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# QUALITY MANUAL

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### APPROVAL PAGE

Endorsed by the PSC-QMS Team Leaders / Key Officials:

ATTY. CARLO E. ABARQUEZ  
Acting Executive Director

MERLITA R. IBAY  
Deputy Executive Director for AFMS


RONNEL O. ABRENICA  
Executive Assistant IV

Approved by:

Date:


WILLIAM I. RAMIREZ  
Chairman

JAN 13 2017

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## 0.2 INTRODUCTION

This Quality Manual defines and clarifies policies, systems, and procedures adopted to implement and continuously improve the Agency's Quality Management System.

This Quality Manual, together with associated documents mentioned hereto, aims to:

- a. Describe the basic elements of the Quality Management System of the Philippine Sports Commission, and serve as reference in its implementation and continual improvement;
- b. Inform the internal and external stakeholders, and enable them to observe and implement the Quality System that is being maintained at the said Agency; and
- c. Serve as reference and guide for newly hired personnel, and make them familiar and appreciate the Agency's Quality System.

## 0.3 AGENCY PROFILE

### 0.3.1 Background

The Philippine Sports Commission is the national government body tasked to oversee matters on amateur sports.

Pursuant to Republic Act 6847, its primary function is to plan, implement and oversee an integrated amateur sports promotion and development program for the country. Although it does not have direct supervision on the development and training of athletes, it has visitorial powers and is tasked to establish linkages with different stakeholders like the Philippine Olympic Committee, National Sports Associations, public and private schools, government corporations and entities, local government units, the Armed Forces of the Philippines; and other sports organizations including international sports institutions, and private corporations.

### 0.3.2 Mission and Vision

In consonance with its mandate, the PSC Vision is expressed as:

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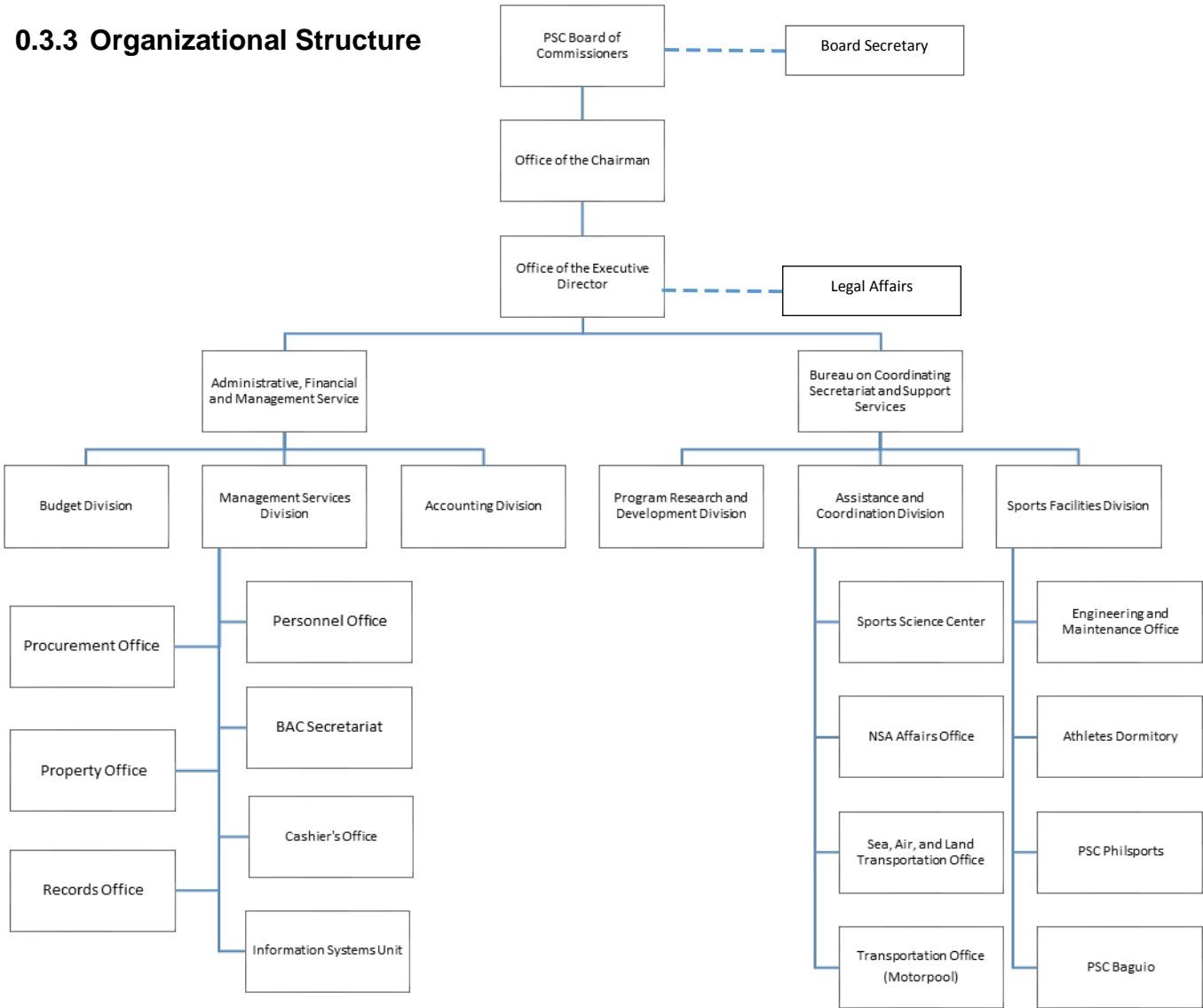
“A Commission with a unified sports program which will enhance the quality of life of the Filipinos, instill national pride and attain international prestige through excellence in sports.”

Likewise, the PSC Mission is:

To serve as the prime catalyst and advocate for the propagation and development of Philippine sports by helping shape policies and setting priorities through the following:


- Coordinating and implementing a national sports program;
- Creating equitable opportunities for participation in sports by all sectors;
- Providing assistance to stakeholders and partners;
- Supporting the specially talented athletes for high level competitions; and
- Promoting the development of those physical qualities and moral values which is the basis of sports.

**0.3.3 Organizational Structure**



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### 0.3.4 Functional Descriptions

#### The Board of Commissioners

The Board of Commissioners shall be the sole policy-making and coordinating body of all amateur sports development programs and institutions in the Philippines. It is composed of the Chairman with the rank of Undersecretary and four (4) Commissioners with the rank of Assistant Secretary.

#### Executive Director

There shall be an Executive Director who shall be appointed or designated as such by the Chairman, preferably from among the four (4) Commissioners, and shall direct and supervise the day-to-day operations of the Agency. The Executive Director shall have supervision and control over the bureau on administrative services headed by a Deputy Executive Director and the bureau on coordinating secretariat and support services, offices and sections which shall likewise be headed by a Deputy Executive Director. The Deputy Executive Directors shall be appointed by the Chairman.

#### a) Deputy Executive Director for Finance and Administrative Services (DED-FAS).


The DED-FAS shall exercise control and supervision over the following Divisions:

a.1) Accounting Division - shall ensure the implementation of the Commission on Audit (COA) issuances, rules and regulations, policies, laws on government accounting and auditing, and perform other functions as may be required by the Agency.

a.2) Budget Division - shall ensure the implementation of the Department of Budget and Management (DBM) guidelines, issuances and memoranda; formulate and recommend policies, guidelines for budget proposals and estimates from various offices of the Agency; control and monitor ceilings for disbursement and fund utilization and prepare the annual agency budget, and work and financial plan and submit the same to DBM and the Legislative Branch; and perform other functions as may be required by the Agency.

a.3) Administrative Division - shall formulate policies and systems of procedures and operations of administrative matters and concerns, and exercise control and supervision over the following Offices:

a.3.1) Personnel Office - shall ensure the implementation of Civil Service Commission (CSC) memoranda, issuances, rules and regulations; provide leadership and assistance in the development and retention of qualified and efficient work force, and formulate standards for training and staff development.

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a.3.2) Records Office - shall formulate and recommend policies, standards, rules and regulations pertaining personnel record maintenance, security, control and disposal, provide storage and extension services, and perform other similar functions.

a.3.3) Property and Supply Office - shall ensure the implementation of existing policies, laws, rules and regulations on property and supplies acquisition, issuance, and disposal; formulate and recommend policies that will regulate the purchase and withdrawal of supplies; and maintain a centralized record of all existing property, whether real or personal, equipment and supplies of the Agency; conduct a periodic inventory and keep a record of all personal property, equipment and supplies of the Agency, control the proper discharge of all property and supplies, and perform other functions as may be required by the Agency.

a.3.4) Procurement Office - shall ensure the implementation of government purchasing laws, rules and regulations, formulate policies and standard procedures that may rationalize the procurement of property, supplies and equipment, and perform other functions as may be required by the Agency.

a.3.5) Cashier Office - shall safeguard the disbursement of Agency funds and keep book of records, accounts and reports and submit the same to the proper offices, and perform other functions as may be required by the Agency.

a.3.6) Legal Affairs Office - shall provide legal services including but not limited to contract drafting, negotiation and review; answering legal queries, assistance in the interpretation of laws and decrees, as well as participating in investigative committees.

a.3.7) Information Systems Unit – shall direct a strategic plan regarding the current and future development of information technology of the Agency, provide computer and network communication services to all departments, and perform activities that coordinate computer-generated information to other agencies and the general public.


**b) Deputy Executive Director for Coordinating Secretariat and Support Services (DED-COSECSS)**

The DED-COSECSS shall exercise control and supervision over the following Divisions and Offices:

b.1) Program Research and Development Division - shall formulate development plans, programs and projects; and undertake research and studies.

b.2) Assistance and Coordination Division - shall assist in the preparation of athletes and coaches' payroll including foreign coaches, handle the incentive and pension program under Republic Act 10699 as amended, and undertake extensive research and coordination for the Philippine Sports Hall of Fame and the Philippine Sports Museum.

b.2.1) Medical and Scientific Athletes Services Office - shall provide specialized, professional and comprehensive health care to athletes, coaches and employees of the

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Agency; conduct research and studies on sports medicines and therapeutic applications, and scientific studies as basis for sports talent identification programs.

b.2.2) National Sports Associations Affairs Office (NSAAO) – shall serve as the frontline to the different National Sports Associations. The NSA Affairs Office is in charge of the facilitation and coordination of the needs of all the accredited and recognized National Sports Associations in relation to the needs of their respective sports programs like requests for financial assistance, foreign competitions, trainings, seminars, uniforms, request for duty exemptions for sports equipment purchased by NSAs, proposed annual budget and programs, athletes and coaches’ line-ups, changes in the line-ups of athletes and coaches (including upgrading and downgrading), rental venues used by the NSAs, reimbursement and liquidation issues, medical assistance, realignment or budget and similar matters concerning NSAs.

B.2.3) Sea and Air Travel Unit (SAT) – shall provide the following services to Agency officials and employees, Philippine Olympic Committee officials and National Sports Associations officials, athletes and coaches:


- Purchase of domestic and international airline tickets through online booking and with the assistance of various recognized travel agencies
- Transportation arrangements by boat and car rental
- Hotel reservations/accommodations
- Travel tax exemption endorsements
- Waiver of airport terminal endorsements

B.2.4) Transportation Unit (Motorpool) – shall develop, promote, implement and maintain an integrated and strategic transportation system that will ensure a safe, reliable, responsive, and viable service to accelerate sports development and better serve the transportation needs of the national athletes, coaches, Agency officials and employees, and others.

b.3.) Sports Facilities and Maintenance Division – shall undertake the maintenance of all buildings, grounds and venues/facilities of the Agency, conduct a periodic ocular inspection and prepare reports on the status of repairs, refurbishing and maintenance of all buildings, grounds and venues/facilities and provide a copy thereof to the Engineering and Maintenance Section, and assign Venue Managers to the various venues and sports facilities of the Agency.

b.3.1) Engineering and Maintenance Section - shall prepare detailed Engineering activities such as site and construction inspections, preparation of designs, plans and technical specification of ongoing and future infrastructures; provide technical assistance to Local Government Units’ sports facility construction, preparation of quantity, cost estimates and programs of work; and preparation and submission of design reports and bid/tender documents.



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b.3.2) Athletes Dormitory – shall provide billeting quarters located at the Rizal Memorial Sports Complex, Philsports Complex and the PSC Baguio Training Camp to members of the national team duly endorsed by the NSAs, subject to the rules and regulations of the Agency.

b.3.3) PSC Baguio and Philsports - shall serve as satellite venues for events, training and billeting of members of the national team.

### 03.5 Key Stakeholders and Customers

The Agency’s key stakeholders include its employees, top management, customers, national government agencies, LGUs, service providers and other sports agencies. The following is a brief and general description of each of these stakeholders:


0.3.5.1) **Customers** –include national line agencies (NLAs), local government units (LGUs), athletes, coaches, National Sports Associations (NSAs), the Philippine Olympic Committee (POC), and government corporations. Other customers are international organizations and funding institutions, private firms including small and medium enterprises, non-government organizations, and the academe.

Customers require the Agency to provide quality frontline services in a timely manner and at a competitive cost.

0.3.5.2) **PSC Top Management**– the PSC Board of Commissioners is the key unit which sets the strategic directions of the organization as well as oversees its general governance, policy-making and approving authority. It expects the middle management to comply with its directives and resolutions and to report on actions taken on those directives.

0.3.5.3) **National Government** – The Philippine Sports Commission is an Agency attached to the Office of the President. It also deals with partner agencies such as the Civil Service Commission, Commission on Audit, Senate of the Philippines, House of Representatives, Armed Forces of the Philippines, Philippine National Police, Philippine Coast Guard, Department of Budget and Management, Department of Foreign Affairs, Department of Finance, Department of Education, Department of the Interior and Local Government, Department of Social Welfare and Development, Department of Justice, National Economic Development Authority, Philippine Racing Commission, Commission on Higher Education, Office of the Solicitor General, Philippine Amusement and Gaming Corporation, Philippine Postal Corporation, Philippine Charity Sweepstakes Office, Tourism Infrastructure and Enterprise Zone Authority, Manila International Airport Authority, Bureau of Customs, Bureau of Immigration, Bureau of Internal Revenue, and Bureau of Corrections.

National Government Agencies have a variety of reporting requirements and they expect that accurate reports are submitted on schedule. Agencies providing statutory benefits to employees include the Government Service Insurance System, Home Development Mutual Fund/Pag-IBIG Fund, and Philippine Health Insurance Corporation. The Agency pays the monthly premium or contribution for each of its regular employees to these agencies to enable its employees to enjoy their benefits. For this purpose, these provident and insurance agencies

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require and expect the Agency to inform employees of said benefits, the requirements for application and access to those benefits, and the timely payment of premiums and contributions.

0.3.5.4) **Local Government Units** hosting PSC Addresses – these include the City of Manila, Quezon City, Pasig City, and Baguio City which host the various offices/facilities/venues/accommodation of the Agency. These LGUs may have permit requirements pertaining to the operations of the Agency and its activities. Since the PSC is a business resident of these cities, these LGUs expect the Agency to comply with all its local laws and regulations, secure all necessary permits in the operation of its business, as well as to pay any necessary local taxes.

0.3.5.5) **External Suppliers** – External suppliers include suppliers of goods and services needed for the efficient management of the Agency facilities and operations. Suppliers expect clear requirement specifications and terms of reference and efficient processing of payments after delivery.

0.3.5.6) **Consultants/Coordinators** – Consultants/coordinators include individuals engaged by the Agency to deliver technical/medical sports expertise or an identified pre-agreed output which contributes to the completion of a project or program intervention of the agency. Said individuals require clear terms of duties and responsibilities the timely processing of their contracts. For the delivery of their services, they expect the Agency to provide competitive rates and timely processing of payments upon delivery or completion of expected outputs.


0.3.5.7) **PSC Employees** – PSC employees refer to all the individuals employed by the Agency, whether as permanent or non-permanent personnel. Employees are expected to abide by the Agency's quality policy, as well as all other external and internal policies necessary in the operations of the Agency, in the performance of their duties. On the other hand, employees expect to be governed on the basis of reasonable rules and guidelines, and to be compensated in a timely manner at a rate based on standard pay scales.

## 1. Quality Management System

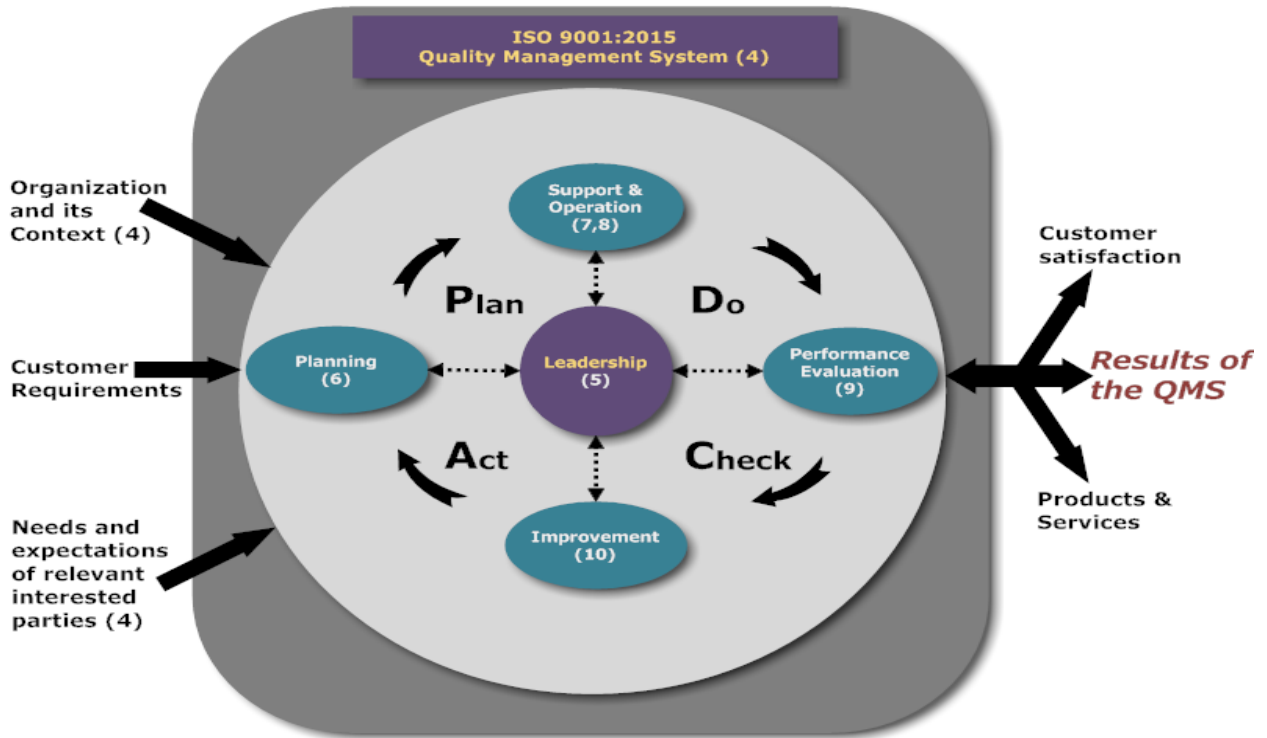
### 1.1 Quality Management System Model

The Philippine Sports Commission as a National Government Agency (NGA) governs the promotion of **Grassroots Sports Development and Sports-for-All Programs, Assistance to Sports Organizations, and Venues/Facilities Management Services**. Hence, a process-based quality management system model as suggested by the ISO has been adopted.

The model shows the interacting processes. It covers the activities to communicate the importance of meeting customer/client and citizen requirements and expectations while understanding the over-all context of the organization, its interested parties, needs and expectations; define the management responsibility, provide adequate resources to implement the QMS, implement project management system; and monitor, analyze and continually

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improve the management systems to meet and exceed customer satisfaction and expectations.



The map also shows the processes for determining customer requirements, implementing operations core processes in line with customer requirements and expectations, determining customer satisfaction, and communicating with customers about the PSC service offerings. Information derived from customers is used for the continual improvement of both processes.


## 1.2 Understanding the Context of the Organization

The Agency identified and determined the external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality Management system. This is through service and performance review. PSC monitors and reviews information about this external and internal issues.

## 1.3 Understanding the Needs and Expectations of Interested Parties

Considering the effect or potential effect on its ability to consistently provide products and services that meet customers' and applicable statutory and regulatory requirements, the Agency shall determine:

- a) the interested parties relevant to the Quality Management System;
  - b) the requirements of these interested parties relevant to the Quality Management System;
- and

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c) its effect on its services and potential outcomes through continuous monitoring, review and analysis.

Note: Requirements of Clause 4.1 & 4.2 were addressed thru conduct of the SWOT Analysis Method.

#### **1.4 Scope and Application**

This Quality Standards Manual applies to the Philippine Sports Commission which governs the Promotion of Grassroots Sports Development and Sports-for-All Programs, Assistance to Sports Organizations, and Venues/Facilities Management Services.

It contains the basic policies, objectives and guidelines set by the Agency with regards to the different elements, which can be implemented as a tool for exceeding internal and external customers/client and citizens' expectations.

The Agency's management system covers its office and operations within the Rizal Memorial Sports Complex, as well as its Venues/Facilities Management Services in Pasig City, Baguio City and Quezon City.


It explains in detail the QMS, beginning with its strategic and operations planning, to program and project implementation, monitoring and evaluation and improvement. It also ensures the availability of information on the procedures of the Agency's quality management system and specifically its core systems: Grassroots Sports Development and Sports-for-All Programs, Assistance to Sports Organizations, and Venues/Facilities Management Services.

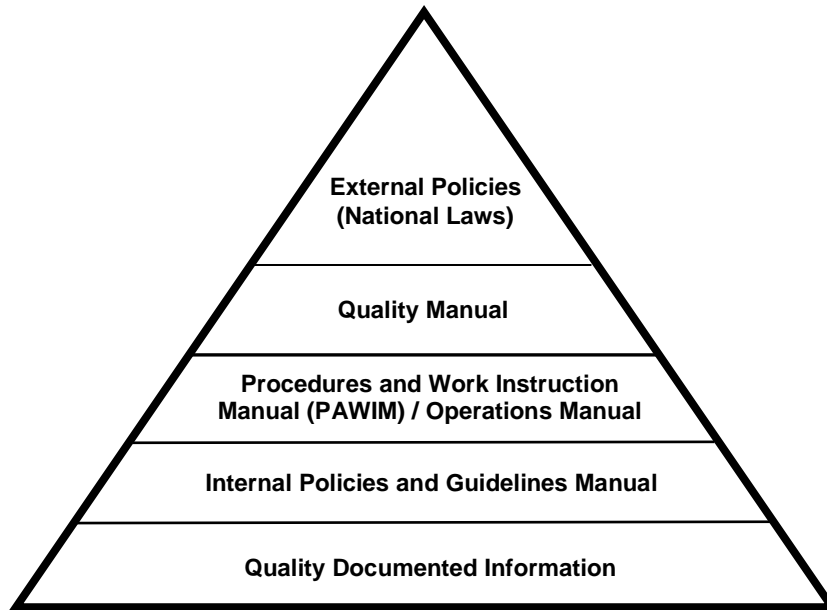
The ISO 9001:2015 standards have been adopted by the agency and are being implemented to serve as the foundation of the quest to attain quality as a way of life in the Agency.

#### **1.5 Documented Information Structure**

The Agency's Quality Management System is designed to assure consistency in meeting the clients/customers and citizens' needs and expectations through the actual performance of the documented processes, procedures, work instructions and support policies, systems and procedures.

The Agency's Quality Management System is described in the following documented information:

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**Level 1: External Policies (National Laws)** – while the Quality Manual is the highest level of Quality Management System (QMS) documentation within the Agency, it should necessarily comply with the laws of the land. The laws governing the Agency include its charter, Republic Act 6847, as well as all national laws and policies that may impact the governance and operation of the Agency. It also includes Executive Orders, Administrative Orders and Memorandum Circulars issued by the Office of the President of the Philippines and/or particular oversight agencies which are relevant to Agency operations and should be complied with.

**Level 2: Quality Manual** – the highest level of Quality System documented information. It contains the quality policy, organizational structure, resource management, and specific policies for business process and quality control and improvement.

**Level 3: Procedures and Work Instruction Manual (PAWIM) / Operations Manual** – The PAWIM is the operational guide on what the Agency does and how it achieves stated policies. It also provides guidance on how to communicate and perform various activities. The PAWIM also includes work instructions that describe the detailed series of steps in performing routine activities. The Agency has the following PAWIMs: promotion of Grassroots Sports Development and Sports-for-All Programs, Assistance to Sports Organizations, and Venues/Facilities Management Services.

**Level 4: Internal Policies and Guidelines** – these include records of Agency issuances such as Board Resolutions, Memoranda, Office Orders and Special Orders.

**Level 5: Quality Documented Information** – the Quality Documented Information includes records providing evidence of conformity to the established procedures and work instructions, as well as the Agency’s QMS.

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## 1.5 Quality Manual Amendment

Introduction of new procedures or services may necessitate amendments to the existing Quality Manual and relevant procedures.

A re-issue of this Quality Manual shall be reflected only when there is:

- a. a change in the scope of certification;
- b. a change in the management and/or organizational structure; and
- c. a change in the Business Process scope

Requests or suggestions shall be made in writing to the QMR for his/her consideration to ensure that such changes are reflected in the manual.

## 1.6 Confidentiality and Distribution

The Quality Manual and its related documents are treated as confidential and shall not be brought outside the Agency's premises without prior authorization from the ISO Core Team.

Controlled copies of the Manual are issued to Document Custodians identified by the Agency's Document Controller who is responsible for safekeeping and promptly updating the necessary revisions.

It is the responsibility of the Document Controller to distribute and keep a list of authorized holder of the Quality Manual, which may be issued either as a controlled or an uncontrolled copy. All uncontrolled documents shall be marked with "Uncontrolled" and shall not be updated. Uncontrolled copy of the Quality Manual may be distributed to customers or stakeholders when considered commercially beneficial or when demanded as a contract requirement. All external distribution shall be subject to the approval of the ISO Core Team.


## 2. Management Responsibility

### 2.1 Management Commitment

The top management recognizes the importance of understanding, meeting, and enhancing customer requirements. As such, the following **Statement of Policy on Quality** is established for the purpose:

The Philippine Sports Commission is committed to render the highest level of public service, ensure client satisfaction, maintain public trust; and enforce accountability and transparency among all stakeholders in Philippine sports.

We shall work towards the continuous maintenance and improvement of our services and procedures thru:

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1. **Guaranteeing fast delivery of service** to clients in accordance with the Quality Management Standards manual and PSC rules and regulations;
2. **Ensuring implementation** of policies in accordance with our legal and statutory mandate; and
3. **Constantly reviewing and improving** our policies and procedures to sustain and enhance our Quality Management System.

All offices under the PSC shall adhere to the Quality Management System for ISO 9001:2015.


## 2.2 Quality Management System Planning

The Agency's strategic and operational plans are the results of the annual strategic planning process. This is the venue wherein the strategic thrusts of the Agency are defined, commitments are obtained, and resource requirements are determined. Objectives and targets are set at appropriate levels but specific quality objectives are defined based on established Functional Objectives from MFOs, OPCR's and IPCR's.

Prior to the conduct of strategic planning activities, the various operating units conduct pre-planning activities to assess performance, gather information on stakeholder requirements and expectations and review and align future directions. The outputs of the strategic planning process include, among others, strategies for business and operational improvement, pursuit of the agency's mandates, product or service innovation and for enhancing customer/client and citizen-focused services.

## 2.3 Quality Management Structure



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## 2.4 Responsibility and Authority

The specific roles and responsibilities of each box in the Agency's quality management structure are as follows:

### a. Top Management

- Establishes, reviews, and maintains the quality policy of the Agency
- Ensures that quality objectives are established are relevant functions and levels within the Agency
- Ensures allocation of available resources to support the implementation of the Agency's QMS
- Defines the responsibilities and authorities of each function within the Agency
- Reviews the effectiveness of the Agency's Quality Management System and monitors the implementation of improvement action plans
- Ensures that communication mechanisms are established and effective

### b. QMS Leader / Head

- Oversees the establishment, documentation, and effective implementation of the QMS
- Promotes risk-based thinking in overseeing the effectiveness implementation of the QMS
- Acts as Liaison with external parties on matters relating to QMS
- Ensures that procedures for IQA, Management Review, Corrective Actions are established and implemented
- Reports QMS performance to Top Management for review and continual improvement
- Ensures the promotion of awareness of meeting customer requirements within the relevant scope of the Agency


### c. QMS Core Team

- Acts as central coordinating body of the Quality Workplace Team, Training and Advocacy Team, Internal Quality Audit Team, Risk Management Team, Knowledge Management Team, and Documentation / Documented Information Team
- Implements policies formulated by the top management
- Prepares periodic reports to be submitted to QMS Leader and top management

### d. Quality Workplace Team

- Ensures that the environment for the operation of processes needed to achieve conformity to service requirement are managed
- Ensures consistent implementation of 5S programs, as applicable
- Monitors and assess workplace cleanliness, orderliness and safety



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**e. Training and Advocacy Team**

- Provides administrative support in terms of training and advocacy in the successful implementation and sustenance of the QMS
- Plans and coordinates effective deployment and efficient use of resources in-line with training and advocacy activities
- Plans and coordinates echoing/cascading sessions on QMS-related training

**f. Internal Quality Audit Team**

- Determines conformance of the QMS to the planned arrangements and to the requirements of ISO 9001
- Determines whether the QMS is effectively implemented and maintained
- Provides input to management review regarding the results of audits
- Keeps track of the implementation of corrective and preventive actions for non-conformance raised during audits

**g. Risk Management Team**


- Performs oversight function in ensuring that the established risk controls and related activities are consistently implemented
- Plans and coordinates effective and efficient use of risk control tools
- Ensures that risk-related information is maintained and retained

**h. Knowledge Management Team**

- Ensures that the requirements for maintaining and retaining documented information is established and implemented
- Coordinates and oversees activities related to managing organizational knowledge

**i. Documentation/Documented Information Team**

- Establishes, documents, implements, and maintains a procedure for the control of documents and records
- Maintains the master copies and master list of the Quality Manual and ISO Manual, as well as the master list of externally generated documents and references
- Ensures that current versions of relevant documents are available at point of use
- Prevents unintended use of obsolete documents as well as the unauthorized use of relevant documents and records
- Ensures the traceability of documents
- Coordinates enhancement of the procedure for control of records
- Closely coordinates with Deputy Executive Directors on all matters concerning
- Records Management, specifically on records generated from the core processes

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**j. QMS Secretariat**

- Provides administrative support to successfully implement the QMS up to the third-party certification phase
- Facilitates the delivery of specific outputs in-line with the QMS
- Plans and coordinates effective deployment and efficient use of human, financial, and other physical resources for the QMS

**2.5 Management Review**


The review of the established Quality Management System is conducted twice a year or whenever deemed necessary by the Agency’s top management to ensure continuing suitability and effectiveness of the system in satisfying the requirements of customers/clients, citizens, and other stakeholders. The review may cover, but not be limited to, the following agenda items:

- Status of actions from previous management reviews;
- Changes in external and internal issues that are relevant to the Quality Management System;
- Information on the performance and effectiveness of the Quality Management System, including trends in:
  - Customer satisfaction and feedback from relevant interested parties;
  - Reporting of attainment of quality and functional objectives;
  - Process performance and conformity of products and services;
  - Nonconformities and corrective actions;
  - Monitoring and measurement results;
  - Audit results; and
  - Performance of external providers;
- Adequacy of resources;
- Effectiveness of actions taken to address risks and opportunities; and
- Opportunities for improvement

Likewise, to sustain the Agency’s QMS efforts, quality concerns are made part of the agenda of the regular Management Committee (MANCOM) meetings.

The *Management Committee (MANCOM) Secretariat* provides support to the management review meetings. In coordination with the Quality Management Standards Core Team, the MANCOM Secretariat:

- Prepares and distributes agenda to all concerned;
- Records and documents proceedings;
- Monitors agreements and actions to be taken; and,
- Provides all concerned with the minutes of meetings

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## 2.6 PSC Quality Policy

The Philippine Sports Commission is committed to render the highest level of public service, ensure client satisfaction, maintain public trust; and enforce accountability and transparency among all stakeholders in Philippine sports.

We shall work towards the continuous maintenance and improvement of our services and procedures thru:

- Guaranteeing fast delivery of service to clients in accordance with the Quality Management Standards manual;
- Ensuring implementation of policies in accordance with our legal and statutory mandate; and
- Constantly reviewing and improving our policies and procedures to sustain and enhance our Quality Management System.

## 3. Resource Management


Resource management is practiced as part of the operations of the whole Agency and is being done whether as part of project management, facilities management, or critical support operations.

### 3.1 Personnel Office

The Agency believes that its human resources are its greatest assets. To ensure that staff are equipped with the necessary knowledge and skills required to efficiently perform their functions, the Agency's Personnel Office has established and maintained procedures to ensure that employees performing their functions are competent on the basis of education, training and/or experience. As such, the Personnel Office maintains the records in undertaking the following functions:

- Determining the capability building needs of employees performing work affecting product/service quality
- Organizing seminars and training courses to meet the identified needs
- Evaluating the effectiveness of the Personnel Office's interventions
- Orienting employees on their roles and responsibilities as they affect the achievement of objectives
- Facilitating the placement of qualified employees to meet the capacity requirements of operations

It is the commitment of the Agency to provide its staff with the proper training for the constant improvement of their knowledge, skills, managerial acumen and attitude on activities related to the Quality Management System. This is in recognition that the behavior and performance of every individual directly impacts on the quality of services provided. Several GAP analysis

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methods to determine training needs (TNA, Training Survey, etc) shall be conducted as demanded by organizational changes.

The training of personnel includes both formal and informal modes: coaching, on-the-job-training, cross-posting courses conducted by the Personnel Office. It also includes orientation and cascading sessions conducted by the QMS Core Team.

Recruitment is handled by the Personnel Office based on training, skills and education. Processing of employment is based on the recommendation of the Personnel Office after interviewing the applicant.

Appropriate records of academic qualifications and training are maintained for all employees by the Personnel Office.

### **3.2 Infrastructure Management**

It is the policy of the Agency to determine, provide, and maintain the infrastructure needed to produce products and deliver services required by the customers/client and citizens. This infrastructure includes (whenever applicable) workstations, training/conference facilities and equipment, meeting rooms, customer receiving areas, venues, accommodations/ dormitory transportation service, computer and internet/intranet facilities, project management and other software, storage facilities for supplies, communications facilities, and areas for auxiliary services such as photocopying, parking, canteen services, etc. The Sports Facilities Division, Property and Supply Office, Transportation Unit (Motorpool), and Information Systems Unit handle the management and maintenance of these infrastructures.

### **3.3 Work Environment**

It is the policy of the Agency to promote the well-being, satisfaction and motivation of its officers and staff by providing them a work environment that:


- Promotes teamwork through sharing of project learning, inter-center collaborations, technologies sharing, etc.; and
- Is conducive for working and learning by defining workstations, and formulating and observing quality workplace standards

The end objective of this is to establish a quality work life for the Agency's staff in order to work more effectively and efficiently.

## **4. Overview of Quality Procedures**

### **4.1 Maintenance Documented Information**

The Agency has established and maintains a documented procedure for creation/revision, approval, and issuance of the Quality Manual and PAWIM. The Documented Information

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Procedure provides for an organized monitoring, distribution, maintenance, and updating of procedures and operational instructions within the said manuals.

All documented information included in the Quality Management System are reviewed and approved for adequacy by authorized personnel prior to use. A master list, which indicates the current revision status of documented information, is maintained by the Document Controller and shall be made available to all. This will prevent the use of incorrect, invalid, or obsolete documented information. Only the latest issues of documented information are available at locations where business process operations are performed. Obsolete documented information is identified, retrieved, and properly disposed of; retaining only the obsolete original copy documented information.

Externally generated documents (e.g. government-required forms, related policy, Executive Orders, Administrative Orders, Memoranda, Communications, Memoranda of Agreement and/or Understanding, etc.) are identified and controlled thru the External Documents Master list.

Any changes in the QMS after its initial approval and issue are subject to the document change procedure in the Documented Information Procedure.

#### **4.2 Retention and Disposition of Documented Information**

The agency has established and maintains documented procedures for identification, collection, indexing, access, filing, storage, maintenance, and disposition of quality records. The procedures are incorporated in the Retention of Documented Information Procedure.

All offices maintain relevant quality documented information to demonstrate achievement of the required quality and effective operation of the QMS.


Quality documented information are legible and stored and retained in such a way that they are readily retrievable in storage facilities that provide a suitable environment to prevent damage, deterioration, or loss.

Retention periods of documented information are established, recorded and maintained in accordance with the National Archives of the Philippines (NAP) Records Disposition Schedule.

#### **4.3 Operations Planning**

The Agency has established procedures and guidelines for the conduct of its annual operations planning. This is to ensure that current plans, programs and projects are consistently aligned with the Agency's mandate and strategic directions, as well as its Quality Policy.

The Agency's operations planning takes into consideration risks and opportunities which are identified which would affect objectives and targets and serve as input for continuous improvement.

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Stakeholders are also identified and their requirements and expectations taken into consideration in operations planning.

#### 4.4 Control of Nonconformity

The Agency has established and maintains a documented procedure to ensure that the product and/or service that does not conform to specified requirements is prevented from delivery to the client/customer and citizens.

The Control of Nonconformity Procedure provides for the identification, evaluation, disposition and recording of nonconforming services and for notification to the functions concerned.

The responsibility for review and disposition of nonconforming service is indicated in the Control of Nonconformity Matrix.

Nonconforming services are reviewed in accordance with documented procedures and may be reworked.

If a product and/or service does not conform to the Terms of Reference or to the agreed output as set forth during the contracting process, the Deputy Directors, together with the concerned process owners, should be able to make the necessary corrective measures as appropriate.


#### 4.5 Corrective Action

The Agency has established, implements, and maintains a documented procedure for corrective actions in order to efficiently and adequately address nonconformities, and eliminate the causes of actual nonconformities in the QMS (Internal Quality Audit reports, third-party audit reports, etc.) and its products and services.

The PSC Corrective Action Procedure includes:

- Effective handling of customer complaints;
- Investigating the causes of nonconformities and recording the results of such investigations;
- Determining the corrective actions needed to eliminate the causes of nonconformities;
- Formulating, applying, and implementing controls to ensure the implementation of corrective and preventive actions and its effectivity;
- Recording changes in procedures resulting from corrective actions;
- Using appropriate information such as audit results, quality records, service reports and customer complaints to detect, analyze and eliminate potential causes of nonconformities; and
- Ensuring that relevant information on actions taken is submitted for management review.

#### 4.6 Internal Quality Audit

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The Agency has established, implements, and maintains a documented procedure to verify whether quality activities and related results comply with planned arrangements and to determine the effectiveness of the Quality System. This is done through the Internal Quality Audit Procedure.

Internal quality audits are conducted on a periodic (semi-annual) basis as scheduled in the IQA Plan. Internal quality auditors shall be identified and trained. They are independent of the specific activities on areas being audited.

The results of the audits are recorded and reported. The report contains details of:

- a. Nonconformance and nonconformities found during the audit;
- b. Root-cause analysis; and
- c. Corrective and preventive action including dates of completion and follow-up audit

These findings are brought to the attention of the personnel having responsibility in the audited area. The heads of offices shall make timely corrective actions on deficiencies found during the audit.

Follow-up audit activities are conducted for the purpose of verifying and recording the implementation and effectiveness of the corrective actions taken. IQA results are rendered and maintained by the IQA Team.


#### **4.7 Procurement**

The nature of the Agency's project operations may require use of goods or services done by others to meet customer requirements. As such, the Agency has established and implements a policy and procedure to ensure that purchased goods and services conform to the PSC's requirements and in accordance with relevant laws and regulations such as Republic Act 9184, otherwise known as the Government Procurement Reform Act (GPRA).

The purchasing information is provided through the prescribed Purchase Request (PR) Form for the procurement of goods and services. The PR Form contains, as appropriate, the following information:

- Specification requirements for the approval of goods and services;
- Specification requirements for the qualifications of personnel; and
- Quality Management System requirements

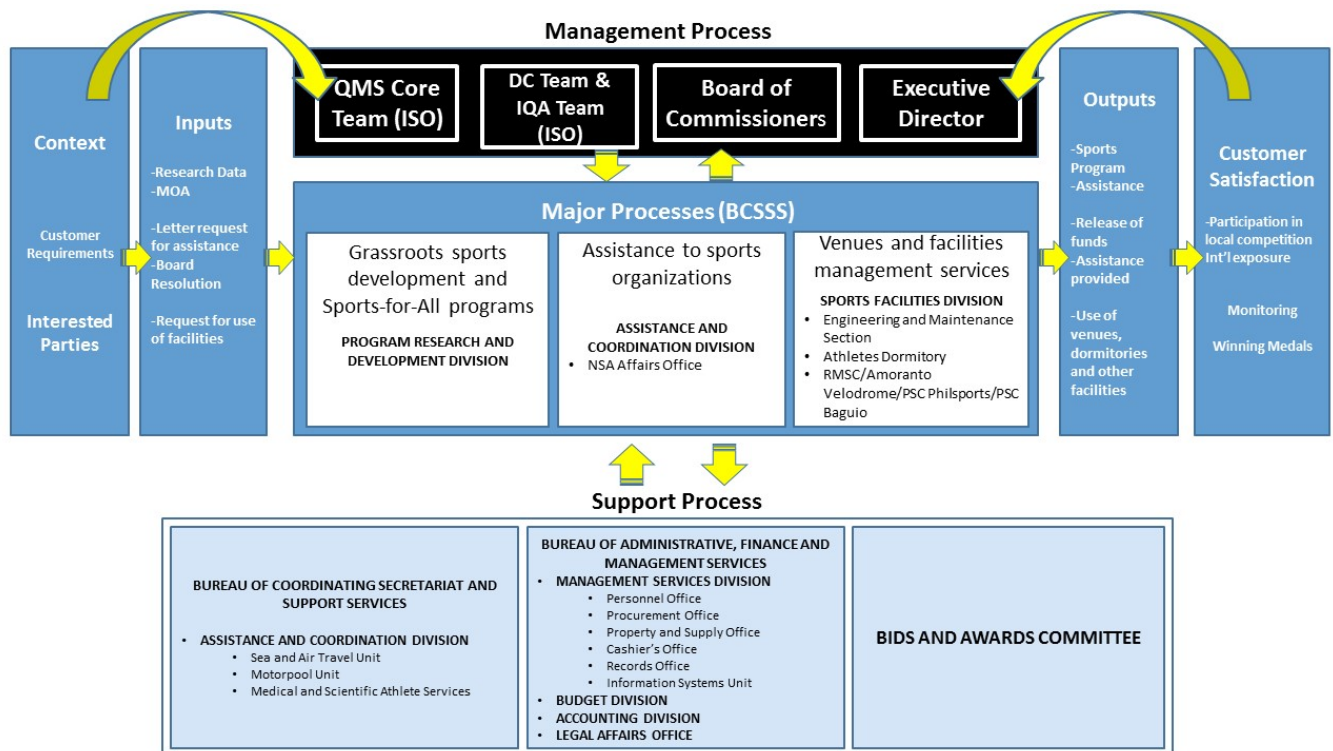
The Agency's Procurement Office reviews the adequacy of specified purchasing/outsourcing requirements prior to the approval and processing of requests. Prior to acceptance, the Bids and Awards Committee evaluates the purchased products against the specified requirements and, when appropriate, secures acceptance by the end user or its authorized representative. The Bids and Awards Committee performs the necessary evaluation, selection and re-evaluation of the supplier's performance and the purchased goods and services. In ensuring

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that the product/items delivered meets the purchase requirements, the Property Office and the Agency Inspector perform incoming inspections.

The description of type and extent of control of external providers to ensure that externally-provided processes, products, and services meet the requirements in reference to the established Control of External Service Providers List.

## 5. The Agency's Business Process and Scope of QMS Certification




The Agency's business process map/scope covers the different stages of operations, including frontline services. Each stage of the business process map/scope consists of sub-activities that may be undertaken to meet the requirements of the subsequent activities. The start and end of the stages may overlap depending upon the nature of the process scope and the requirements of clients/customers and citizens.

### Core Process Description

#### Promotion of Grassroots Sports Development and Sports-for-All Programs

- *Program Planning*
  - a. Reviews existing Agency policies and programs, and proposes innovations or modifications
  - b. Plans and formulates policies concerning sports promotion and program development



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c. Provides recommendations for the development of existing programs and policies


- *Regional Affairs*
  - a. Establishes linkages and coordinates with local government units pertaining to Agency programs and projects
  - b. Assesses local government units' requests for assistance, and makes recommendations based on existing Agency policies
  - c. Assists local government units in program planning and project development
- *Research*
  - a. Handles all types of research studies conducted by the Agency as bases for program planning and policy-making
  - b. Coordinates with other government entities pertaining to the conduct of national research
- *Monitoring and Documentation*
  - a. Designs a system of monitoring and assessment of Agency programs, policies, and activities
  - b. Handles monitoring and assessment of all programs, policies, and activities; whether funded or partially subsidized by the Agency

### **Assistance to Sports Organizations**

- *Financial Assistance*  
Clients requiring financial assistance submit necessary documents to provide the agency with supporting documents to evaluate and study. Action on their request shall be based on policies and submitted justifications and documents.
- *Inclusion in National Team Line-Up*  
An NSA endorses athlete or coach for inclusion in the lineup along with supporting papers to justify inclusion. Action shall be based on this.
- *Travel Tax and Airport Fee Waivers*  
Being a privilege given by another government entity, provision in the memorandum of agreement shall be strictly followed such as lead time and documentary requirement.
- *Usage of Facilities*  
Processing of requests shall be in coordination with concerned office providing the service. Action shall be dependent on endorsement of the offices and applicable policies.

### **Venues/Facilities Management Services**

- *Major Event*

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The client inquires with the Sports Facilities Division (SFD) on venue availability. If not available, the SFD informs the client that the venue is not available. If available, the client is informed to make a formal request. The request is sent thru the Records Office for proper documentation. The Records Section forwards the request to SFD for proper action.


- *Walk-In Client*

The client inquires if the venue is available. If available, the client proceeds to the Ticketing Office and pays an entrance/venue rental fee before using the venue. The Gatekeeper/Venue Caretaker will assist the client regarding the use of the venue (e.g. available lanes for use at the Track Oval, court designation at the Tennis and Badminton Halls, etc.).

Walk-in clients at the Judo and Wrestling Gyms get an order of payment from SFD and pay at the Cashier's Office before proceeding to the venue. The guard at the entrance will check and record the O.R. number and the number of clients before letting them use the venue.

### **Frontline Services (based on the Agency's Citizen's Charter)**

1. Cashier's Office – responsible for the preparation and issuance of checks, collection and deposit of financial resources received within the day, management of issuance of cash advances, and monitoring and implementation of liquidation compliance to applicable government accounting rules and regulations
2. NSA Affairs Office – in charge of the facilitation and coordination of needs of all accredited and recognized National Sports Associations in relation to their respective sports programs (e.g. requests for financial assistance, foreign competitions and trainings, seminars, uniforms), requests for duty exemptions for sports equipment purchased and donated to NSAs, proposed annual budget and programs, athletes and coaches' line-ups, change in the line-ups of athletes and coaches (including upgrading and downgrading), rental of venues used by the NSAs, reimbursement and liquidation issues, medical assistance, budget realignments, and other similar matters concerning the NSAs
3. Assistance and Coordination Division – provides auxiliary support to the Agency's various bureaus, divisions, offices, and units. One of its primary functions is to facilitate travel requirements of the PSC and NSAs during their participation in local and international events and activities.
4. Sports Facilities Division – responsible for the management and operations of the Agency's venues and facilities, including their care and maintenance
5. Medical Scientific Athletes' Services Office – provides specialized and comprehensive health care to PSC employees, athletes and coaches who are members of the National Pool; incorporates the principles of sports medicine into training regimens towards

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athletic excellence like doping control, physiologic, anthropometric and biochemical testing, scientifically-based strength and conditioning programs, dental services, nutrition, physical therapy treatments, and psychological counselling

6. Records Office – its main function is to oversee the upkeep and maintenance of the Agency’s record management, disposition and circulation

## **6. Measurement, Analysis and Improvement**

### **6.1 Monitoring and Measurement**


As a mechanism to measure the performance of the established Quality Management System, the Agency monitors the system’s implementation through the periodic conduct of Internal Quality Audits (as defined under the IQA Procedure). Likewise, to monitor the product/service outcomes in terms of meeting the client requirements and expectations at different stages of the project, periodic gathering of customer feedback and perception are conducted through any of the following approaches:

- a. Focus Group Discussions – this activity is intended to surface the current and future development and productivity concerns of key stakeholders as they are relevant in defining or aligning the Agency’s program thrusts and relevance areas
- b. Client Satisfaction Survey – the determination of client satisfaction is designed to measure and monitor performance of the Agency’s products and services in terms of meeting the client’s requirements and expectations. Results of the survey are examined during management reviews where improvement actions are identified for implementation accordingly. Data gathering for customer perception is the responsibility of the Management Services Division.
- c. Review of Client Feedback – the gathering of client/customer feedback during frontline services operations (business process scope) implementation and evaluation are used to ensure that the client’s acceptance of project outputs is satisfactory. Handling of customer feedback/complaints is the responsibility of the Management Services Division. The Control of Nonconformity Procedure will be applied to handle customer complaints/feedback.

Likewise, performance monitoring is done on a periodic basis to keep track of office performance in terms of accomplishments (timeliness, functional objectives, financial accrual such as revenues and disbursements).

As required under Republic Act 9485, also known as the Anti-Red Tape Act (ARTA), customer feedback is also gathered through the Public Assistance Desk (PAD).

Users of venues/facilities in Rizal Memorial Sports Complex, Amoranto Velodrome, PSC Philsports and PSC Baguio Training Camp give their comments and suggestions by filling out the Customer Feedback Form to be collated and reviewed by the Management Services

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Division and Personnel Office—the results of which are used to improve the delivery of services.

## 6.2 Data Analysis and Improvement

The Agency uses applicable statistical techniques and tools to establish, control, and verify process capability and characteristics. Data on customer satisfaction survey, conformity to product and process requirements and supplier performance are analyzed on a regular basis.

Graphs, diagrams, trend analysis, and variance analysis are the most common tools used for data analysis depending on the information needs of management during review meetings.

Continual improvement is a permanent objective of the Agency. As such, various inputs are considered for continual improvement such as quality policy, objectives, audit findings, analysis of performance data, corrective and preventive actions and performance review meetings.