



Registration No. 62Q17082



# JOSE RIZAL MEMORIAL STATE UNIVERSITY

*The Premier University in Zamboanga del Norte*  
Dapitan City, Zamboanga del Norte, Philippines

Quality Management System  
**QUALITY POLICY MANUAL**



# JOSE RIZAL MEMORIAL STATE UNIVERSITY

## Quality Management System

### QUALITY POLICY MANUAL

ISO 9001:2008

No part of this manual may be reproduced in any form  
without the prior permission of the President.

MANUAL CONTROL	
MANUAL NUMBER	One
ISSUE STATUS	One
ISSUE DATE	October 28, 2015
AUTHORIZED BY	President
CONTROLLED COPY	

Prepared by :

  
**RIZZA B. BAGALANON, Ed. D.**  
*Quality Management Representative*

Approved by :

  
**EDGAR S. BALBUENA, Ed. D., FfUP, FRIEdr, FRIM**  
*University President*





## **PHILOSOPHY, VISION, MISSION AND GOALS OF JOSE RIZAL MEMORIAL STATE UNIVERSITY**

### **Philosophy**

Jose Rizal Memorial State University adheres to the principle of dynamism and cultural diversity in building a just and humane society.

### **Vision**

Jose Rizal Memorial State University envisions to become a center of excellence among institutions of higher learning in the local, national and global arena.

### **Mission**

Jose Rizal Memorial State University pledges itself to deliver effective and efficient services along instruction, research, extension and production. It commits itself to provide quality professional, technical and technological training with the aim of producing skilled, self-renewed and globally competitive individuals.

### **Goals**

Jose Rizal Memorial State University focuses on developing graduates with the following attributes:

- E** - xemplary performance that can compete in the local, national and global arena
- X** - enial delivery of services and
- C** - ommitment to provide the constituents with quality education and set as
- E** - xample to every clientele especially those who are potential
- L** - eaders imbued with
- L** - ove and dedication to serve the people and
- E** - xhibit a deep sense of patriotism while
- N** - urturing the educational environment with
- C** - ourage, competencies and cooptism among the institutional members and
- E** - ffective and efficient leadership to attain quality holistic development



**MEMORANDUM ORDER**  
**No.070-A, s. 2015**

**From : DR. EDGAR S. BALBUENA, FfUP, FRIEdr, FRIM**  
*University President*

**To : All Concerned**

**Date : October 28, 2015**

**Subject : IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM**

---

**IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM**

The university, propelled with its advocacy for excellence and quality in education, makes its boldest step as the institution applies for International Organization for Standardization (ISO) Certification with its actual audit visit slated on November 26-27, 2015 at JRMSU Main Campus, Dapitan City.

In view thereof, you are hereby directed to implement the Quality Management System of the University, strictly observing the policies and following the procedures articulated therein for the smooth conduct of institutional processes.

As such, you are hereby further directed to coordinate with Dr. Rizza B. Bagalanon, Quality Management Representative and Quality Assurance Director, JRMSU Main Campus, for additional information and guidance.

**EDGAR S. BALBUENA, Ed.D., FfUP, FRIEdr, FRIM**  
**University President**





## **QUALITY POLICY STATEMENT AND OBJECTIVES**

### **Quality Policy Statement**

Jose Rizal Memorial State University, a believer of holistic human development, excellence and quality service, provides quality training and development to students. It shall commit to provide adequate, suitable and relevant resources and services with continuing quality management system for clients and customers' satisfaction thru an efficient and effective quality system which conforms with national and international statutory and regulatory requirements.

### **Quality Objectives**

Jose Rizal Memorial State University aims to:

- a. ensure quality, effective and efficient delivery of product and service to individual customer by conducting regular review of service provided to customers and evaluate achievements in order to provide enhancement.;
- b. monitor and improve process productivity through the elimination or reduction of variation and wastes in process inputs, outputs, conversion activity and related use of resources;
- c. undertake appropriate actions regarding customer concerns/ complaints/ suggestions thus improving customer satisfaction;
- d. provide and maintain adequate facilities and equipment necessary to complement education and training courses and processes;
- e. establish capable, competent and virtuous intellectual human resources within all levels of organization;
- f. guarantee that teaching staff have the knowledge, skills and qualifications to teach the respective courses;



- g. enable the implementation of an evaluation and assessment system that shows evidence of knowledge, skill understanding and competence developed through the course of training taken;
- h. direct an effective implementation of professional and technical training programs according to the standards and requirements of ISO 9001:2008, CHED and TESDA;
- i. ensure improvement of academic and training programs through review, evaluation and verification against standards;
- j. ensure that the objectives, content and format of all academic and training programs and all instructional materials comply with the requirements of ISO 9001:2008, CHED and TESDA standards;
- k. undertake demand-drive research initiatives and research-driven extension programs;
- l. regularly review and improve the Quality Management System by employing customer satisfaction feedback, internal audits results and improvement opportunities, and ensuring implementation of corrective actions and establish preventive measures to eliminate potential non-conformities, thus maintaining continual suitability, adequacy and effectiveness of the system;

These quality objectives are formulated based on the University's Quality Policy (***QMS-POM-01-Quality Policy, Sec. 1.1***). The quality policy, which is guided by specifications and standard of ISO, CHED and TESDA, provides a framework for reviewing these quality objectives, thus giving an overall direction for the University in achieving its VMGOs (***QMS Policy Manual, p.3 Philosophy, Mission, Vision, Goals and Objectives of JRMSU***). The quality objectives are linked back to the customer requirements through the quality policy. The quality objectives take the quality policy and turned these into statements for improvement against which development plans can be made.

Because of external forces such as customer requirements, standards and other condition change, it is required that the management periodically monitors, and reviews changes to both the policy and objectives. Aligning the institutions VMGOs, its quality policy, quality objectives and QMS processes evidently support the University's effort in the attainment of customer satisfaction, thus surviving and competing in the global arena.





## DISTRIBUTION CONTROL

The Quality Management Representative (QMR) is responsible of the control of this manual.

The issue status of this manual is Issue 1. Its revision status is indicated at the bottom section of each page.

Numbered copies of this manual are issued to authorized persons indicated in the Distribution List.

### DISTRIBUTION LIST

Copy Number	Holder's Title Position	Date Issued	Controlled/ Uncontrolled
Master	QMR	October 28, 2015	Controlled
2	President	October 28, 2015	Controlled
3	Vice President for Academic Affairs	October 28, 2015	Controlled
4	Vice President for Research, Extension and Development	October 28, 2015	Controlled
5	Vice President for Administration	October 28, 2015	Controlled
6	Chief Administrative Officer	October 28, 2015	Controlled
7	University Librarian	October 28, 2015	Controlled
8	Dean, Students Affairs and Services	October 28, 2015	Controlled
9	Dean, Graduate School	October 28, 2015	Controlled
10	Dean, College of Business and Accountancy	October 28, 2015	Controlled
11	Dean, College of Education	October 28, 2015	Controlled
12	Dean, College of Arts and Sciences	October 28, 2015	Controlled



13	Dean, College of Nursing and Allied Health Sciences	October 28, 2015	Controlled
14	Dean, College of Engineering	October 28, 2015	Controlled
15	Dean, College of Maritime Education	October 28, 2015	Controlled
16	Head, Accounting Office	October 28, 2015	Controlled
17	Head, Cashier Office	October 28, 2015	Controlled
18	Head, Supply Office	October 28, 2015	Controlled
19	Head, Registrar Office	October 28, 2015	Controlled
20	Head, Guidance Office	October 28, 2015	Controlled
21	Head, HRM Office	October 28, 2015	Controlled
22	Director, Instructional Material Development	October 28, 2015	Controlled



[illegible]



## TABLE OF CONTENTS

	Page
COVER PAGE	1
MANUAL CONTROL	2
PHILOSOPHY, VISION, MISSION AND GOALS OF JRMSU	3
MEMORANDUM ORDER	4
QUALITY POLICY STATEMENT AND OBJECTIVES	5
DISTRIBUTION CONTROL	7
RECORD OF CHANGES	9
<b>THE QUALITY MANAGEMENT SYSTEM</b>	<b>13</b>
<b>1 SCOPE</b>	<b>13</b>
<b>2 NORMATIVE REFERENCES</b>	<b>14</b>
<b>3 DEFINITION OF TERMS</b>	<b>14</b>
<b>4 QUALITY MANAGEMENT SYSTEM</b>	<b>18</b>
4.1 General Requirements	18
4.2 Documentation Requirements	36
4.2.1 General	36
4.2.2 Quality Manual	36
4.2.3 Control of Documents	39
4.2.4 Control of Records	40
<b>5 MANAGEMENT RESPONSIBILITY</b>	<b>42</b>
5.1 Management Commitment	42
5.2 Customer Focus	43
5.3 Quality Policy	44
5.4 Planning	45
5.4.1 Quality Objectives	45
5.4.2 Quality Management System Planning	47
5.5 Responsibility, Authority and Communication	48
5.5.1 Responsibility and Authority	48
5.5.2 Management Representative	49
5.5.3 Internal Communication	49
5.6 Management Review	50
5.6.1 General	50
5.6.2 Review Input	51
5.6.3 Review Output	51
<b>6 RESOURCE MANAGEMENT</b>	<b>52</b>
6.1 Provision of Resources	52





6.2	Human Resources	55
6.2.1	General	56
6.2.2	Competence, Awareness and Training	56
6.3	Infrastructure	57
6.4	Work Environment	59
<b>7</b>	<b>PRODUCT REALIZATION</b>	60
7.1	Planning of Product Realization	60
7.2	Customer-Related Processes	67
7.2.1	Determination of Requirements Related to the Product	69
7.2.2	Review of Requirements Related to the Product	69
7.2.3	Customer Communication	69
7.3	Design and Development	70
7.3.1	Design and Development Planning	70
7.3.2	Design and Development Inputs	72
7.3.3	Design and Development Outputs	72
7.3.4	Design and Development Review	72
7.3.5	Design and Development Verification	73
7.3.6	Design and Development Validation	73
7.3.7	Control of Design and Development Changes	74
7.4	Purchasing	74
7.4.1	Purchasing Processes	75
7.4.2	Purchasing Information	75
7.4.3	Verification of Purchased Product	76
7.5	Production and Service Provision	76
7.5.1	Control of Production and Service Provision	76
7.5.2	Validation of Process for Production and Service Provision	77
7.5.3	Identification and Traceability	78
7.5.4	Customer Property	79
7.4.5	Preservation of the Product	80
7.6	Control of Monitoring and Measuring Devices	80
<b>8</b>	<b>MEASUREMENT, ANALYSIS AND IMPROVEMENT PROCESS</b>	83
8.1	General	84
8.2	Monitoring and Measurement	84
8.2.1	Customer Satisfaction	84
8.2.2	Internal Audit	85
8.2.3	Monitoring and Measurement of Processes	86
8.2.4	Monitoring and Measurement of Product	87



8.3	Control of Non-Conforming Product	87
8.4	Analysis of Data	89
8.5	Improvement	89
8.5.1	Continual Improvement	90
8.5.2	Corrective Action	90
8.5.3	Preventive Action	91





## **THE QUALITY MANAGEMENT SYSTEM**

### **1. SCOPE**

Jose Rizal Memorial State University, herein referred to as JRMSU or the University, specifically designs the Quality Management System of the University for the Students, Faculty Members, Office Staff, Department Heads, Deans, Directors, Vice Presidents, President and other members of the organization in conformance with the application prescribed by international regulatory bodies.

The scope of the JRMSU Quality Management System is "Design, Development and Delivery of the Graduate, Tertiary and Secondary Education including Management and Administration".

#### **1.1 Quality Policy**

Jose Rizal Memorial State University, a believer of holistic human development, excellence and quality service, provides quality training and development to students. It shall commit to provide adequate, suitable and relevant resources and services with continuing quality management system for clients and customers' satisfaction thru an efficient and effective quality system which conforms with national and international statutory and regulatory requirements.

#### **1.2 Introduction**

The Jose Rizal Memorial State University – Quality Management System (QMS) Manual has been prepared by the management to serve as information guide to all students and their parents as well as the faculty, staff and stakeholders of JRMSU to seriously attain the mandate of excellence and quality in education.

The manual comprehensively guides students, faculty and staff on the vision, mission and objectives of Jose Rizal Memorial State University and their discipline, in compliance with standard of ISO, CHED and TESDA in order to produce efficient and effective world class graduates. The manual embodies the policies, rules and regulations of the institution that are intended to address the challenges of globalization and competition.

The University establishes and maintains quality manual that includes:



- a. The scope of the Quality Management System, including details;
- b. The documented procedures established for the Quality Management System, or reference to them; and,
- c. A description of the interaction between the processes of the Quality Management System.

## **2. NORMATIVE REFERENCES**

The following are typical references to established standards:

- Republic Act 9852 – An Act Converting the Jose Rizal Memorial State College (JRMSC) in the City of Dapitan, Province of Zamboanga del Norte into a State University
- JRMSU Code, Administrative and Faculty Manual
- TESDA and CHED Policies, Standards and Guidelines
- ISO 9001 : 2008 – Quality Management System Requirements

## **3. DEFINITION OF TERMS**

The following are defined as they are used in this Policy Manual.

<b>Assessor</b>	refers to the Assessor of the College
<b>Assistant Dean</b>	refers to the Assistant Dean of the College
<b>CAO</b>	refers to the Chief Administrative Officer
<b>CARS</b>	refers to the Committee on Admission, Retention and Selection
<b>CAS</b>	refers to the College of Arts and Sciences
<b>CEA</b>	refers to the Committee on Evaluation and Assessment
<b>CBA</b>	refers to the College of Business and Accountancy





<b>CCSS</b>	refers to the Committee on Customer Satisfaction Survey
<b>CED</b>	refers to the College of Education
<b>CIMD</b>	refers to the Committee on Instructional Materials Development
<b>CNAHS</b>	refers to the College of Nursing and Allied Health Sciences
<b>COE</b>	refers to the College of Engineering
<b>CME</b>	refers to the College of Maritime Education
<b>College of Arts and Sciences</b>	refers to the college in JRMSU offering the Computer Science, Criminology and Bachelor of Arts courses
<b>College of Business and Accountancy</b>	refers to the college in JRMSU offering Business and Management Education
<b>College of Education</b>	refers to the college in JRMSU offering BEED and BSED Programs
<b>College of Engineering</b>	refers to the college in JRMSU offering engineering courses
<b>College of Maritime Education</b>	refers to the college offering maritime education
<b>College of Nursing and Allied Health Sciences</b>	refers to the college in JRMSU offering Nursing and Health Care Education
<b>Commission on Higher Education</b>	refers to the government agency under R.A. 7722 regulating the activities of collegiate schools
<b>Curriculum</b>	refers to the sequenced activities or course of study adopted and approved by JRMSU BOR
<b>Dean</b>	refers to the one who manages a college in JRMSU



**Document Control Officer**

refers to the personnel under the Quality Management Representative who is responsible of the control of documents in the University

**Education/Training**

refers to the operation of the college in terms of providing knowledge, skills and competencies

**Graduate School**

refers to the department in JRMSU offering Advanced Higher Education Programs

**Instructional Materials**

refers to the comprehensive guideline utilized by the instructors in carrying out teaching procedure

**Internal Quality Audit Team**

refers to the Internal Auditors who carry the audit or assessment on the Quality Management System under the responsibility of the QMR

**JRMSU or University**

refers to Jose Rizal Memorial State University

**JRMSU Administrative Manual**

refers to the information guide embodying policies, rules, regulations pertaining to the administration matters

**JRMSU Code**

refers to the written document of existing policies, rules and regulations and other vital information affecting the administration, faculty and students of JRMSU

**JRMSU Faculty Manual**

refers to the information embodying the policies, rules and regulations pertaining to the faculty duties, responsibilities, conduct and processes

**JRMSU Student Manual**

refers to the document containing the policies, rules, regulations relating to students duties, responsibilities, rights and privileges





<b>On the- Job-Training</b>	refers to the training of the graduating students in preparation for their professional career
<b>Program Head/Chair</b>	refers to the Head/ Chair of the program
<b>Product</b>	refers to the graduates of the University
<b>Prospectus</b>	refers to a descriptive pamphlet or catalog of subjects, number of hours, credit units and pre-requisites of a course
<b>Registration Form</b>	refers to the contract between the college and the students as the trainees binding their provider-recipient relationship
<b>Students</b>	refers to the customers of the university
<b>Syllabus</b>	refers to a compendium or abstract of a course or subject of a course or subject
<b>QMS-POM</b>	refers to the Quality Management System-Policy Manual
<b>QMS-PRM</b>	refers to the Quality Management System-Procedures Manual
<b>Technical Education and Skills Development (TESDA)</b>	refers to the government agency regulating assessment and certification of skills
<b>Trainees</b>	refers to the customers of the Training Center
<b>Training Coordinator</b>	refers to the faculty who handles the On-the-Job Training of the students



## **4. QUALITY MANAGEMENT SYSTEM**

### **4.1 General Requirements**

The University establishes documents and maintains a Quality Management System (QMS) designed as a system of interrelated processes for its activities so as to produce competitive graduates whose knowledge, skills and values meet the standards of national and global industries set by ISO, CHED and TESDA. The University continually improves its effectiveness in accordance with the requirements of ISO, CHED and TESDA. It aims to:

- a. Identify the processes needed for the Quality Management System and their application throughout the organization ( **see QMS-PRM-059 Management Review**);
- b. Determine the sequence and interaction of these processes;
- c. Determine criteria and methods needed to ensure that both the operation and control of these processes are effective;
- d. Ensure the availability of resources and information necessary to support the operation and monitoring of these processes;
- e. Monitor, measure and analyze these processes; and,
- f. Implement actions necessary to active planned and continual improvement of these processes.

This QMS emphasizes the role and importance of the various offices that serve, support and enhance the administration, faculty, staff, students, stakeholders and the academic process of the University as a whole.

This manual is applicable to the various activities of the University pertaining to organization, management, support staff, curriculum, academic strategies, examination and assessment system, teaching staff (to include instructors and assessors), students, training, facilities and equipment, research development and extension services.

The University has other offices that help in meeting the objectives and quality policy of the University. These support the people and resources that conduct the academic and teaching activities of the University (**see JRMSU - Organizational Structure**).

The organizational structure of the institution presented in the foregoing pages (**QMS-PRM-001 Organizational Structuring**) defines the process. The main departments and officers with the authority and





responsibility in implementing the quality system are the important links in the chain of management whose positions / relationships are indicated in the following organizational chart and defined in their job descriptions.

## **A. Organization Authority and Responsibility**

### **Main Departments**

#### **I. Office of the President**

The Office of the President shall be responsible for the over-all management of the Quality System, and the implementation of the quality policy of the University.

#### **II. Office of the Vice President for Academic Affairs (VPAA)**

The Office of the VPAA shall be responsible for education, and the implementation of educational policies, and procedures pertinent to quality, in accordance with the requirements of the regulating bodies.

#### **III. Office of the Vice President for Administration and Finance**

The Office of the VPAF shall be responsible for providing administrative support to ensure that quality plans and programs are effectively implemented.

#### **IV. Office of the Vice President for Research, Extension, and Development (VPRED)**

The Office of the VPRED shall be responsible in promoting better use of evidence in education and training decision-making and policy development. It should advocate the importance of education and training researches for students and faculty development and shall develop effective linkages with other institutions involved in research.

#### **V. Office of the Campus Administrator (Chancellor)**

The office of the campus administrator shall be responsible for carrying out the educational academic/administrative/ research and extension policies, programs and projects in the campus.



## **VI. Office of the Quality Management Representative (QMR)**

The office of the Quality Management Representative shall be responsible in the implementation and monitoring of the Quality Management System.

### **B. Officers and Personnel**

The officers and personnel, who have the responsibility, and authority to manage, perform and verify work affecting the quality of education shall be the following:

#### **I. The President**

1. Implements the quality policy of the State University;
2. Provides necessary resources required by the Quality System;
3. Conducts and presides management review and University actions there from; and,
4. Approves QMS documents, and all revisions thereof.

#### **II. The Vice Presidents**

1. Act as the Chief Executive Officer in the absence of the President;
2. Take charge of the financial operations, academic and research functions;
3. Conduct regular consultation with Campus Administrators to ensure the effective and efficient management and delivery of the Academic Programs, Physical Services, Financial Resources and Research Functions in every campus;
4. Recommend appointment/ hiring of qualified persons, terminate from service any employee subject to personnel policies/ labor code;
5. Submit annual accomplishment reports and recommendations for budget requirements to the President;



6. Formulate and recommend long term financial policies and plans in consultation with the President;
7. Exercise control and supervision over financial transactions covering capital investment and financing decisions with long term implications or the over-all risk, profitability and growth of the company; and,
8. Identify sources of short terms and long term funds.

### **III. Campus Administrator**

1. Carries out educational academic/administrative/research and extension policies, programs and projects in the campus; and,
2. Leads and supervises academic/administrative/research and extension policies, programs and projects in the campus.

### **IV. The Quality Management Representative (QMR)**

- 1) Documents, establishes, updates, monitors and evaluates the Quality Management System as well as report the status of the same to the University President;
- 2) Institutes document and data control;
- 3) Ensures orientation awareness of student concerns and needs together with new/updated statutory and regulatory requirements;
- 4) Participates in the recruitment of new staff members and after recruitment, trains the new staff concerning the organization's policies, equipment and procedures to meet the needs of their customers and stakeholders;
- 5) Acts as a liaison between the staff and the top management; and,
- 6) Directs the lead and internal auditors to plan, arrange and undertake internal audits within the organizations.

### **V. Chief Administrative Officer**

1. Supervises and monitors the financial and administrative operations of the University;





2. Monitors the implementation of maintenance programs; and,
3. Reviews and finalizes policy recommendations in general services administration;

**VI. Lead Auditor**

- 1) Plans, arranges and leads the internal auditors in undertaking internal audits within the organizations;
- 2) Ensures that the audit exercise happens in line with the requirements of the ISO, CHED and TESDA, etc. that relate to management review and internal audits; and,
- 3) Conducts regular internal audits and carries out this exercise on a schedule.

**VII. Members of Internal Quality Audit Team**

- 1.) Prepare internal quality audit plan and schedule, and disseminate the same;
- 2.) Conduct audits on areas in which they are not directly involved operations-wise; and,
- 3.) Coordinate with the Quality Management Representative and Lead Auditor in the implementation of the internal quality audit program.

**VIII. Dean, Student Affairs and Services**

1. Plans and supervises the educative aspects of the student life in the University;
2. Regulates the activities to protect and preserve academic excellence;
3. Participates in policy making activities that affect the students;
4. Takes charge of student attendance during flag ceremony and Freshmen Orientation Program;
5. Supervises student publication, and helps promote close relations between the faculty, staff, and students;



6. Submits an annual report to the Vice President for Academic Affairs and other reports as may be required;
7. Chairs the Board of Discipline; and,
8. Supervises implementation of programs of different offices affecting student development .

**IX. Board of Discipline**

1. Plans, implements, monitors and evaluates the Discipline Program among the students as well as faculty and staff/personnel; and,
2. Acts as Safety and Security Program In-charge.

**X. Research Director**

1. Conducts training on research methodologies and other concerns and on skills related to research;
2. Comes up with socially and academically relevant research outputs which will serve as baseline data in developing programs and projects that will benefit the University;
3. Develops project proposals and supervises the implementation of the same when funded by institutions either based in the country or abroad;
4. Provides technical assistance to the faculty, staff and students who may undertake independent researches; and,
5. Provides the school with an arm with which it can link up with academic and non-academic institutions of network engaged in research and/or development programs.

**XI. Extension Director**

1. Manage the operation of the Extension Program of the University in coordination with the respective colleges and campuses; and,
2. Works with Coordinators of the Colleges in the conduct of Extension activities of the University.



**XII. Income Generating Project Director**

1. Initiates and runs income generating projects of the university; and,
2. Coordinates with coordinators of the College/Campuses in the conduct of income generating activities in the university.

**XIII. Instructional Materials Development Director**

1. Facilitates and supervises the development of instructional materials to be used by the faculty in the University;
2. Organizes workshops for the development of instructional materials; and,
3. Work with the coordinators of the colleges/campuses in the development of instructional materials.

**XIV. Intellectual Property Rights Director**

1. Promotes the use of patent information as a tool for technology development.

**XV. Linkages and Networking Director**

1. Facilitates the establishment of academic linkages and networking with local and international universities along with the none academic institutions to further instruction, research, extension and other academic functions; and,
2. Monitors and evaluates current linkages of the University, updates the University with on-going linkage negotiations, creates and recommends guidelines in making linkages, and venue for discussion of internationalization of the University.

**XVI. Alumni Affairs Director**

1. Initiates and provides linkages between the University and the Alumni Association; and,
2. Support programs and activities of the Alumni Association.





## **XVII. Management Information System Director**

1. Manages the University's Information Technology activities; and,
2. Analyses technology and industry trends to determine organizational objectives and develops strategic plans to meet goals.

## **XVIII. Director of Linkages and Networking**

1. Facilitates the establishment of academic linkages and networking with local and international universities along with the non-academic institutions to further instruction, research, extension and other academic function; and,
2. Monitors and evaluates current linkages of the University, updates the University with on-going linkage negotiations, Creates and recommends guidelines in making linkages, and venue for discussion of internationalization of the University.

## **XIX. Human Resource Management Officer**

1. Implements the Quality Management System policies and procedures on Personnel/ Recruitment, Selection and Hiring;
2. Coordinates with the Vice Presidents, Deans and Department Heads for manning needs, personnel training and development, and personnel performance evaluation;
3. Implements proper disciplinary actions in coordination with the Deans of the College;
4. Prepares and submits semestral accomplishment report which includes updated personnel profile, budget needs, problems encountered and actions to be taken; and,
5. Recommends program for recognition of personnel accomplishments and contribution to organizational development.

## **XX. Budget Officer**

1. Prepares Special Budget for the Campus;



2. Approves appropriation of Purchase Request per approved Special Budget by the BOR/per released SARO form the DBM;
3. Prepares Obligation Slip and certifies to the availability of allotment;
4. Records allotment received from the DBM and allotment from the School Fees and Other Miscellaneous Fees prepared through a Special Budget which is duly approved by the BOR. Separate registries shall be maintained for the four allotment classes by Program/Project/Activity (P/P/A), to wit:
  - b. Registry of Allotments and Obligations – Capital Outlay (RAOCO)
  - c. Registry of Allotments and Obligations – Maintenance and Other Operating Expenses (RAOMO)
  - d. Registry of Allotments and Obligations –Personal Service (RAOPS)
  - e. Registry of Allotments and Obligations – Financial Expenses (RAOFE)
5. Performs other related services.

**XXI. Cashier**

1. Accepts payments of students' accounts;
2. Prepares checks for payments to various suppliers, employees and agencies;
3. Deposits daily collections of the office to the bank;
4. Supervises the staff in the cashier's office;
5. Prepares monthly reports of checks and cash disbursements; and,
6. Issues examination permits to students.

**XXII. Accounting Head**

1. Manages the operations of the Accounting Office and supervises/monitors staff;



2. Prepares trial balance and monthly financial statements;
3. Prepares monthly bank reconciliation statements;
4. Checks and certifies check vouchers;
5. Checks and certifies monthly payroll of faculty and staff;
6. Checks and certifies liquidation of cash advances; and,
7. Checks and certifies all reportorial requirements with government agencies.

### **XXIII. University Registrar**

1. Examines credentials for purpose of registration and to enforce entry requirements;
2. Responsible for the safekeeping of student permanent records;
3. Reviews matters regarding disposition of Dean on students' overload, cross registration, admission of student/s from foreign schools, if any, and/or transfer of student after enrolment;
4. Maintains liaison with CHED and TESDA;
5. Evaluates student records and recommends for graduation, and,
6. Ensures confidentiality of records and files.

### **XXIV. Guidance Counselor**

1. Prepares the Guidance Program of the University;
2. Prepares and administers the budget and expense program of the Guidance Office;
3. Manages the operation of the Guidance Office;
4. Implements all areas of services of the Guidance Office; and,
5. Identifies problem areas, conduct consultation with parents, monitor progress of students and conduct home visitation

### **XXV. School Nurse**

1. Assists in the performance of the medico-dental examination;





2. Administers first aid treatment to all students, faculty and staff;
3. Makes referrals to Physician or Dentist;
4. Informs parents, guardians and teachers for any illnesses or accidents incurred by the students while in school;
5. Prepares requisitions of medicines, supplies and others needed by the Clinic to be noted by the Physician;
6. Takes charge in keeping the individual medical and dental records of the students, faculty and staff;
7. Carries out medical evaluation to the community through daily contact with them;
8. Conducts physical examinations for students of the college at the start of every semester or summer;
9. Implements discipline policies; and,
10. Coordinates with all other departments regarding the medical assistance program of the University.

#### **XXVI. Supply Officer**

1. Develops policies and procedures and forms on supply and property management;
2. Renders consultative services to personnel and coordinates with the supervisor in the implementation of supply and procurement laws and regulations;
3. Supervises staff work in the conduct of regular inventories of supplies and equipment;
4. Formulates and develops criteria to ensure proper and appropriate storage of supplies and equipment;
5. Reviews of specification of items for purchase and supporting documents for payments of purchases;
6. Prepares abstract of canvass;
7. Expedites purchase action/delivers and issues purchase order;
8. Maintains records and files of procurement activities; and,
9. Performs other related work as may be prescribed by the Vice President for Administration and Finance.



## **XXVII. Bids and Awards Committee**

1. Advertise and/or post the invitation to bid/request for expression of interest;
2. Conduct pre-procurement and pre-bid conferences;
3. Determine the eligibility of prospective bidders;
4. Receive bids;
5. Conduct the evaluation of bids;
6. Undertake post-qualification proceedings;
7. Resolve motions for reconsideration;
8. Recommend award of contract to the Head of Procuring Entity or his duly authorized representative;
9. Recommend the imposition of sanctions in accordance with Rule XXIII of RA 9184;
10. Recommend to the Head of Procuring Entity the use of Alternative Methods of procurement as provided in Rule XVI of RA 9184; and,
11. Create a Technical Working Group (TWG) from a pool of technical, financial, and/or legal experts.

## **XXVIII. Chief Librarian**

1. Ensures compliance to ISO 9001:2008, CHED and TESDA and other government regulating agencies requirements in the procurement of educational materials relevant to the college's course program offerings;
2. Establishes, controls, and monitors library system to classify catalog of books acquired, as well as prepare clippings with abstracts every month;
3. Establishes implements and monitors the Development Programs per Collection Development Policy;
4. Prepares proposal/s for the improvements or expansion of the Library; and,
5. Submits accomplishment reports at the end of the term.



## **XXIX. Dean of the College**

1. Exercises leadership in instruction, develops innovative instructional ideas and facilitates a broad range of curriculum development;
2. Assists in the hiring of faculty and helps coordinate the evaluation of faculty and instructional programs;
3. Promotes the implementation of the effective use of technology in the classroom as well as the development and implementation of professional development activities to encourage its implementation;
4. Assumes the primary responsibilities for orientation and training of temporary faculty on site;
5. Assists in the creation and interpretation of college reports for effective decision making;
6. Provides leadership in the college academic programs to find innovative ways to meet the educational and learning needs of students;
7. Represents the college with community group as appropriate;
8. Ensures that the plans, programs and activities of the college under him are in accordance with the QMS policy and Procedures Manual and the strategic plan considering the standards of ISO 9001:2008, CHED, and TESDA;
9. Sits as a member of the committee on hiring and selection of faculty and non-teaching staff;
10. Monitors, supervises, and appraises the performance of the department heads under his control;
11. Conducts regular meetings with the Department Heads under his span of control;
12. Collects, analyzes and summarizes the reports submitted to him by the Department Heads under his control; and,
13. Submits regular semestral accomplishment report to the President and Vice President





**XXX. Assistant Dean**

1. Assists the College Dean in the implementation of the educational plans and programs of the College in accordance with the established Quality Management System in line with CHED/TESDA requirement.

**XXXI. Department Head**

1. Coordinates with and assists the College in the implementation, review and improvement of the course;
2. Participates in the planning, implementation, monitoring and evaluation of the programs; and,
3. Prepares requirements and documentation for CHED and other agencies.

**XXXII. Training Coordinator**

1. Takes charge of the training program in compliance to CHED/TESDA requirements;
2. Conducts orientation on training;
3. Facilitates students' training;
4. Monitors performance of students on training; and,
5. Submits report to the Program Head.

**XXXIII. Assessor**

1. Monitors and evaluates course/program implementation to ensure that the criteria, standards, and requirements of regulating bodies, as well as predefined outcomes are met;
2. Prepares and reviews assessment and training; and,
3. Conducts the assessment of knowledge, understanding, and competence of students.

**XXXIV. Faculty Member**

1. Prepares instructional tools and be responsible for delivering quality learning inputs based on the standards and requirements of ISO, TESDA and CHED;
2. Assesses and evaluates performance of students; and,
3. Participates in research, extension and development programs as well as in co-curricular and extra-curricular activities.



Each of the above office heads and/or personnel has the necessary resources, procedures and methods needed for smooth functioning of these. Each office in the University is headed by a senior, skilled person who reports to the Vice Presidents or President of the University. The offices have separate work places and are equipped with the required manpower, material and other resources for smooth functioning. The heads of these offices are responsible for conducting the activities of these in accordance with the quality policy and quality systems of the University and have their procedures separately laid out in their respective procedure manuals. They also aim at customer satisfaction and continuous improvement of their processes and procedures.

The operation and effective implementation of the Quality Management System is the responsibility of the Quality Management Representative with the President's commitment for its development and continual improvement. Audits, customer feedbacks and the Quality Management System are reviewed to determine further opportunities for continual improvement. The processes needed for the Quality Management System referred to include processes for management activities, provision of resources, product realization and measurement.

The officers with the authority and responsibility in implementing the quality system are the important links in the chain of management. The QMS is managed by various authorities and governance sector which will integrate and implement quality policies in all chains to achieve quality objectives.

The **Quality Management Representative (QMR)** shall carry out supervisory responsibilities, management liaison, and audit oversee to achieve quality objectives. He/she shall direct the Lead Auditor in audit planning, audit schedule, managing an audit program, drafting audit reports, drafting non-conformity reports, drafting audit working documents, documentation review, on-site audit, non-conformity follow-up actions, and leading a team of auditors. The Lead Auditor, together with the members of the **Internal Quality Audit Team (IQAT)** shall be responsible in the implementation of the internal quality audit program.

The **Committee on Instructional Materials Development (CIMD)** shall focus on the design and development of sound instructional materials. The philosophy of the course is to bring the same rigor to development of instructional approaches employed. They shall apply the well-tested evaluation and review instruments to maintain high standards of pedagogy, content, presentation, and creativity. Materials developed by instructors from a combination of lectures, discussions, readings, writing, presentations, and peer evaluation. The IMD shall stress skills and





competencies for articulating learning objectives, defining content, developing teaching strategies, and evaluating student learning.

The Committee shall comprise of an expert in the content area, a pedagogy expert, an assessor, a faculty member who teaches in the course for which the materials are intended, IMD Director and statistician. The CIMD shall:

1. formulate and apply well-tested evaluation and review instruments to assure quality instructional materials,
2. review, evaluate, design and develop sound instructional materials , such as books, modules, video tapes, slides, and programmed texts and recommend utilization and acquisition of materials that meet CHED academic standards;
3. confer with members of curriculum and syllabi to obtain knowledge of content areas, and to relate curriculum materials to ISO, CHED and TESDA, etc. requirements individual student and industry needs;
4. organize and implement use of new instructional systems and advise staff members in techniques and methods of developing and evaluating specialized materials and instructional units; and,
5. conduct skills and competencies capability building activities for staff in developing and using materials and equipment.

The **Committee on Examination and Assessment (CEA)** shall determine the results and academic progress of students and makes recommendations for feedback and intervention strategies in dealing with passers, failures and retakes. They shall make the final decisions on promotion and retention of students. Decisions made shall be based on actual performance during examination and assessment. The members shall ensure the development of a just and equitable examination and assessment system.

The CEA shall be composed of the dean of the college, an expert in the content area, an assessor, examinations officer, a faculty member who teaches in the course for which the materials are intended, and statistician. The CEA shall:

1. develop evaluation, testing and assessment scheme including appeals / re-sits that includes criteria for passing and failure to





ensure quality, just and equitable examination and assessment system;

2. review and validate examination and assessment and assure CHED requirement compliance;
3. determine the results and academic progress of students and make recommendations for feedback and intervention strategies in dealing with passers, failures and retakes; and,
4. make final decisions on the promotion and retention of students, decisions made on bases of actual performance during examination and practical assessment.

The **Committee on Admission, Retention and Selection (CARS)** shall enhance and maximize student services involving recruitment, retention, and success of students. The focus areas include but are not limited to recruitment, enrollment assessment, advising and placement, tracking, intervention, curricular issues, registration, and mentoring. The Committee will maintain regular and frequent communication with the VPAA and the QMR such means as meetings, presentations, workshops, and minutes.

Membership of the Committee includes the Dean of Student Affairs and Services, Guidance Counselor, University Registrar, the College Dean, faculty from each department duly selected by the VPAA, and a student representative. Ad hoc members of the Committee are appointed to represent selected duty. The CARS members shall:

1. develop and design quality programs and procedures to enhance and maximize student services involving admission, retention, and success;
2. formulate quality procedures on recruitment, enrollment assessment, medical fitness, advising and placement, tracking, counseling, intervention, curricular issues, registration, and mentoring of students ;
3. formulate quality mechanism to encourage and assist students to take/retake PRC examination;
4. maintain statistical data/record on enrolment, graduates and PRC examination ; and,



5. maintain regular and frequent communication with the VPAA such means as meetings, presentations, workshops, and minutes.

The **Committee on Curriculum and Syllabi Design, Review and Development and Update** shall conduct monitoring of the curriculum and the syllabi at least once in a year and review every five years. The aim of the review and revision is continuing improvement of the Programs. It shall consider the needs of industry, current trends and practices, effect of promulgation and implementation of new laws locally and internationally. Any review and revision must be properly presented for evaluation and approval. The members of this Committee shall:

1. develop quality mechanism on curriculum design and development following a pre-design plan through steps, like planning place, preparation, operating phase, result phase, review, verification, validation and monitoring;
2. ensure that contents of the curriculum are in accordance with the corresponding CHED academic standards for the program being evaluated; and,
3. conduct periodic review and updating of the curriculum taking into consideration amendments to rules and regulations both national and international (ISO and CHED), student feedbacks and industry needs.

This Committee shall be composed of the VPAA, University Registrar, Dean of the College, an expert in the content area, a faculty member who teaches in the course, students, alumni and industry representatives.

The **Committee on Customer Satisfaction Survey (CCSS)** shall be responsible in conducting surveys on customer satisfaction in the University. The members of the Committee shall:

1. develop survey questionnaire that will measure the efficiency and effectiveness of the services delivered in the University;
2. gathers and tabulate data, analyze and interpret and come up with findings, conclusions and recommendations; and
3. present survey results to the Management Committee for proper action through the Quality Management Representative.





The CCSS shall be composed of the Vice President for Academic Affairs, the University Research Director, a statistician, Deans, Heads of Offices and Research Coordinators.

#### 4.1.1 The QMS Processes

The Quality Management System (QMS) is designed as a system of interrelated processes. All main processes of the system are hereto referred as Quality Management System – Quality Processes (QMS-POM-PQ). QMS documentation also defines criteria and methods needed to ensure that the operation and control of quality system processes are effective. This includes assignment of responsibilities and allocation of resources for the process, instructions on how to carry out (or operate) the process, and definition of methods for monitoring and/or measuring the effectiveness of the process.

### 4.2 Documentation Requirements

#### 4.2.1 General

The QMS requires the following documents for ensuring effective planning, operation and control of the activities and processes addressed in this manual thus establishing the quality system in accordance with the Quality Policy of the University:

- a. documented statements (***QMS Policy Manual***);
- b. a Quality Management Systems Manual;
- c. documented procedures required by ISO and/or CHED (***Procedures Manual***);
- d. documents needed by the organization to ensure the effective planning, operation and control of its processes; and,
- e. records required by ISO and CHED.

#### 4.2.2 Quality Manual

This QMS Manual emphasizes the role and importance of the various offices that serve, support and enhance the processes of the University. The manual covers operational techniques and activities to ensure quality control, systematic monitoring arrangements, including internal quality-assurance evaluations and arrangements for periodic external quality evaluations which findings will be treated through following ***QMS-PRM-062 Compliance with the Findings of External Audit***, to ensure that all defined objectives are achieved.



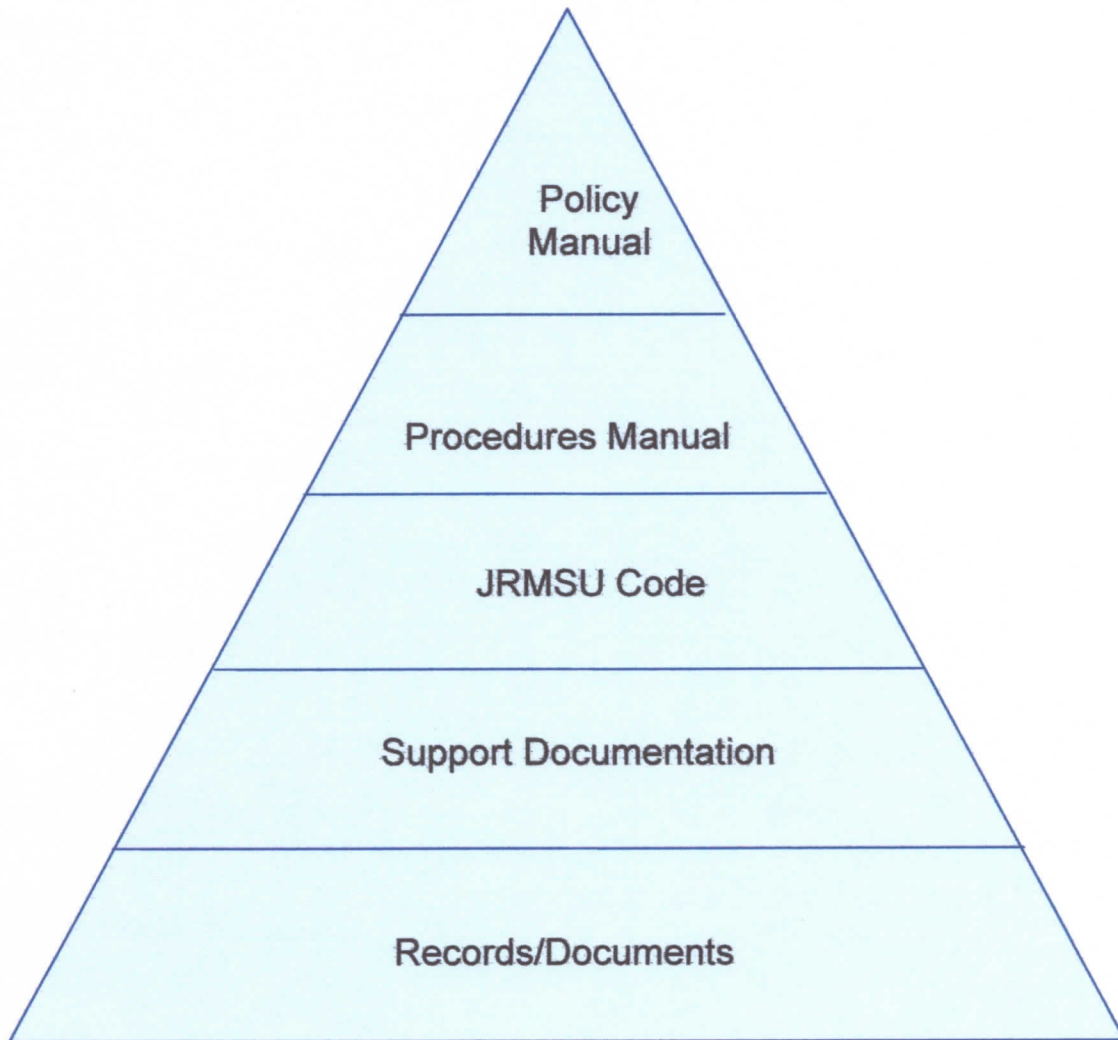


The University establishes and maintains a quality manual that includes:

- a. The scope of the Quality Management System, including details (***see QMS-POM-015-1-Scope***);
- b. The documented procedures established for the Quality Management System, or reference to them (***see QMS-PRM-All Procedures***); and,
- c. A description of the interaction between the processes of the Quality Management System.

The structure of the Quality Management System documentation shall include:

- a. The POLICY MANUAL which defines the University quality policy and objectives, statutory requirements, business process and responsibilities of the management and staff;
- b. The PROCEDURES MANUAL which contains the detailed procedures supporting the implementation of the policy statements covered in the POLICY MANUAL;
- c. JRMSU CODE refers to the written document of existing policies, rules and regulations and other vital information affecting the administration, faculty, staff and students of JRMSU to include the Administrative and Faculty Manuals and Students Handbook, integrated to the POLICY MANUAL;
- d. SUPPORT DOCUMENTATION which includes work instructions, maintenance checklists, standards, guidelines, department manuals which supports the PROCEDURES MANUAL; and,
- e. RECORDS generated as evidence of the effective implementation of Quality Management System.



**Figure 1 QMS Documentation Structure**



The manual shall cover operational techniques and activities to ensure quality control, systematic monitoring arrangements, including internal quality-assurance evaluations, to ensure that all defined objectives are achieved; and arranged for periodic external quality evaluations.

#### 4.2.3 Control of Documents

The University establishes procedures for controlling and tracing externally and internally generated documents such as manuals, workbooks, student donated intellectual properties such as reference books and external references from ISO and CHED among others, serving as guidelines for the implementation of the Quality Management System.

The Document Control Officer (DCO) shall be responsible for document control. He is under the supervision of the Quality Management Officer. A documented procedure is established to define the controls needed. The system is defined in ***QMS-PRM-003 Document and Form Preparation, Review and Issuance and QMS-PRM-004 External Documents Control***. The document control system defined in ***QMS-PRM-003 Document and Form Preparation, Review and Issuance and QMS-PRM-004 External Documents Control*** ensures that:

- a. Documents are reviewed for adequacy and are approved prior to release;
- b. Documents are reviewed and updated as necessary, and revised documents are re-approved;
- c. Documents are identified, to include their changes and current revision status;
- d. Relevant version of applicable documents are distributed to, and are available at locations where they are used;
- e. Documents remain legible and readily identifiable;
- f. Documents of external origin is identified and their distribution is controlled;
- g. Unintended use of obsolete documents is prevented, and/or is clearly identified to prevent their unintended use; and,
- h. Documents of learners are managed and controlled and the fulfillment of requirements in the established educational stages are verified.

The QMR is also responsible for the QMS Manual. This is approved by the University President and shall be issued by the QMR to support





offices with distribution list secured. Document control of the procedures manual and other documents is with the head of offices (**see QMS-PM-4.1A Organizational Authority and Responsibility**). Each office head also documents and maintains master list of documents and records.

When there is a change in the procedure to be reflected in the manual, the process owners shall make the changes and circulate the new version to the people who have controlled copies of the documents.

The QMR shall maintain a Document Control Log, a summary of all documents used within the Quality Management System with details of identification and traceability. In addition, the QMR shall keep a Form Control Log of all forms indicating their revision status.

#### 4.2.4 Control of Records

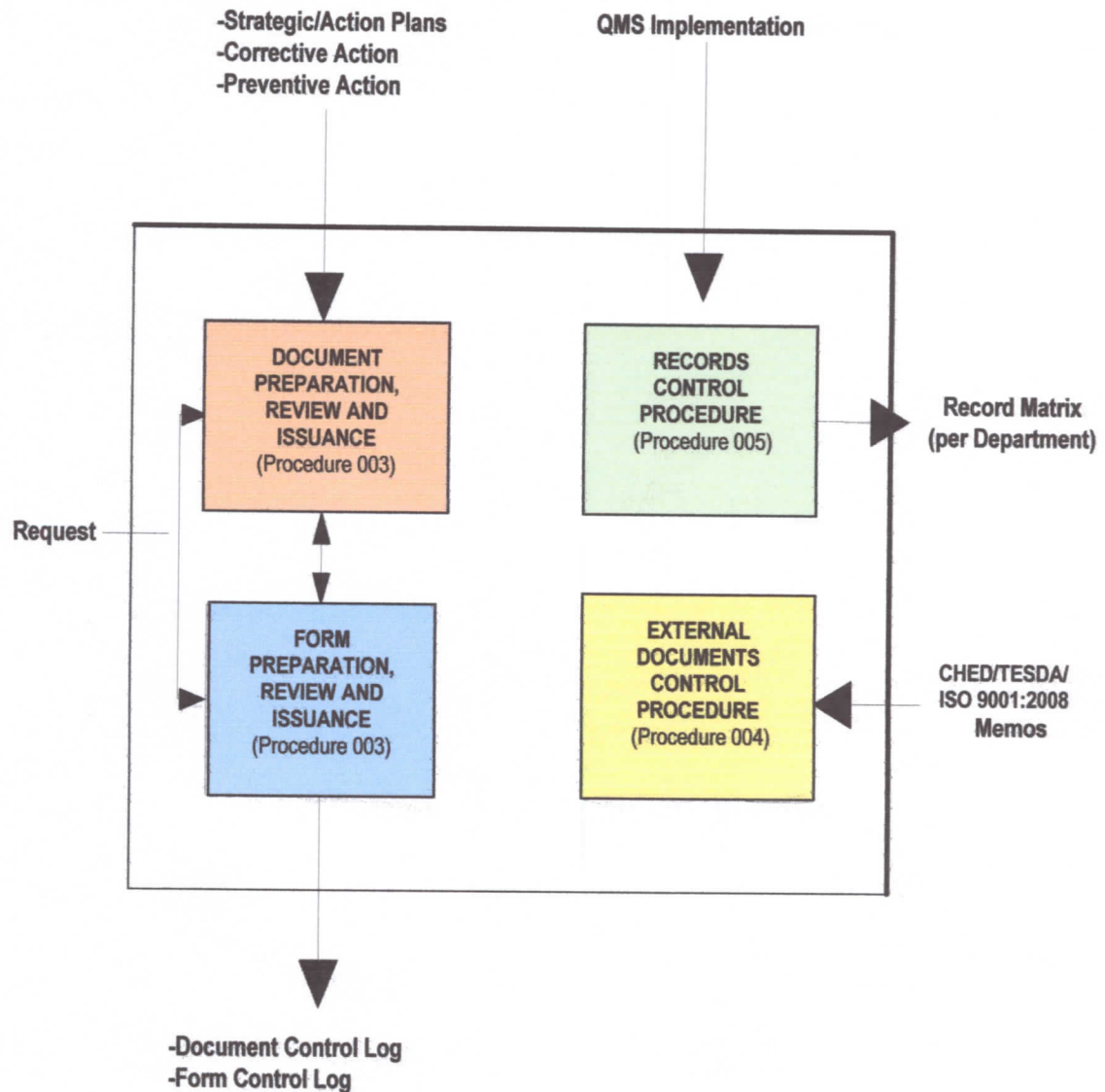
The QMR establishes and maintains records to provide evidence of conformity to requirements, standards and other relative activities for the effective operation of the Quality Management System. Records include, but not limited to: minutes of Management Review meetings, communication with concerned offices, Internal and External Quality Audit Reports and records of corrective and preventive action on non-conformities.

Records shall remain legible, readily identifiable and retrievable. The QMR shall establish and approve procedures in handling the various records generated by the different departments most particularly students' records. It shall outline the control for the identification, collection, indexing, access, filing, storage, maintenance and disposition of these records.

These records shall be retained by the QMR for a period of five (5) years and may be disposed after the retention period. Support heads shall be responsible for control of records in their respective office.

For documentation, a Records Matrix shall be maintained by the respective offices detailing the location, personnel-in-charge and most importantly, retention periods to ensure obsolete records are identified, recalled and disposed accordingly. Records shall be stored in such a way that they are readily retrievable in areas that provide a suitable environment to prevent damage, deterioration or loss.

**QMS-PRM-05 Records Control** defines more specifically what records are maintained in each category and designates their storage locations and retention periods. It also defines the process for ensuring that records are clearly identified, are stored in appropriate locations and conditions, are adequately protected, and are easily retrievable.



**Figure 2 Documents and Records Control Process**





## 5. MANAGEMENT RESPONSIBILITY

### 5.1 Management Commitment

Top management is committed to the development and implementation of the Quality Management System and continual improvement of its effectiveness by:

- a. communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements **(defined in Sec. 5.5 of this Manual)**;
- b. strategic planning considering the aim and future goals of the educational organization;
- c. establishing the quality policy ensuring all members of the organization know the vision and mission and its relation to the members' work **(defined in Sec. 5.3 and Sec. 5.4 of the this Manual and are further detailed in QMS-PRM-060 Management Review)**;
- d. ensuring that relevant and well-defined quality objectives are established in conformity with the institutions' vision, mission, goals and objectives **(refer to QMS-PRM-002 Defining Quality Objectives and its Relevance to the Institution)**;
- e. establishing quality objectives to realize aims and intentions that are expressed in the quality policy to be realized in operating action **(refer to QMS-PRM-002 Defining Quality Objectives and its Relevance to the Institution)**;
- f. promoting operational and relevant Internal Quality Audit (IQA) to monitor the fulfillment of the established policies and objectives **(QMS-PRM-057 Internal Quality Audit )**;
- g. conducting functional and effective management reviews **(detailed in QMS-PRM-060 Management Review)**;
- h. complying with findings reported during Periodic External Audits by qualified persons **(QMS-PRM-062 Compliance with the Findings of External Audit)**;
- i. continuing development and improvement of QMS to ensure its continuing suitability, adequacy, and effectiveness **(QMS-PRM-061 Continuing Development of the QMS)**; and,
- j. ensuring the availability of resources necessary **(defined in Sec. 6.1 of this Manual and its associated procedures - (QMS-PRM-045 Acquisition of Library Materials, QMS-PRM-**





**049 Procurement, QMS-PRM-048 Condemning of Obsolete and/or Non-Operational Equipment/Facilities).**

In order to maintain the adaptability with the ever-changing market trends and compliance to national and international standards particularly the ISO, the Management in its periodic management review meetings (held every quarter or as often as deemed necessary by the President) shall initiate among others, Strategic and Action Plans after carefully assessing reports and data presented together with latest memoranda received from CHED so as to set quality goals and target for achievement. The University shall prepare an Action Plan complete with objectives/goals, strategies, dates for implementation and proposed budget for the approval of the President and monitoring of the QMR. The QMR shall determine the key indicators for the performance measurement of each department.

## **5.2 Customer Focus**

The QMS is designed for the customers, and in particular, on high customer satisfaction through accurately determining customer requirements such as curriculum, and effectively verifying that the requirements are met. The University ensures that customer requirements are determined and are well understood. This is done through the process of order and contract review, as defined in **Sec. 7.2** of this Manual, and in associated procedures (**QMS-PRM-053 Handling of Student/Customer Feedbacks and Complaints**).

The University ensures that customer requirements are met by inspecting and testing products at various stages of production and upon completion, as defined in this manual in **QMS-POM-08, Section 8** and in associated operational procedures.

Top management ensures that customer satisfaction is systematically monitored as a measure of performance in determining and meeting customer requirements. This process is defined in this manual in **QMS-POM-08, Section 8.2.1**, and in **QMS-PRM-52 Conduct of Customer Satisfaction Survey**).

The Management shall design a series of activities to deliver customer satisfaction. These activities will anticipate and meet or exceed customers' wants and needs. A high quality customer experience shall be applied from admission to the University to University life and apprenticeship all the way through post-graduation care. The Management shall consider different aspects which underpin customer satisfaction:



- a. customer orientation and familiarization of the University environment to include use and access of services and resources;
- b. activities that build rapport with customers to make them feel valued and that their needs are important (School activities/programs will be held following **QMS-PRM-044 School Program/Activity**;
- c. effective process in dealing with any problems or complaints promptly and making sure the customers know of the outcome; and,
- d. checking that customers have had a delightful experience and offering other potentially relevant services to extend the customer relationship.

Considerate of the needs of the students and instructors, the Management shall top prioritize the inquiry and fulfillment of students and instructors requirements. A feedback questionnaire shall be conducted among students, trainees for the evaluation of other services provided by the University like faculty, staff, registrar, library, canteen, facilities and laboratory, among others.

On the other hand, an industry needs survey shall also be conducted among affiliated agencies to assess the performance of students and to determine their needs. The performance shall be certified by the University. The Management shall ink Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) with different agencies to provide the students scholarship and safe and secured environment for OJT and prospective employment.

### **5.3 Quality Policy**

The University establishes a customer-oriented organization which defines systems and processes aimed at producing students that meet global and national standards, requirements and competency that are clearly understood in order to improve effectively and efficiently the organization through continual improvement of its products, services and the Quality Management System for suitability. It is defined in **QMS-POM-01, Sec. 1.1**. It is established by the University after the strategic planning (**QMS-PRM-002 Defining Quality Policy and Objectives and Its Relevance to the Institution**). In formulating the quality policy, the participants of the strategic planning ensures that the policy is appropriate to the vision, mission, goals and objectives of the University, and includes a commitment to comply with the requirements and continually improve the effectiveness of the QMS (see **QMS-POM-05, Sec. 5.1**).





In general, the policy provides a framework for establishing specific quality objectives, and provides direction for the continual improvement effort. It is communicated throughout the University, and its role is explained and discussed at the general orientation training provided to all employees. The Management ensures that the quality policy is communicated, understood, implemented and maintained by the organization.

The use of quality policy in setting quality objectives is addressed in **Section 5.4.1** of this procedure and in **QMS-PRM-060 Management Review**. The use of the policy to facilitate continual improvement is explained in **QMS-PRM-061 Continuing Development of the QMS**. It is periodically reviewed within the framework of management reviews of the QMS to ensure its continual relevance and suitability. The process for reviewing the quality policy is defined in **QMS-PRM-060 Management Review**.

## **5.4 Planning**

### **5.4.1 Quality Objectives**

The University establishes quality objectives deployed clearly in its quality policies and ensure that these objectives including those needed to meet requirements for products (services) and processes are supportive to the institutions quality goals where the responsibility starts from the top management and spreads vertically down to other levels within the organization, and to improve the QMS and quality performance. The quality objectives shall be measurable and consistent to the quality policy. Specifically, the management shall:

- a. Ensure quality, effective and efficient delivery of product and service to individual customer by conducting regular review of service provided to customers and evaluate achievements in order to provide enhancement;
- b. Monitor and improve process productivity through the elimination or reduction of variation and wastes in process inputs, outputs, conversion activity and related use of resources;
- c. Undertake appropriate actions regarding customer concerns/complaints/suggestions thus improving customer satisfaction;
- d. Provide and maintain adequate facilities and equipment necessary to complement education and training courses and processes;





- e. Establish capable, competent and virtuous intellectual human resources within all levels of organization;
- f. Guarantee that teaching staff have the knowledge, skills and qualifications to teach the respective courses;
- g. Enable the implementation of an evaluation and assessment system that shows evidence of knowledge, skill understanding and competence developed through the course of training taken;
- h. Direct an effective implementation of professional and technical training programs according to the standards and requirements of ISO 9001:2008, CHED and TESDA;
- i. Ensure improvement of academic and training programs through review, evaluation and verification against standards;
- j. Ensure that the objectives, content and format of all academic and training programs and all instructional materials comply with the requirements of ISO 9001:2008, CHED and TESDA;
- k. Regularly review and improve the quality management system by employing customer satisfaction feedback, internal audits results and improvement opportunities, and ensuring implementation of corrective actions and establish preventive measures to eliminate potential non-conformities, thus maintaining continual suitability, adequacy and effectiveness of the system; and,
- l. Undertake demand-driven research initiatives and research-driven extension services/ program.

Management initiates and monitors projects for achieving quality objectives. These processes for establishing, implementing and monitoring quality objectives are defined in ***QMS-PRM-060 Management Review***.

Quality objectives define the direction towards the realization of institutional goals and for continual improvement of the system. Use of quality objectives for facilitating continual improvement is explained in ***QMS-PRM-061 Continuing Development of the QMS***.

Quality objectives are measurable and consistent with the quality policy. These are monitored, measured and recorded in the adherence of the observed measurements against the planned objectives.



Each college shall initiate respective development and action plans before the start of the school year to attain the quality objectives. Development, implementation and attainment of quality objectives shall be documented and regularly monitored by the QMR to yield evident, tangible results. Accomplishment reports shall be submitted at the end of the school year. The officials of the University and teaching staff shall be properly oriented of any development or progress in the Quality Management System during scheduled meetings as well as during management review meetings.

#### **5.4.2 Quality Management System Planning**

QMS processes are planned to ensure that the system is carried out in order to meet the requirements in 4.1 as well as to:

- a. achieve the quality objectives and ultimately the Quality Policy;
- b. ensure and demonstrate ability to provide quality processes that consistently meet customer requirements and applicable regulatory requirements;
- c. ensure high level of customer satisfaction;
- d. facilitate continual improvement; and,
- e. comply with requirements of the ISO and CHED standards and other applicable requirements of the Quality Management System.

Planning includes the activities and resources needed to ensure the effectiveness of the QMS for the achievement of the University's VMGOs. The output of QMS planning is documented in this quality manual, in associated operational procedures, and in other referenced documents. These documents identify and define all processes of the QMS (**refer to QMS-POM-04, Sec. 4.1.1**).

Changes to the QMS are planned within the framework of management reviews (**refer to QMS-PRM-060 Management Review**). These changes may be in response to changing circumstances, such as product, process, capacity, or other operational or organizational changes; or to improve the effectiveness and efficiency of the QMS.

The Management shall regularly conduct planning (as part of the management review) to outline organizational goals that directly address the attainment of quality objective for attainment within a specified period. Thus, as soon as Strategic and Action Plan is approved, these shall be





immediately informed to all personnel in the form of a memorandum or a campus meeting conducted to enable personnel to identify their responsibilities and contribution to their achievement. Records on the achievement level and related details shall be maintained for progress monitoring.

## **5.5 Responsibility, Authority and Communication**

### **5.5.1 Responsibility and Authority**

The University describes its organizational structure which included responsibility and authority delegation per functional area of the personnel involved in the QMS processes.

Top management ensures that responsibilities and authorities are defined and communicated within the organization.

- a. The President shall be assisted by the Vice Presidents and the Quality Management Representative (QMR) in the implementation of the Quality Management System.
- b. The Top Management through the QMS – MA Working Group shall monitor, supervise and evaluate the implementation of the quality system and its daily activities.

Interrelation of all personnel who manage, perform and verify work affecting quality is identified in the Organizational Chart (**see *Organizational Chart and Organization Responsibility and Authority***), and in operational procedures and other documents defining these activities. Top management ensures that the personnel have sufficient independence and authority to perform these tasks.

All offices in the University are responsible for implementing, maintaining, and improving the QMS. Authorities and responsibilities for specific processes of the QMS are defined throughout this quality manual and in every operational procedure where the specific quality system process or activity is documented.

Generally, formal communication within the organization shall be based on Memo Slips among concerned personnel. Different meetings shall be conducted regularly as scheduled in the School Calendar to ensure all personnel and instructors are updated on the status of ongoing programs, annual quality targets and objectives, feedback on inspection results and overall effectiveness of the Quality Management System. Meetings are also venues for formulation of continual improvement of programs.



### **5.5.2 Management Representative**

Top Management appoints a Quality Management Representative (QMR) who, irrespective of other responsibilities, has responsibility and authority that includes:

- a. ensuring that processes needed for the Quality Management System are established, implemented and maintained;
- b. reporting to Top Management of the performance of the Quality Management System and any need for improvement;
- c. ensuring the promotion of awareness of customer requirements throughout the organization; and,
- d. coordinating with external parties like CHED and TESDA on matters relating to the QMS and ISO.

The responsibility of a Management Representative includes liaison with external parties on matters relating to the Quality Management System.

### **5.5.3 Internal Communication**

Top Management ensures that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the Quality Management System. The management communicates to the offices the quality policy and objectives; customer and regulatory requirements; product and process specifications; verification and validation requirements; and instructions on how to implement and use the QMS. The heads of offices communicates to the management information and data regarding quality performance, the effectiveness of the QMS, customer satisfaction, and opportunities for improvement.

Information is communicated through e-mails, memo slips, meetings, trainings and awareness programs, and paper or electronic documents, such as manuals, procedures, instructions, drawings, specifications, quality records, reports, required reading, etc.;

***QMS-PRM-003 Document and Form Preparation, Review and Issuance and QMS-PRM-004 External Documents Control*** define processes for distributing documents and for providing training and awareness programs.





Each head of offices has the overall responsibility for ensuring that all pertinent documents, reports and records are distributed to appropriate departments/offices and functions, and that information and data about quality performance and the effectiveness of the QMS are reported to the top management through the QMR.

## **5.6 Management Review**

### **5.6.1 General**

Top Management reviews the University's QMS at least once every semester or twice a year, intervals, to ensure its continuing suitability, adequacy and effectiveness. More frequent reviews are scheduled in periods when organizational, technological, product or other changes require increased attention and input from the top management. The processes for initiating and conducting management reviews and for documenting their recommendation and action are defined in ***QMS-PRM-060 Management Review***.

This review shall include evaluating the suitability, adequacy and effectiveness of the QMS, assessing opportunities for improvement and the need for changes to the Quality management system, including the quality policy and quality objectives. Records from management reviews shall be maintained, to include:

1. Process, schedule and participants of management reviews;
2. Result of management review;
3. Management reaction on and utilization of the result of management review; and,
4. Result or proof of implementation of the management's action (s) on management review.

Management reviews are chaired by the University President and are attended by the Vice Presidents, Campus Administrators, Chief Administrative Officer, IGP Director and the QMR. The QMR will report to the President on a monthly basis, preferably at the monthly management meeting, any significant matter or non-conformances detected that require immediate process improvement.

The QMR and Internal Auditors will meet as required to review any quality issues resulting from internal audits, external audit or response to a non-conformance. Top Management may attend this meeting for information or to provide immediate action.



### **5.6.2 Review Input**

The QMS is continually reviewed to improve its effectiveness and enhance customer satisfaction by meeting customer requirements (***QMS-PRM-060 Management Review***).

The input to management review shall include information on:

- a. results of audits;
- b. instructional and support systems, assessment criteria, and evaluation results;
- c. customer feedback;
- d. process performance and product conformity data like improvement, design and development review when new curriculum is initiated, as applicable;
- e. status of preventive and corrective actions;
- f. follow-up actions from previous management reviews;
- g. changes that could affect the Quality Management System;
- h. staff training needs, review of suppliers;
- i. marketing, promotion, advertisement, career guidance; and,
- j. recommendations for improvement.

### **5.6.3 Review Output**

The output from the management review shall include any decisions and actions related to:

- a. improvement of the effectiveness of the Quality Management System and its processes;
- b. improvement of product related to customer requirements; and,
- c. resource needs.

Management reviews are, or may be concluded, with setting new quality objectives and initiating actions to improve the Quality management system, processes, and products.

Results of management reviews are documented in minutes of the review meeting. The minutes include improvement actions, and assign responsibilities and allocation of resources for implementation of these actions.





Improvements will be communicated to all University personnel per section 5.5.3 of this procedure, and to specific customers as necessary. Offices will hold regular meetings, documenting topics and attendance, with their respective heads and affected personnel following the management review meeting to communicate the importance of maintaining a quality process, implement specific recommendations from the management review, and assignment of action items.

## **6. RESOURCE MANAGEMENT**

### **6.1 Provision of Resources**

Resources required for implementing, maintaining and improving the QMS, and for addressing customer satisfaction, include personnel, infrastructure, work environment, process equipment, materials, information, and financial resources.

The organization is comprised of qualified, competent and experienced officers and staff complemented with various resources such as physical facilities and laboratories to ensure the smooth implementation of the plans and programs to meet ISO 9001: 2008, CHED and TESDA requirements and standards.

In order to implement and maintain the Quality Management System and continually improve its effectiveness and enhance customer satisfaction by meeting customer requirements, a quality assurance mechanism on hiring, retention and promotion is implemented to ensure appropriateness of knowledge, skills, understanding, competency, qualification, experiences and performance of instructors in instruction, research, and extension services. Policies and procedures on distribution of teaching loads, the hours considered and the qualification and competency of the instructors which is reflected in the performance evaluation system through feedback from students and peers taking into account actual performance and effectiveness of teaching of the instructors which are conducted every semester (*see JRMSU Code*).

Determination of resource needs for specific activities and other related matters for continual improvement integrated research and extension services. It may take the form of personnel assignments, allocation of space or equipment, training, procurement decisions, budgets, etc.

Depending on the type and nature of the operation or activity, resource requirements are defined in:

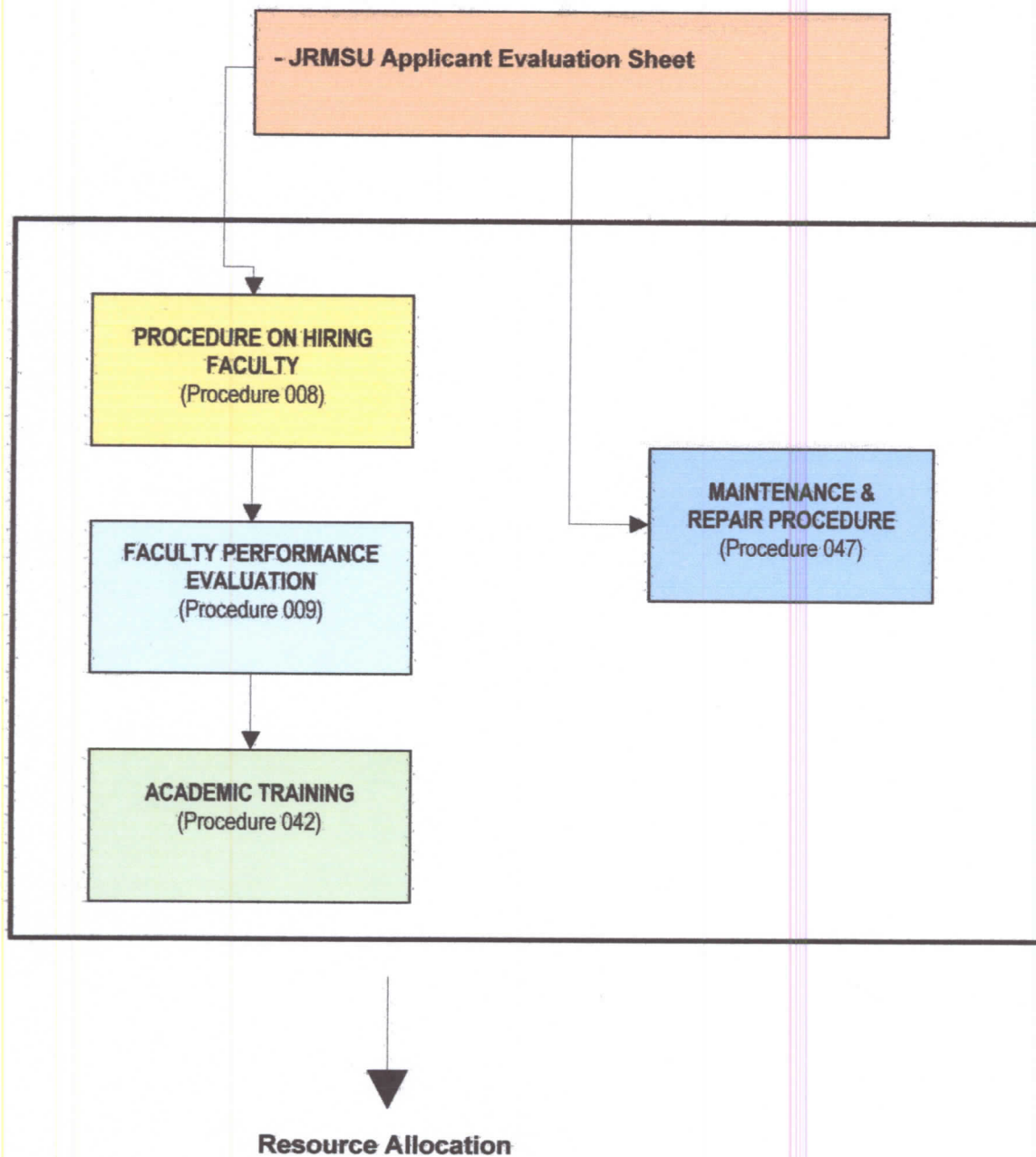
- a. Policy Manual and Procedures Manual;



- b. Product and process drawings and specifications (Document Control and Records Matrix);
- c. Development Plans (***QMS-PRM-054 Review and Monitoring of Development Plan***);
- d. Job descriptions, competence matrixes, and training programs (***QMS-PRM-042 Conducting Academic Trainings***); and,
- e. Minutes of management reviews, quality objective records, and corrective and preventive action requests (***QMS-PRM-060 Management Review*** and ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions*** and ***QMS-PRM-059 Preventive Actions***).

Top management has the responsibility and authority for institutional planning and provision of resources. Management reviews of the quality system are the principal forum for determining resource requirements and providing resources for maintaining and improving the quality system, and for enhancing customer satisfaction. ***QMS-PRM-060 Management Review*** defines this process.





**Figure 3 Resource Management Process**



## **6.2 Human Resources**

### **6.2.1 General**

Instruction, research and extension shall be conducted, monitored and evaluated by qualified persons who have the knowledge, skills, understanding and qualification, experience and competency in accordance with the pertinent CHED standards.

There is a documented system that covers hiring, performance, evaluation and retention of faculty members (***QMS-PRM-008 Hiring of Faculty, QMS-PRM-009 Faculty Performance Evaluation***)

Faculty performing work affecting quality of students shall be competent and determined on the basis of appropriate education, training, skills and performance. A quality assurance mechanism on hiring, retention and promotion is implemented to ensure appropriateness of knowledge, skills, understanding, competency, qualification, experiences and performance of instructors in instruction, research, and extension services. They shall be evaluated once every semester detailed in ***QMS-PRM-009 Faculty Performance Evaluation***.

Policies and procedures in preparing schedule of Classes and Teachers' Program (***QMS-PRM-016 Preparing Schedule of Classes and Teachers' Program***), research and extension performances shall consider the qualification and competency of the instructors which is reflected in the performance evaluation system through feedback from students and peers (taking into account actual performance and effectiveness of teaching of the instructors which will be conducted once every semester (***QMS-PRM-009 Faculty Performance Evaluation***)).

Human Resources department is responsible for training and awareness programs for company-wide participation (e.g. general orientation, University rules, regulations policies, etc.) as defined in ***QMS-PRM-008-B Orientation of Newly Hired Faculty***. Deans/heads of offices are responsible for ensuring that personnel understand the importance of QMS and safety compliance and how they can affect customer relations (see ***QMS-PRM-042 Conducting Academic Trainings***). The HRMO, with the assistance of the deans/heads of offices, is responsible for identifying competency requirements and providing training in their divisions. Departmental training is primarily focused on increasing the level of skills, enhancing and updating, in operating equipment and processes, conducting inspections and testing, using analytical and





statistical techniques, and other such skills as appropriate for particular positions and jobs.

The instructors handling specialized subjects shall have gained relevant experience and shall actively participate in the development and review of the course syllabi, preparation and IMs development and revision and validation of the same (see ***QMS-PRM-018 Syllabi Revision, QMS-PRM-019 Preparation and Development of Instructional Materials, QMS-PRM-020 Review and Validation of Instructional Materials***).

### 6.2.2 Competence, Awareness and Training

The University allocates fund for the promotion of training and continuing staff development that includes training in teaching methods and assessment and management, refresher courses, in-service training for instructors for continuing technical and professional competence, especially attendance in seminars/trainings about recent developments and updated standards of CHED.

The Top Management:

- a. determines the necessary competence for personnel performing work affecting product quality;
- b. provides training or take other actions to satisfy these needs;
- c. evaluates the effectiveness of the actions taken;
- d. ensures that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives; and,
- e. maintains appropriate records of education, training, skills and experience.

The Top Management ensures that the deans of each college have the required educational qualifications and training to head the respective educational and training program of the organization (see ***Faculty Manual***). The Dean shall conduct a random classroom observation, monitoring and evaluation of delivery of instruction at least thrice a semester. The monitoring and evaluation shall focus, but not limited to review of syllabi vis-à-vis content of instruction, method of instructional delivery, use of teaching and training aids, quality and supply of notes and materials, and student works and effective utilization of laboratory



equipment using ***QMS-PRM-009 Faculty Performance Evaluation***. He shall also identify their training needs in coordination with the Human Resource Management Officer for the administrative personnel. An annual training program shall be submitted to the President for review and budget approval. Records of personnel and instructors' qualifications, competence, performance and training certificates shall be maintained in their individual files.

For new employees, an orientation shall be conducted for their awareness. They shall also be oriented of policies for in-services trainings and emphasize the importance of these trainings to student development.

Processes for ensuring adequate competency and awareness of personnel are defined in ***QMS-PRM-042 Conducting Academic Trainings*** and address issues related to:

- determining competency requirements;
- identifying training needs;
- providing training;
- evaluating the effectiveness of training;
- ensuring quality awareness; and,
- maintaining training records.

Files will be maintained on each employee, documenting their specific technical certifications as well as specific job related experience. Where customer contractual requirements specify a technical certification then evidence of that certification will become part of the customer project records.

Deans/heads of offices will identify training needs. The HRMO will maintain personnel resume of past experience and a copy of all technical certifications earned by every employee.

### **6.3 Infrastructure**

The top management determines, provide and maintain the infrastructure, facilities, environment and equipment needed to support the teaching-learning process, as well as the educational service, thus achieving conformity to product requirements. Infrastructure includes, as applicable:

- a. buildings, workspace and associated utilities;
- b. processes equipment (both hardware and software); and,





c. supporting services (such as transport or communication).

The University defines responsibilities and authorities for carrying out bidding, purchase, receipt, storage, safeguarding, installation, usage and maintenance activities (*see JRMSU Code Chap 3-4 and Administrative Manual*). It also determines programs for planning, providing and maintains the necessary infrastructure i.e. classroom, laboratories, workshops, libraries, online components and related services, such as health facilities, physical security, transport, and cafeterias, among others, and for analyzing the associated risks regarding people security, safety and hygiene.

### **Buildings, Workspace and Associated Utilities**

Infrastructure and facilities, such as buildings, workspaces and associated utilities, etc., are appropriate and are properly maintained for the technical staff. Maintenance and Installation services are performed on client premises. The Management Information System Office provides computer and online communication support for both staff and clients, as required.

Deans/Office Heads are responsible for identifying the need and requirements for new, and/or modification or repair of existing infrastructure and facilities in their departments. Requests for changes and/or expansions of facilities are submitted to the Chief Administrative Officer for recommendation to the top management for review and approval.

Maintenance of buildings and facilities is performed by emergency laborers and/or external contractors. This includes regularly scheduled maintenance of lighting systems, air conditioning and heating systems, landscaping, and cleaning.

### **Processes Equipment Maintenance**

Equipment, machines, hardware, and software are regularly maintained in accordance with maintenance plans specified by equipment manufacturers or departmental managers responsible for the equipment. Requirements for the maintenance of production equipment are specified in ***QMS-PRM-047 Maintenance and Repair***.



## Supporting Services

Supporting services required by the University include transportation, communication, and IT services: Transportation services are purchased from parcel delivery and courier services, and from trucking or other transportation companies or consolidators, as required. Transportation services are purchased in accordance with ***QMS-PRM-051 Delivery and Verification of Goods, QMS-PRM-050 Assessment of Suppliers, and QMS-PRM-049 Procurement.***

### 6.4 Work Environment

The top management determines and manages the work environment needed to achieve conformity to product requirements. It shall ensure that:

- a. blueprints for physical plants and facilities are available;
- b. buildings and other structures in compliance with the NBCP;
- c. safety policy and procedures are available and that all follow them;
- d. if malfunction occurs, there will be the procedure to ensure these will be ready in schedule;
- e. students' perception of facilities is noted for relevant action;
- f. support facilities present, utilization of the facilities and equipment, number of students who used the facilities are well-documented; and,
- g. periodic inventory of materials, materials purchased and consumptions made related to QMS requirements are conducted; and inventory of lab equipment, lab schedule, appointment of lab custodians, schedule of calibration of equipment, safety procedures, lab manuals, log book of borrows, compilation of performed exercise of students are present.

The provision of the educational service includes creating and maintaining conditions conducive to a learning environment that meet learner requirement. Top management ensures that minimum requirements are complied. That arrangement and lay-out of classrooms and laboratories must be conducive to the learning process, physical and support facilities, supplies and equipment are relevant, adequate, and enhance the learning process. It shall also implement a documented system that covers the following:





- a. established, documented, and implemented preventive maintenance system and safety aspects.

The Vice Presidents, Deans, Heads of Offices, instructors and the HRMO are responsible for ensuring suitable social and psychological conditions in the workplace. This is to include such aspects as interaction and communication between employees and students, employee harassment, conflict resolution, and so forth. Relevant workplace policies are implemented mainly through training and awareness programs and, where necessary, disciplinary actions. (see **JRMSU Code, Administrative and Faculty Manuals**)

The Vice Presidents, Deans, Heads of Offices, Instructors, and the HRMO are responsible for identifying those operations where extreme environmental conditions could impact quality performance of personnel and result in product nonconformities. Where appropriate, limits of exposure and/or mitigating measures shall be defined and implemented for these operations.

## 7. PRODUCT REALIZATION

### 7.1 Planning of Product Realization

The University plans and develops processes needed to product realization. Planning of product realization is consistent with the requirements of the other QMS processes (**QMS-POM-04 Quality Management System**). These plans are specified by contract and in supporting documentation such as QA workbooks, requirements, specifications and test requirements.

In planning product realization, the University determines the following, as appropriate:

- a. Quality objectives and requirements for the product. (**QMS-POM-05, section 5.4**);
- b. The need to establish processes documents and provide resources specific to the product (**QMS-POM-05, section 5.4, QMS-POM-06, section 6.1 and 6.2**);
- c. Required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance (**QMS-POM-07, section 7.3, QMS-POM-08, Section 8.2**); and,
- d. Records needed to provide evidence that the realization process and the resulting product meet requirements (**QMS-POM-04, section 4.2.3**).



The Quality Management System is implemented in areas directly involved with all aspects of each college and office. Documented procedures shall cover core processes and activities and training. Quality planning is made and included the following:

- a. Critical phase and training process shall be identified and procedures to ensure the accomplishment of each phase shall be documented (***QMS-PRM-001, QMS-PRM-002, QMS-PRM-042***);
- b. Control mechanisms, processes, equipment, fixtures, resources and required skills shall be identified and put in place (***QMS-PRM-003, QMS-PRM-004, QMS-PRM-005, QMS-PRM-006, QMS-PRM-007, QMS-PRM-008, QMS-PRM-009, QMS-PRM-010 to 051***);
- c. Compatibility of curricula, courses and instructional materials with learning needs, learning objectives, and mode of delivery and assessment of student performance shall be assured (***QMS-PRM-017, QMS-PRM-018, QMS-PRM-019, QMS-PRM-020, QMS-PRM-021, QMS-PRM-022, QMS-PRM-023, QMS-PRM-035, QMS-PRM-030, QMS-PRM-039, QMS-PRM-031, QMS-PRM-041***);
- d. Assessment and testing devices shall be updated, as necessary, and new ones designed. Assessment and testing needs that require the development of new and updated instruments shall be identified in advance;
- e. Suitable assessment techniques at appropriate stages of the education and training process as well as student development shall be identified (***QMS-PRM-025, QMS-PRM-026, QMS-PRM-027, QMS-PRM-030 and QMS-PRM-031***); and,
- f. Standards of acceptability, from admission to promotion, including those with effective elements (attitude, behavior) shall be defined (***QMS-PRM-022, QMS-PRM-023, QMS-PRM-033***).

The output of the planning in a form suits for the organization's method of operations.

### **Curriculum Design and Development**

The top management has a documented system that ensures that curriculum design and development follows a pre-design plan through steps, like curriculum plan, preparations e.g. lesson plans, course documentation and presentation materials, operating phase, result phase,





review, verification and validation and contents of the curriculum are in accordance with the CHED academic standards for the program being evaluated. Reviewing and updating of the curriculum are made in consideration of the amendments to rules and regulations both national and international (i.e feedback of customers, CHED issuances) and industry needs. These shall be carried effectively by the Vice President for Academic Affairs in coordination with the Committee on Curriculum and Syllabi Design and Development.

The Committee on Curriculum and Syllabi Design and Development shall ensure that:

1. The curriculum addresses the industry needs thus a representative from the industry shall be one of the members during curriculum review. A customer satisfaction instrument shall be fielded out to ascertain relevance of the curriculum to the industry;
2. Course/learning objectives are in accordance with the competency requirements of CHED;
3. The students' performance/learning be assessed to ensure that the competencies required are met;
4. A periodic revision and review of the curriculum be conducted. The bases for the revision and review and amendments and updates of CMOs of CHED, and feedbacks from industry /stakeholders needs;
5. Processes employed and people involved in revising the curriculum are well-documented;
6. Program of study is comprehensive and clear in terms of Industry needs, time allocation per subject, time allocation for laboratory activities, coordination and sequencing of subjects, and coordination and sequencing of theoretical and practical areas; and,
7. Syllabi are of quality in terms of subject content, learning objectives, coordination of theoretical and practical aspects,



time allocation, performance measures, reference to the functions / competences stated and relevance to industry needs.

The processes are defined in ***QMS-POM-4.1 Committees, QMS-PRM-020 Review and Validation of Instructional Materials***).

### **Delivery of Instruction**

The top management ensures that the program is being delivered in accordance with documented procedures for teaching principles and methodologies, use of appropriate facility or teaching aids, equipment and technology to ensure effective delivery in accordance with the CHED academic standards (CHED CMO 13); and, learning environment, including health, safety and environmental aspects. Supervision and monitoring of program delivery shall be carried out shall be carried out by the Dean thrice a semester. The Committee on Instructional Materials and Development (IMD) shall see to it that (***see QMS-POM-4.1 Committees***):

1. Instructional materials help students in acquiring the needed knowledge for the subject (***QMS-PRM-019 Preparation and Development of Instructional Materials, QMS-PRM-018 Syllabi Revision, QMS-PRM-020 Review and Validation of Instructional Materials***);
2. Teaching materials are used and the importance of these teaching materials in the achievement of course objectives are taken into consideration (***QMS-PRM-024 Program Delivery of Instruction and Monitoring***);
3. Teaching methodologies employed by the instructors are effective and in accordance with regulations standard measured. (***QMS-PRM-024 Program Delivery of Instruction and Monitoring***);
4. Safe operations in the laboratory are ensured. (***QMS-PRM-028 Effective Utilization of Laboratory Equipment***);
5. Theoretical knowledge is applied/well-coordinated to practical aspect of the subjects. (***QMS-PRM-024 Program Delivery of Instruction and Monitoring***); and,
6. Effectiveness of the education delivery and assessment as to use of teaching and trainings, supply of notes or materials to students, quality of teaching materials, quality of students work





and method of delivery are evaluated and assessed that interventions are implemented to improve instructional delivery. ***(QMS-PRM-024 Delivery of Instruction and Monitoring).***

### **Examination and Assessment**

The management carries out a documented examination and assessment system that covers schemes, policies and procedures for practical assessments, testing and examination, criteria for passing and failure and actions in dealing with them and review and validation of examination and assessment. The management conducts administration, supervision and monitoring of examination and assessment. It ensures that:

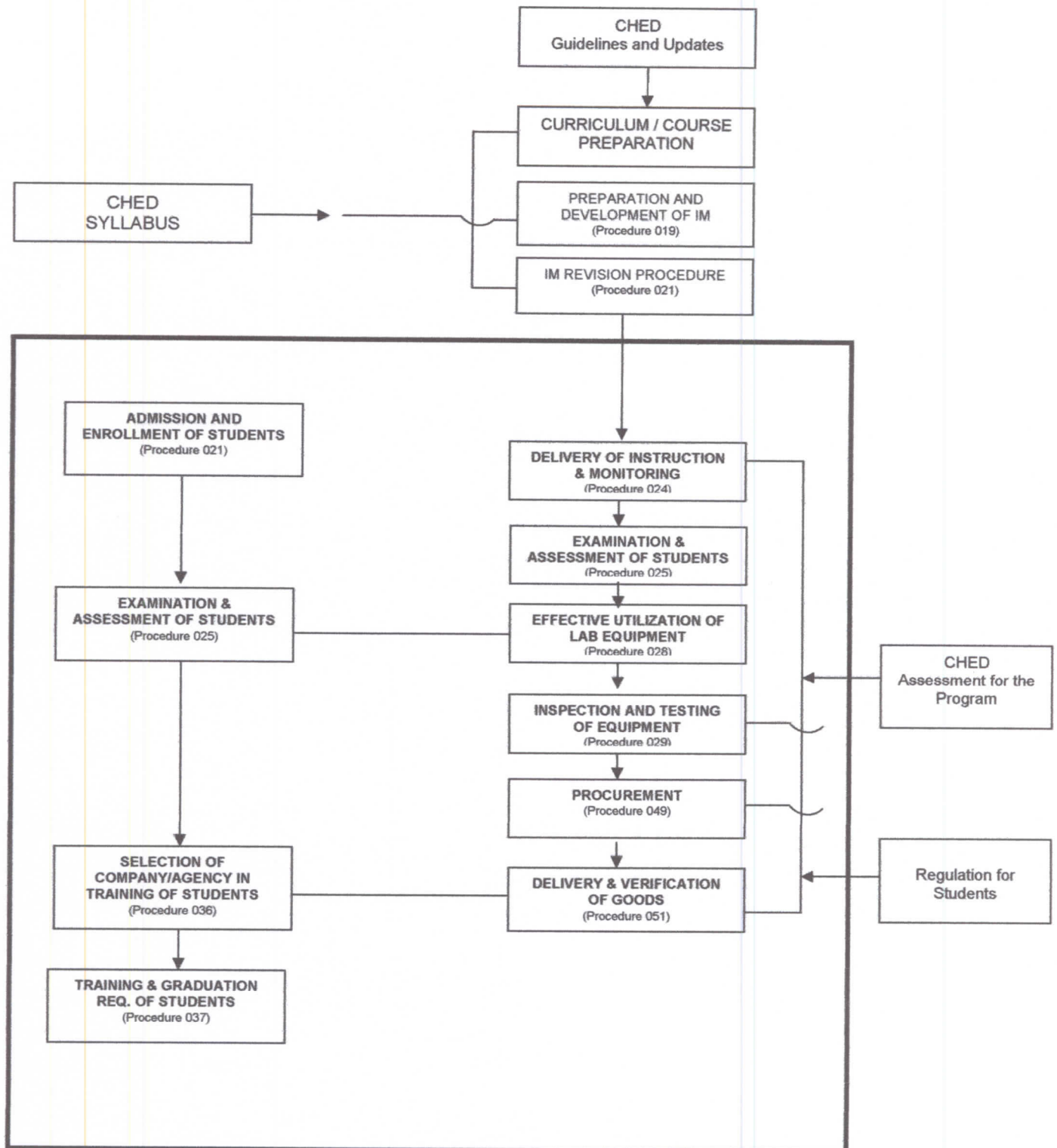
1. Policies for admission and retention and criteria in giving grades for evaluating the performance/competencies of the students are available. ***(University Code, Student Manual, QMS-PRM-025 Examination and Assessment of Students, QMS-PRM-034 Dealing with Failures and Retakers, QMS-PRM-033 Periodic Examination and Retention);***
2. Examination is conducted and exercises/scenarios are validated. ***(QMS-PRM-025 Examination and Assessment of Students, QMS-PRM-027 Practical Exercises and Scenarios);***
3. Examination given is relevant. ***(QMS-PRM-033 Periodic Examination and Retention);***
4. Integrity of the exam is promoted i.e. controlling exams printed and number. ***(QMS-PRM-026 Control of Assessment Devices);***
5. Data on exams and examinees, practical assessment, percentage of passed or failed are kept. ***(QMS-PRM-025 Examination and Assessment of Students);***
6. Knowledge, understanding and proficiency of students in performing the needed operation, calibration maintenance and repair system of the equipment are noted. ***(QMS-PRM-027 Practical Exercises and Scenarios);***



7. Objectives of the exercises are attained, reviewed and validated. (***QMS-PRM-025 Examination and Assessment of Students, QMS-PRM-027 Practical Exercises and Scenarios***);
8. Exit competency of the student for the particular period/assessment is documented. (***QMS-PRM-025 Examination and Assessment of Students***); and,
9. Interventions to failing students are conducted and feedbacks from the students are carefully handled. (***University Code, Student Manual, QMS-PRM-034 Dealing with Failures and Retakers***).

In each college, the Committee on Examination and Assessment (CEA) shall be responsible in assessing and monitoring competency developed by the products, while the Dean shall be responsible for the evaluation of the instructor's performance which comes with the educational product offered. On the other hand, trainees shall be required to evaluate the course conducted including trainers' competence at the end of each course. A summary shall be prepared not only for the identification of training needs but more so on the need for improving the educational and training product.





**Figure 4 PRODUCT REALIZATION PROCESS**



## **7.2 Customer-Related Processes**

### **7.2.1 Determination of Requirements Related to the Product**

The top management shall determine product requirements, to include:

- a. requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- b. requirements not stated by the customer but necessary for specified or intended use, where known;
- c. statutory and regulatory requirements related to the product; and,
- d. any additional requirements determined by the organization.

The University typically provides services that are intangible and consumed during delivery and opportunities for the students to study existing knowledge and to practice its application. It ensures to provide:

- a. safe, clean facilities with an in-charge;
- b. responsive two-way communication procedures between interested parties and the University;
- c. personnel who treat everyone with respect; and,
- d. appropriate activities with qualified personnel.

The management implements quality assurance mechanism that covers admission and selection of students, medical fitness in accordance with CHED standards, guidance and counseling (CHED CMO 13, s. 2013, Art. 11). It specifically:

- a. Conducts interview to new students and transferees for qualifications based on minimum requirements (***QMS-PRM-022 Procedure on Admission and Enrollment/ of Freshmen and Transfer Students***);
- b. Requires medical exam before or after admission (***QMS-PRM-022 Procedure on Enrollment/ of Freshmen and Transfer Students***);
- c. Provides remedial test to students who fail the examination (***QMS-PRM-034 Dealing with Failures and Retakers***);





- d. Provides a well-planned counseling program and in what way and keeps records of students who undergone guidance counseling (***JRMSU Code and Student Handbook***);
- e. Records and collects data of students who completed the degree within the last 3 years from concerned offices like PRC and implements monitoring scheme anent thereof;
- f. Maintains a record of student who passed or failed the PRC examination for the last 3 years vis-à-vis annual number of graduates; and,
- g. Assists the graduates who failed in the PRC board examination (***Student Manual***).

Interview to new students and transferees for qualification based on minimum requirements shall be conducted for placement, statistical data on enrolment, graduates (***QMS-PRM-022 Procedure on Admission and Enrollment of Freshmen Students***). Data on PRC examination are gathered and schemes to encourage and assist students to take the PRC examination are implemented.

### Training

The top management monitors performance of students during training, evaluates students after completion of training and carries out feedback mechanism on performance of students during training and utilization of data or information thereof to improve the program (***QMS-PRM-053 Handling of Customer Feedbacks / Complaints***). It shall assist students to obtain training slot and notes statistical data on training and deployment.

The management shall:

- 1. Initiate program prior to the students training;
- 2. Forge and strengthen linkages and partnership with agencies and/or companies for training through MOA and MOU (***QMS 5.2 Customer Focus***);
- 3. Record annual percentage of students who obtain trainings;



4. Record annual percentage of students who obtain a position in any related field and ensures that they meet the requirements in the service;
5. Monitor and follow up students during training, and carry out feedback mechanism on performance of students during the training (***QMS-PRM-037 Procedure on On-the-Job Training and Graduation Requirements of Students***);
6. Review and assess students and his training development and records students' retention rate for every semester;
7. Assist students obtain employment after graduation; and,
8. Conduct graduate tracer to obtain information on students' employment (***QMS-PRM-055 Tracking Employment of Graduates***).

#### **7.2.2 Review of Requirements Related to the Product**

As per CHED curriculum, Instructional Materials are prepared for each subject following the course syllabi in accordance with CHED requirements (***QMS-PRM-019 Preparation and Development of Instructional Materials and QMS-PRM-021 Instructional Materials Revision***). Any changes/revisions in the Instructional Materials, as necessary are immediately informed to concerned instructors for awareness and implementation purposes.

Physical facilities and laboratory equipment necessary to complement the education and training courses are determined, purchased and set-up (***QMS-PRM-049 Procurement***). They are acquired and maintained in accordance with CHED requirements to ensure accredited courses are aptly delivered to the student/s. Result of CHED inspections are kept and maintained to show compliance of product and processes to statutory and regulatory requirements.

#### **7.2.3 Customer Communication**

The top management determines and implements effective arrangements for communicating with customers in relation to:

- a. product information (course including curriculum);
- b. inquiries, contracts or order handling, including amendments; and,
- c. customer feedback, including customer complaints.





Consultation with students and/or their parents and guardians is done during the school calendar for information dissemination, discussions and feedback. The schedule of consultation may vary or as needs arise. A Student Complaint Procedure shall be established to accommodate student complaints (**University Code**).

At the end of the semester, trainees shall be required to fill in and submit evaluation/feedback questionnaires to evaluate the instructor's competence and the recently concluded course (**QMS-PRM-009 Faculty Performance Evaluation**)

Arrangements for communicating with customers regarding customer feedback and complaints are defined in **QMS-PRM-053 Handling Student Feedbacks / Complaints**.

### **7.3 Design and Development**

#### **7.3.1 Design and Development Planning**

The top management defines, implements and maintains necessary design and development processes to respond effectively and efficiently to the needs and expectations of the customers and interested parties.

The management plans and controls the design and development of the product. It manages the interfaces between different groups involved in design and development to ensure effective communication and clear assignment responsibility.

During the design and development planning, it determines:

- a. the design and development stages;
- b. the review, verification and validation that are appropriate to each design and development stage; and,
- c. the responsibilities and authorities for design and development.

Top management considers the design and development of education for the benefits of the learners. Design control activities are appropriate to the purpose and duration of the education service. Procedures ensure that appropriate materials match instruction requirements (**QMS-PRM-020 Review and Validation of Instructional Materials**). Calibrated equipment is considered for instructional purpose. Needs assessment includes learner development and system effectiveness. The assessment includes potential or actual performance requirements to determine:



- a. how instruction can help learners to become competent;
- b. how new requirements can be met;
- c. which specific measures of instructional effectiveness are appropriate; and,
- d. what skills match curricular requirements.

These assessments provide information that can be used in the instruction review process. Where experimental validation of instruction is not permitted, a peer review process is adopted (***QMS-PRM-009 Faculty Performance Evaluation***). A needs analysis report shall provide input to the instructional design process, describing the result of the needs assessment and stating the goals for design. A development process shall be document and used by developers. There may be a specific process statement for each delivery medium, or a generic process for all media. These processes include the sequence of steps in the development process; the personnel involved, the review process, and associate criteria.

The University will also manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility. Planning output will be updated, as appropriate, as the design and development progresses.

The Deans/Heads of Offices are responsible for scheduling the project; assignment of qualified personnel; and control of organizational and technical interfaces. They are responsible for the planning of design projects, including the identification of design, review, verification and validation activities.

The University designs customer-specified products through research and extension initiatives (***see Research and Extension Manual***) and modifications when required by contract. The processes are defined in ***QMS-PRM-014 Research Proposal Grant Application*** and in ***QMS-PRM-015 Extension Proposal Grant Application***.

With the mandate to conduct research, the University has cultivated the culture and environment for research among the constituents in the academic community. Research findings and outputs as well as extension services support and reinforce in the attainment of quality objectives of the institution, and further offer technological, social, economic and political advancements that redound to the improvement of the quality of life of people.





### **7.3.2 Design and Development Inputs**

Inputs relating to product requirements shall be determined and records maintained. These inputs shall include:

- a. functional and performance requirements;
- b. applicable statutory and regulatory requirements;
- c. where applicable, information derived from previous similar designs; and,
- d. other requirements essential for design and development.

These inputs shall be reviewed and that requirements are complete, unambiguous and not in conflict with each other.

### **7.3.3 Design and Development Outputs**

The outputs of design and development shall be provided in a form that it enables verification against the design and development input and shall be approved prior to release.

Design and development outputs shall:

- a. meet the input requirements for design and development;
- b. provide appropriate information for purchasing, production and for service provision;
- c. contain or reference product acceptance criteria;
- d. specify the characteristics of the product that are essential for its safe and proper use; and,
- e. show appropriate acceptance of design and development output by adding input requirements in conformance of design criteria, containing all essential characteristics for its utilization.

### **7.3.4 Design and Development Review**

At suitable stages, the top management shall conduct review of design and development that are performed in accordance with plan arrangement e.g. professional profiles, competence. Records are minutes of formal meetings. The review shall include

- a. evaluation the ability of the results of design and development to meet requirements;



- b. identify any problems and propose necessary actions; and,
- c. report all review process and maintain appropriate documents.

A design review (assessment and evaluation process shall be used for all instructional designs. The review shall be accomplished by the Committee on Instructional Materials and Development, Committee on Curriculum and Syllabi Design, Review, Development and Update (**see QMS-POM-31 Committees**). The procedure is documented in **QMS-PRM-020 Review and Validation of Instructional Materials and QMS-PRM-021 Instructional Materials Revision**).

Participants in design reviews will include representatives of functions concerned with the design and development stage being reviewed. Records of the results of the reviews and any necessary actions will be maintained. (**QMS-POM-04, Sec. 4.2, QMS-PRM-054 Monitoring and Review of Development Plan**)

### **7.3.5 Design and Development Verification**

Verification shall be performed in accordance with planned arrangements to ensure that the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions shall be maintained.

The Department Head shall:

- a. regularly evaluate reports and conducts on the progress of the design and development of program – project undertaken based on the type of design completed;
- b. review and verify reports with the proponent and committee in-charge based on the reports submitted; and,
- c. make a follow-up.

Verification will be performed in accordance with planned arrangements (**see QMS-POM-07, Sec. 7.3.1**) to ensure that the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions will be maintained. (**QMS-POM-04, Sec. 4.2.4**).

### **7.3.6 Design and Development Validation**

Design and development validation shall be performed in accordance with planned arrangements to ensure that the resulting products is capable of meeting the requirements for the specified





application or intended use, where known. Wherever practicable, validation is completed prior to the delivery or implementation of the product. Records of the results of validation and any necessary actions shall be maintained.

### **7.3.7 Control of Design and Development Changes**

Design and development changes shall be identified and records maintained. The changes shall be reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes includes evaluation of the effect of the changes on parts and product already delivered. The management shall:

- a. Label appropriately the type of design for a program or a project undertaken by indicating the title the proponent, the content, the requirement, resources and the design system;
- b. Maintain records of review and deliberation of project undertaken whether accepted or rejected;
- c. Review and implement document with approved design; and,
- d. Incorporate development changes during the implementation process.

### **7.4 Purchasing**

The top management shall ensure that purchase products conformed to specify purchase requirements the type and extent of control applied to the supplier and the purchase product are determined upon the effect of the purchase product on subsequent product realization. The University will follow the purchasing procedures established in the University Procedure Manual for Purchases.

Records of the results of the evaluations and any necessary actions resulting from the evaluations will be maintained. (***QMS-POM-04, Sec. 4.2.4***).

The University President is authorized to execute contracts. Only the Purchasing Agent is authorized to sign the contract. In the absence of a Purchasing Agent, the President will designate an acting Purchasing Agent. Purchasing maintains an Approved Supplier List. Orders for materials, components and subcontracted services may only be placed with vendors that are on the list.



#### **7.4.1 Purchasing Processes**

The top management shall ensure that effective and efficient purchasing processes are defined and implemented for evaluation and control of purchase product in order that purchased product satisfies the need and requirements of the clients as well as the interested parties.

- a. Management ensures that involvements of suppliers in the purchasing processes in relation to their products are in order to improve the effectiveness and efficiency of the product purchase process.
- b. To assist the organization in the control and availability of inventory. It defines the need for records of purchase product, verification, communication and response to nonconformity in order to demonstrate its own conformity to specification.

#### **7.4.2 Purchasing Information**

Purchasing information describes the product to be purchased, including where appropriate:

- a. requirements for approval of product, procedures, processes and equipment;
- b. requirements for qualification of personnel; and,
- c. Quality Management System requirements.

Top management shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

Purchasing documents are prepared by the Purchasing Agents within each office/department. The documents clearly and completely describe ordered products, including precise product identification and quality requirements. Purchasing documents are reviewed and approved prior to release. The processes for the preparation, review and approval of purchasing documents are defined in **QMS-PRM-049 Procurement**.

Purchasing requirements of a service are based on the qualifications of the individual needed to perform the service. For general office supplies, including computing materials, the normal competitive process will be used.

A Materials Requisition and Abstract of Quotation (MRAQ) shall be filled up by the requesting department complete with specific data relevant to the product required. Canvassing among approved suppliers follows, then a Purchase Order is prepared for the actual purchase.





to the product required. Canvassing among approved suppliers follows, then a Purchase Order is prepared for the actual purchase.

#### 7.4.3 Verification of Purchased Product

The management establishes and implements the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements (see ***QMS-PRM-029 Inspection and Testing of Equipment and QMS-PRM-049 Procurement***). Where the management or its customer intends to perform verification at the supplier's premises, the management shall state the intended verification arrangements and method of product release in the purchasing information.

Purchased products are verified prior to use in production and/or dispatch to customers. The Supply Office is responsible for selecting appropriate methods for purchased product verification and acceptance. ***QMS-PRM-051 Delivery and Verification of Goods*** defines the processes for verifying, identifying and releasing purchased products.

When verification of purchased product is to be performed at supplier's premises, purchasing documents specify the intended verification arrangements and method of product release.

Delivered products are re-examined and verified by the Supply Officer and Laboratory Heads as well as the inspector, as necessary. New purchases shall be recorded and documented for inventory purposes before issuance to the requesting department.

### 7.5 Production and Service Provision

#### 7.5.1 Control of Production and Service Provision

The management plans and carries out production and service provision under controlled conditions. Controlled conditions are:

- a. information on the characteristics of students at the time of admission to the time they graduate which are found at the Office of Student Affairs, Guidance, Medical-Dental, grades sheets, class record of faculty, student organization, practicum file, Registrar's Office and the NSTP;
- b. JRMSU Code, Administrative and Faculty Manual containing definition of functions of employees who have direct and indirect role in training the students;



- d. results of examination;
- e. suitable process applied in the selection, retention of student;
- f. measuring device for laboratory equipment;
- g. compliance with requirements prior to release of credentials;
- h. the availability of information that describes the characteristics of the product;
- i. the availability of work instructions, as necessary;
- j. the use of suitable equipment;
- k. the availability of monitoring and measuring devices;
- l. the implementation of monitoring and measuring devices; and,
- m. the implementation of release, delivery and post-delivery activities.

#### **7.5.2 Validation of Process for Production and Service Provision**

The University validates any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring and measurement. This includes any processes where deficiencies become apparent only after the product is in use or the service has been delivered.

Validation will demonstrate the ability of the processes to achieve planned results.

The University will make arrangements for these processes including, as applicable:

- a. Defined criteria for review and approval of the processes;
- b. Approval of equipment and qualification of personnel;
- c. Use of specific methods and procedures, requirements for records (***QMS-POM-04, sect. 4.2.4***); and,
- d. Revalidation.

Periodic CHED inspections verify whether each college's production and service provision are carried out under controlled conditions. Syllabi and Instructional Materials shall be reviewed among others to ensure that subjects and courses offered meet standards and





requirements. Inspection shall include evaluation of each college's administrative capacity, faculty and instructors' qualifications and performance, completeness of physical facilities and laboratory equipment as well as that of the library, research and development, extension service and Quality Management System.

Some of the validation processes for product and service provision include:

- a. Students who do not pass the prescribed proficiency undergo enhancement by re-sit, remedial class or re-enrolling the subject (***QMS-PRM-034 Dealing with Failures and Retakers, QMS-PRM-033 Periodic Examination and Retention***);
- b. Annual benchmarking examination is given to all students in general education and professional subject by the Academic Affairs;
- c. Students who do not achieve mastery and competence, content knowledge based on benchmarking results are required to apply for re-sit, remedial or re-enroll;
- d. A rating of 2.5 for the subject/course is the acceptable performance of the student. Getting a rating below is advised to re-enroll the subject;
- e. After final grade is computed, the Dean schedules the deliberation with each faculty a week after before the Dean of the College approves it; and,
- f. Student course evaluation results are reviewed by the Heads of the Department. Semestral-end performance of faculty is scheduled by the Dean of the College and the Vice President of Academic Affairs to measure the performance.

### **7.5.3 Identification and Traceability**

All Instructors' Guides shall be completely documented and controlled by the Dean of the College.

Other documents which are evident in the documentation and records of students are found in:

- a. student profile i.e learner identification records;
- b. Registrar's Office i.e. curricula, course and content unit code;
- c. I.D. – Student's Affairs;



- d. laboratory/library log book;
- e. Guidance Office;
- f. membership in the organization;
- g. book of examination; and,
- h. official list of students.

Where appropriate, the University will identify the product by suitable means throughout product realization. It will identify the product status with respect to monitoring and measurement requirements. Where traceability is a requirement, the University will control and record the unique identification of the product (***QMS-POM-04, Sec. 4.2.4***).

#### **7.5.4 Customer Property**

The University shall exercise care with customer property while it is under the University's control or being used by the University. The University will identify, verify, protect and safeguard customer property provided for use or incorporation into the product. If any customer product is lost, damaged, stolen or otherwise found to be unsuitable for use, this will be reported to the customer and records maintained (***QMS-POM-04, Sec. 4.2.4***).

Customer-supplied products are received and inspected following the same procedure that applies to the purchased products. In the event the supplied products fail receiving inspection, or are not suitable for any other reason, the customer is contacted.

Customer's software, documents, and other intellectual property are protected to the same extent, as would the University's internal documents of similar content, unless there are contractual requirements for special measures to protect customer's intellectual property.

When specified in a contract, special handling instructions from customers will take precedent over the company's standard procedures.

Customers are immediately informed in the event of loss, damage, deterioration, or unsuitability of their products. Customer property shall be safeguarded and protected which includes, but not limited to:

- a. guides and manuals appropriately filed in cabinets as instructional materials;
- b. audio-visual aids provided by linkages and partners are stored adequately; and,
- c. Transcript of records, examination results.





### **7.5.5 Preservation of the Product**

The management shall respond to the needs for any specification requirement arising from the nature of the product associated with software media and hazardous materials. It shall preserve conformity of product during internal processing and delivery to the intended destination.

- a. a certified graduate conforms with the requirement of the course
- b. a certified graduate is confirmed by the Board of Regents.

### **7.6 Control of Monitoring and Measuring Devices**

The University will determine the monitoring and measurement devices to be undertaken and the monitoring and measure devices needed to provide evidence of conformity of product to determined requirements. **(QMS-POM-07, Sec. 7.2)**. It will establish processes to ensure monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.

Where necessary to ensure valid results, measuring equipment will be:

- a. calibrated and verified at specific intervals, or prior to use, against measurement standards traceable to international or national standards; where no such standard exist, the basis used for calibration or verification shall be recorded;
- b. adjusted and re-adjusted as necessary;
- c. identified to enable the calibration status to be determined;
- d. safeguarded from adjustments that would invalidate the measurement result; and,
- e. protected from damage and deterioration during handling, maintenance and storage.

The University will assess and record the validity of the previous measuring results when the equipment is not found to conform to requirements. The University will take appropriate action on the equipment and any product affected. Records of the results of calibration and verification shall be maintained. **(QMS-POM-04, Sec. 4.2.4)**

When used in monitoring and measurement of specified requirements, the ability of software to satisfy the intended application will



be confirmed. This will be undertaken prior to initial use and reconfirmed as necessary.

Appropriate measuring and monitoring devices are selected to ensure that measurement capability is consistent with the measurement requirements. Devices used for ensuring and verifying product conformity are calibrated.

### **Measuring and Monitoring Devices Calibration and Maintenance**

The scope of the calibration control system extends to the measuring and test equipment, comparative reference hardware (such as gauges and templates), and test software used for:

- a. setup and monitoring of production processes;
- b. monitoring of environmental conditions;
- c. verification of product conformity; and,
- d. operations where defined accuracy of a measurement is required to assure product conformity.

The Chief Administrative Officer through the Maintenance Department is responsible for calibrating and maintaining measuring and monitoring devices. All active devices are inventoried in a controlled list, indicating their calibration status and location.

Measuring devices are checked, adjusted and re-adjusted as necessary; and are calibrated at specified intervals (or prior to use) against measurement standards traceable to international or national measurement standards. Calibration is recorded in a calibration log and the calibrated devices are labeled with a calibration sticker to identify their calibration status.

Measuring and monitoring devices are safeguarded from adjustments that would invalidate the measurement result. Measuring and monitoring devices are protected from damage and deterioration during handling, maintenance and storage.

### **Validity of Measurements Made with Nonconforming Measuring Equipment**

When measuring equipment is found not to conform to requirements, previous measuring results are reassessed, and appropriate action is taken on the equipment and any product affected.



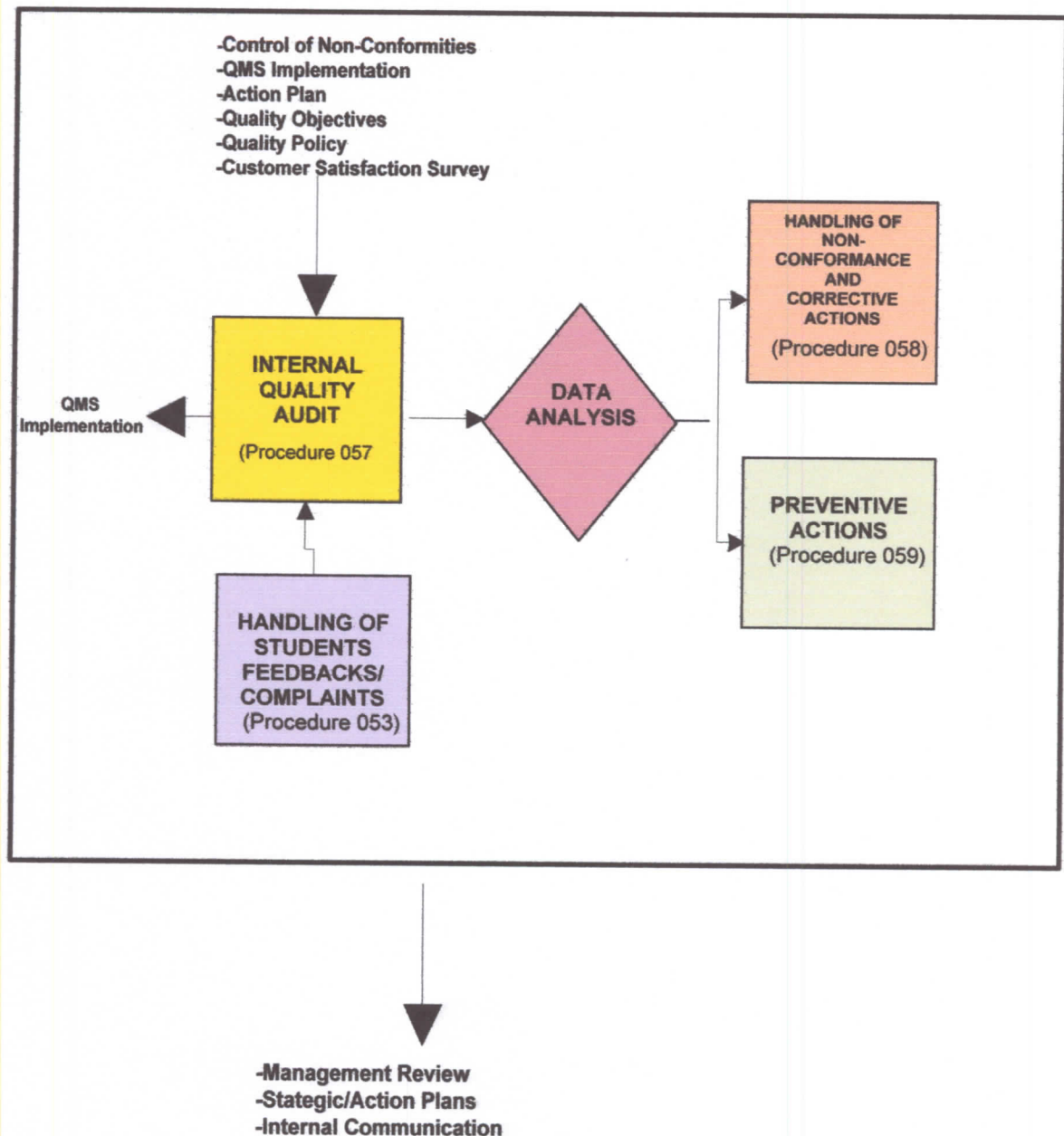


## **Validation of Software**

In-house developed inspection, test, and monitoring software is validated before it is used for product assurance or verification. Commercial software is purchased with validation certificates where available. Software is revalidated or recertified when conditions for which it was initially validated are materially changed.

Each college mainly bases the evidence of conformity to statutory and regulatory requirements of its academic programs to CHED Assessment Instrument. However, within the organization exists an inspection and testing procedure as well as maintenance procedure for the calibration of its facilities and equipment and the periodic review of academic programs as a means to monitor education, provided, it is being complemented by the various technical equipment to achieve the goals and objectives. Moreover, tables of specifications (TOS) shall be required from the instructors for every test constructed ensuring the validity of the examinations given to students.

Test questionnaires shall be verified and validated by the CEA and IMD as to intended learning outcomes, content and learning objectives prior to distribution to the trainees for the evaluation of their skills and competence. Laboratory equipment and physical facilities shall be subject to calibration and maintenance procedures as documented.



**Figure 5 MEASUREMENT, ANALYSIS AND IMPROVEMENT PROCESS**





## 8.1 General

The management shall plan and implement the monitoring, measurement, analysis and improvement processes needed

- a. to demonstrate conformity of the product;
- b. to ensure conformity of the Quality Management System; and,
- c. to continually improve the effectiveness of the Quality Management System.

This shall include determination of applicable methods, including statistical techniques, and the extent of their use. The management shall establish documented procedures for the review and improvement of its Quality Management System and the entire business process. Problem areas shall be identified and pre-determined during the conduct of the audit and holding of regular meetings among colleges, offices and the Internal Quality Audit Team. Corrective or preventive actions shall be initiated for the review and approval of the QMR and the President prior to implementation. All are discussed and resolved in the management review meetings.

## 8.2 Monitoring and Measurement

The management shall conduct regular monitoring and evaluation activities utilizing outcomes-based internal monitoring schemes. It shall implement internal monitoring schemes, systems and procedures that shall promote effective and efficient delivery of the program to ensure quality of instruction, effective utilization of laboratory equipment, review and updating of courses and examination and assessment.

It shall also ensure that schemes implemented are in accordance with defined policies and procedures under QMS and that the implementation of such schemes yields tangible results to further improve the system. ***QMS-PRM-043 Evaluation of Academic Programs*** defines the process.

### 8.2.1 Customer Satisfaction

The University will monitor information relating to customer perception as to whether it has met customer requirements (***QMS-052 Customer Satisfaction Survey***). It will determine the methods for obtaining and using this information.

Information related to customer satisfaction is collected and compiled from the following sources:



- a. customer complaints;
- b. spontaneous expressions of customer satisfaction and other feedback;
- c. awards and recognitions from customers, associations and consumer groups; and,
- d. customer satisfaction surveys.

***QMS-PRM-053 Handling of Student Feedbacks / Complaints*** defines the responsibilities and methods for collecting the information.

Marketing is responsible for developing suitable indicators of customer satisfaction, and for defining methods for collecting and analyzing the pertinent information.

Customer satisfaction is used as one of the measurements of the performance of the Quality Management System. For this purpose, customer satisfaction information is reported to, and evaluated by the management review of the quality system, as defined in ***QMS-PRM-060 Management Review***.

A customer satisfaction survey shall be conducted among the students and trainees to gather their opinions and comments on other services provided for by the respective college to ensure that appropriate actions are undertaken. At the same time, agencies shall also be provided with the customer survey form in order to evaluate performances.

Periodic consultations are also conducted to the students as well as trainees' evaluation feedbacks are gathered at the end of each course to evaluate further their need to be met for a quality education, training and service. The system defines procedures and processes clearly understood and managed by qualified and competent personnel.

### **8.2.2 Internal Audit**

The management shall conduct internal audits at least once every semester planned to determine whether the QMS:

- a. conforms to the planned arrangement, to the requirements of CHED and to the Quality Management System requirements of JRMSU; and,
- b. QMS is effectively implemented and maintained.





An audit program shall be planned taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits.

An audit program shall be conducted by internal auditors who possess the following qualifications; Certificate of training in ISO, knowledge of the activities they audit and independent objective and impartial in auditing.

The audit criteria, scope, frequency and methods shall be defined. Selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors will not audit their own work.

Appropriate corrective actions are taken by management personnel responsible for the areas where nonconforming processes and/or practices are identified by the audit. Auditors follow up to ensure that the actions taken are fully implemented and are effective.

**QMS-PRM-057 Internal Quality Audit** defines the responsibilities and requirements for planning and conducting audits, and reporting and maintaining records (**QMS-POM-04, Sec. 4.2.4**).

The management responsible for the area audited shall ensure that actions are taken without delay to eliminate non-conformities and their causes. Follow up activities include verification and the actions taken and the reporting of verification results.

Internal audit shall be conducted at least once every semester to identify non-conformities and assess effectively of the established Quality Management System. An audit schedule shall be prepared by the internal auditor for the year for the approval of the President. Audit checklists shall be maintained to serve as supporting evidence (when required) to audit reports submitted including non-conformance reports issued. Follow-up audits shall be likewise done to verify whether non-conformities are conducted.

### **8.2.3 Monitoring and Measurement of Processes**

The management shall apply suitable methods for monitoring and, where applicable, measurement of the Quality Management System processes. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action are taken, as appropriate, to ensure conformity of the product.



The Quality Management System processes are monitored by a variety of approaches and techniques, as appropriate for a particular process and its importance. These include:

- a. Conducting internal audits of the quality system (***QMS-PRM-057 Internal Quality Audit***);
- b. Monitoring trends in corrective and preventive action requests (***QMS-PRM-058 Handling Non-Conformances and Corrective Actions and QMS-PRM-059 Preventive Actions***);
- c. Measuring product conformity and monitoring other quality performance data and trends (***QMS-PRM-029 Inspection and Testing of Equipment***); and,
- d. Measuring and monitoring customer satisfaction (***QMS-PRM-057 Internal Quality Audit***).

When a quality system process does not conform to requirements, the QMR initiates a corrective action request to address the problem. The process for requesting and implementing corrective actions is defined in ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions and QMS-PRM-059 Preventive Actions***.

Each college shall submit Accomplishment Report at the end of every semester. The Dean of the college shall ensure the accuracy of these reports prior to submission to the VPAA. Each report signifies performance indicators to measure tasks of the college carried out during the period covered. Evidences that will comply CHED standards shall be sought.

#### **8.2.4 Monitoring and Measurement of Product**

The management monitors and measures the characteristics of the product to verify that product requirements have been met. An assessment shall be conducted to students for every next level to determine competency developed and preparedness to the next level. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements.

### **8.3 Control of Non-Conforming Product**

The management shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use for delivery. The controls and related responsibilities and





authorities for dealing with nonconformity product shall be defined in a documented procedure.

The management shall deal with non-conforming product by one or more of the following ways:

- a. by taking action to eliminate the detected nonconformity;
- b. by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer; and,
- c. by taking action to preclude its original intended use or application.

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained.

When nonconforming product is corrected, it shall be subject to re-verification to demonstrate conformity to the requirements. When nonconforming product is detected after delivery or use has started, the management shall take action appropriate to the effects, or potential effects, of the nonconformity.

### **Identification and Documentation**

Nonconforming products are documented in the Product Nonconformity Report (PNR). The report describes the nonconformity, documents the disposition decision, and records close-out of follow-up activities (re-inspection, concessions, corrective actions, etc.). The use of the PNR and its processing are explained in ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions***.

When nonconforming product is detected after delivery or use has started, the effects, or potential effects of the nonconformity are evaluated by the Auditors, and appropriate action is taken.

To prevent nonconforming products from being used, the products are marked with a REJECTED label or tag, and are segregated.

### **Nonconformity Review and Disposition**

The Auditors and the QMR is responsible for reviewing nonconformities and deciding on the disposition of nonconforming products. In simple and routine cases this responsibility is delegated to the College Deans and Heads of Offices.



The disposition decision may be to rework, repair, accept as-is, regrade or scrap. Processes for reviewing product nonconformities, for making disposition decisions, and for recording these activities are provided in ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions***.

### **Verification of Reworked Products**

Reworked products are re-inspected to demonstrate conformity to the original requirements. Repaired and re-graded products are also inspected to verify that they meet the modified (downgraded) specification. These verification activities are carried out in accordance with applicable inspection instructions and procedures.

## **8.4 Analysis of Data**

The management shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the Quality Management System and to evaluate where continual improvement of the effectiveness of the Quality Management System can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

The QMR is responsible for coordinating these activities, and for reporting conclusions and trends to the top management. This is usually done within the framework of management reviews of the quality system, in accordance with ***QMS-PRM-060 Management Review***.

## **8.5 Improvement**

### **8.5.1 Continual Improvement**

The management shall continually improve the effectiveness of the Quality Management System through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review. ***QMS-PRM-061 Continuing Development of the QMS*** defines this process.

Internal audit results and quality performance data are analyzed by management review to assess the effectiveness of the quality system and current organizational performance. Opportunities and priorities for improvement are identified by comparing present quality performance to goals and aspirations defined in the quality policy. This process is defined in ***QMS-PRM-060 Management Review***.

It shall give authority to all its officers and staff to be responsible in safeguarding the implementation of its Quality Management System. Anyone in the organization shall issue a Non-Conformance Report once





non-conformity is identified. ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions*** defines this process. All undertakings for the improvement of the Quality Management System shall be given due attention for the continual improvement.

Improvement projects are defined either as corrective and preventive actions or as quality objectives. These processes are defined in ***QMS-PRM-058 Handling Non-Conformances and Corrective Actions and QMS-PRM-059 Preventive Actions, QMS-PRM-060 Management Review***, respectively.

### **8.5.2 Corrective Action**

The management shall take action to eliminate the cause of the nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.

A documented procedure shall be established to define requirements for:

- a. reviewing nonconformities (including customer complaints);
- b. determining the causes of nonconformities;
- c. evaluating the need for action to ensure that nonconformities do not recur;
- d. determining and implementing action needed, including, if appropriate, updating documentation;
- e. records of the results of any investigation and of action taken; and,
- f. reviewing corrective action taken and its effectiveness.

Corrective actions to be initiated by the concerned personnel shall be closely coordinated with the QMR for review and approval. Verification of the same shall be conducted only either by the College Dean or the QMR. The QMR shall be responsible for its documentation to be used as reference in evaluating the need for further action/s to ensure the same shall not recur.

### **Customer Complaints**

Customer complaints that allege deficiencies related to the identity, quality and effectiveness, or performance of a product are logged and documented.

Complaints that involve a possible failure of a product are always investigated, and the results of the investigation are documented.



The system for receiving, logging, investigating and responding to customer complaints is defined in ***QMS-PRM-053 Handling Student Feedbacks / Complaints***.

### **8.5.3 Preventive Action**

The management shall determine action to eliminate the cause of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems. A documented procedure shall be established to define requirements for:

- a. determining potential nonconformities and their causes;
- b. evaluating the need for action to prevent occurrence of nonconformities;
- c. determining and implementing action needed, including, if appropriate, updating documentation;
- d. records of results of any investigation and of action taken; and,
- e. reviewing preventive action taken.

Deans shall submit preventive measures within their areas of responsibilities for any potential non-conformity. These measures shall be discussed during the management review meetings to assess its appropriateness and applicability. Records are maintained accordingly. This process is defined in ***QMS-PRM-059 Preventive Actions***.