Western Mindanao State University

ISO 9001: 2015
QUALITY MANUAL

WMSU BOR No. 6-3 Series 2017

	NAME	POSITION	SIGNATURE
PREPARED BY:	**DR. MARIO R. OBRA JR.**	Quality Management Representative	
REVIEWED BY:	**MS. ERE LEE Q. SALANG**	QMO-TWG	
	ENGR. MARINELLA T. TOSE		
	DR. MELY JANE D. JACINTO		
	ENGR. AYLENE R. INGKOH		
	DR. LEA E. USMAN		
	ENGR. MARLON C. GRANDE		
	ASSO. PROF. CLARO R. POTENCIANO, JR.		
CONTROLLED BY:	**MS. ERLINDA C. MACASO**	University Document Controller	
APPROVED BY:	**DR. MA.CARLA A. OCHOTORENA**	University President	

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Republic of the Philippines
WESTERN MINDANAO STATE UNIVERSITY
Normal Road, Baliwasan, Zamboanga City 7000
Tel. No. 991 - 1771 Fax No. (062) 992 - 4238

July 6, 2021

MEMORANDUM ORDER NO. 000726
Series of 2021

To : All Concerned

From : Ma. Carla A. Ochotorena, R.N., Ph.D.
President

SUBJECT : CREATION OF THE REVIEW AND ENHANCEMENT TEAM FOR WMSU QUALITY MANUAL AND EVALUATION AND QMS EFFECTIVENESS AND ATTENDANCE TO THE REVIEW AND ENHANCEMENT SESSION

In the exigency of the service, the Review and Enhancement Team for WMSU Quality Manual and Quality Management System Effectiveness is hereby created to be composed of the following, to wit:

NAME	POSITION/ ROLE
1. Dr. Mario R. Obra, Jr.	Chair, Review Team
2. Asst. Prof. Marinella T. Tose	Member- Internal Audit, Corrective Action, QMS Effectiveness
3. Dr. Mely Jane D. Jacinto	Member, Quality Objectives, MMAE, Management Review
4. Asso. Prof. Aylene R. Jacinto	Member- Context of Organization, Customer Requirements, Operations, Support
5. Ms. Ere Lee Q. Salang	Member- Risk Management, CSM, MMAE, QMS Effectiveness
6. Dr. Lea E. Usman	Member- Communication, Awareness
7. Asso. Prof. Claro R. Potenciano, Jr.	Member- Technical/ Mechanical Inputs
8. Asst. Prof. Marlon Grande	Member- Corrective Action, Support
9. Ms. Erlinda C. Macaso	Member- Documented Information
10. Dr. Melanie Turco	Member- Syntax, Grammar Review Specialist
11. Ms. Catherine R. Cabanlit	QMSO Staff
12. Mr. Francis Anthony G. Sadaya	QMSO Staff
13. Mr. Michael P. Tuse	QMSO Staff

Likewise, your attendance to the Review and Enhancement Session of the WMSU Quality Manual and Evaluation of the WMSU Quality Management System Effectiveness on July 7-8, 2021, this University is authorized on ***official time.***

For your information and guidance.

MA. CARLA A. OCHOTORENA, R.N., Ph.D.
President

Cc: Concerned
OVPRESEL
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07-06-2021

AUTHORIZATION FOR THE IMPLEMENTATION & UPDATING RESPONSIBILITY

The signatures below certify that this Quality Management System Manual has been reviewed, accepted and validated. The signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Implementation of the contents of the Quality Management System Manual is authorized and approved by the University President effective on the date specified in the Manual.

Updating of the Manual is the responsibility of the Quality Management Representative following the Mandatory Procedure on Documented Information (WMSU-QMSO-PM-001).

Their specimen signatures appear below.

ERLINDA C. MACASO
University Document Controller

MARIO R. OBRA, JR., Ed.D
Quality Management Representative

MA. CARLA A. OCHOTORENA, Ph. D
University President

University Proprietary Information

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REVISION HISTORY

This Quality Management System Manual is reviewed to ensure its continuing relevance to the various university systems and processes that it describes. A record of contextual additions or omissions is given below:

Revision No.	Description	Date
001	Reduction in the scope areas for certification from 15 to 5 colleges only namely CHE,CET,CN,CSM and CTE	**May 12, 2017**
002	Form updating (Quality Objectives Monitoring, List of Interested parties and their requirements, Internal and External Issues Assessment & Monitoring), Updated the QMS process map, Deletion of Reference table under each clauses and improved the Manual's Format)	**April 12, 2018**
003	Updated the new University President, list of copy holders, document codes and forms and changed the office name from Quality Management Office (QMO) to Quality Management Systems Office (QMSO)	**September 21, 2020**
004	▪ Revised foreword from the new WMSU President ▪ WMSU Scope Expansion (the provision and development of tertiary and advance higher education services, research and extension and support services for: College of Engineering, College of Home Economics, College of Nursing, College of Science and Mathematics, College of Teacher Education, College of Agriculture, College of Architecture, College of Asian and Islamic Studies, College of Criminal Justice Education, College of Forestry and Environmental Studies, College of Liberal Arts, College of Sports Science and Physical Education, College of Public Administration and Development Studies, Institute of Computer Studies and Graduate School) ▪ Reframed WMSU QMS diagram ▪ Enhanced WMSU QMS framework ▪ Integration of new core process for instruction called Instructional Services Delivery (ISD) ▪ Enhanced R & D QMS framework ▪ Upgraded QMSO Organizational Structure ▪ Updated the copy holders	**July 09, 2021**

QUALITY MANAGEMENT SYSTEM MANUAL HARD COPY CONTROLLED DISTRIBUTION INDEX

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Foreword

The Western Mindanao State University unwaveringly embraced "Quality" as a system when it hurdled the challenge and implemented ISO 9001:2015 in 2017. The University has set up a Quality Management System (QMS) that embodies a structure, mechanisms and standards first mandated by E.O. 605 way back in 2007 and put in place by the Government Quality Management Program (GQMP) for the public sector in the country. Beginning with modest steps of engaging five (5) academic units along with the support and administrative units, the University has eventually expanded its scope to include nine (9) colleges.

The corporate model of Total Quality Management (TQM) inspires higher education institutions nowadays to explore innovative ways to compete against multitude of products, goods and services to satisfy clients and to justify market presence. Thus the trend to institutionalize quality education in the Philippines has intensified with global uncertainties. Key reforms to education now demand increase in access to quality education, improved competencies of the workforce and high quality of graduates.

One of the major components highlighted in the overall framework of the Philippine Development Plan (PDP) for 2017-2022 pertains to ***Accelerating Human Capital Development*** not only *as a means to an end but as an end in itself in the realization of national progress*. And the country's higher education is seen as a vital sector that produces human capital where graduates are transformed into dynamic partners responsible for enabling a supportive economy that shall sustain development. In the light of the 21st century challenges our Higher Education institutions (HEIs) have initiated urgent, tactical, and transformative solutions through QMS. Quality parameters of excellence (Key Performance Indicators) for higher education now put emphasis on: the increase in programs to be accredited; targets set higher than national passing percentage in licensure examinations; improved quality of graduate programs; and the increase in research and technological innovations more so with the shift to virtual learning in the new normal. It is also a test for HEIs at present to produce graduates equipped with lifelong learning skills that are aligned with Industry 4.0 requirements. The Philippine Higher education supports AmBisyon Natin 2040 as a vision of President Rodrigo R. Duterte to be realized through sacrifice and change (*malasakit at pagbabago*) for the Filipinos to attain a steadfast (*matatag*), progressive (*maginhawa*) and a peaceful life (*panatag na buhay*).

Thus, the aforementioned challenges call for a QMS that clearly delineates the University's strategic direction in promoting and sustaining academic excellence. WMSU's ISO 9001:2015 journey in the last three years has inevitably prepared it *to know thyself***-** to enable it to scrutinize, review, enhance its own core academic processes to achieve its strategic and functional objectives; to set its targets; and to carry out its operational procedures in a Plan-Do-Check-Act routine for effective and efficient services. The University is armed further to initiate self-corrective measures; identify, assess and address risks that can be controlled to continually improve its system.

WMSU's initial success has taken a positive turn with quality controls that are vision-driven; buttressed by standards on transparency and good governance. The WMSU Quality Manual-Procedure and Work Instruction Manual (PAWIM) is a product of dynamic consultation and engagement with process owners, customers, and various interested parties. It shall serve as a guiding light to nurture QMS as an emergent force that paves the way to a brighter future for generations to come.

MA. CARLA A. OCHOTORENA, Ph. D
University President

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SECTION 2

INTRODUCTION

2.1 General

The Western Mindanao State University (WMSU) adopts the Quality Management System (QMS) across all areas of the University. The implementation of the QMS is intended to improve and sustain the overall performance of business, products and services of the University. The benefits include the ability to:

1. consistently provide products and services that meet customer and applicable statutory and regulatory requirements;
2. plan the processes and interrelationships and the interdependencies among the QMS processes by employing the Plan-Do-Check-Act (PDCA) Cycle and risk based thinking in the daily operations;
3. manage risks associated within the University context and objectives; and
4. facilitate opportunities to enhance customer satisfaction.

The Quality Management System is considered the normative basis of reference to the International Standard and shall be used internally to provide an overview of ISO 9001:2015 requirements and how they apply at the Western Mindanao State University (WMSU). The QMS Manual is used externally to introduce the elements of the QMS to customers and other external organizations even to the extent necessary.

2.2 Quality Management Principles

The Western Mindanao State University has accepted and realized the benefits of the Quality Management Principles into the daily operations. The intent of the Quality Management Principles is to provide a foundation to continually improve upon the University's performance. Subsequent sections of the QMS Manual will provide the commitment to the Seven (7) Quality Management Principles, to wit: Customer Focus; Leadership; Communications and People Engagement; Process-approach; Continuous improvement; Risk & Opportunity, as well as, Evidence-Based Decision Making; and Relationship Management.

2.3 Process Approach

The Western Mindanao State University has espoused the "Process Approach" into the daily activities including the PDCA Cycle as presented in Figure 1. The utilization of Risk-Based Thinking Approach has been considered when developing, implementing and improving the effectiveness of the Quality Management System. This approach enables the University to enhance its overall performance by effectively controlling the interrelationships and the interdependencies among the QMS processes.

The implementation of the "Process Approach" in the Institutional QMS enables the (a). understanding and consistency with achieving customer specific requirements; (b) consideration of the processes in terms of added value; (c). achievement of effective process performance; (d). improvement of the processes based on the evaluation of data and information.

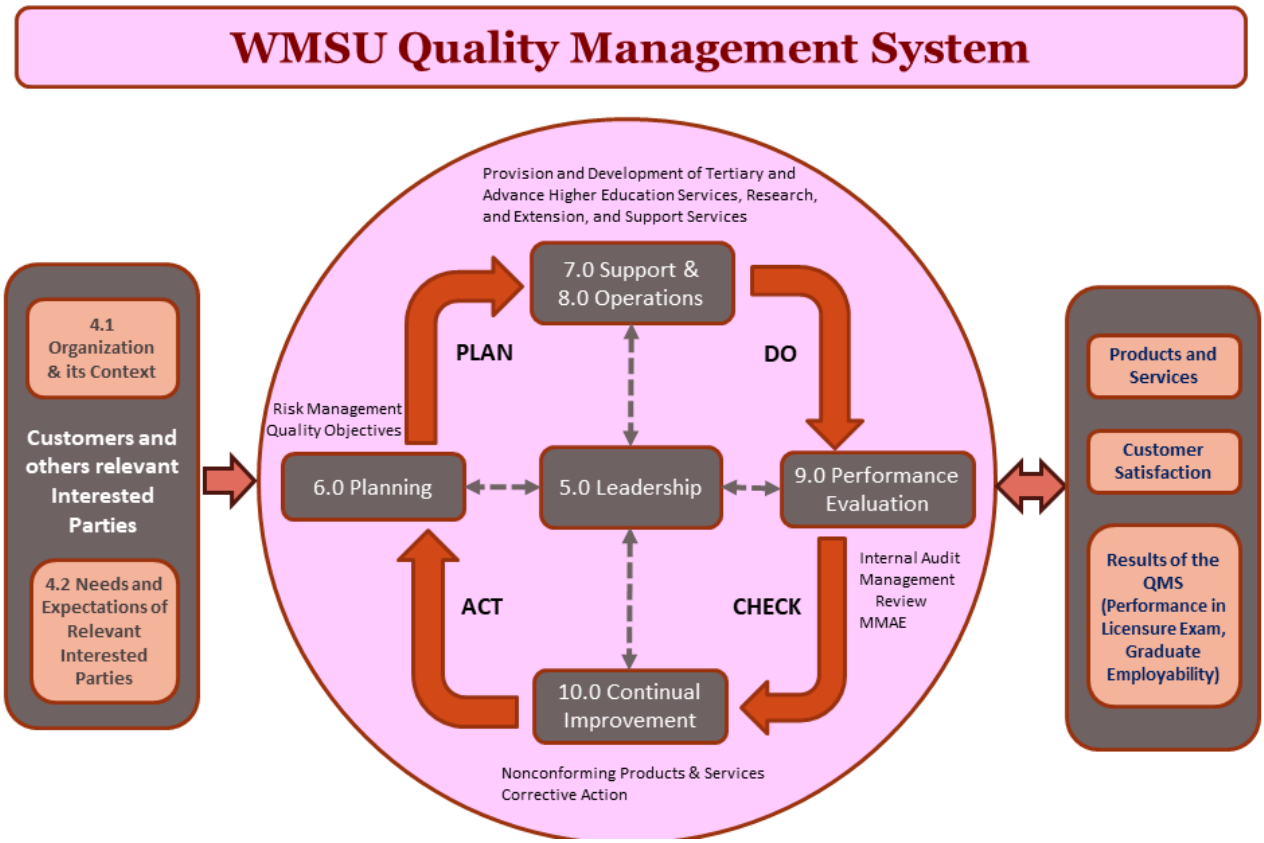


Figure 1: PDCA Cycle Diagram

Moreover, identification and management of the high-level processes within WMSU reduce the potential occurrence of non-conforming products and services during or after the delivery of the processes. Risks and opportunities are identified and actions taken within each of the high-level processes.

Each process is supported by sub-processes and activities. Monitoring and control of high level processes ensure effective implementation of all sub-processes, tasks or specific activities.

Furthermore, each of the levels in the QMS process utilizes the Suppliers-Inputs-Process-Outputs-Customers (SIPOC) Approach (Figure 2) to comprehensively define the quality objectives, applicable risks and opportunities; applicable inputs and outputs; responsibilities and authorities and supporting resources; and criteria and methods used to ensure effectiveness of the process.

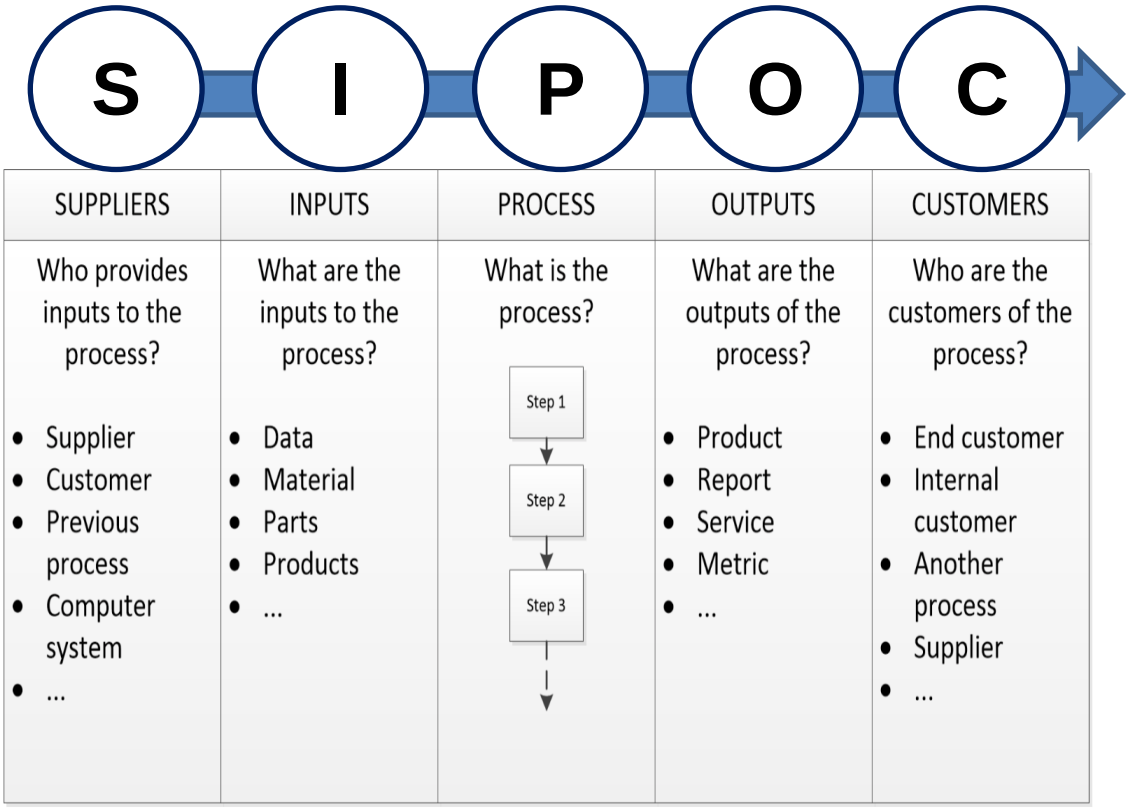


Figure 2: SIPOC Framework

2.4 Risk-Based Thinking

The risk-based thinking is an essential tool for achieving and maintaining an effective QMS. Although only a risk-based approach is required by the standard, WMSU has adopted a developed risk management process to purposely identify, evaluate, effectively plans and implements various actions to address risks and opportunities including, but not limited to achieving improved results and preventing negative effects of its products, services and QMS. The risk management process classifies the activities in managing organizational risks and opportunities on the identification or risks and opportunities, evaluations, actions plans and measures to address risk, and relevant risk management activities. This process supports the framework that the risk-based approach incorporates the integration, design, implementation, evaluation and improvement of the QMS, which will guide the governance of the organization requiring support from stakeholders especially from top management.

The risk management framework of WMSU follows the framework for risk management of the ISO 3001:2018 standard (Figure 3).

Figure 3: Risk Management Framework

2.5 Quality Manual Objectives

The Quality Manual specifies the requirements for a Quality Management System (QMS) as applied to the Western Mindanao State University. It ensures product and service quality of highest standards required by the customers of the University and other interested parties.

The Quality Manual also defines the University's interpretations of the ISO 9001: 2015 standard, to wit:

a. to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
b. to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and assurance of conformity to customer and applicable statutory and regulatory requirements.
c. to seek certification according to ISO 9001: 2015 standard.

This Manual also provides the implementation guidelines of the processes in a systematic way. The generation of operation procedures is as important as an explanatory statement as mandated for each unit to run the processes.

2.6 WMSU Organizational Context

The WMSU aims to achieve a position of distinction that is never less than achieving the status of a Regional Comprehensive State University. It intends to bleed beyond the margins of instruction and assume leadership in holistic academic training that blends it with the ideals of research, relentless extension services, resource generation and the continuous re-designing of relevant academic and administrative governance. The Western Mindanao State University has the capacity to deliver a brand of education that has practical impact on society and the movement for change. This reflects the capacity to design and deliver a brand of education that bridges knowledge and action.

In achieving these vision and mission, the WMSU must review and analyze the efficiency and effectiveness of its established Quality Management System. The latter involves (1). understanding its core products and services; and the scope of its Quality Management System; (2). identifying the recipients of its products and services, or those who may be impacted by them, or interested parties who may otherwise have significant impact on the university operations.

Moreover, understanding the internal and external issues of interested parties, the WMSU has integrates identification of the issues to the Risk and Opportunity Assessment to retain the information. These issues and concerns are identified using WMSU-QMSO-FR-047 (Risk and Opportunity Assessment). These issues are monitored and updated periodically, and discussed as part of management review.

While the university has already had strategic plans in place, revisiting these during the QMS strategic review and performance measurement can be useful. Performance measurement is an iterative process and should be reviewed annually as part of WMSU's Quality Planning.

SECTION 3

ORGANIZATIONAL PROFILE

3.1 Historical Background of the University

The Western Mindanao State University started its history as a provincial secondary school on July 18, 1904 by virtue of the Philippine Commission Act No. 372 authorizing provincial governments to put up their own secondary schools. In 1914, the school became the Zamboanga Provincial Normal School where classes were held separately at Burleigh schools in the heart of the city. These classes were finally transferred to the historic permanent site – The Normal Hall in 1918. The first batch of graduates of the Elementary Teacher's Certificate were awarded on July 4, 1946 after World War II. The school assumed the name Zamboanga Normal School in 1952.

On June 17, 1961 by virtue of Republic Act 3272, the Zamboanga Normal School was converted to Zamboanga Normal College in order to provide professional and technical instruction in the field of elementary education for the Mindanao region with special provisions for the non-Christian tribes. Eight (8) years later, on July 26, 1969, Republic Act 5492 converted the institution to Zamboanga State College to provide professional and technical instruction in the fields of elementary, secondary and collegiate education, in science, as well as in the humanities for the Mindanao region with special provisions for national cultural minorities.

President Ferdinand E. Marcos issued Presidential Decree 1427 on June 10, 1978 converting the Zamboanga State College to the Western Mindanao State University, and through its Governing Board, was given the mandate to serve as an instrument for the promotion of the socio-economic advancement of the various cultural communities and commits itself to strengthen the leadership in education for regional, national and global competitiveness and excellence.

As the premier institution of higher learning in Western Mindanao, WMSU has been conferred an honorific title of Royal University by the Sultanate of Sulu.

In its quest for international recognition as the *University of Choice*, it has embarked on two major quality assurance activities: First is through Program Accreditation which now boasts of 32 accredited programs by the Accrediting Association of Chartered Colleges and Universities of the Philippines (AACCUP); and finally, through ISO 9001:2015 Quality Management System Standards Certification where Western Mindanao State University commits itself to continuous development and improvement of its Quality Management Processes that meets and surpasses customer and statutory requirements, and international standards.

At the present time, the Western Mindanao State University is: (1). a recognized State Higher Education Institution and a normal school pioneer in Southern Philippines; (2). the largest university in Western Mindanao with a contiguous campus that hosts ;(3). 16 Academic Colleges and Institutes; (4). the university with the most number of curricular offerings ranging from basic education to the graduate level; (5). home to over 25,000 students from various southern provinces and cities; (6). considered a national SUC pioneer in corporate and income generation that harnesses its internal resources in

dynamic market participation; (7). an academic institution that adopts a holistic approach that blends instructional & research frameworks with the needs of the community; (8). the site of the World Bank Knowledge for Development Community (WB-KDC) engaging the community for knowledge generation; (9). awarded as an Eco-Friendly and Sustainable University by the DENR; (10). a dynamic partner with the local and national government agencies and other multi sectoral stakeholders; (11). a prime cultural asset that features a century-old American edifice identified as the "House of Peace" by the National Historical Institute and designed by one of the country's heritage architects – Juan Marcos de Guzman Arellano; (12). Center of Development for Teacher Education; (13). Center of Development for Forestry Education; (14). Regional Hub for Science and Technology Innovation; (15). Member, National University and College for Agriculture (NUCA); (16). Regional Hub for Peace and Human Security; (17). Regional Hub for Gender Research and Resource Development; (18). Member, The University Mobility in Asia and the Pacific (UMAP) Council, Inc. Philippines; (19). CHED Recognized Delivering Higher Education Institution (DHEI) under the Graduate Education Scholarships in the K to 12 Transition Program; (20). The only SUC in Region IX that offers College of Medicine and (21). NBC 461 Zonal Center.

3.2 University Vision and Mission

3.2.1 Vision

The University of Choice for higher learning with strong research orientation that produces professionals who are socially responsive to and responsible for human development; ecological sustainability; and, peace and security within and beyond the region

3.2.2 Mission

The Western Mindanao State University, set in a culturally diverse environment, shall pursue a vibrant socio-economic agenda that include:

- A relevant instruction paradigm in the education and training of competent and responsive human resource for societal and industry needs;
- A home for intellectual formation that generates knowledge for people empowerment, social transformation and sustainable development; and,
- A hub where science, technology and innovation flourish, enriched by the wisdom of the Arts and Letters, and Philosophy.

3.3 WMSU Organizational Composition

3.3.1 Officers of the University Administration

a. University President;
b. Vice President for Academic Affairs;
c. Vice President for Administration and Finance;
d. Vice President for Research, Extension Services, and External Linkages;
e. Vice President for Resource Generation;
f. Deans of the Colleges/Institutes and
g. The Directors or Heads of the various academic and non-academic units.

3.3.1.1 Special Offices under the Office of the President.

a. University Planning Office
b. Management Information System and Technology Office (MISTO)
c. Public Affairs Office (PAO)
d. Peace and Human Security Institute (PHSI)
e. Quality Management System Office – QMS and ISO Certification
f. Alumni Relations Office
g. Quality Assurance Office

3.3.2 The Academic Units

3.3.2.1 Colleges/ Institutes/ Campuses/ Special Studies Units

a. College of Agriculture (CA)
b. College of Architecture (CArch)
c. College of Asian and Islamic Studies (CAIS)
d. College of Criminal Justice Education (CCJE)
e. College of Engineering (CoE)
f. College of Home Economics (CHE)
g. College of Forestry and Environmental Studies (CFES)
h. College of Liberal Arts (CLA)
i. College of Nursing (CN)
j. College of Sports Science and Physical Education (CSSPE)
k. College of Public Administration and Development Studies (CPADS)
l. College of Science and Mathematics (CSM)
m. College of Social Work and Community Development (CSWCD)
n. College of Teacher Education (CTE)
o. Institute of Computer Studies
p. Graduate Studies

3.3.2.2 Academic-Related Services

a. Office of Admissions
b. Office of the University Registrar
c. University Library
d. Curriculum Development Office
e. Instructional Support and Materials Production Office
f. Testing and Evaluation Center

3.3.2.3 Student Welfare and Development

a. Office of Student Affairs
b. Scholarships Office
c. Guidance, and Counseling Center
d. University Health Services Center
e. University Student Council / Student Organizations

3.3.3 The Administrative and Finance Units

a. Administrative Services Division
b. Finance Management Services Division
c. Physical Plant and Engineering Service

3.3.3.1 Offices under the Administrative Services Division

a. Human Resource Management Office
b. Records and Archives Office
c. University Health Service Center
d. Supply Office
e. Property Management Office
f. Campus Administrator
g. Security Services
h. University Service Center
i. Utility Services Unit
j. Motor pool and Transport Services

3.3.3.2 Offices under the Finance Management Services Division

a. University Accounting Office
b. Cashier's Office
c. University Budget Office

3.3.3.3 Offices under the Physical Plant and Engineering Services

a. University Engineer
b. University Architect
c. University Electrical Engineer

3.3.4 The Research, Extension Services and External Linkages Units

3.3.4.1 Research Development and Evaluation Center (RDEC)

a. Research Project Development Unit (RPDU)
b. Statistics and Data Bank Unit (SDBU)
c. Intellectual Property Unit - Innovation and Technology Support Office (IPU-ITSO)
d. Research Utilization, Publication and Information Dissemination (RUPID)
e. Research Ethics Oversight Committee (REOC)
f. Technology Business Incubation Unit (TBIU)
g. College Research Coordinators

3.3.4.2 Department of Extension Services and Community Development

a. Extension Non-Formal Education Course and Programs Office
b. Agricultural Education Outreach Program (AEOP)
c. Community Outreach and Development Advocacy Program
d. Hands of Goodwill (HANDOG) Volunteer Center
e. College Extension Coordinators

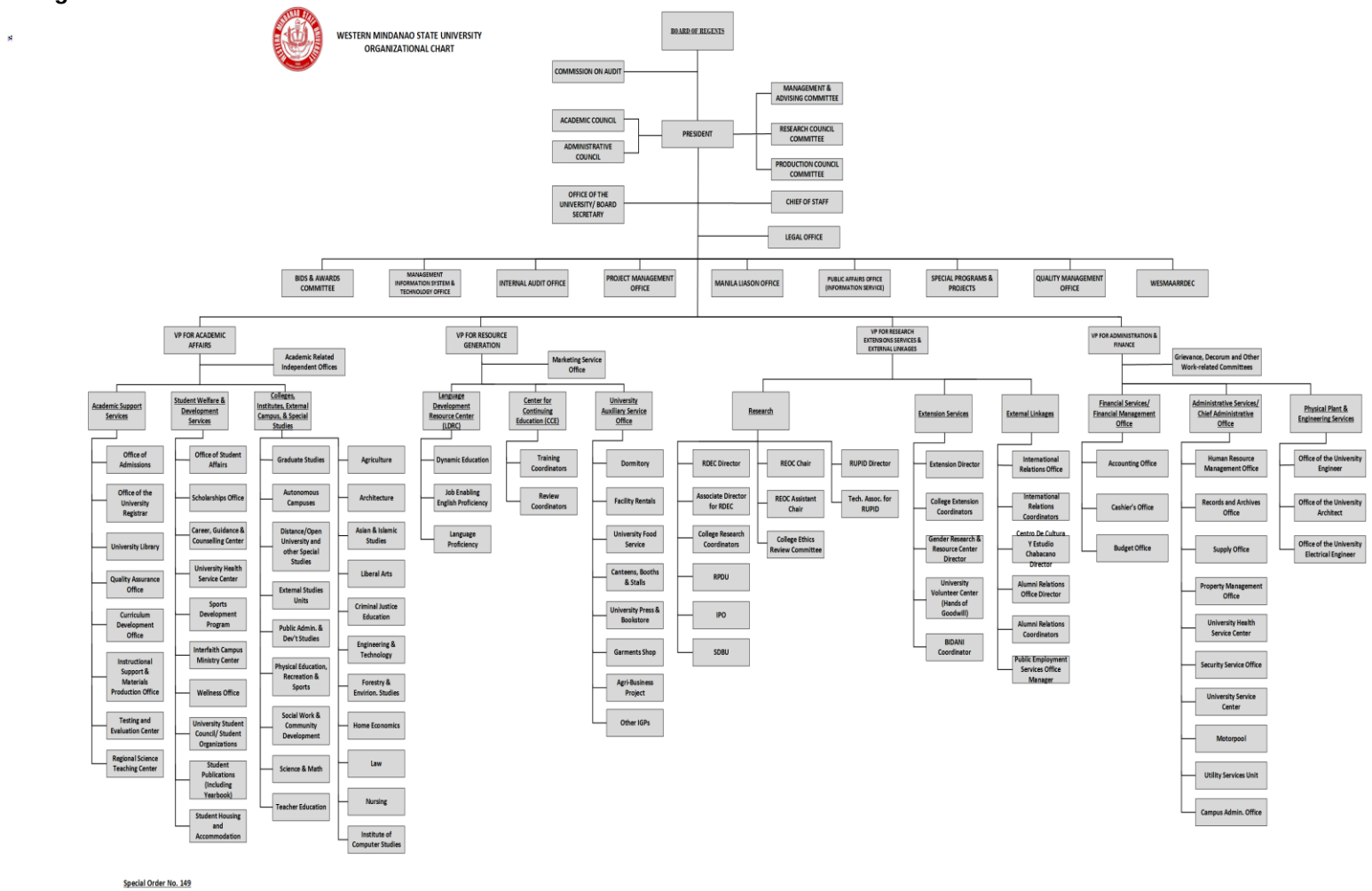
3.3.4.3 **External Linkages**

a. Career and Job Placement Center

3.3.5 The Resource Generation Units

a. Center for Continuing Education

3.4 WMSU Organizational Structure



SECTION 4

DESCRIPTION OF THE QUALITY MANAGEMENT SYSTEM

Clause 1: Scope

The scope and intent of the University QMS is to define and communicate its commitment to continually enhance customer satisfaction through

a. effective process improvement of all systems of the University;
b. assurance of conformity to the customer's and applicable statutory and regulatory requirements;
c. provision of policies, procedure development and implementation of the continual compliance of ISO 9001:2015 requirements.

Clause 2: Normative References

The documented information of the WMSU Quality Management System, in part or in whole, are normatively referenced to the International Standard ISO 9001: 2015 Quality Management Systems Requirements, Quality Management Fundamentals and Vocabulary.

Clause 3: Terms and Definitions

The terms and definitions used in this Quality Manual are referenced from ISO 9001: 2015 standard.

Clause 4: Context of the Organization

4.1 Understanding the Organization and its Context

The Western Mindanao State University (WMSU) has determined external and internal issues that are relevant to its purpose and its strategic direction and those that affect its ability to achieve the intended result(s) of its Quality Management System. In like manner, WMSU has monitored and review these external and internal issues.

4.2 Understanding Requirements and Expectations of Interested Parties

Due to the impact or potential impact of various interested parties to the Quality Management System in consistently providing products and services that meet the customer and applicable statutory and regulatory requirements, WMSU has identified the list of relevant interested parties; determined their corresponding customer and applicable legal requirements.

WMSU is committed to continually monitor, review and analyze information and relevant requirements of the interested parties to assure that requirements are effectively managed in the QMS.

4.3 Determining the Scope of the Quality Management System

Based on the external and internal issues, requirements of relevant interested parties vis-à-vis the nature of products and services offered and produced by Western Mindanao State University as a premier State University in the country, WMSU has determined the boundaries and applicability of its Quality Management System.

The scope of the WMSU QMS covers management, support and core processes on the provision and development of Tertiary and Advanced Higher Education Services, Research and Extension and Support Services for the fifteen (15) Colleges: Architecture (CArch), Agriculture (CArgi), Asian and Islamic Studies (CAIS), Institute of Computer Studies (ICS), Criminal Justice Education (CCJE), Engineering (CoE), Forestry and Environmental Studies (CFES), Home Economics (CHE), Liberal Arts (CLA), Nursing (CN), Public Administration and Development Studies (CPADS), Science and Mathematics (CSM), Social Work and Community Development (CSWCD), Sports Science and Physical Education (CSSPE), and Teacher Education (CTE).

4.4 Quality Management System and its Processes

WMSU has established, documented and implemented the Quality Management System (QMS) in accordance with the requirements of ISO 9001:2015. The QMS is maintained and continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review. WMSU utilizes Procedures and Work Instructions Manual (PAWIM) to provide the employees and external providers, with detailed "How To" instructions and requirements. These documents support the achievement of quality compliance for each of the process steps. WMSU retains Quality Management System Forms that provide documented information substantiating the process inputs and outputs that have been accomplished as planned

The WMSU QMS Integrated Process Framework (Figure 4) defines interrelationship of all processes involved in the realization of its mandate, vision and mission from the input level to the designed output that is directed towards delivery of quality of service and attainment of customer satisfaction on provision of and development of Tertiary and Advanced Higher Education Services, Research and Extension Services. This framework illustrates the integral quality of the QMS in provision of instructional service, research, and extension services, integrated with external linkages services, with the operational outcomes of quality of students and graduates, utilized research and innovation outputs, and improved community or enhancement of industry needs. The paradigm also recognizes the various Customer Requirements across different types of interested parties that serves as an input to effectively provide the essential processes in the various services to meet or exceed customer satisfaction.

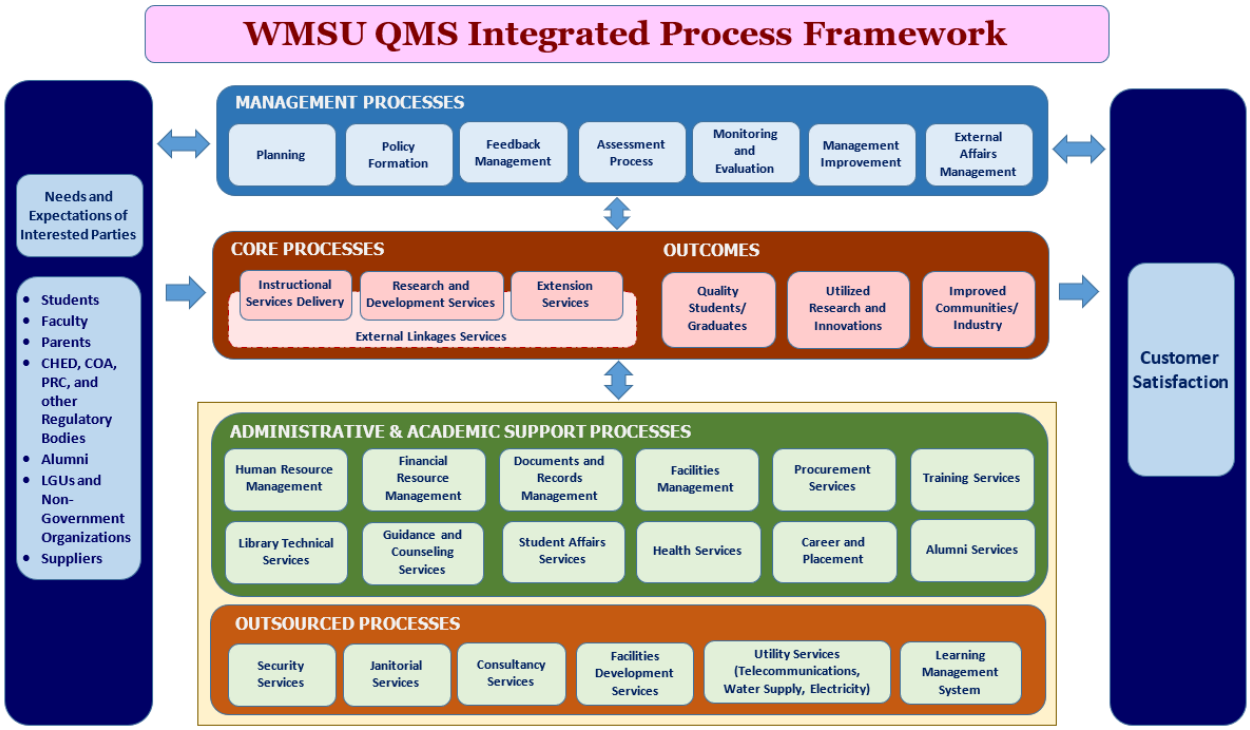


Figure 4: WMSU Quality Management System

4.4.1 Management Oriented Process (MOPS)

The management processes are needed for oversight and governance of the WMSU QMS to comply with applicable legislation, policies, and Standards. This is formally conducted by WMSU Top Management on aspects of strategic, operational and resource planning; policy formulation; assessment process of operational procedures including goals targets and objective setting; monitoring and evaluation; management improvement such as management review and internal quality audit; and external affairs management.

4.4.2 Core Processes (CP)

The WMSU Quality Management System Core Processes cover the products and services in terms of instruction, research and extension services delivery. This includes processes for Instructional Services Delivery, Research and Development services, and Extension services, all focused towards attaining outcomes on the quality of students and graduates, utilization of research and innovations outputs, and improvement in the community or industry.

The core processes relate to the provision of the University's Major Final Outputs (MFOs) for Instruction, Research and Extension addressing the customer requirements of fifteen (15) Colleges and Institute, namely Architecture (CArch), Agriculture (CArgi), Asian and Islamic Studies (CAIS), Institute

of Computer Studies (ICS), Criminal Justice Education (CCJE), Engineering (CoE), Forestry and Environmental Studies (CFES), Home Economics (CHE), Liberal Arts (CLA), Nursing (CN), Public Administration and Development Studies (CPADS), Science and Mathematics (CSM), Social Work and Community Development (CSWCD), Sports Science and Physical Education (CSSPE), and Teacher Education (CTE).

The WMSU QMS primary core provision of service is in terms of instructional services delivery. The specific activities, and procedure covered for QMS in instruction are classified under the Instructional Service Delivery Framework presented in Figure 5. The Instructional Service Delivery is thoroughly discussed in the Procedures Manual for ISD.

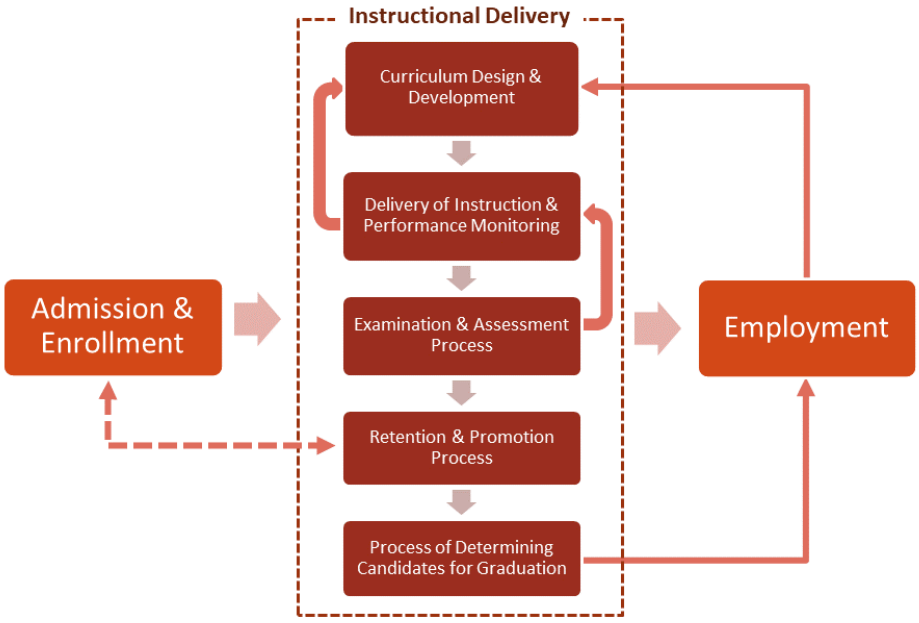


Figure 5: Instructional Service Delivery Framework

On the other hand, the secondary core process is the provision of research and extension services. Figure 6 presents the integrated Research & Development Services and Extension Services framework.

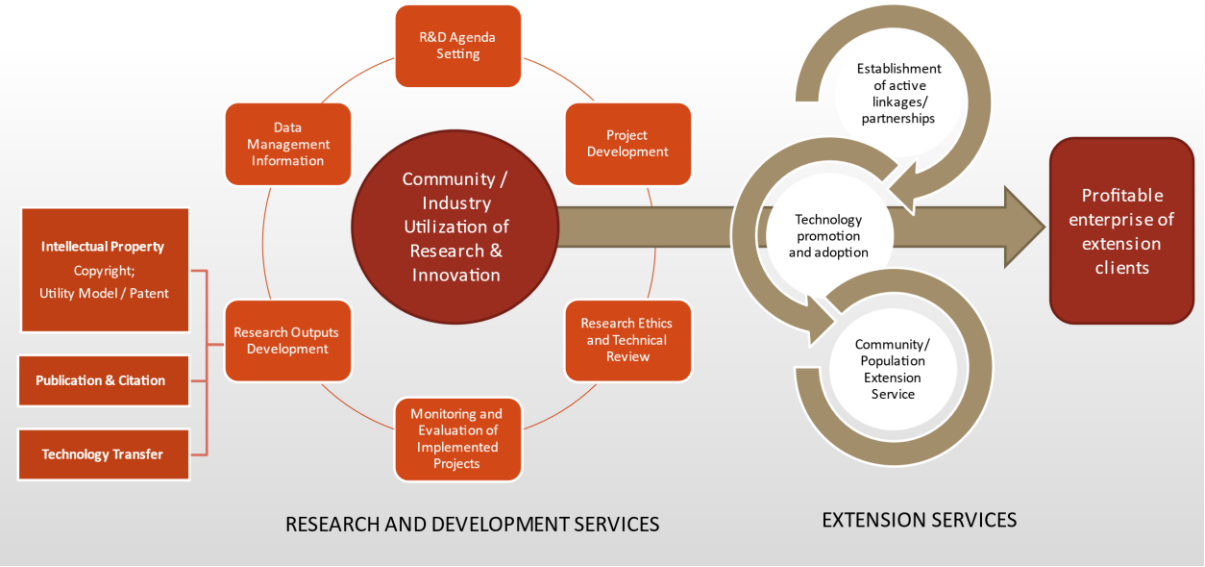


Figure 6. Integrated Research & Development Services and Extension Services Framework

The research and extension services are an interplay of subsequent processes translating utilization of research and innovation outcomes for the community/industry beneficiary to profitable enterprises from adopters in the community reflected by extension services. All processes in the research services are geared towards utilization of research outputs to a beneficiary, which in turn is used for extension services, particularly in technology promotion and adoption, to meet economic improvement in community / population groups.

4.4.3 Support Processes

The Support Processes comprise primarily of the administrative and academic support processes involved in planning, implementing the operations for educational services. These support oriented processes ensure that the requirements of the management and core processes are addressed to provide efficient and effective support services.

The Academic Support Processes include (1). Library Technical Services, (2). Guidance and Counseling Services, (3). Student Affairs Services, (4). Health Services, (5). Career and Placement, and (6). Alumni Services. On the other hand, the administrative support processes include (1) Management of Human Resources, (2) Financial Resources Management, (3) Documents and Records Management, (4) Training Services, (5) Facilities management, (6) Procurement Services and (7) Legal Services.

4.4.4 Outsourced Processes

An “outsourced process” is a process that WMSU has identified as being needed for its operations and Quality Management System (QMS), but one which chosen and being carried out by an external provider outside the managerial control of WMSU and may not be subject to the same QMS as WMSU. In WMSU, the outsourced process covers provision of security services, janitorial services, consultancy services, services for development of facilities, utility services (telecommunications, water ply, electricity) and the learning management system service.

Clause 5 Leadership

5.1 Leadership and Commitment

Top Management is composed of the WMSU **Board of Regents, University President, and Vice-Presidents,** who are actively involved in the implementation of the WMSU Quality Management System (QMS) and are accountable for its overall effectiveness. Top Management initiates and fully supports the vision and strategic direction for the continuous sustainability and enhancement of the QMS. It is fully committed to support the Quality Policy and Quality Objectives. It also provides direction to the integration of the QMS requirements into each university process of the organization and is committed to promote the use of the Process Approach and Risk-Based Thinking, as well as the engagement and motivation of the employees.

The WMSU's Top Management is committed to achieve an effective and efficient QMS, conform with all the requirements of ISO 9001:2015 QMS, fully implement the WMSU QMS, and continually improve its processes through the following:

- Establishment and communication of the Quality Policy to all employees;
- Providing strategic direction, thrusts and priorities to guide formulation of operational plans and performance measures;
- Establishment of Quality Objectives and Performance measures, and their review and revision as necessary;
- Implementation of strict adherence to strategic and operational measures to quality, operational processes and risk-based thinking approaches geared towards addressing customer requirements;
- Definition of roles, responsibilities and authorizations of functions, as well as providing support to subordinate executives;
- Provision of necessary resources to ensure effective implementation and continual improvement of the QMS;
- Systematic surveillance and monitoring targets in terms of accomplishment by ensuring continual improvement of its systems and mechanisms;
- Implementation of total corrective actions for permanent improvement; and
- Conducting management meetings, i.e. Management Committee Meetings; Admin, Research and Academic Councils; Executive Committee meetings; and Cluster meetings, regularly or as necessary.

5.1.2 Customer Focus

WMSU ensures customer requirements and expectations are clearly defined, understood and achieved at all levels of the organization. The top management adopts a client-first approach which ensures that customer needs and expectations are determined, translated into requirements, and are met with the aim of enhancing client satisfaction. The latter is done by ensuring and assuring that (1). Client and applicable statutory and regulatory requirements are determined, understood and consistently met; (2). Risks and opportunities that can affect conformity of products and services and the ability to enhance client satisfaction are determined and addressed; and (3). The focus on enhancing client satisfaction is maintained.

To ensure that customer needs and expectations are determined, translated into requirements, and fulfilled with the aim of meeting expectations, WMSU develops a procedure in obtaining, monitoring and reviewing customer feedback and satisfaction, which is regularly monitored, analyzed and evaluated as one of the sources of data presented to Top Management during review. The methods used include customer surveys, customer feedback on products and services, meetings with customers, compliments and reports among others.

Customers or stakeholders of the WMSU QMS includes, among others, Students (learners, apprentices and graduates/alumni), Faculty and Administrative personnel, and External Clients which may include government agencies, public or private external service providers, suppliers, labour market employers, and community/industry beneficiaries.

5.2 Quality Policy

5.2.1 Establishing the Quality Policy

Top Management thru the University President has defined and documented the WMSU Quality Policy. The policy articulates the purpose and context of WMSU as a “University of Choice” and supports its strategic direction. It provides the framework for setting quality objectives, satisfying applicable requirements and supports the University’s commitment for continual improvement of the QMS. The approved WMSU Quality Policy per Board of Regent Resolution No. 48 series of 2016 reads:

The Western Mindanao State University is committed to provide internationally recognized quality education and to be the lead provider of quality human resource and research and development in the country and the ASEAN region in compliance to international, national and local statutory and regulatory requirements.

The University commits itself to ensure that its internal and external clientele receive the highest quality service that exceeds their requirements. In so doing, management shall continually monitor, review and improve the university’s systems and processes by maintaining a comprehensive and effective quality management system with reference to the standards and requirements of ISO 9001:2015.

5.2.2 Communicating the Quality Policy

The Quality Policy is released as a separate document and is communicated, implemented throughout the Western Mindanao State University, to wit: mass reciting or presenting the QP video during university flag raising ceremony and in other formal events. Posters of the same are displayed in strategic units of WMSU such as in offices, classrooms and bulletin boards. The other communication modalities include QP is written in official headers of letters, printed in invitation and programs, posted in the university bulletin, bulletin boards and uploaded in the WMSU website / FB page.

5.3 Organizational roles, responsibility, and authorities.

Top management has assigned responsibilities and authorities for all relevant functions of the Western Mindanao State University. These are communicated through organizational structure and charts; the issuance of administrative communications from the President such as appointments, special orders with the specific job descriptions, memorandum order, position description forms, contracts and MOAs. Functional roles of employees relevant to a business process are described in the Procedure and Work Instructions Manuals.

Moreover, top management has created the **Quality Management System Office** (QMSO) by virtue of BOR Resolution No.72. series 2015 that provides assistance to top management in the establishment, implementation, maintenance and continual improvement of the WMSU Quality Management System in Education e.g. Management Operational Process, Customer Oriented Process, Support Processes. The QMSO also provides leadership role and is responsible in overseeing and managing the achievement of the Quality Policy and Quality Objectives to ensure maturity and sustainability of the QMS. The composition of the WMSU Quality Management System Office are as follows:

The **QMSO Director** or the **Quality Management Representative** is responsible in overseeing the establishment, documentation and effective implementation of the Quality Management System. Acts as liaison with interested parties on matters relation to QMS; Ensures that procedures for IQA, Management Review, Corrective and Preventive Actions are established and implemented; reports QMS performance to top management for review and continual improvement and promotes risk-based thinking in overseeing the effectiveness of the Quality Management System

The **Quality Management Representative** reports directly to the President on all matters pertaining to accomplishments, issues and concerns on ISO 9001: 2015. The QMR is aided by admin and technical staff, core teams, TWG secretariat and the ISO Coordinators. Their job functions are as follows:

Knowledge Management Team ensures that the requirements for retaining documented information are established and implemented. The team is led by the University Document/Record Controller and is assisted by various unit document controllers.

Internal Quality Audit Team determines whether the WMSU QMS is effectively implemented and maintained through Internal Quality Audits; the team provides input to management review regarding results of the audits and; monitors actions taken to non-conforming products and services raised during the QMS audits.

Risk Management Team – performs oversight function in ensuring that the established risk controls and related activities are consistently implemented. The team plans and coordinates with risk owners for the effective and efficient use of risk control tools such as risk register, risk action plan and opportunity logs. Thus, the team helps ensure that risk related information is maintained and retained.

Quality Workplace Team – ensures that the work environment needed to achieve conformity to service requirements is managed. The team warrants consistent implementation of organizational and housekeeping methods; performs audits periodically that will assess cleanliness, orderliness and safety in the work place.

Training and Advocacy Team – is assigned in terms of training and advocacy in the implementation and sustenance of the WMSU QMS. The group plans and coordinates with process owners for the effective deployment and efficient use of resources in line with training and advocacy activities (meetings, seminars and training workshops).

ISO Technical Working Group (TWG) – mainly serves as an advisory committee, whose functions to provide strategic planning in the development, implementation, monitoring and external party certification of the WMSU QMS to the ISO 9001: 2015 standard. The team facilitates the delivery of specific outputs of the project as well as in planning and coordinating with various process owners for the effective deployment and efficient use of university resources e.g. manpower, material, money and other physical resources. The designated leaders of the 5 core teams described above form parts the Technical Work Group.

ISO Coordinators - are designated persons from various units of WMSU that serve as conduit of the QMR in the conduct of trainings, documentation, internal audits and management review. The ISO coordinators ensure the availability of relevant resources to expedite efficient implementation of ISO activities in their respective units e.g. colleges and offices/units.

ISO Technical Staff – assists the QMR in documenting the WMSU QMS Requirements; File and control documents and records of the WMSU QMS in print or electronic media; Control and update documents of QMS as documented information; assists the UDC in updating document change (DUNS, NCAR, Risks) registry. Assists the IQA team during internal quality audit and follow up for corrective and preventive actions. Assists the QMR in overseeing development and monitoring of risk register and customer feedback/satisfaction rating.

ISO Administrative Staff – is responsible in receiving in-coming documents, delivers outgoing communication of the QMSO to interested parties/across units. Document minutes of meeting and training proceedings; prepares attendance sheets and invitations for meetings and trainings; file and documents reports; answer phone calls; does photocopying and mailing of documents relevant to QMS; prepare and modify administrative communications; assists the QMR in terms of procurement process; assists in disseminating agenda for meetings; serves as 5S focal person of QMSO; assists QMR in processing and liquidation of travels of QMR and Auditors. The organizational chart of the WMSU Quality Management System Office is presented in Figure 7.

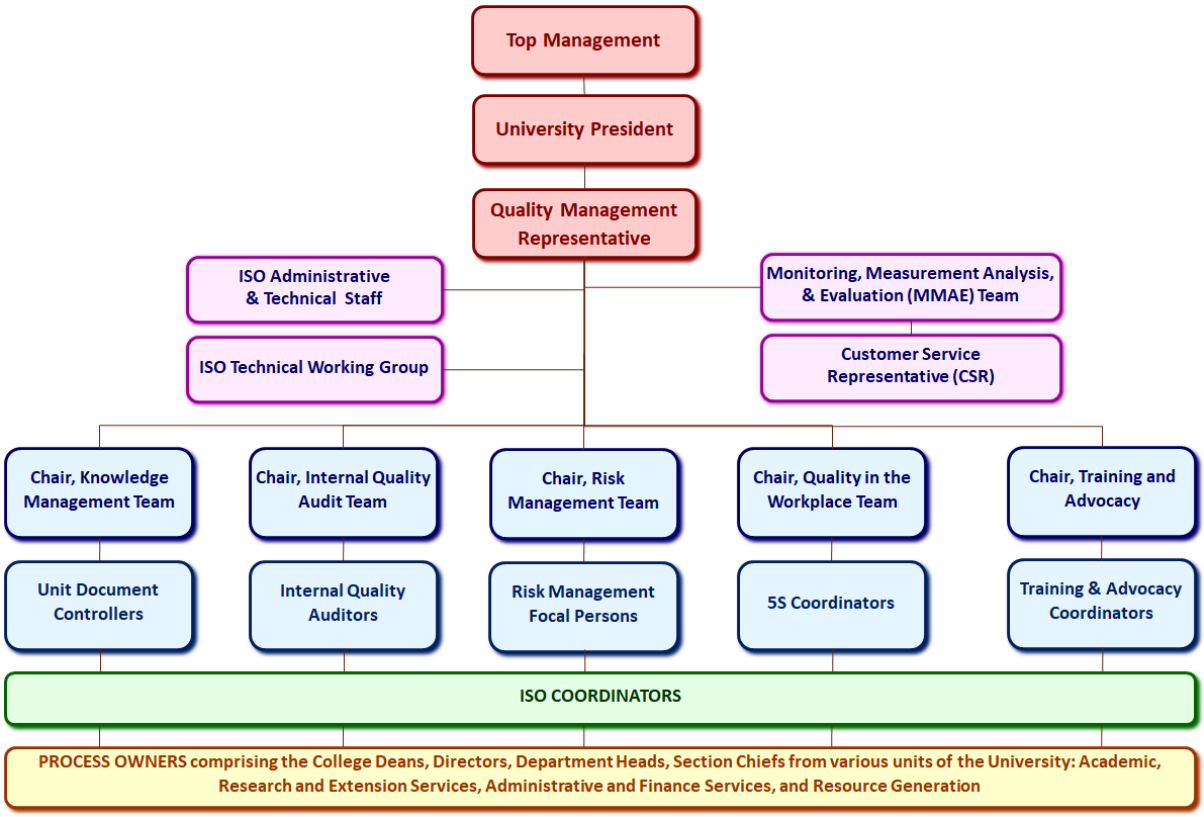


Figure 7: WMSU Quality Management Office Organizational Structure

Clause 6: Planning

6.1 Actions to address the risks and opportunities

The Western Mindanao State University considers risks and opportunities when taking actions of its Quality Management System. Risks and opportunities are identified as part of the understanding of the internal and external issues that are of concern to WMSU and its interested parties (clause 4.1 and 4.2) throughout and all other activities of the Quality Management System.

Risks and opportunities are managed in accordance to the WMSU Risk Management Procedure and is documented through the use of Risk and Opportunity Assessment. These documents define how risks are managed in order to minimize their likelihood and impact. Moreover, opportunities are likewise identified, described and managed using an opportunity log to improve their likelihood and positive consequences.

6.2 Quality Objectives and planning to achieve them

Quality Objectives are established at relevant functions, levels and processes of WMSU. The crafted quality objectives meet the required characteristics of the standard, to wit:

a. consistent with the Quality Policy;
b. measurable and monitored;
c. in consonance with applicable requirements;
d. communicated;
e. updated as appropriate;
f. relevant to conformity of products, services and enhance customer satisfaction.

These quality objectives are identified and define in the WMSU quality planning documents namely the Functional Quality Objectives form. The Functional Quality Objectives – is a tool that would describe the objectives, targets and programs of a unit that aligns to the Quality Policy. This tool applies to all University units, functions and processes having direct responsibility for QMS activities that require improvement.

Quality objectives are measurable targets for improving operational performance to ensure process conformity and customer satisfaction. These are established by the management through employee involvement (meeting and workshops) and monitored within the framework of management reviews. Management may revise the objectives, issue corrective action requests, or take other appropriate actions to address issues. Status of the quality objectives are retained as documented information.

6.3 Planning of Changes

When changes to the QMS are deemed necessary, WMSU ensures that these comply with the requirements of ISO 9001:2015 and shall consider:

a. the purpose of the changes and their potential consequences reflecting an induced or emerging need for change;

The indicators for the need of changes includes the following, but not limited to:

- High Risk issues and High opportunity from the Risk & opportunity registry
- Processed Complaints related to the need for a change in requirements/guidelines
- Required demands from HEI trends, regulations or policy change
- Changes in customer requirements either brought by the Next normal, and other disasters emergency needs
- Ineffective and Inefficient operations

b. changes to the QM system are assessed in type and scope;
c. the availability of resources;
d. the allocation or reallocation of responsibilities and authorities; and
e. the integrity of QMS (reflected changes consistently seen across system);

When WMSU determines the need for changes (induced or emerging needs) to its QMS or its specific processes, these changes are planned, implemented and then verified for effectiveness. As necessary, documents are changed in accordance with the mandatory procedure on Documented Information.

Clause 7: Support

7.1 Resources

WMSU is committed to provide adequate resources required for the establishment, implementation, maintenance and continual improvement of the QMS. The University commits resources to include: organizational knowledge for instructional delivery, competent employees, infrastructure, environment for the operation of processes and finances. The process for determining and communicating resource requirements includes:

a. management review meeting inputs and outputs;
b. capabilities and constraints on existing internal and external resources;
c. requirements and expectations provided by the external providers.

7.1. 2 People

The University ensures that it provides sufficient human resources necessary to consistently meet customer, applicable statutory and regulatory requirements for the effective operation of the QMS as well as its identified processes.

Likewise, the University employs faculty and administrative personnel who are competent on the basis of appropriate education, training, skills and experience as provided by Civil Service Commission rules and regulation contributory to the attainment quality instruction and efficient and effective support services.

The WMSU implements human resource management to maximize employee performance in service of an employer's assigned roles and responsibilities. The Human Resource Management (HRM) is primarily concerned with the management of people within the QMS, focusing on policies and on systems. The HRM undertakes a number of activities, including employee benefits design, employee recruitment, training and development, performance appraisal, and rewards, that also keeps itself updated with organizational change. Human Resources Management is handled by the Human Resource Management Office (HMRO) under the Office of the Administrative Director. The HMRO is in-charge of all personnel actions which includes recruitment and promotion, leave administration and time monitoring, incentives and benefits, learning and development and payroll and voucher processing.

In ensuring that qualified human resources are recruited based on merit and fitness, the HRMO closely follows the recruitment procedures in accordance with existing Civil Service Law and Rules and CSC-approved Merit Promotion Plan for both Faculty and Administrative Personnel.

7.1.3 Infrastructure

The Western Mindanao State University determines, provides and maintains the necessary and functional infrastructure appropriate to the scope and extent for the processes of product and service provision. Infrastructure must be checked regularly for adequacy and condition. The infrastructure provided by WMSU includes:

a. PHYSICAL INFRASTRUCTURES. Research, academic and admin Buildings, classrooms, gymnasium, conference rooms, social hall, libraries, science and research laboratories, stockrooms, computer laboratories, offices, workrooms, hostels, health center, dormitories, training centers, food centers, indoor and outdoor facilities, motorpool area, experimental test sites, printing press/ book store, garment shops, maintenance shops, storage areas, safety and rescue equipment

b. EQUIPMENT. Equipment, hardware and software for instruction, research, extension and support services

c. INFORMATION & COMMUNICATION TECHNOLOGY Support services such as information and communication systems (Telephone lines, internet connections, computer network and architecture)

d. TRANSPORTATION. Vehicles

Infrastructure that are new and necessary are documented in quality plans and others documents as required by the standard e.g. *Strategic plans, Annual Procurement Plan, Building Plan among others.* Thus, in order to maintain and sustain the good working conditions of the equipment and mentioned infrastructures, the equipment that requires regular maintenance, plans and instructions must be available and records must be kept of the measures taken. ICT infrastructure must also keep regulatory requirements and emergency concept/planning for functional stability of organizational processes and data security.

To ensure that infrastructures are in good working condition, specific infrastructure management is implemented by the Physical Plant Office and Administration Office for Land and Building Management (i.e. maintenance of buildings, workspace and associated facilities), Property Management Office for Property/Asset Management (i.e maintenance of equipment, vehicles, and other assets), and Management Information System and Technology Office (MISTO) for ICT Infrastructure Management (i.e. management and maintenance of the information systems and ICT facilities) in collaboration with the Public Affairs Office (PAO) and Data Privacy Office for data and information management.

7.1.4 Environment for the Operation of Processes

WMSU determines, provides and maintains necessary environment for the operation of processes to achieve products and service. The necessary environment includes classrooms and offices conducive to learning and working. The kind of environment to which employees and customers are exposed to, directly affects work performance and satisfaction level.

WMSU adopts suitable approaches to address this requirement in ensuring that work

environment in the university is ideal to achieve conforming products and services and that adequate human, social, psychological, physical and safety factors are maintained, to wit: equality in opportunities, non-discriminatory, calm, non-confrontational, stress reducing, burn out prevention, emotionally protective (anti-bullying/violence), counseling support, hygiene , noise levels, temperature, heat, humidity, light, airflow. It will also ensure infection-free commute and workplace, availability of health related supplies and work area protocols; as well as productivity and mental health. Safety aspects include the use of safety equipment, personnel protective equipment in laboratories and workstations, emergency drills, evacuation plans.

7.1.5 Monitoring and Measuring Resources

The WMSU determines and provides the resources needed for monitoring or measuring to verify conformity of products and services being offered by the University. As such, WMSU ensures that the monitoring and measuring resources uses is suitable for the specific type of monitoring and measurement activities being undertaken, i.e. adequate to the target, the type, method of educational delivery and duration of the educational service; and that such resources are maintained to ensure their continued fitness for their purpose. Evidence for the fitness for purpose of the monitoring and measurement resources should be presented for testing services (entrance tests), rubrics for grading systems, calibration measurement for educational laboratory equipment and other educational monitoring and measuring materials used in instruction, research and extension services.

Furthermore, to ensure validity of measurement results, the monitoring and measuring materials is verified or calibrated, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information. The traceability of revisions in the entrance tests and grading system measure should present its status; and must also be safeguarded from adjustments, or obsoleteness of use that would invalidate the calibration status and subsequent measurement results.

7.1.6 Organizational Knowledge

The WMSU considers the specific knowledge necessary for the operation of its processes and to achieve conformity of products and services. The university has adopted a documented information procedure for effective planning, operation and control of maintenance, retention and disposition of knowledge. It will also ensure that new and updated knowledge and next normal learning opportunities are provided.

To ensure that operations of services are continuously done, WMSU ensures that knowledge is maintained and made available to the extent necessary through:

1. Evaluating current actual knowledge of personnel/employees in core processes;
2. Required knowledge (target) profiling of expertise / competencies;
3. Knowledge required for core processes;
4. Sources of updating knowledge (already mentioned) as well as updating new knowledge and next normal learning opportunities; and
5. Controlling knowledge lost and protecting organization know-how (strategies may include knowledge sharing, mentoring, database development, training, etc.)

The operationalized perspective of organizational knowledge of WMSU are borne from internal and external sources, to wit: Internal sources include administrative and management of learning records, student records, lessons learned from successes and failures in instruction, feedback from subject matter experts, intellectual property, knowledge gained from experience, while; External sources may encompass as standards as indicated in statutory and regulatory issuances from PASUC, CHED, DepEd, TESDA, PRC, professional organizations, conferences, or any information gathered from customers or any interested parties in the form of feedback among others.

Related Documents

PEOPLE	Faculty & Admin Development Plan	Faculty & Administrative Profile	List of Trainings/Workshops attended & Certificates
	Administrative and Management of Learning Records	Special Orders and Appointments	Competency Assessment Records
INFRASTRUCTURE	University/Locator Maps	Maintenance records	Building Plans
ORG KNOWLEDGE	Strategic Plan	Latest issuances of Statutory/Regulatory Standards (Hard Copy) from PASUC, CHED, DepEd, TESDA, PRC, Civil Service	Issuances from Professional Organizations Issuances from Interested Parties
ENVI RESOURCES	DRMM Manual	Safety Certificates	

7.2 Competence

The WMSU determines the extent of competence necessary for its people to ensure effectiveness of the QMS. To guarantee the competence of the employees the university employs faculty and administrative personnel who are competent on the basis of their appropriate education qualifications, training, skills and experience as guaranteed by the civil service commission rules and regulations contributory to the attainment of quality instruction and for the efficient and effective support services of the university.

Whenever applicable, WMSU undertakes faculty and staff development programs in order to enhance necessary competencies and evaluate its effectiveness. The HRMO in coordination with the Colleges and Units, leads in the development and implementation of the Competency Program Mapping Plan for determining the required professional services (ranks, educational attainment and level of competency) to fit the position of functions required of the college/unit. The plan should be updated based on the induced and emerging changing needs and training capability received by Faculty and Staff through development programs. These changing needs refers to the rapid adaptation to new requirements and the level of hierarchical advancement of the personnel from development programs. The development programs includes the grant of scholarship for continuing professional development, mentoring, trainings and workshops, job rotations, and re-assignments. Training needs assessment from the current capabilities of the personnel should be regularly conducted to determine effectiveness of the development programs implemented.

Related Documents

Personnel Data Sheet	Faculty & Administrative Profile Competency Assessment Records	Photocopies of certificates for training
Faculty & Admin Development Program Competency Mapping Plan	Diploma, Transcript of Records	Special Orders/ Memo of Re-assignment/ Rotation
Awards/Commendation	Certification of Technical Skills	Proof of Accreditation

7. 3 Awareness

The University ensures that the persons performing the work are aware of the quality policy, relevant quality objectives, their contribution to the QMS effectiveness, including improved performance to include the implications of non-compliance to the QMS requirements. Adequate publicity of the quality policy, quality objectives and related information should be disseminated to ensure comprehensive quality awareness.

In so doing, WMSU conducts awareness training, workshop sessions, consultation meeting and follow up activities on the QMS in all levels of the University as described in the scope statement of the WMSU QMS. These dissemination activities will be regularly conducted and evaluated to enhance the level of understanding of the employees to the quality policy and the primary objectives of their operations; and where to get such information.

Related Documents

Quality Policy	WMSU-QMSO-FR-46 Functional Quality Objectives and Targets	Communication materials for Quality Policy
WMSU-QMSO-FR-47 Risk and Opportunity Assessment	Attendance sheets of QMS trainings, seminars, workshops and meetings	

7.4 Communication

WMSU top management determines the internal and external communications relevant to the QMS, including the subject of the communication, when communication occurs, participant and ways of effective communication. The documented information of communication *includes Non-conformity and Corrective Action Report (NCAR), Customer Feedback & Satisfaction Rating, Management* Review Agenda (Inputs and Outputs); Official manuals and guidelines. Communication of controlled information will be done through memorandum notices, e-mails, telephone and mobile, as well as during online and onsite meetings. The QMSO leads the communication of controlled information, which will be supported by ISO Coordinators in colleges and units.

The information conveyed can include information about the delivery of educational programmes, intended learning outcomes, qualifications, innovations, new ideas, as well as scientific results, methods, approaches and the underlying learning products and services. The information related to internal communication includes Organization's renewed vision, mission and values, financial status, roles and expectations, mutual support; and feedback from employee concerns

(including feedback from students), among others. On the other hand, the information related to external communication to community and government includes: information on collaborating and coordination activities and processed with relevant interested parties to WMSU. The Criteria for communication to external parties should include transparency in compliance to protocols; and updated regulations and protocols to ensure continued compliance to standards or policies.

Other uncontrolled communication modalities include emails, administrative communication systems (Internal and External) through the use of WMSU memoranda, request letters, stationaries, presentation templates, routing slips, newsletters and bulletins, board resolutions, special orders, official website, and social media platforms, tarpaulins, banners, stamps and tags. A communication plan is being adopted to achieve this requirement.

Related Documents

Procedure Manual for Internal & External Communications	Communication Plan WMSU-QMSO-FR-20	WMSU-QMSO-FR-43 Nonconformity and Corrective Action Report (NCAR)
Memoranda	Letters, Stationers	WMSU-QMO-FR-023 Customer Feedback and Satisfaction Form
Routing slip	News letters	Presentation/PowerPoint Templates
Board Resolutions	Stamps, Tags	QMS Reports
Information on Bulletin Boards	Office Bulletin	WMSU Website
Social Media Platforms	Information, Education Collections	Handling Telephone Call Protocols

7. 5 Documented Information

The WMSU maintains a documented QMS as a means to ensure that products and services conform to specified requirements. The WMSU QMS documentation includes both documents and records.

The WMSU use the term “documented information” to describe the collectively the terms “document” and “record” and undergo different controls as required by the standard. The Documented information described in this section includes both the hard and electronic copies of manuals, forms and records. The WMSU QMS is described in three levels of documented information, to wit:

Level I Quality Manual provides the scope of the QMS and the applicable ISO 9001:2015 clauses contained and supported by the QMS
Level II Quality System Procedures (QSP) provides detailed requirements for each of the processes with the intent to specify who does what, when, where, how the process or action/task is performed, and what documentation is used to verify that all required quality related activities had been executed as required. WMSU adopted the term PAWIM to describe operationally QSP.
Level III Quality System Forms (QSF) provides objective evidence that the required product or service quality and customer requirements are achieved and that the WMSU QMS has been implemented as stated e.g. tags, labels, stickers, preprinted sheets, stamps, and other means to identify the status of materials, products, equipment, gauges, and devices used in by WMSU to achieve the specified ISO 9001:2015 requirements.

7.5.2 Creating and Updating

When creating and updating documented information the University ensures the following guidelines are in place, to wit:

a. identification and description (e.g. title, date, author, reference no, revision date, approval etc.);
b. format and media utilization (electronic, paper hard copy, language, graphics and media, Software version);
c. review and approval for suitability and adequacy.

The creation and updating of documents is led by the University Document Controller who is tasked to manage the updating of documented information, using the Document Update Notice.

7.5. 3 Control of Documented Information

WMSU has adopted a documented procedure for the control of documented information. Documented information is required to support the effectiveness of the WMSU QMS and is controlled to ensure that:

a. it is available and suitable for use, where and when it is needed;
b. it is adequately protected from loss of confidentiality, improper use, or loss of integrity;
c. distribution, access, retrieval and use;
d. storage and preservation, including preservation of legibility;
e. control of changes;
f. retention and disposition.

The latter guideline defines the controls to ensure that all personnel have access to the latest approved information and to restrict the use of obsolete information. Moreover, documented information of external origin determined to be necessary for the planning and implementation of the QMS is also identified as appropriate and controlled in accordance with Quality System Procedures and Forms.

Related Documents

WMSU-QMSO-QM-001 Quality Management System Manual	Compilation of External Documents/ Records	Minutes of Management Review
Procedures and Work Instructions Manuals	Compilation of Internal Documents/Records	Student Affairs Manual
QMS Forms	WMSU-QMSO-FR-001 DUN	Admin Manual
QMS Guidelines	Log books	Faculty Manual
Control of References Form	Tags, Stickers, Labels	WMSU-RDEC-MN-001 Research Manual
		Other relevant Manuals

Clause 8: Operation

8.1 Operational Planning and Control

The WMSU has adopted quality planning mechanisms to meet the requirements of the standards and outcomes of its QMS using SIPOC (Sources, Inputs, Process, Outputs, Customer) model, Balanced Scorecard Approach (BSC) and Risk Management as Frameworks for the planning, implementing and control of operations. These frameworks are used as methods to align institutional activities to strategy and monitoring performance of operational goals towards the strategic goals overtime. The strategic plan re-states the University Vision and Mission that guides the general direction of the entire University in attaining its vision and set the tenor of its actions. Inputs to the methods used in planning and control may include SWOT analysis, PESTLE analysis, SUC Levelling indicators and cascading points of the WMSU Vision and Mission.

Moreover, the Risk Management framework as a quality control measure, helps WMSU in managing its risks effectively at all levels, functions and processes of the university within the specific contexts of the organization. By procedure, all documented information derived from risk management process is adequately reported and is used as basis for strategic decision making and accountability at all relevant organizational levels contributing to the realization of the vision, mission, goals and objectives of the University and is consistent with the customer and legal requirements.

The WMSU Quality Planning considers the information related to the context of the University, current resources and capabilities, product and service requirements and acceptance criteria, plan of activities as well as the need to outsourced processes. Quality planning includes determining the quality objectives and requirements of the clients which includes the following:

The planning criteria includes but not limited to the following:

1. The MFO indicates the accomplishment of assigned targets for a given period;
2. SPMS indicates the performance measure of personnel's contribution to the achievement of targets;
3. OPCR, DPCR, IPCR indicate the office, division, and individual performance commitments for a given period;
4. Strategic Plan indicates the plans and programs in achieving office objectives;
5. PPMP indicates the resource needs on supplies, equipment, trainings and outsourced personnel;
6. Procedures and Work Instruction Manuals describes the various processes and procedures documented to the extent necessary to support effective and efficient services, i.e., Operations Manual for ISD, R&D Cycle, Extension, Resource Generation, and Admin; Citizen's Charter;
7. Special Order and Memorandum Orders indicate internal rules, level of authorities, designations, instructions and approvals;
8. Assignment of work load according to function and expertise as stated in the Position Description Form (PDF); and
9. The existing manpower complement performs various functions such as managerial, technical, finance and administrative services.

8.2 Determination of Requirements Related to Products and Services

The WMSU ensures that the requirements for all operations are defined including any applicable statutory and regulatory requirements and those considered necessary by the University. Determining expectations from feedback ensures that these requirements are achieved, as well as from the statutory and regulatory requirements of CHED and DBM. WMSU follows the Customer Feedback management to determine client's requirements and evaluate if services provided have met those requirements.

8.2.1 Customer Communication

The WMSU provides mechanisms to ensure effective communication with the customer and other relevant interested parties by developing effective procedures in obtaining, monitoring and reviewing customer feedback and satisfaction. The methods used includes customer surveys, customer feedback on products and services, meetings with customers, compliments and reports among others.

Communication with customers will be conducted during initiation and completion on the provisions of products and services. Feedback particularly complaints will have to be systematically recorded and processed. The communication mechanisms include among others, information brochure, website, telephone and email facility, bulletin boards, posters, social media, conduct of meetings, and distribution of notifications and other pertinent documents. The communication documentation with the client and other relevant interested parties include:

- Provision of information related to the delivery of services for instruction, research and extension;
- Handling of inquiries pertaining to products and services;
- Obtaining customer feedback including complaints;
- Handling customer property; and
- Establishing specific requirements for contingency actions, when relevant.

Moreover, in communicating the requirement for educational services, WMSU ensures that at the onset or prior to the delivery of the educational products and services, it shall notify the learners and other relevant interested parties, and where appropriate, check their understanding of:

a) the purpose(s), format and content of the educational products and services being provided, including the instruments and criteria to be used for evaluation;
b) the commitments, responsibilities and expectations placed on the students and other beneficiaries;
c) the means by which the learning achieved and assessed will be recognized and retained as documented information;
d) the methods to be used in case of interested party dissatisfaction or disagreement between any interested party and WMSU;
e) who will support learning and evaluation, and how it will be supported;
f) any costs involved, such as tuition fees, examination fees, and the purchase of learning materials;
g) any prerequisites, such as required skills (including ICT skills), qualifications and professional experience.

8.2.2. Determination of Requirements related to products and services

When determining the requirements for the QMS products and services to be offered to clients/beneficiaries, WMSU ensures that the requirements for these products and services are defined, including:

a) those considered necessary due to its policy and strategic plan;
b) those resulting from needs analysis that is performed to determine requirements of (current and potential future) learners and other beneficiaries, in particular those with special needs;
c) those resulting from international demands and developments.
d) those resulting from the labour market;
e) those resulting from research;
f) applicable health and safety requirements.

The requirements for the products and services offered to customers in various operations can be determined from regulations of CHED, PRC, DBM, CSC, certification/ accreditation requirements and customer requirements. And for requirements related to research, extension and external linkages, the contract management ensures that the requirements of products and services are captured by means of Memorandum of Agreement, Memorandum of Understanding, Terms of Reference and Contracts, including feasibility studies.

For the tertiary and graduate level educational services, measures to determine the requirements of services includes conducting needs analysis, status of learning outcomes, which is determined in several parts distributed in different stages of the operational process flow.

8.2.3 Review of Requirements Related to Products and Services

The WMSU ensures that it has the ability to meet the requirements for products and services offered to the customers. Management conducts a contract/product review prior to committing to supply products and services to a customer. Review of the products and services is reflected through the conduct of regular reviews/audit for curriculum programs, ISMP review for instructional materials, technical & ethical research reviews, and other relevant review activities that ensures requirements have been met prior and after provision of the products and services. Therefore, WMSU safeguards contracts, review records or other requirements differing from those previously defined, are reviewed and approved prior to incorporating into the QMS. WMSU retains applicable documented information of the initial review and on any new/revised customer or applicable external party requirements for the products and services provided.

8.2.4 Changes to Requirements for Products and Services

WMSU ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

8.3 Design and Development of Products and Services

WMSU establishes, implements and maintains a design and development process that is appropriate to ensure the subsequent provision of educational products and services. In terms of new designs and for significant design changes of products and services such as curricular programs, course syllabi, instructional materials, training designs, Research and Development and Extension programs/services, the WMSU ensures the translation of customer needs and requirements into detailed design outputs. These address performance, validity, reliability, sustainability and testability issues including regulatory and statutory concerns. This process ensures design planning is conducted; design input requirements are captured; and design outputs are created under controlled conditions; design reviews, verification and validation are conducted; and design changes are made in a controlled manner.

Furthermore, the WMSU considers the following inputs in the products and services to be designed and developed:

a) functional and performance requirements;
b) information derived from previous similar design and development activities;
c) standards or codes of practice that WMSU has committed to implement;
d) potential consequences of failure due to the nature of the educational products and services.

8.4 Type and Extent of Control of External Provision

WMSU ensures that externally provided processes, products and services do not adversely affect the ability to consistently deliver conforming products and services to the customers. Education providers demonstrating inadequate performance will be required to implement corrective actions.

The scope of controls for to be applied to externally provided processes, products and services are required whenever:

a) products and services from external providers are intended for incorporation into the WMSU's own products and services;
b) products and services are provided directly to the learners or other beneficiaries by external providers on behalf of the organization;
c) a process, or part of a process, is provided by an external provider as an outcome of a decision by the organization.

The criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, is determined and implemented by WMSU based on the ability of the external providers to provide processes or products and services in accordance with requirements.

To ensure that externally provided services consistently meets its required performance, WMSU will makes sure that the externally provided processes remain within the control of WMSU QMS; the controls that it intends to apply to an external provider and those it intends to apply to the resulting output must be defined; the verification or other activities necessary to ensure that the externally provided processes, products and services meet requirements are determined; and issues related to the following must be taken into consideration:

1) the potential impact of the externally provided processes, products and services on the

WMSU's ability to consistently meet learner and other beneficiary requirements;
2) the effectiveness of the controls applied by the external provider.

8.4.2 Information for External Providers

The WMSU ensures the adequacy of requirements prior to their communication to the external provider by the communicating to external providers its requirements for the following:

a) the processes, products and services to be provided;
b) the approval of:
    1) products and services;
    2) methods, processes and equipment;
    3) the release of products and services;
c) competence, including any required qualification of persons;
d) the external provider's interactions with WMSU;
e) control and monitoring of the external provider's performance to be applied by WMSU;
f) verification or validation activities that WMSU, or its learners and other beneficiaries, intend to perform at the external provider's premises.

8.5 Provision of products and services

8.5.1 Control on the provision of products and services

The WMSU plans and implements production and service provision under controlled conditions and as required by operations Key Results Areas. The controlled conditions include, as applicable:

a. availability of information that define characteristics of the products to be produced, the services to be provided, or the activities to be performed including the results to be achieved;
b. availability of competent and effectively trained personnel including any required qualification; and suitable infrastructure and environment for the operation of processes;
c. availability and use of suitable monitoring and measuring devices and resources;
d. the implementation of monitoring and measurement activities, including the consideration of complaints, other feedback and the results of formative assessment at appropriate stages, in order to verify that criteria for control of processes or outputs and acceptance criteria for educational products and services have been met;
e. the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
f. the implementation of actions to prevent human error;
g. the implementation of release, delivery and post-delivery activities.

The control measures for the delivery of instructional service are embedded in the series of processes to include pre-admission, enrolment activities and the management of learning. As such, the

pre-admission activities cover all the activities prior to the actual enrollment by a student of Western Mindanao State University, to wit: administration and conduct of Testing and Evaluation Center Tests; Psychological Testing and conduct of shifting examination.

For the pre-admission information, WMSU ensures that before students are admitted, they are provided with (1) adequate information that takes into account WMSU requirements and professional requirements, as well as the WMSU's commitment to social responsibility; and (2) adequate and clear information about: the intended learning outcomes, career perspectives, educational approach; the participation of learners, and other beneficiaries as appropriate, in their educational process; and the admission criteria and costs of the educational product or service.

For enrolment activities, which include activities for admission, advising and approval, encoding, assessment, payment, enlistment and updating of class list, a process for admission is established with the following QMS control requirements:

a) the process has established an admission criteria that conform to:
    1) organizational requirements;
    2) requirements from the professional field;
    3) requirements due to the content of the programme and/or pedagogical approach;
b) the admission criteria and processes are applied uniformly for all learners;
c) process is maintained as documented information;
d) be publicly available;
e) ensure the traceability of each admission decision;
f) retain documented information as evidence of admission decisions.

Finally, for the delivery of the instructional services, WMSU ensures that there are established processes for teaching, facilitation of learning and administrative support of learning. Summative assessments in instruction must also ensure that methods to detect plagiarism and other malpractices are in place and are communicated to learners; traceability of grades; retained documented information on the assessment as evidence of the grades assigned; and retention period of such documented information is publicly available. After summative assessment, students are also informed on outcomes of the assessment activity and grade; provided with opportunity to appeal or ask for rectification of the outcomes of the assessment activity and grade; have full access to their work and its detailed assessment, as well as opportunities for feedback; evidence of the outcomes of the assessment is issued to the learner as documented information; the reasons for the decision on grading and final assessment are retained as documented information; the documented information is retained for a specified retention period; and the retention period of such documented information is publicly available.

8.5.2 Identification and Traceability

When necessary, the WMSU identifies its products or service and other critical process outputs by suitable means. Such identification includes the status of products or service with respect to monitoring and measurement requirements.

The WMSU controls and records the unique identification of the customers if unique traceability is required by contract, regulatory or other established requirements such as (1). collecting, verifying, storing and preserving of original certificates and the accomplished application form of each client in a

personal file; (2). Issuance of permanent client number to students and faculty; (3). scheduling of classes and room utilization; (4). loading of faculty; (5). maintaining attendance sheets of students; (6). Keeping class records; (7). Required filing of accountability clearance both for students and personnel; (8). Compiling the record of courses taken and grades obtained by students in the WMSU appraisal sheet; (9). Uploading of grades earned in every subject to the client's record using students account no in the WMSU portal and finally in the transcript of records.

In general, identification and traceability is required to ensure the progress of learners through the organization; the study and employment paths of those who graduate or complete a course or programme of study, where applicable; and the output from the work of staff in terms of what was done, when and by whom.

8.5.3 Property Belonging to Customers or External Providers

The WMSU exercises care over client or supplier property while it is under its control or use. Upon receipt, such property is identified, verified, protected and safeguarded, if such property is lost, damaged or otherwise found to be unfit for use, it is reported to the student or supplier and is properly recorded. Client intellectual property and client furnished data are identified, maintained, and preserved to prevent accidental loss, damage or inappropriate use. An interested party's property can include material, components, tools and equipment, beneficiary premises, intellectual property and personal data, certificates, diplomas and other relevant documents.

Therefore, the university workouts caution with property belonging to customers or external providers while it is under our control or being used. Procedures are established for the control, storage, maintenance and accounting of Customer/Government furnished materials, tooling and equipment including data used for design, production and/or inspection provided to the WMSU for the performance of work under a specific contract or contracts.

8.5.4 Preservation

WMSU preserves the conformity of parts and products during internal processing and delivery to the intended destination including outside services. Procedures include instructions for identification, handling, packaging, storage and protection. Preservation of outputs also includes, where applicable:

a. cleaning;
b. prevention, detection and removal of foreign objects;
c. special handling for sensitive outputs;
d. marking and labeling including safety warnings;
e. special handling for hazardous materials.

8.5.5 Post-Delivery Activities

The WMSU maintains documented information of all products delivered to their customers. The WMSU conducts post-delivery activities but not limited to the following:

1. collaborating with the WMSU Center for Continuing Education for
2. enhancement/review before licensure examination;
3. undertaking tracer studies to determine employability of WMSU graduates;
4. issuing referrals for possible job opportunities;
5. coordinates with DOLE and PESO offices for possible placement;
6. integration of employer's feedback for mechanisms; and
7. utilizing employer's feedback for enhancement of existing curriculum and improvement of the delivery of instruction.

The extent of these post-delivery activities includes consideration our customer's requirements and received feedback on any or more of the following:

1. client requirements to include feedback;
2. statutory and regulatory requirements; and
3. risks associated in the conduct of post-delivery of activities.

8.5.6 Control of Changes

The WMSU reviews and controls both planned and unplanned changes in the service provision processes as necessary to ensure continuing conformity with all customer and legal requirements. Records describing the results of review, the personnel authorizing the change, and any necessary actions arising from review are maintained.

8.6 Release of Products and Services

The release of products and services to students and other beneficiaries shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the learner and other beneficiaries. Documented information is retained on the release of products and service to provide evidence of conformity with the acceptance criteria and traceability to the person(s) authorizing the release.

The WMSU guarantees that only qualified students are admitted in the program both in the undergraduate and graduate programs. The retention and re-directing policies in every program are enforced for the client to advance to the next level. The students must meet the prescribed requirements of the curricular programs e.g. thesis and dissertation, on job training and pre-service teaching. Records such as certificate of completion, portfolio, narrative reports, daily time records and performance evaluation of the clients are maintained and retained.

The WMSU guarantees that the customers are equipped with knowledge, skills, attitudes and values and competence as shown by satisfactorily complying with all the requirements of their curricular programs. Evaluation and assessment are undertaken at appropriate stages to verify that the curricular program requirements are met before the conferment of degrees. Compliance of all the necessary

requirements of the degree programs as approved by the Board of Regents and upon the recommendation of the respective deans warrants the conferment of the degree to the students during WMSU graduation.

8.7 Control of Nonconforming Process Outputs, Products and Services

The WMSU ensures that the process outputs, products and services of the QMS that do not conform to the requirements (customer, legal and institutional) are identified and controlled to prevent their unintended use or delivery. Appropriate preventive and correction action is taken based on the nature of non-conformity and its effect on the products and services.

Appropriate action can be one or more of these mechanisms, to wit: (a). correction; (b) segregation, containment, return or suspension of provision of products and services; (c). informing the students or other beneficiaries; (d). obtaining authorization for acceptance of the non-conforming output under concession. Conformity to the requirements shall be verified when nonconforming outputs are corrected.

Moreover, the university takes action when a non-conforming output is detected after delivery of the products and services, during or after the provision of service. Record of description of non-conformity, the actions taken, any concessions obtained, and identification of the authority deciding on the action to be taken, is maintained.

Clause 9: Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

The objectives of Monitoring, Measurement, Analysis and Evaluation (MMAE) are: process criteria, product characteristics, performance and effectiveness of the QMS. Based from operations' quality objectives, all QMS processes must determine what needs to be monitored and measured; the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid outcomes; the acceptance criteria to be used; when the monitoring and measuring shall be performed; and when the results from monitoring and measurement shall be analyzed and evaluated.

Furthermore, MMAE should provide data for the (1) Satisfaction of learners, other beneficiaries and staff; and (2) Other monitoring and measuring needs such as feedback on the educational products and services; feedback on their effectiveness in achieving the agreed learning outcomes; and feedback on the WMSU's influence on the community.

Monitoring and measuring for instructional service can include information related to the content of the programme in the given discipline, the workload, progression of learner and completion rates; effectiveness of evaluation; learners' and other beneficiaries' satisfaction in relation to the programme; and the learning environment and support services and their fitness for purpose.

9.1.2 Customer Satisfaction

The WMSU monitors the product and service outcomes in terms of continual ability to fulfill customer requirements. Periodic gathering of client feedback and satisfaction rating is conducted by the QMO through any, but not limited to the following mechanisms/tools, to wit: client satisfaction survey; faculty evaluation by students; beneficiary feedback on delivered products or services; meetings with beneficiaries; market-share analysis and responses; and through evaluation forms after each activity e.g. trainings.

In ensuring customer satisfaction, procedures for monitoring of the satisfaction as well as handling of complaints and appeals are established. The method for handling complaints and appeals shall be made known to interested parties, while also ensuring confidentiality of complainants and appellants and objectivity of investigators.

These activities aim to measure and monitor the performance of QMS processes in terms of meeting the client's requirements and expectations. Maintaining customer satisfaction is one of the principal objectives of the QMS. Collecting and analyzing customer feedback and complaints, and customer satisfaction is conducted during management review. Customer satisfaction data is used by management to identify opportunities for improvement.

9.1.3 Analysis and Evaluation

The WMSU performs necessary analyses using qualitative, quantitative and/or mixed-method techniques and evaluates appropriate data and information initiated from monitoring and measurement to evaluate conformity of products and services, customer satisfaction, the performance and effectiveness of the QMS, the performance of external providers, and the need for improvement of the QMS.

The results of the analysis shall be used to evaluate the following:

a) conformity of products and services;
b) the degree of beneficiary satisfaction;
c) the degree of staff satisfaction;
d) the performance and effectiveness of the QMS;
e) if planning has been implemented effectively;
f) the effectiveness of actions taken to address risks and opportunities;
g) the performance of external providers;
h) the need for improvements to the educational organization management system.

9.2 Internal Audit

The WMSU plans and conducts internal audits at planned intervals. Internal audits are conducted to check whether the operational processes and procedures comply with the ISO 9001 and all other relevant requirements. It aims to provide management information on the effectiveness and performance of the QMS. It also aims to identify weak points or deviations from organizational quality objectives which may be considered as opportunities for improvement.

The internal audit is conducted by the Internal Quality Audit (IQA) team, consisting of the IQA Chair and a pool of internal auditors. The IQA Chair is responsible in organizing and coordinating with the Quality Management Representative to ensure that the audit scope, the frequency and methods are defined, and the following requirements are satisfactorily achieved:

a. audit timeframe
b. audit responsibilities;
c. procedure and guidelines for planning and conducting the audit including taking appropriate correction and corrective actions without undue delay;
d. assurance of auditor independence;
e. recording of audit results;
f. communication of audit results to management.

The Internal Quality Auditors tasked to perform the audit should meet these qualifications: (1). must have undergone training on auditing management systems using ISO 19011 as basis; (2). must be independent in fact and in mental attitude; (3). must possess good communication skills; (4). must exercise sound professional judgment.

Audit results borne from this process are recorded and brought to the attention of the process owner. The head of the unit responsible in the area/process being audited shall take appropriate corrective actions without undue delay. By means of Corrective Action procedure, follow up activities are conducted to verify and record implementation and effectiveness of the actions taken. The summary of audit and results of verification activities are reported to top management during management review.

9.3 Management Review

WMSU top management periodically meets twice in a year to review the Quality Management System to ensure its continuing suitability, adequacy and effectiveness.

9.3.1 Management Review Inputs

The review is led by the President and inputs to this review includes, at a minimum, the following:

a. the status of actions from previous management reviews;
b. changes in external and internal issues that are relevant to the QMS;
c. the effectiveness of actions taken to address risks and opportunities;
d. information on the performance and effectiveness of the WMSU QMS, including trends in:
    i. customer satisfaction and feedback from relevant interested parties;
    ii. the extent to which quality objectives have been met;
    iii. process performance and conformity of products and services;
    iv. nonconformities and corrective actions;
    v. monitoring and measurement results
    vi. audit results;
    vii. performance of external providers; and
    viii. formative and summative assessment outcomes
e. adequacy of resources;
f. opportunities for improvement; and
g. staff feedback related to activities to enhance their competence.

9.3.2 Management Review Outputs

The outputs of management review include decisions and actions related to opportunities for improvement, any need for changes for QMS or resource needs. Approved items for improvement are documented as action plans. Notes are taken, retained as minutes, and made available to the concerned process owners. Records of management review are maintained.

The decisions undertaken during management review includes issues related to:

a) continual improvement opportunities;
b) any need for changes to the QMS; and
c) resource needs.

Clause 10: Improvement

The WMSU top management determines and selects opportunities for improvement and implements necessary actions to meet client requirements and enhance client satisfaction. These include:

a. improving products and services to meet requirements as well as to address future needs and expectations;
b. correcting, preventing or reducing undesired effects;
c. improving the performance and effectiveness of the QMS.

10.2 Nonconformity and Corrective Action

10.2 Nonconformity and Corrective Action

The WMSU maintains a corrective action procedure to eliminate the cause of non-conformities and prevent recurrence. This procedure, through the use of Nonconformity and Corrective Action Report (NCAR), ensures that WMSU reacts to the nonconformities and applicable actions are taken to control and correct these or deal with the consequences.

Nonconformities are determined through internal or external audits, customer complaints, deviations from procedures or operations, non-attainment of quality objectives, and other mechanisms in which non-compliance to QMS requirements were identified.

The corrective action procedure also provides a system for reviewing, analyzing, determining the causes and if similar non-conformities exist, or could potentially occur, to ensure that appropriate actions are taken. Records of the nature of the non-conformities and any subsequent action taken and results or effectiveness of any corrective action are maintained.

10.3 Continual Improvement

WMSU initiates actions to continually improve the suitability, adequacy and effectiveness of the QMS through the results of analysis and evaluation and the outputs from management reviews taking into account relevant research and best practices. WMSU shall consider the results of analysis and evaluation, information from audits, evaluation of process measurements, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

The recommended opportunities for improvement should be implemented in accordance to management decisions and all other necessary actions that can meet customer requirements and enhance satisfaction of students, other beneficiaries, staff and other relevant interested parties, including external providers.