured through set performance evaluation systems based on set performance standards for government while observing internal controls.

The overall performance measure is gleaned on how well crafted the PS feedback mechanism is so as to measure customer satisfaction.

d. Continuous Improvements

The conduct of a weekly Executive Committee/Management Committee Meetings provide a potent venue for review of quality management processes. The review makes possible the identification of loopholes, risks, failures and weaknesses. Management decision is therefore aided to come up with preventive measures, possible solutions thereto, and rooms for improvement as may be necessary.

e. Outsourced Processes

The Philippine Government Electronic Procurement System (PhilGEPS) is a single portal that shall serve as the primary source of information on all government procurement. The PhilGEPS shall serve as the primary and definitive source of information on all government procurement as mandated under Section 8 of the Republic Act 9184 (RA 9184).

The licensing, operation and maintenance of the PhilGEPS was outsourced to a private service provider which covers the maintenance and operation support and managed services for infrastructure, network and application. To ensure that the PhilGEPS works in accordance with the specifications, processes

are implemented to meet the requirements. There's a monitoring on the Service Level Agreement (SLA), Disaster Recovery Plan and other related documents to ensure that the level of service and contingency plans that are expected from the service provider is consistently met.

In order to conform in providing a sustainable training program for PhilGEPS, the training roll-out was outsourced to a private service provider. The roles and responsibilities as well as the processes are clearly defined in order to continuously implement and improve the training roll-out. One of the control processes is to monitor the conduct of PhilGEPS trainings and assess the effectiveness and quality of these trainings through consolidation and analysis of training reports and surveys.

8.2 Documentation and Records

8.2.1 Scope

The PS documentation of its quality system is composed of the following:

- Quality Management Manual
- Documented statement of quality objectives
- Operational procedures
- Work instructions
- Standards and other technical reference materials

8.2.2 Quality Manual

The PS Quality Management Manual aims to define the PS Quality Management System, which includes the following:

- Details of the Quality Management System
- Statement of Exclusions
- Description of quality systems processes
- References

8.2.3 Document Control

For documents that require action, each transaction is aided with a Routing Sheet that documents the tasks or actions being done. It identifies the specific action to be taken, the time

consumed for each action taken and the persons/offices responsible for the action.

With documents for general information, scanned copies are emailed and electronically filed, hard copies are forwarded to all concerned.

The office maintains scanned and hard copies of incoming and outgoing documents. Files are kept for certain period as prescribed by the National Archives of the Philippines. Documents that fall beyond the prescribed period are disposed of properly.

On requests for access to information, the PS Freedom of Information Manual prescribes the procedures in responding to requests for access to information related to PS.

The Procurement Service is shifting to Document Management System (DMS), a computer system to be employed by the PS that will digitalize PS documents. It will be used to manage and store documents to reduce the use of paper and will allow for the easy tracking and searching of documents. It also includes an ageing facility that will allow the PS to determine how long it took for a request or a document to be processed.

8.2.4 Control of Records

Control of records that need to be recorded and filed rest on the people or division/office responsible for the task, work, activity, project or operation. Following the PS 5S Plan, files are properly labeled, indexed and stored to facilitate easy retrieval. Filing cabinets and storage areas are also labeled for easy access. In the same manner, document storage through computer hard disks and other digital storage are also labeled. These files are backed up as often as needed.

The storage areas are well-kept, properly ventilated and always kept dry and clean. The period of retention of documents are based on prescribed government standards and regulations.

9.0 MANAGEMENT RESPONSIBILITY

The PS Executive Committee is responsible for planning, establishing, implementing, monitoring, reviewing, maintaining and improving the quality system of PS and keeping the employees informed of the status of the system. Ownership of the quality system is both of the PS management and its employees. While ownership is established, management is committed to strengthen the PS quality system by

constantly communicating to all the employees the importance of their support and cooperation towards the endeavor. This is evident in the conduct of weekly executive/management committee meetings, short talks during flag-raising and flag-lowering ceremonies, regular meetings, strategic planning sessions and town hall meetings during office occasions. It is in these avenues that quality policies and quality objectives are discussed.

9.1 Management Commitment

The PS management has already established the strategic directions for its long and short term goals in achieving growth of the QMS. Standards, policies, systems and procedures are already in place and these are constantly being enhanced to improve the QMS.

Focusing on greater satisfaction of customers, the management is committed to constantly review and upgrade its services through feedback mechanisms that are in place to measure performance and serves as a tool for improvement. Aside from feedback mechanisms, programs on product and service orientation are being employed to promote awareness on the products and services that the PS offers. This way, PS is able to determine the needs, requirements of its customers and manage their expectations.

On the review of the management, the PS QMS shall be subjected to periodic review and assessment to ensure that it stays suitable, adequate, efficient and effective and to determine the level and kind of improvements that should be undertaken in order to upgrade the quality system.

9.2 Goals and Objectives

Management goals and objectives revolve around four (4) equally important aspects, people, finance, goods and services, and workplace.

9.2.1 People

Human resource is considered to be the most important resource in any organization. It is inherent, therefore, in any organization to take care of its people and provide as many opportunities for growth and development that are aligned to the mandate, goals and objectives of the organization. The PS, therefore, offers programs to promote a highly-motivated and highly-qualified officials and employees.

Capacity-building programs are in place to address the need for employees to upgrade their skills and proficiencies. Various programs are in place which cater to the various capacity-building needs of officials and employees. Given the complexity of government procurement work, focus

is given to programs relating to warehousing and logistics, supply chain management, marketing, systems innovations and customer service excellence, among others. Programs that cater to all officials and employees are also provided like Stress Management, Time Management and the like to help them better cope with the requirement of the organization.

Also, it is the responsibility of the management to instill to its employees the importance of PS' mandate, mission and vision. It is important for everyone to understand its meaning and how individual accomplishment affects overall achievements of PS. Equally important is instilling the 11 core values of PS that every individual should imbibe so as to have a workforce that is good, hardworking, fulfilled, happy and with integrity.

Taking care of our people means also looking into their physical well-being. Part of the wellness activities is providing sports facilities and sports activities to its employees through sports tournaments that are being conducted simultaneously with milestone activities and annual celebrations.

Having enumerated the above programs, it is PS' goal and objective to eventually have a workforce that are highly motivated, work-oriented, focused and disciplined with a high sense of value and integrity.

9.2.2 Finance

The PS is a self-generating office. It is imperative, therefore, that it is able to generate funds to sustain its operations. The goal then of PS is to have growth in gross sale by at least 30% annually while minimizing its operating expenses by at least 2% every year.

9.2.3 Goods and Services

The operations of the PS centers on the goods and services it provides to all its client agencies and other stakeholders. Government procurement, as part of its core mandate, is aimed to be technology-driven. Its bidding processes are seen to go fully electronic. The PS also aims to have an integrated Warehouse and Inventory Management System for its main and regional offices. While PS aims to achieve the aforementioned, it realizes its responsibility to the environment, thus it aims to provide goods and services that also responds to the need to save the environment. It will initially introduce Green Public Procurement by incorporating environment-friendly specifications into ten (10) of its common-use goods.

9.2.4 Workplace

The PS strives to continuously improve its work environment that is compliant with prescribed standards, especially on warehousing

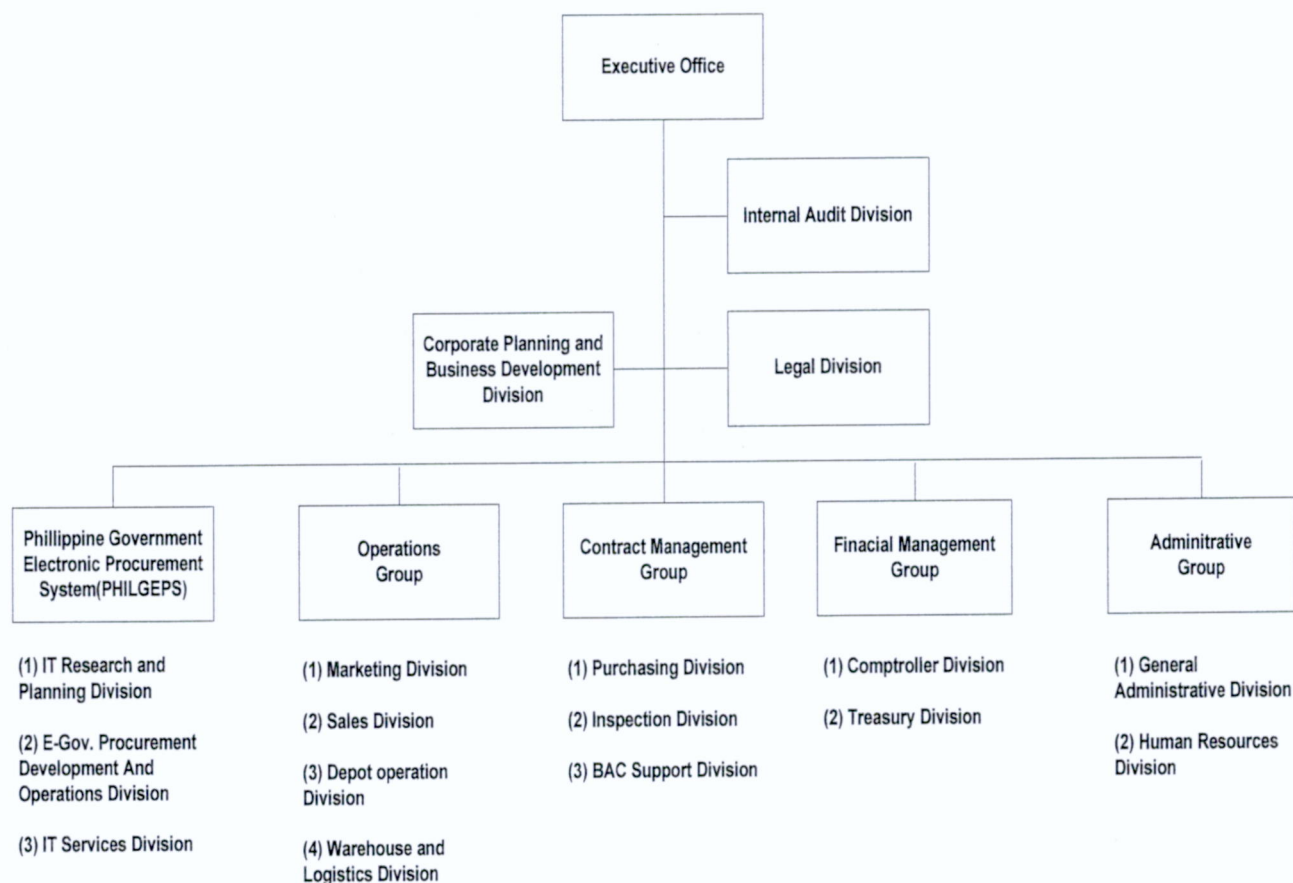
facilities. Since bulk of its functions revolves around the bidding processes, activities related to procurement requires conference areas and facilities for the conduct of bidding activities, and aiming towards fully electronic biddings, there is a need to have conference rooms equipped with video-conferencing and web-streaming .

Part, also, of the core functions of the PS is product evaluation and testing. This activity goes through rigid processes to determine compliance of items to set specifications, and with the bulk of items being tested, it is a must that an advanced testing laboratory room be in place.

The end goal of PS is to have all of the national government agencies, GOCCs, SUCS and LGUs be fully aware about the PS, the products and services it provides, use the PhilGEPS and purchase their material requirements from the PS. Finally, to be known worldwide as one of the countries with best government procurement practices.

9.3 Organization and Functions

Below is the Organizational Structure of the Procurement Service:



Below is a brief description of the duties and responsibilities of each PS functional group:

GROUP/DIVISION	FUNCTION ROLES
Executive Office	<ul style="list-style-type: none"> - Oversee entire operation of PSDirects PS and senior level officials to achieve its vision and mission and sustain objectives to organizational growth - Plans/Directs all PS- supply chain policies objectives and initiatives

	<ul style="list-style-type: none"> - Responsible for the strategic management of PS external/internal clients.
Corporate Planning and Business Development Division	<ul style="list-style-type: none"> - Formulates PS- vision by providing overall policy direction - Sets management strategic plans and objectives - Identifies yearly operating targets - Develop, review and communicate the PS strategy and direction - Develop strategy to achieve high quality and improve performance.
Legal Division	<ul style="list-style-type: none"> - General legal service (both internal and external) - Manage legal risks - Prepare and review legal documents - Legal representation - Compliance with regulations
Internal Audit Division	<ul style="list-style-type: none"> - Internal control plan - Internal audit standards, guidelines and procedures - Financial, operations and IT audit - Compliance with accounting standards - Fraud prevention and detection
PHILIPPINE GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM (PhilGEPS) GROUP	
IT Research and Planning Division	<ul style="list-style-type: none"> - Research and architectural planning

	<ul style="list-style-type: none"> - Research on e-procurement and other ICT trends - Development of e-procurement roadmap & enterprise architecture - Crafting of e-procurement policies
E-Government Procurement Development and Operations Division	<ul style="list-style-type: none"> - Responsible for managing the eGP applications - Conducts load performance and security task - Implements eGP applications including security and risk management and database administration, - Responsible for security administration and data recovery.
IT Services Division	<ul style="list-style-type: none"> - Manage the development, implementation and maintenance of application systems - Regular monitoring and maintenance of network and hardware and maintaining of Data warehouse
OPERATIONS GROUP	
Marketing Division	<ul style="list-style-type: none"> - Formulates marketing strategy and market research - Organize promotion and advertising campaign - Management of clients
Sales Division	<ul style="list-style-type: none"> - Responsible for client management, customer profiling - Sales of Common-Use - Management of Virtual Store

	-
Depot Division Operations	<ul style="list-style-type: none"> - Responsible for depot servicing - Manages depot inventory and management and Depot Returns
Warehouse and Logistics Division	<ul style="list-style-type: none"> - Responsible for receiving and storage of deliveries - Inventory management - Manages delivery via forwarding service - Warehouse security services
CONTRACT MANAGEMENT GROUP	
Purchasing Division	<ul style="list-style-type: none"> - Responsible for supplier management - Review and evaluate agency procurement request - Drafts bid documents - Conducts preliminary bid conferences
Inspection Division	<ul style="list-style-type: none"> - Responsible for product quality control - Conducts acceptance/rejection of all deliveries
BAC Support Division	<ul style="list-style-type: none"> - Provides technical and administrative support to the BAC - Manage bid securities - Conducts monitoring of procurement activities - Conducts eligibility screening
FINANCIAL MANAGEMENT GROUP	
Comptroller Division	- Responsible for credit and billing, revenue inventory

	and inter-branch accounting <ul style="list-style-type: none"> - Manages accounts payable - Prepares financial reports
Treasury Division	<ul style="list-style-type: none"> - Responsible for cash and capital investment, credit lines, collection and cash applications, budgeting of financial forecasting and risk analysis
ADMINISTRATIVE GROUP	
General Administrative Division	<ul style="list-style-type: none"> - Responsible for building and equipment maintenance. - Manages assets and records, fleet, and personnel - Ancillary support services
Human Resource Division	<ul style="list-style-type: none"> - Responsible for recruitment, personnel management and training

9.4 Management Review

The PS Management has the sole responsibility of periodically reviewing the quality system of PS. The conduct of periodic reviews draws out several factors, the flaws in the system, the weaknesses, failures, risks, opportunities and strengths. Results of such reviews are used to aid the management in coming up with sound plans and decisions to address issues and concerns, and to improve on and update the system.

The PS Internal Audit, on its part, shall make sure that all operating units adhere to the standards, policies and procedures prescribed in the PS quality system. The Internal Audit shall ensure that PS quality system is properly and effectively implemented, monitored and maintained. The Internal Audit, therefore, is required to make recommendations to the management on its findings regarding the compliance of each PS operating unit and offer methods suitable to the organization. The findings of the Internal Audit is also used by the management in making sound

decisions on issues and concerns that may arise out of the implementation of the system. The Internal Audit, based on the improvements made by the management on the system, shall continuously review and monitor the system to check if their recommendations are observed.

9.5 Quality Policy

The Procurement Service, being the central procuring entity of the government, commits to continuously employ efficiency and effectiveness in its delivery of public service to its clients through improvements in its systems, processes and management practices, and improvements in the quality of products and services it provides as it religiously complies with statutory standards, policies and requirements to attain quality management objectives, and to obtain for the government financial flexibility.

We commit to achieve total customer satisfaction by instilling discipline and maintaining a culture of excellence among its people. This we will achieve by inculcating the highest standards of professionalism through constantly building the competencies of our people.

Finally, we shall ensure that we provide the necessary resources in order to fully implement, monitor and maintain the highest standards of the PS Quality Management System leading to a dynamic, responsive and environment-friendly organization.

10.0 **RESOURCE MANAGEMENT**

The PS management commits to provide adequate resources for the implementation, monitoring, evaluation and the necessary improvements of the PS Quality system.

10.1 Resources

10.1.1 Human Resources

The Human Resource Division (HRD) under the Administrative Group is in-charge of the recruitment, selection and placement of personnel, orientation of new employees, and capacity-building programs of the office in accordance with rules and regulations prescribed by the Civil Service Commission, the Department of Budget and Management, and the Commission of Audit based on fitness and merit. The HRD is also in-charge of personnel compensation, incentives, benefits and rewards, employee welfare, performance appraisal, employee

profile/information, employee relations and other HR activities and interventions in accordance existing rules and policies.

10.1.2 General Administrative Services

The General Administrative Division (GAD) under the Administrative Group is in-charge of general administrative such as procurement, management of office supplies and equipment, administrative services, buildings and grounds maintenance, fleet management, general housekeeping, security, safety and preventive measures in accordance with government guidelines and regulations.

10.1.3 IT Services

The IT Services Division (ITSD) responds to the information technology requirements of PS. It evaluates, oversees and implements the information, communication and technology requirements of PS including the maintenance of the corporate website, software, hardware and systems as well as maintenance of the office network.

10.2 Capacity Building

The PS recognizes the contribution of employees in the realization of its mandates, goals, and objectives. Equipping them with the necessary tools to perform effectively and efficiently requires the identification of individual needs. The provision of training programs based on the results of training needs analysis is regularly being provided to all officials and employees. Part of the qualification standards set by the Civil Service Commission is standards on education, work experience and training. These form part of a greater qualification requirement not only entering government service but also for part of qualifications in the performance of duties and functions.

10.2.1 Recruitment, Selection and Placement of Personnel

The PS established a merit and promotion plan that prescribes the required qualification standards of each position in the PS plantilla, the set competencies and necessary eligibilities. Under existing CSC rules, civil

service eligibility for contractual positions is not a requirement. However, in setting a higher standard for recruitment, selection and placement of personnel to various positions, the PS Personnel Selection Board required that the civil service eligibility be required.

To qualify for positions, an applicant should be hired on the basis of education, experience, training and skills. On promotion, an employee is also being assessed on the basis of performance.

The Individual Performance Commitment and Review (IPCR) is being used as a measure of performance of employees. The measure of accomplishment under the IPCR is done every quarter. It sets the commitments of employees on a yearly basis, divided every quarter. Rating are measured based on the rate of accomplishments every semester. The IPCR is linked to the department/organizational goals. It serves as basis in the grant performance incentives like the Performance-Based Bonus (PBB) and CNA.

10.2.2 Orientation Program

Orientation is provided to new employees as well student under the On-the-Job training. The activity aims to introduce to its new employees the profile of PS so they can better understand its history, mandate, mission and vision, its operation, thrusts, programs, systems, standards and quality policy. It also discusses their duties and responsibilities as employees of PS and its importance in the achievement of set targets and goals.

10.3 Facilities

Inasmuch as focus is given to the attainment of goals, targets and objectives, the physical environment plays a key role in its attainment. The physical condition of the working environment contributes to value of the accomplishment. It is important that physical facilities are well-maintained and work and areas are clean and conducive to working.

10.3.1 Infrastructure Facilities and Working Conditions

The PS maintains regular office spaces as well as office warehouses for its stocks. PS infrastructures and facilities are regularly being checked, monitored and assessed, these are infrastructures like warehouses, buildings, office spaces and other infrastructures. Results of assessments serve as a tool to determine the kind of improvements needed to ensure that facilities are conducive and safe for employees to work on.

10.4 Procurement

Procurement goes through several processes that conform with specifications and with existing rules and laws as prescribed by RA 9184 or the Government Procurement Reform Act. A procurement activity is required within PS' Annual Procurement Plan.

11.0 **SERVICE/PRODUCT REALIZATION**

(Refer to Procedures and Work Instructions for Frontline Services)

12.0 **MEASUREMENT, ANALYSIS AND IMPROVEMENTS**

Part of the measures being undertaken is encouraging feedback from clients. Data gathered are analyzed based on its conformity with the office quality standards. The measure of effectiveness depends mostly on customer feedback, on the level of satisfaction that they get out of the products and services the PS offers.

Analyzed data makes the decision-making process easier for the management as they are aided with data to identify problem areas, opportunities and improvements.

12.1 Monitoring and Measurement

Feedbacks from customers are gathered on a monthly basis. These are analyzed by the management and are supported with other measures such as compliance or adherence to existing administrative rules and policies governing customer relations.

The customer feedback is a brief survey form which measures the level of satisfaction of clients in terms of service delivery, delivery of items to clients, the aspect timeliness and quality, among other things.

Clients are requested to fill out the feedback form by the attending officer/s at the end of each transaction. They are requested to drop the feedback forms at drop boxes strategically located in PS. These forms are gathered on a monthly basis and responses are tallied and forms part of a monthly report which is submitted to the management.

12.2 Internal Audit

The Internal Audit Division conducts an audit program for the PS to ensure compliance of offices and divisions to the quality system and to other office policies, rules and regulations which spells fiscal responsibility, control and discipline.

An internal audit is conducted periodically to ensure to determine the effectivity and effectiveness of delivery units to its clients.

Internal audit findings are documented and communicated to the office, division or personnel concerned. The head of the office/ division concerned shall ensure that concerned official or employee take action or remedy, whatever the case may be.

12.3 Control of Non-Conforming Service

For items and products that are returned by client agencies, these are covered by a return policy which requires clients to return non-conforming or defective items. The PS initially inspects the item and returns the same to suppliers. Suppliers either change the item with a new one or repair the item.

Non-conforming services are documented through reports and feedbacks, the defects are specified and the actions taken to correct the defects or non-conformity are recorded.

12.4 Analysis of Data

Client feedbacks are collected and analyzed to generate information on the level of satisfaction or dissatisfaction of the clients, how responsive the product or service is to the requirements of clients, factors that affect the delivery of products and services in terms of processes and current systems trends, and the performance of outside stakeholders that affect the overall delivery of products and services of PS.

12.5 Improvements

Improvements of quality systems are determined through the results of processed feedbacks. It determines areas for continuous improvements, areas to correct, areas where to apply preventive measures to further enhance the existing quality system of the PS.