	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 1
		Issued by: NQM	Date Issued: 02 Aug 2021

1 Scope

In our quest to deliver quality service to our varied customers, TESDA has laid the groundwork towards a Quality-Assured Philippine Technical Vocational Education and Training System.


This QMS is intended to guide the organization in its journey towards quality and service excellence. It serves as our tool in communicating with our customers about the TESDA Quality Management System. It outlines how we address concerns on quality, delineates authorities, interrelationships and responsibilities of personnel who are implementing the system.

The manual also provides procedures or references for all activities comprising the Quality Management System to ensure compliance with the necessary requirements of the ISO Standard. All the requirements of the ISO 9001:2015 is applicable to TESDA.

The manual also outlines our commitment to this quality journey and demonstrates to our customers, employees, suppliers, stakeholders and other interested parties the ability of the established QMS to meet their requirements and expectations. It also provides controls to assure that the integrity of the QMS is maintained and focused on customer satisfaction and continuous improvement.

The scope of the QMS Manual covers the systems and processes under the systems of Quality Assured Philippine Technical Vocational Education and Training System, namely:

- Development of Training Regulations (TRs);
- Development of Competency Assessment Tools (CATs).
- Unified TVET Program Registration and Accreditation System (UTPRAS);
and
- Competency Assessment and Certification under the Philippine TVET Competency Assessment and Certification System (PTCACS).

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 2
		Issued by: NQM	Date Issued: 02 Aug 2021

2 Introduction to TESDA

TESDA AS THE AUTHORITY IN TVET

Republic Act No. 7796 otherwise known as the Technical Education and Skills Development Act of 1994 or the TESDA Law created TESDA to manage TVET in the Philippines and be the leading partner in the development of the Filipino workforce with world class competence and positive work values. The Law encourages the full participation of industry, labor, the LGUs and TVET institutions in the skills development of the country's human resources.

TESDA, as the authority in TVET, performs the multi-faceted roles as regulator, enabler, manager and promoter of TVET.

- **TESDA AS REGULATOR**


Situated at the core of TESDA's identity as an Authority, the role of a regulator entails the supervision of the registration and accreditation of TVET programs, development and establishment of a national system of competency standards, assessment and certification, and overseeing, harmonizing and ensuring quality of all TVET efforts.

- **TESDA AS ENABLER**

TESDA's enabling role covers provision of services to enhance the capacity of TVET stakeholders and curriculum development for TVET institutions; the facilitation in the availment of grants and financial assistance; and the continuing development of TVET trainers and administrators to enhance the capability of partners to better manage TVET in the schools, training centers, the enterprises and the communities.

- **TESDA AS A MANAGER**

As one of TESDA's primary roles, managing TVET entails providing leadership and direction, preparation of a comprehensive plan, ensuring availability of resources to implement the plan, and monitoring the performance of TVET.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 3
		Issued by: NQM	Date Issued: 02 Aug 2021

- **TESDA AS PROMOTER**


Promoting TVET to the level of international competitiveness involves the provision of incentives and conferment of awards to encourage TVET partners and institutions to provide quality technical education and skills development opportunities, the implementation of resources allocation and funding of scholarship grants to programs responsive to skills development needs of the economy, and, in partnership with the private sector, the holding and participation in national and international skills competitions.

3 References, terms and definitions


3.1 ISO 9001:2015

For the QMS of TESDA, the terms and definitions given in ISO 9001:2015 apply.

Assessment and Certification	A program that aims at assessing and certifying the competencies of the middle-level skilled workers through Philippine TVET Competency Assessment and Certification System (PTCACs).
Audit	Process to review the practice against documented procedures.
Auditee	Refers to the area/s or person/s to be audited.
Auditor	Refers to the person qualified and authorized to conduct an audit. He/she must be a regular employee of TESDA with firm knowledge of TESDA's Quality Management System and ISO 9001:2015 standard. In addition, he/she must complete Internal Audit Course (offered by an outside training provider or in-house training), participate in an undertaking of the complete quality management system and observed at least one (1) complete audit within the last two (2) years.
Audit Plan	Refers to a written plan prepared prior to the conduct of audit which details activities such as where to go, what to do, when to do it, and whom to see.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 4
		Issued by: NQM	Date Issued: 02 Aug 2021

Control Measures	Actions to be taken to prevent occurrence of an identified Nonconformity.
Corrections	Action to eliminate a detected nonconformity.
Corrective Action	Steps that are taken to remove the causes of an existing nonconformity or undesirable situation. The corrective action process is designed to prevent the recurrence of nonconformities or undesirable situations. It tries to make sure that existing nonconformities and situations don't happen again. It tries to prevent recurrence by eliminating causes. Corrective actions address actual problems. Because of this, the corrective action process can be thought of as a problem solving process.
Corrective Action Request	Refers to the form used to initiate and record corrective action on identified nonconformities.
Correction	Actions to be taken to correct nonconformities.
Document Controller	Individual/s assigned to oversee the implementation of the Document Control procedure.
Documented Information	Refers to information required to be controlled and maintained by the organization and the medium on which it is contained. Documented information includes both documents and records. It can be in any format, type or media, and from any source.
Document Masterlist	A list of the documents being controlled by a Document Controller in terms of creation, approval, revision, coding, distribution, access, and use.
Externally Generated Documents	Refers to government issuances coming from other government agencies and QMS related documents that affect TESDA in the implementation of its programs and projects such as, but not limited to DBM Issuances, COA Issuances, CSC Issuances, BIR Issuances, Executive/Presidential Issuances, PNS ISO 9001:2015.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 5
		Issued by: NQM	Date Issued: 02 Aug 2021

Lead Auditor The individual responsible for leading the audit team. He/She must be a regular employee of TESDA and a holder of Certificate in Lead Auditor's Course. In addition, he/she must have attended at least eight (8) hours of training in the latest version of ISO 9001, and conducted at least one (1) complete audit within the last two (2) years.

Management Review A formal evaluation by the top management of the status and adequacy of the implementation of the Quality Management System and Quality Standard System.


Major Nonconformity (Major NC) Failure to fulfill one or more requirements of the management system standard or a situation that raises significant doubt about the ability of the TESDA's management system to achieve its intended outputs.

Minor Nonconformity (Minor NC) In individual cases some of the requirements of the management-system standard are not fulfilled completely. However, this does not jeopardize the effectiveness of the management-system element.

Opportunity for Improvement (OFI) Aspects that would lead to management system optimization with respect to a requirement of the standard. Basic requirement for the identification and recording of opportunities for improvement is that the requirements of the standard regarding the process element have been fulfilled but that there are still areas for potential improvement of system effectiveness and efficiency. Implementation by the organization is recommended.

OFI (Action Item) Aspects, that if left unaddressed, may lead to a non-conformity. As such OFI (Action Item) shall be addressed/ adopted.

Originator/ Process Owner Office which initiated the document creation/revision reflected under the "Prepared by" portion of the document.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 6
		Issued by: NQM	Date Issued: 02 Aug 2021

Records Defined as books, papers, maps, photographs or other documentary materials, regardless of physical form or characteristics that have been created or received by any agency of the Philippine government in pursuance of its law or in connection with the transaction of public business and has been preserved or appropriated for preservation by the agency or its legitimate successors as evidence of the organization, functions, policies, decisions, procedures, operations or other activities of the government because of the information value or data contained therein (Records Management Handbook).

Records Controller/ Custodian Responsible for the proper collection, storage, protection, retention and disposal of records.

TESDA Technical Education and Skills Development Authority. A government agency established through the enactment of Republic Act No. 7796 to manage TVET in the Philippines.


UTPRAS Unified TVET Program Registration and Accreditation System. It involves the registration of programs with TESDA and the monitoring for continuous compliance.

3.2 ISO 31000:2009

For TESDA's application of Risk-Based Thinking, ISO 31000:2009 is used as reference in addition to the terminologies of ISO 9001:2015.

Context Refers to the internal and external issues to be taken into account when managing risk

- Internal issues can include:
 - Governance, organizational structure
 - Capabilities, in terms of resources and knowledge
 - Information systems, decision-making processes
 - Relationships, perceptions and values of internal stakeholders
 - Organization's culture
 - Standards, guidelines and models adapted by the organization

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 7
		Issued by: NQM	Date Issued: 02 Aug 2021

- External issues can include:
 - Political
 - Economic
 - Social
 - Technological
 - Legal
 - Environmental

Communication and consultation Refers to the continual process that an organization conducts to provide, share or obtain information and to engage in dialogue with stakeholder regarding the management of risk.


Consequence (C) Outcome of an event affecting objectives; an event can lead to a range of consequences; a consequence can be certain or uncertain, which can have positive or negative effects on objectives.

Interested Party / Stakeholder Refers to person or organization that can affect, be affected by, or perceive themselves to be affected by decision or activity.


Level of risk Refers to the magnitude of a risk or combination of risks, expressed in terms of combination of consequences and their likelihood; this refers to the 'Rating (R)' in the Register of Relevant Risks and Opportunities (RRO) Form.

Likelihood (L) Chance of something happening; whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically; can also be referred to as 'probability' or 'frequency' over a given time period.

Monitoring Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 8
		Issued by: NQM	Date Issued: 02 Aug 2021

Opportunities	<p>can arise as a result of a situation favorable to achieving an intended result; can be referred to as the positive effects of risk and can have the same action plan as the risk.</p> <ul style="list-style-type: none"> ○ Can lead to: adoption of new practices, launching new products/services, opening new markets, addressing new customers, building partnerships, using new technology and other desirable and viable possibilities to address the organization's or its customer's needs.
Review	Refers to the activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter (i.e. action plan) to achieve established objectives (i.e. to address risk and opportunity).
Risk	Effect of uncertainty on objectives; characterized by reference to potential events and consequences or a combination of these; often characterized in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.
Risk analysis	Process to comprehend the nature of risk and to determine the level of risks; basis of risk evaluation and decisions about risk treatment.
Risk assessment	Overall process of risk identification, risk analysis and risk evaluation.
Risk criteria	Terms of reference against which the significance of a risk is evaluated; based on organizational objectives, external and internal context; can be derived from standards, laws, policies and other requirements.
Risk evaluation	Process of comparing the results of risk analysis with risk criteria and to determine whether the risk and/or the magnitude is acceptable or tolerable; assists in the decision about risk treatment.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 9
		Issued by: NQM	Date Issued: 02 Aug 2021

Risk Profile	Description of a set of risk.
Risk identification	Process of finding, recognizing and describing risks; involves identification of risk sources, events, their causes and their potential consequences; can involve historical data, theoretical analysis, informed and expert opinions and stakeholder needs.
Risk treatment	<p>Process to modify a risk; or decision on action towards a risk; this refers to the 'Action Plan' in the RRO Form; this can involve:</p> <ul style="list-style-type: none"> ○ Avoiding the risk by deciding not to start or continue with the activity that gives risk to the risk ○ Taking or increasing risk in order to pursue an opportunity ○ Removing the risk source ○ Changing the likelihood ○ Changing the consequences ○ Sharing the risk with another party or parties (ex. Contracts) ○ Retaining the risk by informed decision

4 Context of the organization

4.1 Understanding the organization and its context

TESDA shall determine internal and external issues that are relevant to its purpose and its strategic direction and that can affect its ability to achieve the intended results of its QMS. The organization shall monitor and review information about these internal and external issues, and their related risks and/or opportunities.

Risk assessments and their corresponding action plans are listed in TESDA's Register of Relevant Risks and Opportunities (RRO's). TESDA's process of managing risk is described in the general flowchart in the next page:


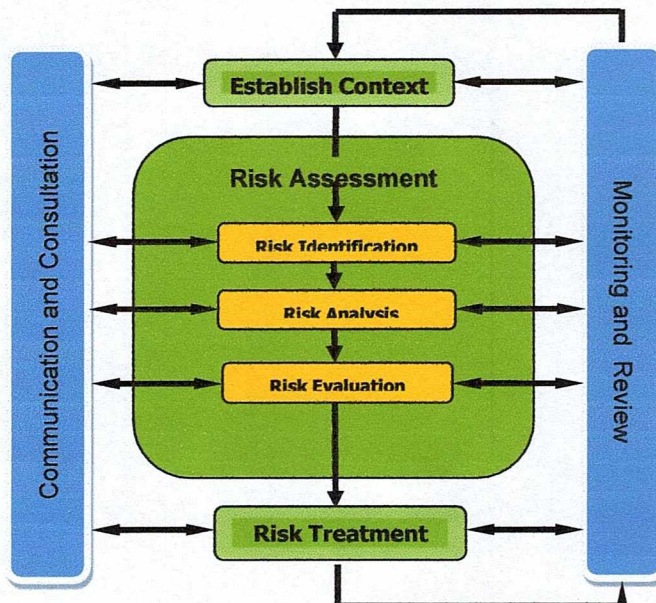
	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL		Document Code: TESDA-QM
	Rev. No. 03	Page 10	
	Issued by: NQM	Date Issued: 02 Aug 2021	

Figure 1. Process of Managing Risks



For the analysis and evaluation of risks, a risk criteria is used as a reference which is discussed in detail in issuances to wit: TESDA Circular and memoranda.


RROs are prepared by Central Office (per Department)/Regional Office/ Provincial Office.

RROs are reviewed and updated at least once a year or when there are major changes in the organization such as but not limited to change in leadership, re-organization, change in mandates, expansion of scope, and adoption of new technology.

Reference: TESDA-QM-F01

4.2 Understanding the needs and expectations of interested parties

TESDA shall determine relevant interested parties and their relevant requirements that can affect or potentially affect the QMS of the organization. The organization shall monitor and review information about these interested parties and their relevant requirements. These are summarized in Table 2 that follows:

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 11
		Issued by: NQM	Date Issued: 02 Aug 2021

**Table 2
Interested Parties and Their Requirements**


Relevant interested parties	Relevant needs / expectations / requirements	Action plans <i>(what, who, when, how to monitor)</i>	Communication mechanism	Remarks/ Reference <i>(if applicable)</i>
CLIENTS/ORGANIZATIONS/ PARTNERS				
Office of the President/ National Agencies and LGUs	-Alignment with the national directions and statutory and regulatory requirements	-Conducts monitoring of P/A/P and submits required reports to oversight agencies	Conferences Meetings/ Consultation TVET Congress Board Meetings Resolutions RA, Memo, Circulars MOAs	BFARs Accomplishment reports Status reports
TVET Providers	-Streamlined processes under UTPRAS -Rationalized incentives (scholarship, TVET investment, fellowship) -Incentives and Recognition	-Outputs from consultation/ calibration/ audits are inputted in the enhancement of systems and processes	Fora Circulars/ Guidelines Compliance audit Letters Advisories Seminar/Workshops Compliance audit reports Inspection reports	Audit reports Documentation report/ minutes of consultation/ calibration sessions
TVET Trainers	-Partnership -Rationalized accreditation process -Development programs	-Accreditation system/ process is enhanced -Conduct of Trainers Development / Upgrading Programs	Guidelines Invitation letters Meetings Fora	TORs Documentation reports
Relevant interested parties	Relevant needs / expectations / requirements	Action plans <i>(what, who, when, how to monitor)</i>	Communication mechanism	Remarks/ Reference <i>(if applicable)</i>
TVET Assessors	-Partnership Rationalized competency assessors fee -Development programs	-Accreditation system/ process is enhanced -Conduct of Assessors Development / Calibration/ Moderation Program	Guidelines Invitation letters Meetings For a Calibration/ Moderation session	TORs Documentation reports
Assessment Centers	-Streamlined processes under Competency Assessment and Certification -Streamlined process of accreditation for Competency Assessors -Rationalized assessment fees and competency assessors fee	-Outputs from consultation/ calibration/ audits are inputted in the enhancement of systems and processes	Fora Circulars/Guidelines Compliance audit Letters Advisories Seminar/Workshops Inspection reports Evaluation Reports for ACs and Assessors Calibration/ Moderation Sessions Telephone/ email	Audit reports Documentation report/ minutes of consultation/ calibration sessions
Industry Associations/ Employers	-Certified TVET graduates are matched with industry needs -Training programs are aligned with industry standards -Incentives and Recognition	-Outputs from consultation / technical meetings are inputted in the development and enhancement of TRs and CATs -Nominees for Kabalikat Awards are processed	Meetings Surveys Fora Industry Consultations Workshops Telephone/e-mail	Developed/ reviewed/ promulgated TRs and CATs Kabalikat awardees



**QUALITY MANAGEMENT SYSTEM
(QMS) MANUAL**

Document Code: TESDA-QM	
Rev. No. 03	Page 12
Issued by: NQM	Date Issued: 02 Aug 2021

International Organizations/ Development Partners/ Bilateral Partners	-Partnerships -Membership to Regional/International Organizations	-Partnerships and linkages are established in the area of TESD -Technical expertise / assistance are provided	Meetings Letters/emails MOAs/ MOUs	MOAs/MOUs
BENEFICIARIES				
TVET Trainees/ Graduates	- Maximum learning options/choices - Learnings/ trainings attended leads to employment - more scholarship options for marginalized families -Customized and needs- based programs for special groups of beneficiaries - Streamlined processes in getting student records (CAV and NC)	-Various modes/ approaches of training are offered (e.g. institution- based, enterprise-based, community-based, online, etc.) - Training programs are aligned with industry requirements or skills needs of communities - Training scholarships are provided to target beneficiaries as defined (e.g. TWSP, PESFA, STEP, etc.)	IES Survey Compliance Audits Guidelines TESDA portals	Accomplishment reports
Workers	- Streamlined assessment and certification procedures - Simplified procedure in the issuance of NCs/COCs - Rationalized assessment fees - Free competency assessment	- Outputs from consultation/ technical meetings / public hearings are inputted in the development and enhancement of TRs and CATs, and rationalization of assessment fees	TESDA portals	Highlights of discussions
Relevant interested parties	Relevant needs / expectations / requirements	Action plans (<i>what, who, when, how to monitor</i>)	Communication mechanism	Remarks/ Reference (<i>if applicable</i>)
(TESDA) Employees	- personal growth and professional growth -Efficient working conditions -Incentives and recognition	-Workforce Development Plan is implemented across TESDA OUs - Good working conditions are maintained -PRAISE programs are implemented -Health and wellness programs are implemented	Memo/ TESDA Order/ Circular Implementing Guidelines Internal Audit Reports Quality Procedures	Accomplishment reports TORs
TESDA Retirees (employees and officials)	- training on livelihood and business opportunities	- conduct of training on livelihood opportunities -engagement as resource persons/ consultants	Invitation letter Meetings/ discussion	TORs Contracts of Service
OTHER INTERESTED PARTIES				
Suppliers -Outsourced Services	-partnership	-partnership established with technical experts in the development of competency standards and assessment tools -partnership established with janitorial and security service units	Letters Bid documents Bid Bulletin Purchase Requests Contracts Suppliers Evaluation Report	TORs Contracts of Service
Suppliers -Goods	-partnership	-partnership established in the provision of goods	Purchase Order Supplier Evaluation Report	Annual Procurement Plan (APP)
DepEd	-partnership	-partnership established re capability build-up of techvoch teachers relative to K to 12 implementation	Meetings Fora	Teachers training report

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 13
		Issued by: NQM	Date Issued: 02 Aug 2021

CHED	-partnership	-partnership established re Ladderized Education Program (LEP)	Meetings Fora	Documentation report
SUCs/HEIs/LUCs	-partnership	-partnership established re LEP and scholarship programs	Meetings Fora	Documentation report
Media	-contribution to print materials -participation in tv and radio programs	-PIU prepared communication plan covering TESDA participation in tri-media	Congress/Fora/other events TV and radio programs	News clippings TV/radio shows

4.3 The Scope of QMS


The Scope declared in Section 1 of this Manual was determined by TESDA considering:

- The internal and external issues
- The requirements of relevant interested parties
- The products and services of the organization

4.4 QMS and its processes

The Quality-Assured Philippine TESD System (QAPTS) per TESDA Board Resolution No. 98-01 dated January 23, 1998 and as reflected in NTESDP 2000-2004 is guided by the following basic principles:

1. *"It draws standards and priorities from the industry, which is the user of the output of the TESD system."* **KEEN ON LABOR MARKET SIGNALS AND INDUSTRY STANDARDS (ADOPT A USER-LED STRATEGY)**
2. *"It dovetails the directions indicated in government plans, policies, and public investments."* **(POLICY DRIVEN)**
3. *"It allows the person to enter at any stage in the system and for whatever productive purpose a person might aim for. This may be for employment, productivity and income enhancement or further education."* **(FLEXIBILITY IN THE DELIVERY TOWARDS EMPLOYMENT OR PRODUCTIVITY)**
4. *"It installs quality assurance among training providers."* **(QUALITY-ASSURE THE SERVICE TRAINING PROVIDERS)**
5. *"It is anchored on a competency-based approach where the acquisition of qualification by an individual is based on his or her learning of a set of competencies rather than the completion of a fixed period of study."* **(A COMPETENCY –BASED APPROACH; NOT TIME BOUNDED)**

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 14
		Issued by: NQM	Date Issued: 02 Aug 2021

6. "It allows recognition of prior learning regardless of where they acquired their skills, the equivalency scheme and lifelong learning." **(RPL, EQUIVALENCY, AND LIFELONG LEARNING)**
7. "It is accessible to graduates of basic education, school leavers, workers, entrepreneurs, and persons in higher level educational institutions." **(ACCESSIBILITY TO CLIENTS AND BENEFICIARIES)**
8. "It utilizes certification as an assurance to industry of the quality of the workers who may be their future employees." **(ASSESS AND CERTIFY GRADUATES AND WORKERS)**
9. "It installs quality assurance to the management of the TESD System." **(QUALITY ASSURANCE IN MANAGING TVET)**

Aligned with these principles, TESDA shall establish, implement, maintain and continually improve its QMS, including the processes needed and their interactions in accordance with the requirement of ISO 9001:2015.

The processes in the quality management system are identified and their application and interaction has been determined.

Figure 2. Process Interaction

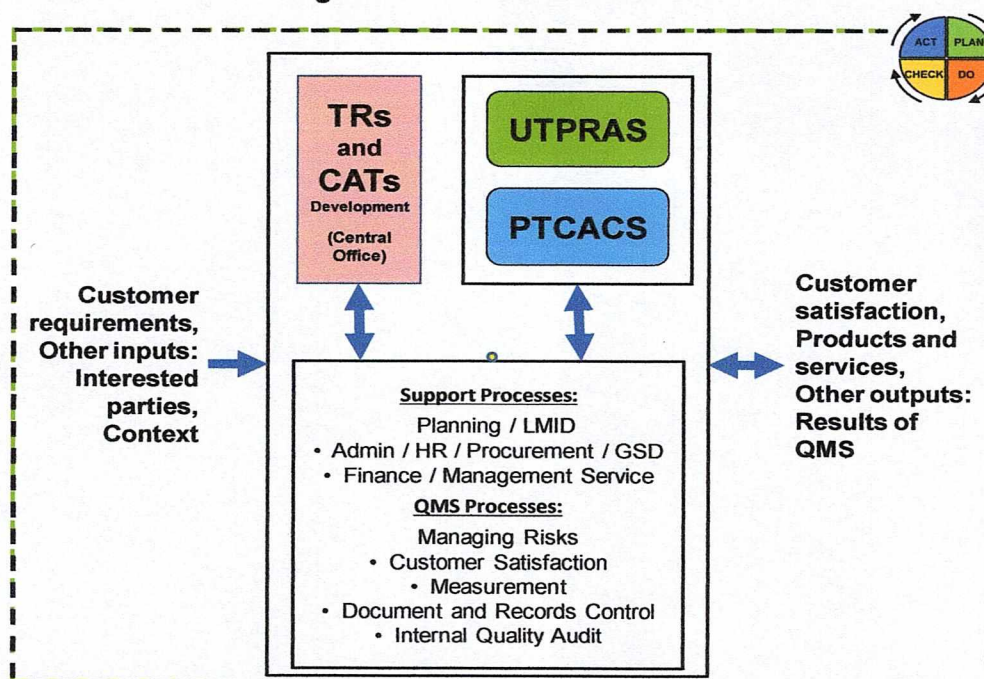



Figure 2 describes the general process interactions aligned with TESDA's declared scope. The concept of Process Approach is shown with TESDA's

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 15
		Issued by: NQM	Date Issued: 02 Aug 2021

inputs, activities and outputs. Further, the concept of PDCA is applied for TESDA's QMS as a whole, and per process:

- Plan - set the objectives of the system and processes to deliver results in accordance to customer requirements and to identify and address risks and opportunities.
- Do - implement and control what was planned.
- Check - monitor and measure processes and results against criteria and report results; conduct of internal audit and management reviews.
- Act - take action to improve the performance of processes; conduct of corrective action.

More specific process interactions are also documented in the procedures manual. Operating procedures and work instructions define in detail how each function is documented, implemented and continually improved.


The effectiveness of the quality system process is monitored, measured, analyzed and continually improved through established control parameters and performance measures defined in the quality plan to ensure that the operation and control of these processes are effectively implemented.

Top management has provided resources and information necessary to support the operation and monitoring of these processes.

The QMS is regularly reviewed by the National Quality Management Committee to identify potential quality related problems, possible risks, and the initiation of corrective actions as well as opportunities for improvement.

The TESDA QMS puts premium on customer satisfaction as evidenced by its quality policy.

In line with the principles of quality management, TESDA plans the use and management of its resources to be able to execute its mandated programs, projects and services. Monitoring and review of programs and projects are likewise conducted adopting the "Plan-Do-Check-Act" concept to ensure that services are effectively and efficiently rendered, thereby transforming citizens' needs and requirements to citizens' satisfaction.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 16
		Issued by: NQM	Date Issued: 02 Aug 2021

To efficiently manage the QMS, TESDA engaged the services of third party service providers in outsourcing some of its activities including but not limited to the development of TRs and CATs, provision of janitorial and security services, printing of Certificate of TVET Program Registration (CTPR) for the Program Registration process and Certificate of Competency/National Certificate for the Assessment and Certification process, the control mechanisms of which are defined in clause 8.4, purchasing of services.

Likewise, TESDA accredits assessment centers and assessors to efficiently and effectively implement the assessment and certification. Accreditation of assessment centers and assessor is the process of recognizing and/or empowering an entity or person to perform certain roles and responsibilities on behalf of the TESDA.

Further details can be provided by referring to TESDA's documented information:


- To the extent necessary, TESDA shall maintain documented information (documents) to support the operation of its processes
- To the extent necessary, TESDA shall retain documented information (records) to have confidence that the processes are being carried out as planned

5 Leadership

5.1 Leadership and commitment

5.1.1 The Top Management of TESDA shall:

- Take accountability for the effectiveness of the QMS
- Ensure that the Quality policy and objectives are established for the QMS and are compatible with the context and strategic direction of the TESDA
- Ensure the integration of the QMS requirements into TESDA's business processes
- Promote the use of process approach and risk based thinking
- Ensure that the resources needed for the QMS are available


	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 17
		Issued by: NQM	Date Issued: 02 Aug 2021

- Communicate the importance of effective QMS and of conforming to the QMS requirements
- Ensure that the QMS achieves its intended results
- Engage, direct and support persons to contribute to the effectiveness of the QMS
- Promote improvement
- Support other relevant management roles to demonstrate their leadership as it applied to their areas of responsibility

The Quality Management Committee is responsible for reviewing the QMS to ensure its continuing adequacy and effectiveness.

Top management which is composed of the Director General, the Deputy Directors General, and the other members of the TESDA National Directorate – are committed to the development and implementation of the Quality Management System and to the continual improvement of its effectiveness. These commitments are manifested by:

- Employees understanding of the importance of meeting customer needs as well as relevant statutory and regulatory requirements;
- Communicating and Internalizing the Vision/Mission/Value statement and quality policy and objectives;
- Periodic conduct of management reviews;
- Promoting a positive culture of safe, healthy, eco-friendly workplace environment including the provision of available resources and appropriate technology for establishing, implementing and improving the quality system;
- Promoting an overall suitable environment, taking into consideration physical, social, and psychological factors;
- Providing opportunities for employees' growth and development thru education, mentoring and training and encouraging them to pursue excellence in meeting customer requirements and expectations.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 18
		Issued by: NQM	Date Issued: 02 Aug 2021

5.1.2 Customer focus

The Top Management of TESDA shall also demonstrate leadership and commitment with respect to customer focus by ensuring that:

- Customer and applicable statutory and regulatory requirements are determined, understood and consistently met
- The risks and opportunities that can affect conformity of the services and the ability to enhance customer satisfaction are determined and addressed
- The focus on enhancing customer satisfaction is maintained

As a customer-focused organization, TESDA shall define, understand and satisfy the needs of its varied clients and improve the services that are provided to them.

Customer requirements are determined, customer satisfaction measures are monitored and verified through various processes as defined under the Operation section of the Manual.

Customer feedback is gathered thru various mechanisms such as consultations, surveys, public assistance counter (PAC) and transactional customer feedback forms. Citizens and other customers may provide unsolicited feedback thru the TESDA Contact Center which receives complaints and queries thru SMS, web, and telephone-based services. Results of these customer feedback monitoring channels are recorded, processed and used as inputs to improve products and services.


5.2 Quality policy

TESDA VISION

The transformational leader in the technical education and skills development of the Filipino workforce.

TESDA MISSION

TESDA sets direction, promulgates relevant standards, and implements programs geared towards a quality-assured and inclusive technical education and skills development and certification system.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 19
		Issued by: NQM	Date Issued: 02 Aug 2021

VALUE STATEMENT

We believe in demonstrated competence, institutional integrity, personal commitment, culture of innovativeness, and a deep sense of nationalism.

QUALITY POLICY

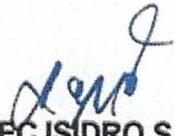

The TESDA quality policy is a statement of TESDA's commitment to continual improvement and adherence to the ISO 9001 requirements.


TESDA ensures that the Quality Policy is disseminated to all employees and is understood by all employees. The policy is reviewed within the framework of Management Review meetings to determine its suitability to the needs of the customer and the organization.

"We measure our worth by the satisfaction of the customers we serve".

To achieve this, we commit to comply with applicable requirements and continually improve our systems and processes through:

S trategic decisions
E ffectiveness
R esponsiveness
V alue added performance
I ntegrity
C itizen focus
E fficiency

Signed: 
SEC ISIDRO S LAPEÑA, PhD., CSEE
 Director General 

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 20
		Issued by: NQM	Date Issued: 02 Aug 2021

5.3 Organizational roles, responsibilities and authorities

THE TESDA STRUCTURE

TESDA is an agency under the supervision of the Cabinet Secretary of the Office of the President. TESDA is composed of the Board and the Secretariat. The TESDA Board is the highest policy making body with representation from the public and private sectors, and the Secretariat is the implementing arm of TESDA.

THE BOARD

The TESDA Board is responsible for the promulgation of continuing, coordinated and fully integrated technical education and skills development policies, plans and programs. The Board has twenty two (22) members. Majority (or 14 of the 22 members) comes from the private sector: labor, education, business and investment, and employers group. The remaining eight (8) members comprise government departments which represent areas related to technical education and skills development, namely, Department of labor and Employment (DOLE) which sits as the chair of the Board, Technical Education and Skills Development Authority (TESDA), Department of Interior and Local Government (DILG), Department of Trade and Industry (DTI), Commission of Higher Education (CHED), Department of Education (DepEd), Department of Agriculture (DA), and the Department of Science and Technology (DOST).

THE SECRETARIAT

The TESDA Secretariat is the development and implementing arm of the Authority. It is headed by the Director General who exercises general supervision and control over TESDA's technical and administrative personnel. The Director General is assisted by his/her Deputy Directors General (DDGs).

There are 7 Executive Offices headed by Executive Directors/Directors IV. In addition to this, TESDA has 18 Regional and 85 Provincial Offices, each headed by a Regional Director and a Provincial Director, respectively. It maintains a provides direct training in cases when the private TVET provision is not affordable and the quality of TVET training is wanting.

TESDA has 1,885 regular plantilla positions spread out in various areas of the country.


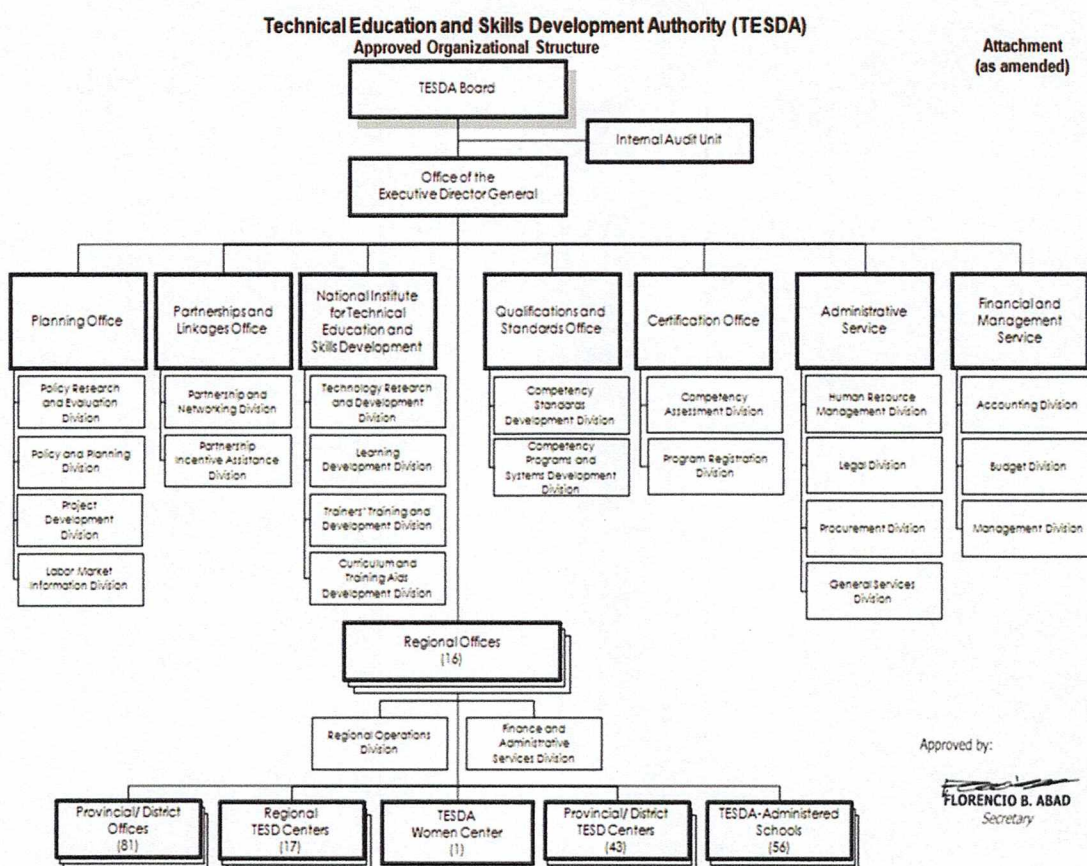
	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 21
		Issued by: NQM	Date Issued: 02 Aug 2021

Figure 3 represents the TESDA Organizational Structure while the functions and responsibilities of TESDA Offices are defined under the TESDA Rationalization Plan.

Figure 3. TESDA Organizational Structure

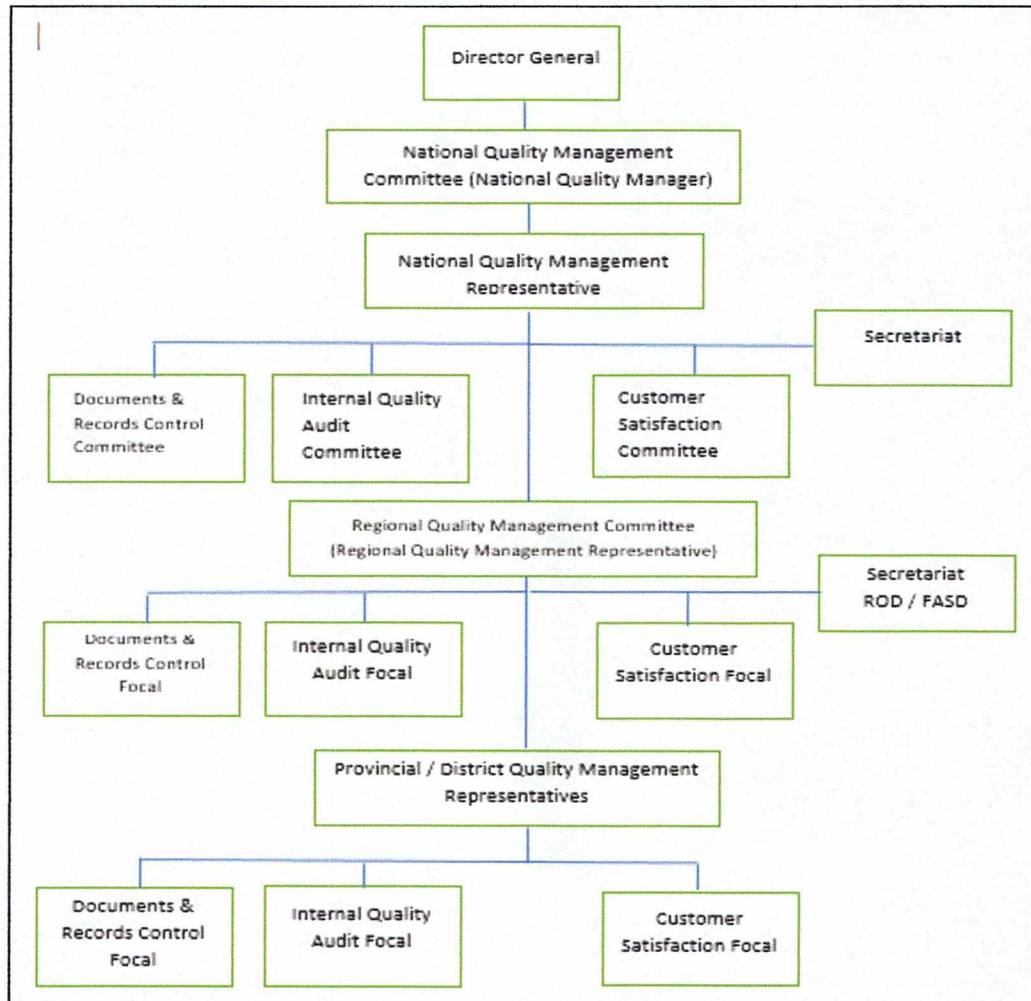


QMS STRUCTURE, ITS ROLES AND RESPONSIBILITIES

TESDA ensures that responsibilities and authorities are defined and communicated within the organization through the issuance of memoranda, circulars, and office orders and discussed during the management and staff meetings in order to implement and maintain an effective and efficient QMS.

The TESDA QMS Structure reflected in Figure 4 shall be composed of the following officials and staff with key responsibilities and authorities as outlined in the succeeding section.

Figure 4. TESDA QMS STRUCTURE




- **DIRECTOR GENERAL**

The Director General has the responsibility for the supervision and control over all activities and outcomes set forth under the Quality Management System of the organization. The final responsibility and authority for all quality matters rests with the Director General. This responsibility is transmitted to all staff through the quality management structure.

- **NATIONAL QUALITY MANAGEMENT COMMITTEE (NQMC)**

The NQMC shall be composed of the Director General, the Deputy Directors General, the Executive Directors, the designated National

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 23
		Issued by: NQM	Date Issued: 02 Aug 2021

Quality Manager, and the National Quality Management Representative. This committee will have the following responsibilities:

1. Serves as the key decision making body on all quality directions in TESDA.
2. Establishes reviews and maintains quality policy and objectives of the organization;
3. Ensures that quality objectives are established and supported by programs to achieve them;
4. Ensures allocation of available resources to support the implementation of the agency's Quality Management System;
5. Reviews the Quality Management System and monitors its continuing suitability, adequacy and effectiveness;
6. Reviews inputs from status of actions from previous management reviews; changes in external and internal issues that are relevant to the QMS; information on the performance and effectiveness of the QMS at the ROPOs (including trends in : customer satisfaction and feedback from relevant interested parties, 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; and
7. Reviews and addresses concerns elevated by the RQMCs


The designated National Quality Manager shall act as the NQMC Chairperson.

• NATIONAL QUALITY MANAGER

The National Quality Manager shall be designated by the Director General.

Duties and Responsibilities:

1. Recommends for approval to the Director General policies, guidelines and relevant documents concerning the implementation of the TESDA Quality Management System;
2. Provides policy directions, guidelines, and the necessary mechanisms in the implementation of the TESDA Quality Management System in the organization;
3. Ensures that the quality policy is maintained at all levels of the organization;

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 24
		Issued by: NQM	Date Issued: 02 Aug 2021

4. Ensures that authorities and responsibilities are defined and communicated within the organization; and
5. Ensures that the continual improvement of the quality management system is effectively planned and implemented.

• **NATIONAL QUALITY MANAGEMENT REPRESENTATIVE**

The National Quality Management Representative shall be designated by the Director General.

Duties and Responsibilities:


1. Ensures that quality objectives are achieved at relevant functions within the organization;
2. Facilitates the development of a national action plan for the implementation of the QMS to meet ISO 9001:2015 requirements;
3. Ensures processes for Quality Management Systems are implemented and maintained;
4. Ensures that regular Management Review meetings are conducted;
5. Communicates to NQMC the status of implementation of the QMS as well as the recommendations for improvement; and
6. Monitors the implementation of QMS through the QMS committees and RQMCs;
7. Ensures the promotion of awareness of meeting customer requirements within the relevant scope of the agency's QMS; and
8. Liaises with external parties on matters related to the agency's QMS.

• **DOCUMENT AND RECORDS CONTROL COMMITTEE**

The Chairperson shall be designated by the Director General. The Committee shall be composed of designated Document and Record Controllers from the Central Office Executive Offices, AS, and FMS.

Duties and Responsibilities:

1. Manages and controls all documentation critical to the organization's quality system;
2. Ensures all quality manuals are properly secured and /or disseminated to concerned units.
3. Ensures that changes and the current revision status of documents are readily identified;

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 25
		Issued by: NQM	Date Issued: 02 Aug 2021

4. Ensures that relevant versions of applicable documents are available at points of use;
5. Ensures that documents remain legible and readily identifiable and retrievable;
6. Prevents the unintended use of obsolete documents as well as the unauthorized use of relevant document and record; and
7. Ensures controls are established for identification, storage, protection, retrieval, retention time and disposal of records.

• **INTERNAL QUALITY AUDIT COMMITTEE**

The Chairperson shall be designated by the Director General. The Committee shall be composed of designated Internal Quality Auditors.

Duties and Responsibilities:


1. Provides a framework for the measurement of effectiveness of documented processes against the practice of employees;
2. Ensures that the quality management system conforms to the planned arrangements and requirements of ISO 9001:2015;
3. Ensures that the quality management system is effectively implemented and maintained;
4. Ensures the conduct of internal quality audit;
5. Ensures the monitoring of effectiveness of the action plan on risk registry is covered in the IQA;
6. Provides input to Management Review regarding the results of audits; and
7. Monitors and maintain records of the implementation of the corrective actions for non-conformance found during the audit.

• **CUSTOMER SATISFACTION COMMITTEE**

The Chairperson shall be designated by the Director General.

Duties and Responsibilities:

1. Ensures that customer requirements are identified and achieved;
2. Provides a framework for the gathering of information that will cover all services provided by TESDA, including forms and feedback mechanisms;
3. Ensures that processes conform to specific customer and other regulatory requirements related to service delivery (e.g. Anti-Red Tape Act);

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 26
		Issued by: NQM	Date Issued: 02 Aug 2021

4. Facilitates the provision of the customer requirements including but not limited to the following:
 - Safe and hygienic facilities
 - Professional, honest, and respectful behavior of agency personnel
 - Acceptable waiting and/or response times
 - Adequate service hours for customers
 - Reports on processes, procedures and records that are clear, transparent and consistent,
 - Availability of clear and precise information and/or instructions to customers.


5. Identifies and implements arrangements for communication with the customers relating to promotion of the services, prompt and courteous response to customers, and complaints handling.

• **REGIONAL QUALITY MANAGEMENT COMMITTEE (RQMC)**

The RQMC shall be composed of the Regional Directors, Provincial Directors, Division Chiefs and designated Regional Quality Management Representative.

Duties and Responsibilities:

1. Establishes and implements the QMS at the regional and provincial level;
2. Authorizes quality initiatives reflecting the quality policy within the national planning strategies;
3. Makes decisions with regards to the implementation of QMS at the regional and provincial level;
4. Monitors the implementation of the QMS;
5. Ensures allocation of available resources to support the implementation of the agency's Quality Management System;
6. Evaluates the performance of internal auditors based on agreed performance standards for internal auditors; and
7. Reviews inputs from status of actions from previous management reviews; changes in external and internal issues that are relevant to the QMS; information on the performance and effectiveness of the QMS (including trends in : customer satisfaction and feedback from relevant interested parties, 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

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 27
		Issued by: NQM	Date Issued: 02 Aug 2021

of actions taken to address risks and opportunities; and opportunities for improvement.

- **REGIONAL QUALITY MANAGEMENT REPRESENTATIVE**

The Regional Director shall serve as the Regional Quality Management Representative.

Duties and Responsibilities:


1. Ensures that the Quality Management System is established and maintained at the Regional and Provincial levels;
2. Ensures that the national policy directions, guidelines, and the necessary mechanisms in the implementation of the TESDA Quality Management Program are understood by all Operating Units in the region;
3. Facilitates the development of a regional action plan for the implementation of the QMS to meet ISO 9001:2015 requirements;
4. Ensures that the responsibilities are communicated and understood within the various units at the Regional and Provincial level;
5. Ensures that regular Management Review meetings are conducted;
6. Communicates to top management through the National Quality Management Representative the status of implementation of the QMS in the region; and
7. Ensures that the continual improvement of the quality management system is effectively planned and implemented at the regional level.

- **PROVINCIAL QUALITY MANAGEMENT REPRESENTATIVE**

The Provincial/District Director shall serve as the Provincial/District Quality Management Representative.

Duties and Responsibilities:

1. Facilitates the development of a provincial/district action plan for the implementation of the QMS to meet ISO 9001:2015 requirements;
2. Communicates to the Regional QMR the status of the implementation of the QMS at the provincial and district level as well as the areas for improvement;

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 28
		Issued by: NQM	Date Issued: 02 Aug 2021

3. Coordinates and monitors the implementation of quality programs at the provincial and district offices; and
4. Ensures awareness of QMS by all the employees at the provincial and district level.

- **REGIONAL/ PROVINCIAL DOCUMENT AND RECORDS CONTROLLER**


Duties and Responsibilities:

1. Manages and controls all documentation critical to the organization's quality system;
2. Ensures all quality manuals are properly secured and /or disseminated to concerned units;
3. Ensures that changes and the current revision status of documents are readily identified;
4. Ensures that relevant versions of applicable documents are available at points of use;
5. Ensures that documents remain legible and readily identifiable and retrievable;
6. Prevents the unintended use of obsolete documents as well as the unauthorized use of relevant document and record; and
7. Ensures controls are established for identification, storage, protection, retrieval, retention time and disposal of records.

- **REGIONAL/ PROVINCIAL INTERNAL QUALITY AUDIT FOCAL**

Duties and Responsibilities:

1. Provides a framework for the measurement of effectiveness of documented procedures against the practice of employees;
2. Ensures that the quality management system conforms to the planned arrangements and to the requirements of ISO 9001:2015;
3. Ensures that the quality management system is effectively implemented and maintained;
4. Ensures the conduct of internal quality audit;
5. Ensures the monitoring of effectiveness of the action plan on risk registry is covered in the IQA;
6. Provides input to Management Review regarding the results of audits; and

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 29
		Issued by: NQM	Date Issued: 02 Aug 2021

7. Monitors and maintain records of implementation of the corrective and preventive actions for non-conformance found during the audits.

• **REGIONAL/ PROVINCIAL CUSTOMER SATISFACTION FOCAL**


Duties and Responsibilities:

1. Ensures that customer requirements are identified and achieved;
2. Implements the feedback mechanisms developed for the gathering of information that will cover all services provided by TESDA, including forms;
3. Ensures that processes conform to specific customer and other regulatory requirements related to service delivery;
4. Facilitates the provision of the customer requirements including but not limited to the following:
 - Safe and hygienic facilities
 - Professional, honest, and respectful behavior of agency personnel
 - Acceptable, waiting and/or response times
 - Adequate service hours for customers
 - Reports on processes, procedures and records that are clear, transparent and consistent;
 - Availability of clear and precise information and/or instructions to customers.
5. Identifies and implements arrangements for communication with the customers relating to promotion of the services, prompt and courteous response to customers, and complaints handling; and
6. Reports to the RQMC through the R/P/DQMR the status of implementation of the customer satisfaction activities including areas for improvement.

SECRETARIAT

Duties and Responsibilities:

1. Ensures that key functions within TESDA are systematically documented in coordination with process owners and regional implementers;
2. Provides administrative support services to their respective QMCs and QMRs; and
3. Coordinates QMS activities with respective QMS committees and Quality Managers/Representatives.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL		Document Code: TESDA-QM
	Rev. No. 03	Page 30	
	Issued by: NQM	Date Issued: 02 Aug 2021	

6 Planning

6.1 Actions to address risks and opportunities

TESDA shall consider the outputs from Section 4.1 and Section 4.2 above for planning actions to address risks and opportunities.

Options to address risks can include avoiding the risk, taking the risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or severity, sharing the risk, or retaining risk by informed decision.

Opportunities can lead to adoption of new practices, launching new services, opening new markets, addressing new customers, building partnerships, using new technology, and other desirable and viable possibilities to address the organizations' or its customer's needs.

The organization shall plan actions to address these risks and opportunities and how to integrate the actions within QMS and evaluate their effectiveness.

Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of services.


Actions for internal and external issues are included in TESDA's RRO's reference Section 4.1 above.

Action plan status monitoring are done quarterly by the process owner/risk owner. Action plan effectiveness monitoring and evaluation are done at least once a year by the IQA.

Actions for requirements of interested parties are described in Section 4.2 above.

6.2 Quality objectives and planning to achieve them

TESDA's strategic and operational plans are the results of the periodic corporate planning processes held during the National Directorate (ND) and General Directorate Conference (GDC). This is the venue where the strategic thrusts and programs of the agency are defined, commitments are determined and resource requirements are identified.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 31
		Issued by: NQM	Date Issued: 02 Aug 2021

Quality objectives are defined based on the strategies and priorities of the Philippine Development Plan (PDP), the National Technical Education and Skills Development Plan (NTESDP), and the TESDA Strategic Plan. The quality objectives are measurable, time based and consistent with the commitments stated in the Quality Policy. The operationalization are translated to the approved Office Performance Commitment Review (OPCR) of the various operating units.

The attainment of the quality objectives is ensured thru monitoring and evaluation of periodic reports by the organization's planning and monitoring units and process owners. The reports shall be submitted and acted upon by the top management.

6.3 Planning of changes

Whenever TESDA determines a need for change to the QMS, the changes shall be carried out in a planned manner, considering:

- The purpose of the changes and their potential consequences
- The integrity of the QMS
- The availability of resources
- The allocation or re-allocation of the responsibilities and authorities

Risks arising from major changes are also identified and managed as described in 4.1 above.


7 Support

7.1 Resources

PROVISION OF RESOURCES

TESDA shall provide the necessary resources for the effective and efficient implementation of strategies, programs and service to address citizens' needs and requirements. These resources shall include human, information, infrastructure, work environment and financial resources. The allocation of resources shall be decided by management and may be documented in the form of approved work and financial plans, terms of reference, minutes of meetings, and others.

INFRASTRUCTURE

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 32
		Issued by: NQM	Date Issued: 02 Aug 2021

TESDA is committed to provide and periodically maintain the necessary infrastructure to support the delivery of the TESDA mission, its programs, projects and services so as to address the needs of the citizens. Infrastructure include among others, the work, training, lodging and recreational spaces and facilities, tools and equipment, information and communication technology, and transportation .

ENVIRONMENT FOR THE OPERATION OF PROCESSES

Top Management provides a work environment where safe and hygienic working conditions are implemented in compliance with labor laws, rules and regulations promulgated by oversight agencies. It ensures that the 5S is implemented in all the operating units.


Corollary to this, the Top Management ensures well ventilated and well lighted work and training places, ergonomic furnitures, well maintained and sanitized comfort rooms, waiting areas with sufficient number of safe comfortable chairs for the citizens, and supply of safe drinking water. It also ensures the presence of working fire extinguishers, proper storage of hazardous materials, medical kits in all operating units, and others.

These are carried out through the Administrative Services; particularly the Human Resource Management Division, Property Division , General Services Division in the Central Office; the Finance and Administrative Services Division in the Regions and its counterpart in the provinces and training institutions; the TESDA Development Institute; and the National and Regional Human Resource Development Committees.

TESDA has established the Knowledge Management (KM) System to manage knowledge embodied in people and knowledge embedded in processes and technologies. KM "quick wins" or programs have been identified and implemented to contribute to an "online TESDA for more dedicated and effective services" (e.g. online distribution of controlled QMS documents, establishment of an HR hub, online or web-based monitoring of scholarship in the CARAGA region, and other programs, etc.)

MONITORING AND MEASURING RESOURCES

Monitoring and measurement to verify conformity to products and services to requirements is addressed by the competency assessment tools. It is based on the requirements as identified in the competency standards outlined in the promulgated Training Regulations for each qualification.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 33
		Issued by: NQM	Date Issued: 02 Aug 2021

7.2 Competence

The development and management of TESDA workforce shall be guided by the Human Resource Development Framework outlined in the Human Resource Development Plan.

The competency standards for each position title developed for corporate TESDA and the Training Institutions shall be used in the recruitment, promotion and placement of personnel in the Central, Regional, Provincial Offices and the Training Institutions. Staff development programs shall be designed and/or facilitated for implementation based on a training plan where the needs of the personnel are considered vis a vis the needs of the organization.

The Civil Service Commission's Strategic Performance Management System (SPMS) shall be used to assess and manage the performance of TESDA personnel. The Personnel Information System (PIS), a subcomponent of the Human Resource Management Information System (HRMIS) shall be operational and documentary evidences of concerned employees are constantly being updated and maintained. Hard copy of such documents shall also be maintained at the 201 file.


TESDA, through the Human Resources Management Division, ensures the evaluation of the effectiveness of training for its employees. Effectiveness of training and/ or development interventions is measured through performance evaluation or use of tools (e.g. TNA Instruments, Training Effectiveness Instrument).

7.3 Awareness

TESDA shall ensure that persons doing work under the organization's control are aware of:

- The Quality policy
- Relevant Quality objectives
- Their contribution to the effectiveness of the QMS, including benefits of improved performance
- The implication of not conforming to the QMS

7.4 Communication

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 34
		Issued by: NQM	Date Issued: 02 Aug 2021

TESDA shall determine the internal and external communications relevant to the QMS.

Internal communication details between process interactions are described within the departmental procedures of TESDA.

Communication mechanisms are also described in Section 4.2 above.

7.5 Documented information

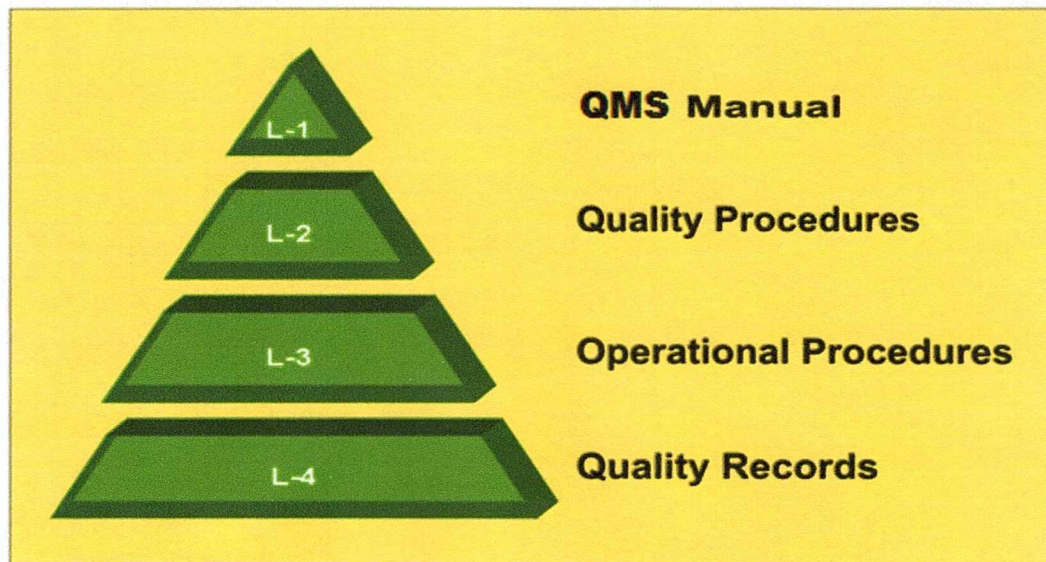
TESDA's QMS is a documented system of planned activities established to ensure consistency in meeting the customer/citizen's needs and expectations through the actual performance of the documented processes, procedures, work instructions and support policies and procedures.


This section defines the scope of quality system documentation including the sequence of origination, distribution and the control of revisions and approval.

Records are maintained as evidence of implementation.

The TESDA Quality System Documentation is a four-tier system:

FIGURE 5. QMS DOCUMENTATION STRUCTURE



	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 35
		Issued by: NQM	Date Issued: 02 Aug 2021

Level 1 – contains the overall requirements for the quality system providing the quality policy, quality objectives, organizational structure, resource management, and the broad description of operating procedures, including quality control and improvement.

Level 2 – Procedures which describe how the Policy/Objectives/Statements will be achieved. It also provides guidance on how to communicate and perform the various activities.

Level 3 – are the agency's specific operational procedures, including work instructions, Form Files and Normative References, which describe the control activities of each process. It details how each of the processes are performed.

Level 4 – Quality Records.


CONTROL OF DOCUMENTED INFORMATION

TESDA ensures that internally-generated documents and documents of external origin both in hard copy and electronic form which are needed for the effective implementation of the QMS are controlled. A documented procedure is maintained by the Document Controller to ensure that:

- Documents are reviewed and approved for adequacy prior to issue and use;
- Ensure that changes and current revision status of documents are identified;
- The relevant version of applicable documents are available in areas where these are needed;
- Documents are legible and readily identifiable. A coding system is utilized for the purpose;
- Documents of external origin are identified and their distribution controlled. A master list of externally generated documents is maintained by the Records Controller; and
- A master list of controlled documents is maintained by the Document Controller to prevent the use of obsolete documents. Such documents are properly maintained.

Reference: Control of Documents (TESDA-QP-01) and
Control of Records (TESDA-QP-02)

TESDA maintains records to provide evidence of conformance to ISO 9001 requirements and implementation of the QMS. All records are

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 36
		Issued by: NQM	Date Issued: 02 Aug 2021

identified, stored, protected, retrieved, retained for specific periods and disposed of following the documented procedure.

The Document Controller ensures that quality records remain legible, readily identifiable and retrievable. A Masterlist of records is maintained to ensure control. Quality records are stored either in hard copy or by electronic media.

Reference: Control of Documents (TESDA-QP-01) and
Control of Records Procedure (TESDA-QP-02)

8 Operation

8.1 Operational planning and control

TESDA shall plan, implement and control the processes in Section 4.4 needed to meet the requirements for the provision of its services and to implement the actions determined in Section 6.

TESDA shall determine, maintain and retain documented information to the extent necessary:

- To have confidence that the processes have been carried out as planned
- To demonstrate the conformity of services to their requirements


The organization shall also ensure that outsourced processes are controlled. Refer to Section 8.4.

The necessary processes needed for service realization have been defined and documented. They are consistent with the requirements of the other processes of the TESDA QMS. This is expressed in Figure 6– The Quality Assured Philippine TVET System.

The objectives, requirements, processes, including monitoring and evaluation methods are defined per program/project/service. Records that provide evidence that program/projects have been implemented and services have been rendered are likewise established and maintained.

Operational activities are documented under the level 3 manuals on specific TESDA programs/projects/services.

The TESDA Strategic Plan is anchored on the National Technical Education and Skills Development Plan which is in turn anchored on

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 37
		Issued by: NQM	Date Issued: 02 Aug 2021

national priorities spelled out in the Philippine Development Plan and in the Investment Priorities Plan, current labor market information and customer needs. The national development priorities spelled out in the national plans become the basis for the TESDA Board in drawing up the national TVET policies and priorities. The system is driven by competency standards and Training Regulations derived from industry requirements and specifications and guided by TVET priorities identified by the TESDA Board.

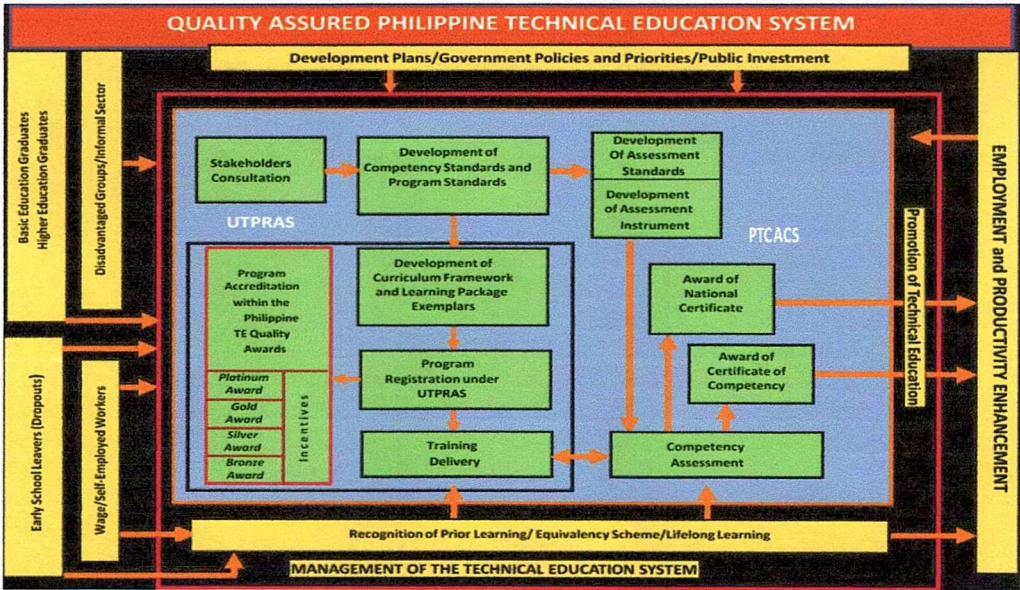
The system is accessible to a broad range of customers including the unemployed, the underemployed, displaced workers, new entrants to the labor force, technical vocational institutions and enterprise-based training providers.


Employment and productivity enhancement are the ultimate metrics of the technical vocational education and training system to effectively bring about the effective matching of labor supply and demand.

TESDA builds up the TVET sector capability and capacity through financial resource management, human resource development, physical resource management, information management, marketing and advocacy, administrative management, customer feedback, management of external relations and environmental concerns.

The core processes and their interactions are described in the figure on Quality Assured Philippine TESD System, as shown below:

FIGURE 6. QA PHILIPPINE TESD SYSTEM



	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 38
		Issued by: NQM	Date Issued: 02 Aug 2021

8.2 Requirements for services

Communication with customers shall include:

- Providing information relating to services
- Handling enquiries, contracts or orders, including changes
- Obtaining customer feedback relating to services, including complaints
- Handling or controlling customer property
- Establishing specific requirements for contingency actions, when relevant

CUSTOMER-RELATED PROCESSES

Processes have been established to determine customer requirements, expectations and feedback in the delivery of TESDA programs and services.


TESDA identifies customers, both internal and external, in general and on a per program basis. Process owners prepare the customer satisfaction matrix showing the type of customers, customer requirements, customer satisfaction measures, means of gathering and analyzing information, and responsible units.

The processes include establishment of Regional and Provincial TESD Committees, conduct of dialogues and fora with industry and other customers and stakeholders, and listen to feedback of its customers – the industry, institutions, students / trainees, and the public thru the TESDA Contact Center, among others.

Records of discussions and feedback from customers are maintained at respective offices.

a) UNIFIED TVET PROGRAM REGISTRATION AND ACCREDITATION SYSTEM (UTPRAS)

TESDA Board Resolution No. 98-03 established the Unified TVET Program Registration and Accreditation System (UTPRAS). This is a two-stage process of quality assurance. The first stage involves the registration of programs with TESDA and the monitoring for continuous compliance.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 39
		Issued by: NQM	Date Issued: 02 Aug 2021

Registration of all TVET programs with TESDA is mandatory in conformance with the prescribed standards contained in the promulgated Training Regulations for each qualification. All registered programs are quality assured because they have complied with the minimum standards with regards to the curriculum which is competency based; trainers' qualification, facilities and equipment, academic requirements, and other support services.


A TVET institution has to comply with the requirement of registration prior to its offering of a program. Upon completion of all the requirements, an institution is issued a Certificate of TVET Program Registration (CTPR) and the program is officially listed in the TESDA Compendium of Registered Programs. The program is subjected to a compliance audit and in some instances surveillance upon receipt of complaint by TESDA.

The primary objective of UTPRAS is to promote public interest by ensuring the quality of the programs that are being offered by both public and private TVET institutions. This will also encourage and enable all TVET institutions to upgrade the level and quality of their programs and their training delivery.

The second stage involves institutional accreditation which is voluntary. This is the stage under UTPRAS wherein a TVET institution with registered program voluntarily applies to be accredited by TESDA-recognized accrediting body. This means that a TVET institution has instituted a number or all the components of quality systems in its program/institution. TESDA recognized the Asia Pacific Accreditation and Certification Commission (APACC) of the Colombo Plan and Staff College as the accrediting body for the accreditation of the TVET institutions. TESDA also implements the STAR Rating System to recognize the accomplishments and improvements that TVIs have instituted beyond the minimum requirements set in UTPRAS and to determine the level of quality of TVET provision of the TVIs.

b) COMPETENCY ASSESSMENT AND CERTIFICATION

The program aims at assessing and certifying the competencies of the middle-level skilled workers through the Philippine TVET Competency Assessment and Certification System (PTCACS). The assessment process is done to ascertain that the graduate or worker can perform to the standards expected in the workplace based on the defined competency standard. This ensures the productivity, quality and global competitiveness of middle-level workers.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 40
		Issued by: NQM	Date Issued: 02 Aug 2021

TESDA maintains a Registry of Certified Workers that provides information on the pool of certified workers for specific occupations nationwide. It accredits assessment centers as well as competency assessors who administer the competency assessment for persons applying for certification.

A National Certificate is issued when a candidate has demonstrated the competence in all the units of competency that comprise a qualification. A Certificate of Competency (CoC), on the other hand, is issued if the candidate has demonstrated the competence in selected units of competency.

c) DEVELOPMENT OF COMPETENCY ASSESSMENT TOOLS

The Competency Assessment Tools (CATs) contains both the instruments and the instructions for gathering and interpreting evidence developed from the selected assessment methods(s) to be used for assessment.


The development of the CATs is based on the requirements as identified in the competency standards in Section 02 of the promulgated Training Regulations for each qualification.

TESDA validates the draft Competency Assessment Tools for comments by other experts/practitioners of a Qualification. It involves reviewing, comparing and evaluating assessment processes, marking criteria (criteria for marking/rating), evidence requirements, performance standards, tools, supplies and materials and equipment contributing to judgments made by a range of assessors and trainers against the same standards.

8.3 Design and Development

The design and the development of the Quality Assured Philippine Technical Vocational Education & Training System are being addressed in the development of Training Regulations (TRs). The TR is a TESDA promulgated document that serves as basis for which the competency-based curriculum and competency assessment tools are developed. This document represents specific qualification. How the competencies in this qualification can be gained, assessed and be given recognition is detailed in the promulgated TRs.

Reference Development and Deployment of Training Regulations
(TESDA-OP-QSO-01)

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 41
		Issued by: NQM	Date Issued: 02 Aug 2021

8.4 Control of externally provided processes, products and services

TESDA shall ensure that externally provided processes, products and service conform to requirements.

TESDA adheres to the standard procurement procedures as embodied in the Government Procurement Reform Act also known as RA 9184 and its Implementing Rules and Regulations and the Government Accounting Manual (GAM). It is the policy of TESDA to ensure that purchasing of all materials, equipment and/or service, is in accordance with the requirement of meeting the specifications. Purchasing documents contain clear description of the product or service ordered including appropriate identification codes, numbers or references. The Procurement Division (PD), AS ensures that all purchasing documents are reviewed and approved by concerned personnel prior to release to supplier. PD also ensures that the product received conforms to the requirements stated in the purchase orders.

An approved suppliers' list is maintained in the database. Periodically, approved suppliers are reviewed and evaluated to ensure their on-going ability to meet TESDA's quality requirements. Suppliers are maintained on their demonstrated capability and performance to deliver quality goods and services. Records of review and evaluation of suppliers are maintained.


Procurement of goods and services include outsourcing activities such accreditation of competency assessors and assessment centers, janitorial and security services, printing of Certificate of TVET Program Registration (CTPR) and Certificate of Competency/National Certificate (CoC/NC). Records of procurement are maintained at the Central Office process owners and its counterpart in the regional and provincial offices.

8.5 Service provision

TESDA shall preserve outputs during service provision to the extent necessary to ensure conformity to requirements.

TESDA shall meet the requirements for post-delivery activities associated with its services considering:

- Applicable statutory and regulatory requirements
- Potential undesired consequence associated with its services
- Nature, use and intended lifetime of its services

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 42
		Issued by: NQM	Date Issued: 02 Aug 2021

- Customer requirements and feedback

To the extent necessary to ensure continuing conformity with requirements, the TESDA shall review and control changes for service provision. The organization shall retain documented information describing the results of the review of changes, the persons authorizing the change and any necessary actions arising from the review.

TESDA shall implement planned arrangements to verify service requirements have been met. The organization shall retain documented information on the release of services which includes:

- Evidence of conformity with the acceptance criteria
- Traceability to the person/s authorizing the release

PROPERTY OF CUSTOMER AND EXTERNAL PROVIDER

TESDA shall exercise care with property belonging to customers or external providers while it is under the organization's control or being used by the organization. TESDA also ensures that these are handled and stored appropriately to prevent damage or deterioration. If property is damaged or found unsuitable for use, the organization shall report to the customer or external provider and retain documented information on what has occurred. The customer property of program registration, assessment and certification and support services are defined in procedures manual of the enrolled processes.


9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

TESDA shall determine its provisions for monitoring, measurement, analysis and evaluation.

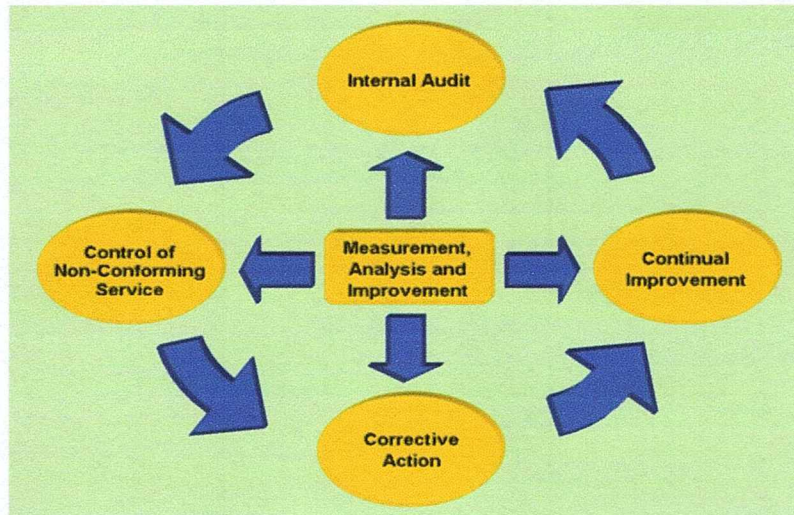
The organization shall retain appropriate documented information as evidence of the results.

TESDA ensures the effective and efficient measurement and assessment of the organization's performance through the approved TESDA OPCR, SPMS and internal audit program. Also, emphasis is being given to assessing citizen satisfaction through various strategies/approaches.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 43
		Issued by: NQM	Date Issued: 02 Aug 2021

Data derived from the monitoring activities shall be converted to information which would serve as inputs to management reviews and to be used for decision making for the continual improvement of TESDA's systems and processes. This is done through the adoption of the "Plan-Do-Check-Act" concept in every component/ process.


FIGURE 7. MEASUREMENT, ANALYSIS & IMPROVEMENT



MONITORING AND MEASUREMENT

CUSTOMER SATISFACTION

While TESDA customers are encouraged to approach any TESDA operating units for any query of clarification, there are four major modalities by which they can send in their queries, comments and suggestions, complaints and other forms of feedback. These are through face-to-face encounter at the Public Assistance Counter (PAC), through calls directed at the Call Center Unit (CCU), through text messages sent to the TESDA SMS facility, and through e-mails to the TESDA portal. All forms of customer feedback are documented and processed to serve as input to management review processes, preventive action, corrective action and/or continual improvement.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 44
		Issued by: NQM	Date Issued: 02 Aug 2021

ANALYSIS AND EVALUATION OF DATA

TESDA shall analyse and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis shall be used to evaluate:

- Conformity of services
- The degree of customer satisfaction
- The performance and effectiveness of the QMS
- If planning has been implemented effectively
- The effectiveness of actions taken to address risks and opportunities
- The performance of external providers
- The need for improvement to the QMS

9.2 Internal audit

Internal audit as management's tool for assessing any designated process or activity is utilized to assess the strengths and weaknesses of the quality management system and to determine possible areas of improvement. Internal audit is planned and conducted once a year. Recommendations gathered from the audit serve as inputs during the Management Review Committee meetings. Follow up audit is also conducted to ensure that corrective actions are accomplished within given time.

The conduct of audit is carried out by trained personnel who are selected on the basis of independence from the aspect of being assessed.


Reference: Internal Quality Audit (TESDA-QP-03)

9.3 Management review

Top management conducts national management review meetings at least four times a year and regional management review meetings at least once a year to ensure the continuing suitability, adequacy and effectiveness of the QMS in satisfying the requirements of customers/citizens and other stakeholders. The review may cover, but not limited, to the following agenda items:

The Management review inputs are:

- The status of actions from previous management reviews
- Changes in external and internal issues that are relevant to the QMS

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 45
		Issued by: NQM	Date Issued: 02 Aug 2021

- Information on the performance and effectiveness of the QMS, including trends in:
 - Customer satisfaction and feedback from relevant interested parties
 - 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
- Opportunities for improvement


The Management review outputs are:

- Opportunities for improvement
- Any need for changes to the QMS (including review and decision on the Quality policy)
- Resource needs

The agenda of the management review is prepared by the Quality Management Representative and distributed to all concerned before the scheduled meeting.

TESDA shall retain documented information as evidence of the results of the Management reviews. Minutes of the management review meetings are documented and maintained and distributed to all concerned process owners.

Outputs of the management review meetings are inputs necessary to make appropriate actions to make changes or improvements in the QMS including the provision of resources needed to implement these actions.

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 46
		Issued by: NQM	Date Issued: 02 Aug 2021

10 Improvement

10.1 Improvement - general

TESDA shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

Data gathered from the monitoring and measuring activities and from internal audits, customer feedback reports or feedback from other sources and employee information are analyzed to determine areas for improvement. This also covers the implementation of preventive and corrective action to identify and eliminate the cause/s of non-conformities and prevent their recurrence.

The effectiveness of actions taken is monitored through the analysis of subsequent performance. Procedures are established to properly control this process.

Reference: Control of Nonconforming Service & Corrective Action Procedure (TESDA-QP-04)

10.2 Nonconformity and corrective action


Non-conforming services are those deviations from formally adopted guidelines and procedures. These are manifested in internal audits conducted, compliance audit reports, and from feedback/complaints from customers and other stakeholders.

When a nonconformity occurs, the organization shall react to the nonconformity, as applicable.

Improvements are implemented to ensure the nonconformance does not occur in the future. When non-conforming service is corrected, it shall be subject to re-verification to demonstrate conformity to the requirements.

TESDA maintains records of non-conformances including the action taken and how they were dealt with. These are properly documented and reviewed for appropriate corrective action.

Reference: Control of Non-Conforming Service and Corrective Action Procedure (TESDA-QP-04)

	QUALITY MANAGEMENT SYSTEM (QMS) MANUAL	Document Code: TESDA-QM	
		Rev. No. 03	Page 47
		Issued by: NQM	Date Issued: 02 Aug 2021

10.3 Continual improvement

TESDA shall continually improve the suitability, adequacy and effectiveness of the QMS by considering the results of analysis and evaluation, and the outputs from Management reviews, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.