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9.0 Performance Evaluation

9.1. Monitoring, measurement, analysis and evaluation

9.1.1. General

9.1.1.1. PSHSS shall determine:

- what needs to be monitored and measured;
- the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
- when the monitoring and measuring shall be performed;
- when the results from monitoring and measurement shall be analyzed and evaluated.

9.1.1.2. These shall be incorporated in the Key Performance Indicator (KPI) of the offices concerned for easy monitoring and evaluation.

9.1.1.3. The KPI accomplishment report shall serve as basis for evaluating the performance and effectiveness of the quality management system.

9.1.2. Customer Satisfaction

9.1.2.1. As one of the measurements of the performance of the quality management system, PSHSS monitors information relating to customer perception as to whether the institution has met customer requirements. The methods for obtaining and using this information include:

- 9.1.2.1.1. recording customer complaints
- 9.1.2.1.2. sending of customer satisfaction surveys

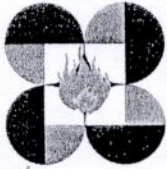
9.1.2.2. The Quality Management System Office (QMSO) monitors customer satisfaction to the products and services provided by the institution. Customer complaints are also recorded and dealt with promptly. These complaints are



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brought to the attention of the institution's management for proper action.

- 9.1.2.3. The corrective action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified, and assess the effectiveness of the results.

9.1.3. Analysis and evaluation

- 9.1.3.1. PSHSS shall analyze and evaluate data and information related to the performance of the institution's quality management system. Necessary actions may be instituted for the improvement of the quality management system.

- 9.1.3.2. The results of the analysis shall be used to evaluate:


- 9.1.3.2.1. conformity of products and services;
- 9.1.3.2.2. the degree of customer satisfaction;
- 9.1.3.2.3. the performance and effectiveness of the quality management system;
- 9.1.3.2.4. the effectiveness of planning;
- 9.1.3.2.5. the effectiveness of actions taken to address risks and opportunities;
- 9.1.3.2.6. the performance of external providers; and
- 9.1.3.2.7. other improvements to the quality management system.

9.2. Internal Audit

- 9.2.1. PSHSS shall carry out an internal quality audit (IQA) annually or as deemed necessary by management, to verify whether the quality management system:

- 9.2.1.1. Conforms to the planned arrangements, to the requirements of the ISO 9001:2015 Standard and to the



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quality management system requirements established by the institution; and

9.2.1.2. Is effectively implemented and maintained.

9.2.2. Ineffective procedures shall be reviewed by management for possible improvements or amendments.

9.2.3. Audits are to be carried out according to an audit plan and scheduled on the basis of status and importance of the activity to be audited.

9.2.4. The audit and follow-up actions shall be carried out according to QM 13.2 "Internal Quality Audit".

9.2.5. Results of internal audits shall be documented and presented to the personnel responsible for the area audited.

9.2.6. The management of the offices being audited shall be responsible for taking timely correction and corrective action on the nonconformities found during the audit.

9.2.7. IQAs are conducted by a team of auditors headed by an IQA Lead Auditor. The audits shall be carried out by personnel independent of those having direct responsibility for the work being performed and shall be composed of qualified staff properly trained in carrying out the audit.

9.2.8. The Internal Quality Auditors shall be appointed by the Executive Director under the Office of the Executive Director (OED), and by the Campus Director at the campus level.


9.2.9. The Quality Management Representative (QMR) shall:

9.2.9.1. monitor the planning and implementation of Internal Quality Audits;

9.2.9.2. analyze results of all Internal Quality Audits; and

9.2.9.3. monitor the timely implementation of the correction, corrective actions, and opportunities for improvement.



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9.2.10. The result of the audits shall be taken into account during management reviews.

9.3. Management review

9.3.1. Management review of the quality management system shall be performed at least once a year by the Execom (OED and PSHSS) and Mancom (campus level) to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the institution, as well as to improve the system.

9.3.2. The minimum attendance for Management Review Meeting shall be the Execom (OED and PSHSS) and Mancom (campus level); other employees shall attend as needed to meet the requirements of the agenda.

9.3.3. If any attendee is absent, draft minutes will be sent to him/her, for review and so that the person may amend the minutes with any additional data, notes, opinions or opportunities for improvement they may wish to add.

9.3.4. The review includes assessing opportunities for improvement, and the need for changes to the quality management system, including the Quality Policy and quality objectives.

9.3.5. Management review inputs:

9.3.5.1. The management review shall be planned and carried out taking into consideration:


- the 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:



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- customer satisfaction and feedback from relevant interested parties;



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- the extent to which quality objectives have been met;
- process performance and conformity of products and services;
- nonconformities and corrective actions;
- monitoring and measurement results;
- audit results;
- the performance of external providers;
- the adequacy of resources;
- the effectiveness of actions taken to address risks and opportunities; and
- opportunities for improvement.

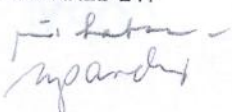
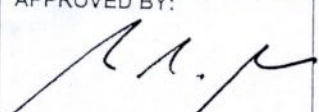


9.3.6. Management review outputs

9.3.6.1. The outputs of the management review shall include decisions and actions related to:

- opportunities for improvement;
- any need for changes to the quality management system;
- resource needs.

9.3.7. Records of management reviews shall be maintained and kept properly by the QMR/QMSO.

9.3.8. Issues raised during the Management Review shall be followed-up and discussed by the QMR during QMSO and QMS Council (QMSC) meetings. Minutes of meetings of the QMSO and QMSC shall be maintained.

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