

CHAPTER 8

8. Measurement, analysis and improvement

8.1 General

PhilEXIM plans and implements the monitoring, measurement, analysis and improvement processes needed

- a. to demonstrate conformity to product requirements,
- b. to ensure conformity of the quality management system, and
- c. to continually improve the effectiveness of the quality management system.

This includes determination of applicable methods, including statistical techniques, and the extent of their use.

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction

As one measurement of the performance of the quality management system, PhilEXIM through the Corporate Planning and Communications Department (CPCD) in coordination with the Business Revenue Group monitors information relating to customer perception as to whether PhilEXIM has met customer requirements. The methods for obtaining and using this information are specified in a documented procedure.

Related Procedure:

Customer Satisfaction Survey

MOP-L2-CPCD-07

8.2.2 Internal audit

PhilEXIM conducts internal audits at planned intervals to determine whether its quality management system -

- a. conforms to the planned arrangements [see 7.1], to the requirements of ISO 9001:2008 and the quality management system requirements established by PhilEXIM, and
- b. is effectively implemented and maintained.

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An audit program is planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods are defined. The selection of auditors and conduct of audits ensures objectivity and impartiality of the audit process. Auditors are independent from and do not audit their own work.

A documented procedure is established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results are maintained [see 4.2.4].

The management responsible for the area being audited ensures that any necessary corrections and corrective actions are taken without undue delay, as agreed by and between the audit team and process owners, to eliminate detected nonconformities and their causes.

The minimum qualifications for internal auditors are:

- a. educational background: Bachelor's Degree relevant to the job
- b. work experience: 3-6 years relevant experience and 1-3 supervisory/managerial experience
- c. relevant training: attended at least ISO 9001:2008 awareness and internal audit trainings
- d. relevant skills: communication skills, critical thinking, impartiality/objectivity, confidentiality

Related Procedure:

Internal Quality Audit Procedure

QSP-L2-09

8.2.3 Monitoring and measurement processes

PhilEXIM applies suitable methods for monitoring and, where applicable measuring its 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 is taken, as appropriate.

Monitoring of Performance is done on a corporate level, departmental level and process level.

- a. Corporate level -the CPCD monitors on a quarterly basis the committed indicators under PhilEXIM's Performance Scorecard. Accomplishments are encoded in the Annual Scorecard (Monitoring Report of Performance Targets) which is submitted to the Governance Commission on a quarterly and annual basis. Required data are gathered from concerned units of the Agency.

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- b. Departmental level -each department or unit submits their accomplishment vis-à-vis their committed departmental targets, strategies and initiatives for the given year to the CPCD on a monthly or quarterly basis. This is consolidated by the CPCD for reporting to Management. Data gathered are used as reference and inputs for mid-year planning and year-end planning sessions of Management.
- c. Process level -each department or unit monitors their targets using their respective tracker and by encoding the summary in the Key Performance Indicator Monitoring and Evaluation Sheet their accomplishment in a given period depending on the timing of monitoring.

Monitoring of governance, risk and compliance are accomplished and reported by the Corporate Governance Office and the Risk Management Office to the concerned Board-level Committees through the -

Corporate Governance Office

1. Periodic Compliance Report

Risk Management Office

1. Guarantee & Direct Lending Portfolio
2. Risk Profile Update
3. Portfolio Cap, Capital Adequacy and SBL Report
4. Value-at-Risk Report

Related Procedures:

Department-level Performance Monitoring	MOP-L2-CPCD-06
Corporate-level Performance Monitoring	MOP-L2-CPCD-05
Process Monitoring and Measurement	QSP-L2-05
Preparation of Consolidated Periodic Compliance Report/Updates	MOP-L2-CGO-01
Monthly Guarantee & Direct Lending Portfolio Update	MOP-L2-RMO-01
Generation of Quarterly PhilEXIM Risk Profile Update	MOP-L2-RMO-02
Generation of Bi-Weekly Value-at-Risk Report	MOP-L2-RMO-03
Generation of Monthly Portfolio Cap, Capital Adequacy and Single Borrower's Limit Report	MOP-L2-RMO-04

8.2.4 Monitoring and measurement of products/services

PhilEXIM monitors and measures the characteristics of the product to verify that product/service requirements have been met. This is carried out at appropriate stages of the product realization process in accordance with the planned arrangements [see7.1]. Evidence of conformity with the acceptance criteria is maintained.

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Records indicate the person authorizing release of product/service for delivery to the customer [see 4.2.4]. The Codified Approval and Signing Authority (CASA) and its amendments and relevant office orders define the transactions, limits and approving and signing authorities of the Agency relative to the product delivery to clients.

Product release/delivery does not proceed until all the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the client.

8.3 Control of Non-conforming Product

PhilEXIM ensures that product which does not conform to specified requirements are identified and controlled to prevent unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product/service are defined in the Control of Nonconforming Product procedure.

Where applicable, PhilEXIM deals with nonconforming 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 approved arrangements by relevant authority, and where applicable, by the customer,
- c. by taking action to preclude its original use or application,
- d. by taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming products/services is detected after delivery or use has started,

When nonconforming product is corrected it shall be subject to re-verification to demonstrate conformity to the requirements.

Records of the nature of nonconformities any subsequent actions taken, including concession obtained shall be maintained (see 4.2.4).

8.4 Analysis of Data

PhilEXIM determines, collates and analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvements of the effectiveness of the quality management system can be made, including preventive actions where found necessary.

Information is provided based on data analysis relating to

- a. customer satisfaction (see 8.2.1)
- b. conformity to product requirements (see 8.2.4)
- c. characteristics and trends of processed and products, including opportunities for preventive action (see 8.2.3 and 8.2.4), and
- d. supplies (see 7.4)

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8.5 Improvement

8.5.1 Continual Improvement

PhilEXIM continually improves the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventions actions and management review.

8.5.2 Corrective action

PhilEXIM takes action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered.

The Corrective Action Procedure defines the requirements for

- a. reviewing nonconformities (including customer complaints),
- b. determining the cause of nonconformities,
- c. evaluating the need for action to ensure that nonconformities do not recur,
- d. determining and implementing action needed,
- e. recording of result of action taken (see 4.2.4), and
- f. reviewing the effectiveness of the corrective action taken.

8.5.3 Preventive action

PhilEXIM determines action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems.

The Preventive Action Procedure defines the 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,
- d. records of results of action taken [see 4.2.4], and
- e. reviewing the effectiveness of the preventive action taken.

Related Procedures:



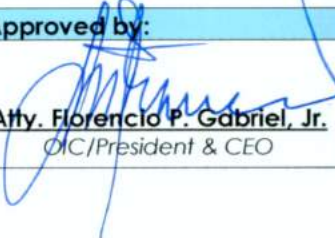
Customer Satisfaction Survey
Feedback/Complaint Handling Process
Control of Non-conforming Product/Service
Corrective Action Procedure
Preventive Action Procedure

MOP-L2-CPCD-07
MOP-L2-CPCD-03
QSP-L2-06
QSP-L2-07
QSP-L2-08

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References:

Codified Approval and Signing Authority (CASA) and its Amendments

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ANNEX

Coding		Title of Procedure/Process/Reference
1	CPM No. 2016-092 06 May 2016	Appraisal of Collateral
2	QSP-L2-01	Control of Internal Documents
3	QSP-L2-02	Control of External Documents
4	QSP-L2-03	Control of Records
5	MOP-L2-CPCD-01	Strategic Planning Process
6	MOP-L2-FSBD-01	Preparation of the Corporate Operating Budget (COB) and Budget Estimates
7	QSP-L2-04	Management Review Process
8	MOP-L2-HRD-01	Recruitment and Selection Procedure
9	MOP-L2-HRD-02	Training Procedure
10	MOP-L2-HRD-03	Training and Development of In-house Training
11	MOP-L2-HRD-04	Training and Development of External Training
12	MOP-L2-HRD-05	Performance Evaluation
13	MOP-L2-AD-01	Office Maintenance
14	MOP-L2-AD-02	Dispatch of Company Vehicles
15	MOP-L2-TSD-01	Access Privileges Management
16	MOP-L2-TSD-02	Software and Hardware Maintenance and Administration
17	MOP-L2-TSD-03	Back up and Disaster Recovery Management
18	MOP-L2-BRG-01	Departmental Planning Process
19	MOP-L2-BRG-02	Target Marketing Process
20	MOP-L2-BRG-03	Credit Initiation Process

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Coding		Title of Procedure/Process/Reference
20	MOP-L2-BRG-03	Credit Initiation Process
21	MOP-L2-BRG-04	Credit Approval Process
22	MOP-L2-RMO-06	Formulation of Policy Memorandum
23	MOP-L2-LAD-01	Legal Service: Legal Opinion and Contract Drafting and Review
24	MOP-L2-TOD-01	Issuance of Statement of Account
25	MOP-L2-CMD-01	Financial Spreadsheet ERR/BRR/IBR Preparation
26	MOP-L2-CMD-02	Credit Investigation Minimum Part A- Negative Checking/Bank Checking
27	MOP-L2-CMD-03	Credit Investigation Minimum Part A- In-house Bank Checking
28	MOP-L2-CMD-04	Credit Investigation Minimum Part B- Business Verification
29	MOP-L2-CMD-05	Credit Investigation Minimum Part B- Neighborhood Checking
30	MOP-L2-CMD-06	Credit Investigation (Trade Checking-Buyers/Suppliers Checking)
31	MOP-L2-CMD-07	Credit Investigation Others LBP/Loandex
32	MOP-L2-CMD-08	Credit Investigation Others CIBI Full Business Report
33	MOP-L2-OCS-01	Board Activity & Conduct of Proceedings
34	MOP-L2-CPCD-02	Product & Service Information Dissemination
35	MOP-L2-CPCD-03	Complaint/Feedback Handling
36	MOP-L2-CPCD-04	Product Design and Development
37	MOP-L2-AD-03	Small Value and Shopping Procurement
38	Republic Act No. 9184	Philippine Government Procurement Law & its IRR

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Coding		Title of Procedure/Process/Reference
39	MOP-L2-BRG-05	Documentation Process
40	MOP-L2-BRG-06	Credit Administration Process
41	MOP-L2-BRG-07	Discharge Process
42	MOP-L2-CMD-09	Credit Investigation (Others-Registration of Mortgage)
43	MOP-L2-CMD-10	Credit Investigation (Purchase Order Verification)
44	MOP-L2-CMD-11	Credit Investigation (Asset Hunt)
45	MOP-L2-CMD-12	Credit Appraisal of Real Estate
46	MOP-L2-CMD-13	Appraisal of Chattel (Machinery & Equipment)
47	MOP-L2-CMD-14	Project Cost Validation (Without Inspection)
48	MOP-L2-CMD-15	Project Cost Validation (With Site Inspection)
49	MOP-L2-CMD-16	Progress Report
50	MOP-L2-CMD-17	Title Verification Report
51	MOP-L2-CMD-18	Monitoring of Account and Preparation of Reports
52	MOP-L2-CMD-19	Checking of Security Envelope
53	MOP-L2-TOD-02	Loan Documentation
54	MOP-L2-TOD-03	Guarantee Issuance, Reduction, Termination/Cancellation
55	MOP-L2-TOD-04	Disbursement
56	MOP-L2-TOD-05	Collection
57	MOP-L2-FSBD-02	Accounting of Guarantee Issuance, Reduction Termination/Cancellation

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Coding		Title of Procedure/Process/Reference
58	MOP-L2-FSBD-04	Pre-Audit of Disbursement
59	MOP-L2-FSBD-05	Preparation of Financial Reports Collection Process – Collection of Loans Receivables
60	MOP-L2-FSBD-06	Preparation of Financial Reports Collection Process- Recovery from Default Accounts
61	MOP-L2-LAD-02	Remedial
62	MOP-L2-LAD-03	Prosecution/Defense of Cases
63	MOP-L2-LAD-04	Legal Services: Monitoring of Cases
64	MOP-L2-CPCD-06	Department-level Performance Monitoring
65	MOP-L2-AD-04	Records Management
66	MOP-L2-CPCD-07	Customer Satisfaction Survey
67	MOP-L2-IAO-01	Internal Quality Audit Procedure
68	MOP-L2-CPCD-05	Corporate-level Performance Monitoring
69	QSP-L2-05	Process Monitoring and Measurement
70	MOP-L2-CGO-01	Preparation of Consolidated Periodic Compliance Report/Update
71	MOP-L2-RMO-01	Monthly Guarantee & Direct Lending Portfolio
72	MOP-L2-RMO-02	Generation of Quarterly PhilEXIM Risk Profile Update
73	MOP-L2-RMO-03	Generation of Bi-Weekly Value-at-Risk Report
74	MOP-L2-RMO-04	Generation of Monthly Portfolio Cap, Capital Adequacy and SBL Report
75	QSP-L2-06	Control of Non-conforming Product/Service
76	QSP-L2-07	Corrective Action Procedure

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Coding		Title of Procedure/Process/Reference
77	QSP-L2-08	Preventive Action Procedure
78	CASA	Codified Approval and Signing Authority & its Amendments

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