4.2 Documentation requirements
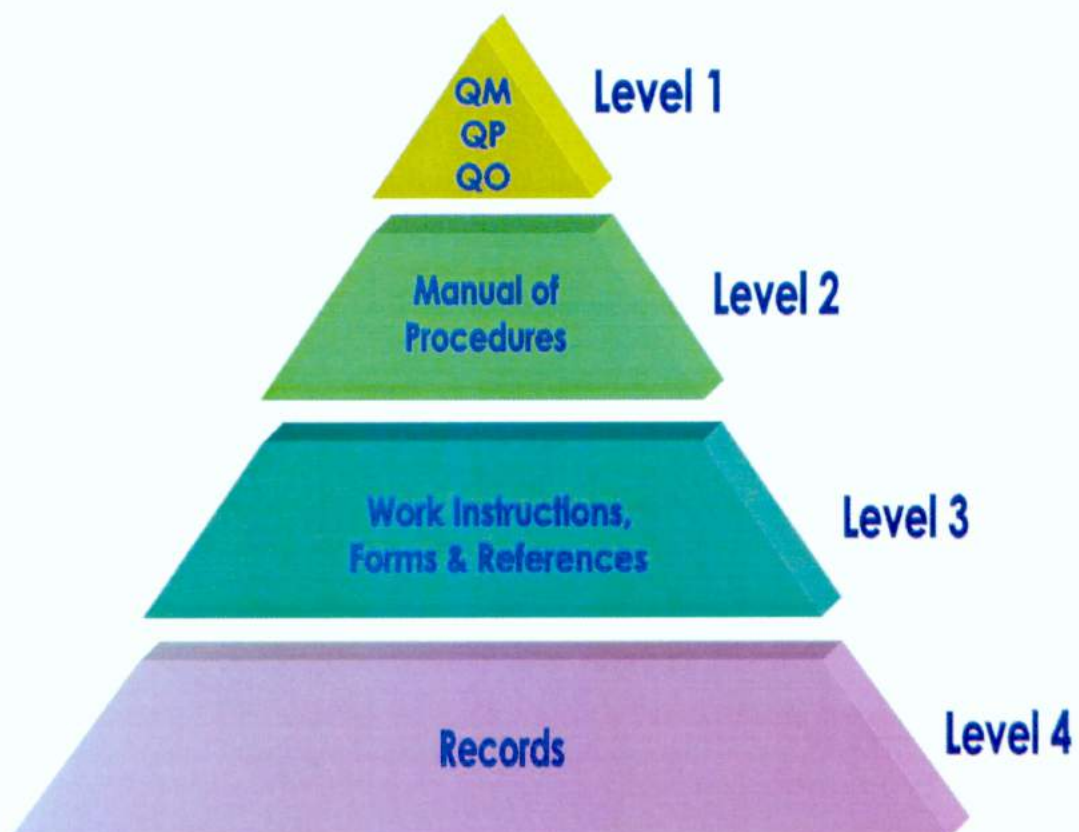
4.2.1 General

The QMS documentation of PhilEXIM includes:

a. a documented Quality Policy and Quality Objectives,
b. this Quality Manual,
c. documented procedures and records required by ISO 9001:2008, and
d. documents and records determined by PhilEXIM to be necessary to ensure the effective planning, operation and control of its processes.

PhilEXIM's Quality Management System is described through various levels of documents as shown in the Documentation Pyramid below.
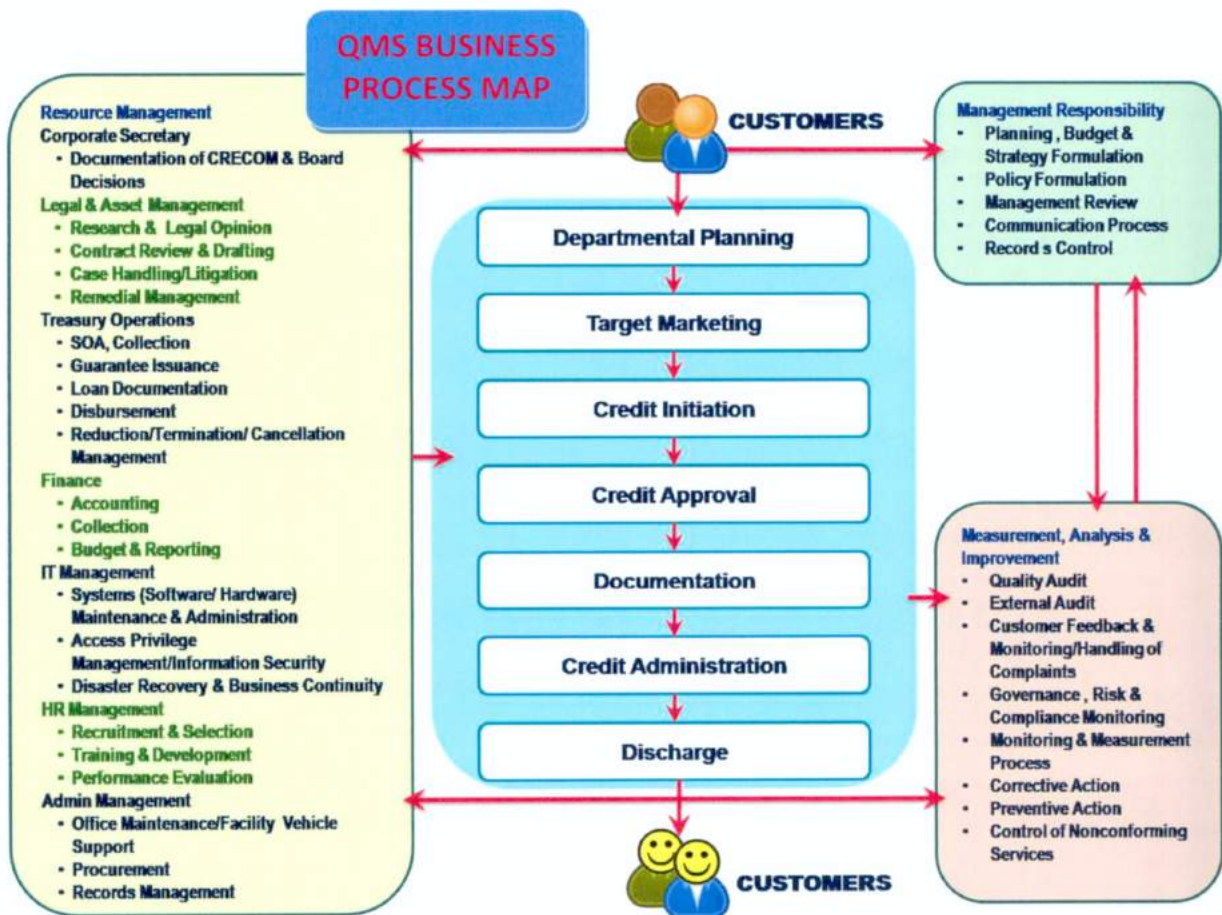
Documentation Pyramid

QM
QP
QO — **Level 1**

Manual of Procedures — **Level 2**

Work Instructions, Forms & References — **Level 3**

Records — **Level 4**

Quality Manual

This Manual has been prepared to define the QMS requirements for PhilEXIM as described herein.
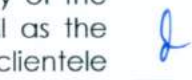
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The quality manual includes:

a. the scope of the quality management system, including details of and justifications for any exclusions,

b. the documented procedures established for the quality management system, or reference to them, and

c. the QMS Business Process Map below which illustrates the interaction between the processes of the quality management system.

The objective of defining this map is to ensure that PhilEXIM clients are consistently satisfied with the products and services it rendered. At the heart of the map is the core process for guarantee, credit facilities and support processes starting from departmental planning, target marketing, credit initiation, approval by the relevant authorities of PhilEXIM, documentation to credit administration and facilitation of the discharge of the account. Illustrated also in the process map is the interplay of the responsibilities of Management, the required resources and support as well as the effective measurement, analysis and improvement tools to attain clientele satisfaction.

4.2.3. Control of Documents

All of the QMS documents are controlled according to the Document Control Procedure. The Document Control Procedure defines the requirements for:

a. approving documents for adequacy prior to issue,
b. reviewing and updating as necessary and re-approving documents,
c. ensuring that changes and the current revision status of documents are identified,
d. ensuring that relevant versions of applicable documents are available at points of use,
e. ensuring that documents remain legible and readily identifiable,
f. ensuring that documents of external origin determined by the organization to be necessary for the planning and operation of the quality management system are identified and their distribution controlled, and
g. preventing the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.
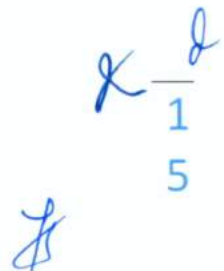
The Coding Scheme Matrix below defines the various categories of quality documents, its levels and unique coding scheme applied by PhilEXIM for reference.

To identify the specific initiator/originator, proper authority to review the various types of quality documents and the corresponding approving authorities, a Documentation Responsibility Matrix is defined below.

Coding Scheme Matrix

Category	Code	Level	Coding Scheme (sample)
Quality Manual	QM	Level 1	QM-L1-C
Manual of Procedure	MOP	Level 2 Department level	MOP-L2-OCS-01
Quality System Procedure	QSP	Level 2 System-wide	QSP-L2-01
Quality Work Instruction	WI	Level 3 Department Level	WI-L3-OCS-01
Quality Form	QFM	Level 3 System-wide Department level	QFM-L3-01 FM-L3-OCS-01
Quality Record	QRD	Level 4 System-wide Department level	QFM-L3-01 (if form is used) QRD-L4-01 (if non-form, e.g. logbook)

Legend: QM – Document Category
L1 – Level in the Documentation Pyramid
OCS – Department concerned
01 – Number sequence

Documentation Responsibility Matrix

Type of Document	Initiator/Originator	Reviewing Authority	Approving Authority
Quality Manual	QMR	Management Team	President & CEO
System-wide	QMR	Management Team	President & CEO
Manual of Procedures	Process Owner	Management Team	President & CEO
Work Instructions	Process Owner	Management Team	President & CEO
Forms	Process Owner	Management Team	President & CEO
Support Documents	Process Owner	Management Team	President & CEO

4.2.4 Control of Records

Records are a special type of document and are being controlled according to the requirements given in this Section.

Records are maintained to provide evidence of conformity to requirements and of the effective operation of the QMS. These are controlled according to the Records Control Procedure. The Control of Records Procedure: (i) defines the controls needed for identification, storage, protection, retrieval and disposition of records; and (ii) requires the records to remain legible, readily identifiable and retrievable.
Master lists of record are maintained for each unit/department.

Related Procedures:

Control of Internal Documents	QSP – L2-01
Control of External Documents	QSP – L2-02
Control of Records	QSP – L2-03

Prepared by:	Reviewed by:	Approved by:
Atty. Dynah G. Nepomuceno-Bayot *Quality Management Representative*	**Ian A. Briones, CES/CEO VI** *Management Review Com. Rep*	**Atty. Florencio P. Gabriel, Jr.** *OIC/President & CEO*

CHAPTER 5

5. MANAGEMENT RESPONSIBILITY

5.1 Management commitment

PhilEXIM management demonstrates its commitment to the development and implementation of the QMS, and continual improvement of its effectiveness by:

a. communicating its business core values, quality policies, objectives, customer expectations, and statutory/regulatory requirements,
b. establishing a quality policy that mandates conformance to requirements and continual improvement,
c. defining measurable business and quality objectives and targets,
d. conducting management reviews, and
e. ensuring availability of resources needed to achieve success within the business operations.

*For this purpose, Management refers to Senior Vice-President up to the President & CEO.

5.2 Customer Focus

PhilEXIM management is committed to provide effective and efficient service which assures that client requirements are consistently met satisfactorily [see 7.2.1 and 8.2.1].

5.3 Quality Policy

PhilEXIM adopts this Quality Policy to achieve its commitment under the QMS:

"We, at PhilEXIM, are committed to adhere to deliver shareholder value and contribute to national development through its quality core services of sovereign guarantee and credit facilities.

Towards this end, we shall endeavor to:

❖ *Operate within applicable statutory standards and requirements as a socially-responsive and reliable agency of the Government;*
❖ *Provide effective and efficient service that consistently meet clientele satisfaction;*
❖ *Continually improve the effectiveness of our Quality Management System based on international standards;*
❖ *Act as a catalyst for sustainable socio-economic development; and*
❖ *Demonstrate the corporate values of integrity, professionalism, good governance, innovation and teamwork enshrined in our institutional credo, the TIDCORP Creed."*

The Quality Policy is communicated to all employees (the department heads cascade the Quality Policy to their respective units) is posted in a conspicuous place in all offices of PhilEXIM i.e., reception area, to maintain high standards within PhilEXIM.

PhilEXIM management reviews the Quality Policy on an annual basis during Management review to determine the policy's continuing suitability for the Agency.

5.4 Planning

5.4.1 Quality Objectives

PhilEXIM management ensures quality objectives, including those needed to meet requirements for product [see7.1], are established at relevant functions and levels within the organization. The quality objectives are measurable and consistent with the PhilEXIM Quality Policy.

PhilEXIM's corporate quality objectives are aligned with PhilEXIM's commitments under the Performance Agreement and Scorecard approved by the Governance Commission.

5.4.2 Quality Management System Planning

PhilEXIM management ensures that

a. the planning of the quality management system is carried out in order to meet the requirements given in 4.1, as well as the quality objectives, and
b. the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

The output of Management planning is referred to as the "Business Plan and Strategies".

5.5. Responsibility, authority and communication

5.5.1. Responsibility and Authority

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

The Board-approved organizational chart (Figure 2) illustrates the organizational structure of PhilEXIM, its operational relationships, levels of management, and lines of responsibility, authority and communication in the organization.

At the top of the structure is the governing Board of Directors. Working closely with the Governing Board is the Office of the Board Chairman, Board-level Committees, Office of the Corporate Secretary, oversight offices such as Internal Audit Office, Risk Management Office and Corporate Governance Office. Among other offices reporting to the Office of the President and CEO are the Business Revenue Groups 1 and 2, Corporate Resources Group which includes the Legal and Asset Management Sector and Finance and Information Management Sector, and the Strategy and Development Sector.

Job descriptions are established for each position in the organization.
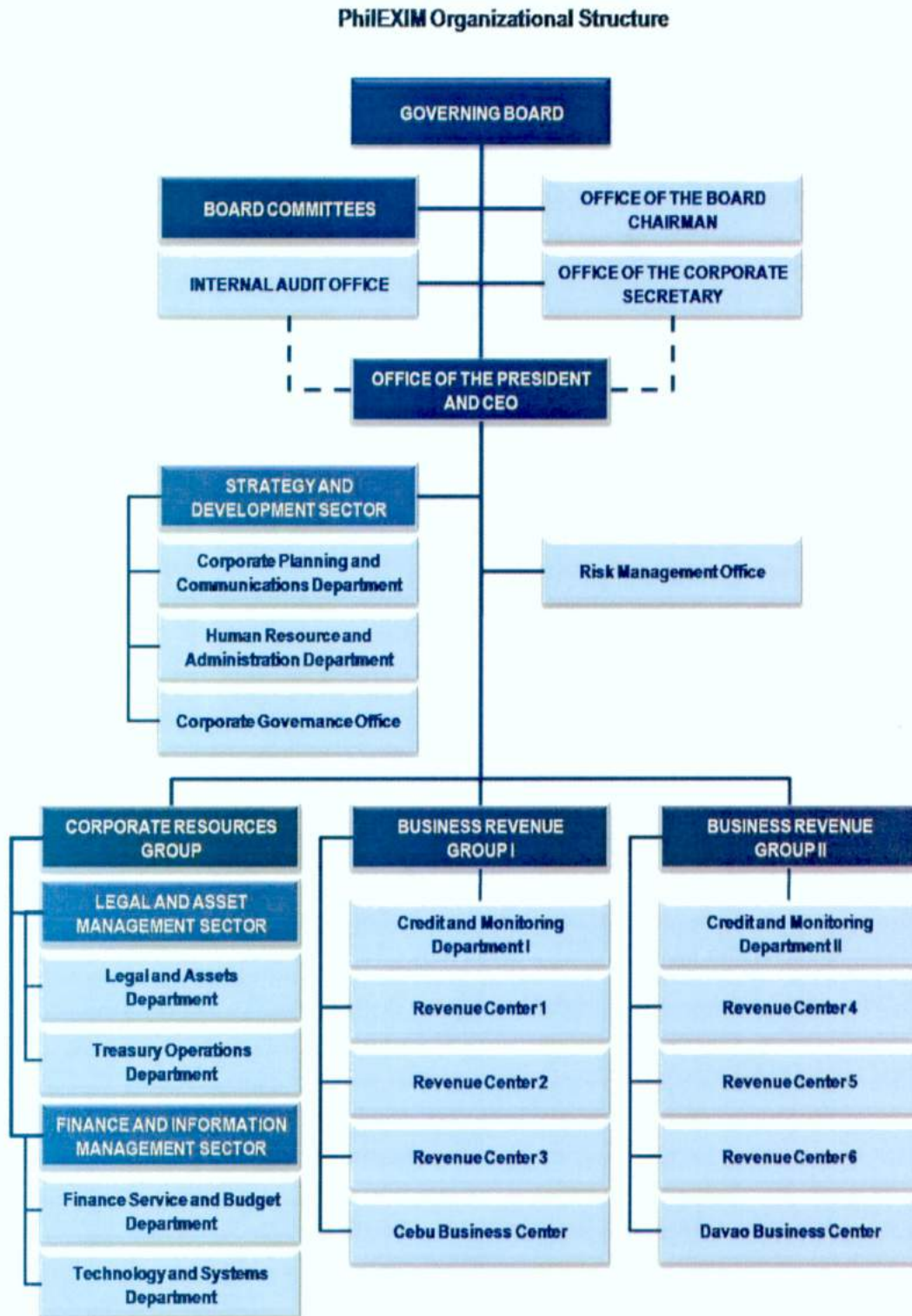
The quality management system structure of PhilEXIM (Figure 3) shows the hierarchy arrangement of the levels of authority, roles and communications identified within the organization. By virtue of an office order issued by the President and CEO, the quality management team is created to establish, document, implement, maintain the quality management system, and continually improve its effectiveness. The President and CEO as the highest management executive in the organization is the responsible approving authority for the quality management system.

The QMS Structure is composed of the President and CEO, the Management Team (Management Review Committee) which includes the Quality Management Representative, as well as the Technical Working Group (TWG). The Quality Management Team is a cross functional team responsible to review and recommend approval of the established QMS and its processes, as well as compliance with the requirements of management commitments under Section 5 herein.

The TWG is composed of the Internal Quality Audit Team, Document Controller, Process Owners, Writers, System Documentation Encoder, Deputy Controller, Record Custodian and Secretariat. The TWG is responsible for the various activities in setting up and implementing the QMS. The System Documentation Encoder shall also serve as the Record Custodian and Deputy Controller of concerned units.

Figure 2

PhilEXIM Organizational Structure

Figure 3

PhilEXIM QMS Structure

Technical Working Group

- President & CEO
- Management Team (Management Review Committee)
- Quality Management Representative
- Internal Quality Audit Team
- Document Controller
- Process Owners, Writers
- System Documentation Encoder, Deputy Controller, Record Custodian
- Secretariat

5.5.2 Management Representative

The President & CEO appointed a Quality Management Representative, who is a member of its management, and irrespective of other responsibilities have the following additional responsibilities and authorities:

    a.   ensuring that processes needed for the quality management system are established, implemented and maintained,

    b.   reporting to PhilEXIM management on the performance of the quality management system and any need for improvement, and

    c.   ensuring the promotion of awareness of customer requirements throughout the PhilEXIM.

NOTE: The responsibility of the Quality Management Representative includes liaison with external parties on matters relating to the quality management system.

5.5.3 Internal communication

PhilEXIM management ensures that appropriate communication processes are established within PhilEXIM and that communication takes place regarding the effectiveness of the quality management system. Regular departmental meeting and general assembly are conducted to communicate performance results and address any concerns or issues related to the quality management system.

5.6 Management review

5.6.1 General

PhilEXIM management commits to review PhilEXIM's quality management system, every six (6) months, to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

The management review process is accomplished by scheduling the management review and notifying the Management Review Committee (MRC) of the agenda (e.g. review of quality policy, objectives, customer feedback, audit results, etc.). The Committee shall discuss the agenda and arrive at solutions/recommendations, improvements and necessary changes. The secretariat shall document the proceedings through minutes of the meeting. Communicate the management actions and decisions to all concerned through the MRC and Head of the Agency for appropriate action.

The members of the MRC are senior officers including heads of the Internal Audit Office, Risk Management Office, and Corporate Planning and Communications Department.
The Quality Management Representative facilitates the conduct of management review.

Records from management reviews are maintained (see 4.2.4).

5.6.2 Review Input

The input to management review includes information on:

a. follow-up actions from previous management reviews, except for the first review,
b. results of audit (internal and external audit),
c. customer feedback (complaints, commendation and satisfaction),
d. process of performance and product conformity, including performance results of quality objectives,
e. status of preventive and corrective actions,
f. changes that could affect the quality management system, and
g. recommendation for improvement.

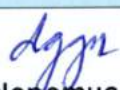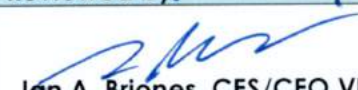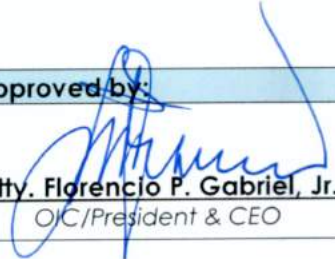### 5.6.3 Review Output

The output from the management review includes any decision and action related to:

a.   improvement of the effectiveness of the quality management system and its processes,
b.   improvement of products or services related to customer requirements, and
c.   resource needs.

Related Procedures:

Strategic Planning Process	MOP-L2-CPCD-01
Preparation of the Corporate Operating Budget (COB) and Budget Estimates (BE)	MOP-L2-FSBD-01
Management Review Process	QSP –L2-04

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