



**HOUSING AND URBAN
DEVELOPMENT COORDINATING
COUNCIL**

Quality Manual

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SECTION 8.0 Measurement, Analysis and Improvement

8.1 General Requirements of Measurement, Analysis, and Improvement

The HUDCC shall plan and implement monitoring, measurement, analysis, and improvement processes needed to:

- 8.1.1 Demonstrate conformity to service and legal requirements;
- 8.1.2 Ensure conformity to the QMS; and,
- 8.1.3 Continually improve the effectiveness of the QMS.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

As a mechanism to measure the performance of the established Quality Management System, the HUDCC monitors implementation of the system through periodic conduct of Internal Quality Audits (as defined under HUDCC-QP-05). 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:

- 8.2.1.1 **Client Satisfaction Survey.** The determination of client satisfaction is designed to measure and monitor performance of the HUDCC's products and services in terms of meeting the client requirements and expectations. Results of the survey are examined during management reviews where improvement actions are identified for implementation accordingly.
- 8.2.1.2 **Trainers and Training Evaluation.** This aims to measure the performance of the trainers, facilitators and the training process.
- 8.2.1.3 **Review of Client Feedback.** The client/customer feedback during business process scope implementation and evaluation are used to ensure that client's acceptance of project outputs is satisfactory.

Likewise, process monitoring is done on a regular basis to keep track of process performance in terms of accomplishments timeliness, financial accrual, etc.

8.2.2 Internal Quality Audit

The HUDCC 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 QMS. The IQA procedure is established in HUDCC-QP-05. All QMS processes are audited at least once a year as indicated in the Annual Audit Plan. The IQA can only be performed by trained auditors who are independent of the specific activities on areas being audited.

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

- a. Conformities and non-conformities found during the audit;
- b. Opportunities for improvement; and,
- c. Good practices.

These findings are brought to the attention of the concerned directors and personnel responsible for the audited process. The Director shall make timely corrective and preventive actions on the 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. IQA records and results are maintained by the IQA Team.

8.2.3 Monitoring and Measurement of Processes

The HUDCC shall apply suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate.

8.2.4 Monitoring and Measurement of Product/Service

The HUDCC shall monitor and measure the characteristics of the product/service to verify that product/service requirements have been met. This shall be carried out at appropriate stages of the product/service realization process in accordance with the planned arrangements (see 7.1). Evidence of conformity with the acceptance criteria shall be maintained.

8.3 Control of Non-conformity

The HUDCC has established and maintains a documented procedure to ensure that products and/or services that do not conform to specified requirements are identified and controlled to prevent unintended use.

The Control of Nonconformity Procedure (HUDCC-QP-03) provides for the identification, evaluation, disposition and recording of nonconforming products and services and for notification to the functions concerned.

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

Nonconforming product and/or service 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 Group Head should be able to make the necessary corrective measures.

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8.4 Data Analysis

The HUDCC 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.

8.5 Improvement

8.5.1 Continual Improvement

Continual improvement is a permanent objective of the HUDCC. 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.

8.5.2 Corrective and Preventive Actions

The HUDCC has established, implements, and maintains a documented procedure for corrective and preventive actions in order to: efficiently and adequately address non-conformities; and eliminate the causes of actual or potential non-conformities in the QMS based on IQA reports, third party audit report, etc. and in its products and services.

The Corrective and Preventive Action Procedure (HUDCC-QP-04) includes:

- 8.5.2.1 effective handling of customer complaints;
- 8.5.2.2 investigating the causes of non-conformities and recording the results of such investigations;
- 8.5.2.3 determining the corrective actions needed to eliminate the causes of non-conformities;
- 8.5.2.4 determining the steps needed to deal with any potential problem requiring preventive actions;
- 8.5.2.5 formulation, application, and implementation of controls to ensure the implementation of corrective and preventive actions and its effectivity;
- 8.5.2.6 recording changes in procedures resulting from corrective actions;
- 8.5.2.7 use of appropriate information such as audit results, quality records, service reports and customer complaints to detect, analyze and eliminate potential causes of non-conformities; and
- 8.5.2.8 ensuring that relevant information on actions taken is submitted for management review.

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	NAME/POSITION	SIGNATURE	DATE
PREPARED	JOSE ALEJANDRE P. PAYUMO III Deputy Quality Management Representative	<i>[Signature]</i>	3/11/16
REVIEWED	CECILIA S. ALBA Quality Management Representative	<i>[Signature]</i>	3/14/16
APPROVED	ATTY. CHITO M. CRUZ Chairman	<i>[Signature]</i>	3/14/16

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