
11th ANNUAL QMS FORUM
ISO 9001:2015: Get Better Results with Smart QMS Implementation
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FRIENDS

Good Morning

- It is a privilege for our organization, the National Wages and Productivity Commission, to be invited in the opening of this year's QMS Forum of Rosehall. It is likewise our pleasure to share our ISO journey with other organizations from the private and public organizations. I hope that through our experience, others would be inspired and challenged to tread the path that we have taken.
- Being in public service, I take events like this as an opportunity to do an advocacy on the mandate and services of our organization.
- The National Wages and Productivity Commission is an attached agency of the Department of Labor and Employment. It is vested with the twin mandate to set regional minimum wages that protects workers welfare, and promote productivity improvement and gainsharing, particularly for micro, small and medium enterprises or what we call MSMEs. The NWPC is the central coordinating body for wage and productivity policy and program development, while its 16 Regional Tripartite Wages and Productivity Boards serve as program implementers.

- Being a government organization with the direct mandate to promote productivity, and with the word productivity in its name, we need to “walk the talk” as model or benchmark for other government organizations and for the clients and beneficiaries we serve. For us in government, it was Executive Order No. 605, “Institutionalizing the Structure, Mechanisms and Standards to Implement the Government Quality Management Program” that accelerated the bureaucracy’s ISO journey to increasingly effect improvements in public governance among all departments of the Executive branch.

NWPC’s Journey to ISO certification

- Our journey began when I requested the Directorate of the NWPC in 2014 to review the earlier efforts of the office for ISO Certification and check our readiness to pursue the same. I came to know that in the late 2000, the NWPC started to embark on ISO certification, but for one reason or another, it did not push through.
- In early 2015 and with firm determination, we reconstituted our Quality Management System (QMS) to do an inventory of NWPC-QMS documents to allow Rosehall, our pre-certifying body, to do gap analysis, as starting point.
- After scoping the work that needs to be done and with a timeline for certification of December 2015, we faced yet another critical decision: Can we prepare and commit all our Regional Boards for certification by December 2015? If not, what can we realistically and successfully manage for the year? After some discussion among the NWPC officers, we decided to initially cover NWPC and the nearby developed regions, namely, NCR, III and IVA. We also decided to enrol all processes and that the remaining 13 regional boards will be covered in 2016.
- After said issues were settled, the real work began. We went through an orientation on the ISO 2015 version, which, as we know, combines process approach with risk-based thinking, and employs the PDCA or Plan-Do-Check-Act cycle at all levels in the organization. This was followed by a series of trainings and write shops on setting the foundation for an ISO-compliant Quality Management System (QMS); defining the business of the organization in terms of its strategic directions, risks and opportunities and the overall context of the organization, and later on internal audit and root cause analysis and corrective action. A workshop on documentation was also done.

- Mindful that our QMS should be implemented for a period of at least three months prior to audit, by August 2015 our QMS documents were approved and disseminated, and an organization-wide orientation on the NWPC-QMS documents and its implementation was conducted. To mark the official implementation of the NWPC-QMS, we had a ceremonial unveiling of our new vision, mission, quality policy, and core values in August 2015, with our Chairperson then Undersecretary Conferido leading the event. By October 2015, a team of officers and staff, constituting our audit team, underwent internal audit training and a month after, the critical stages of internal audit, management review, pre-certification, and certification audit followed. Though far from perfect, the first internal audit was a good practice, both for the auditors and auditees, because it provided us an opportunity to improve our system.
- Looking for a certifying body for ISO 9001:2015 was also a challenge, especially since the final version was published/released only in September 2015. But in scanning the market, we came across TÜV Rheinland AG, who fortunately for us, was prepared to audit using the latest version. Internally, we instructed our staff to review the documented processes and ensure that the required records are maintained and easily retrievable. To instil among our staff our vision, mission and corporate values, these were recited during our flag raising ceremonies. Posters were also put up all over the organization as a constant reminder to us and as a declaration to our publics of our continuing commitment to quality and excellence.
- After TUV-R's review of our documents, the first external audit commenced at the NWPC and Regional Boards NCR, III and IVA and understandably the tension was high. Having no idea, at all, of the outcome of the entire audit, we were on edge as we listened to the findings being read to us. While no NCs were found, which drew heavy sighs of relief, there were, however, quite a number of opportunities for improvement such as expansion of our customer satisfaction measurement to all frontline services; more accurate tracking, measuring, and reporting of performance; continuing capacity building on documentation; standardization of 5S guidelines and internal audit; and improvement of software and hardware IT resources maintenance.
- Having been assured that our QMS will be recommended for certification, we started work on its expansion to the rest of the 13 Regional Boards. We received

our certification from TÜV Rheinland in March 2016, a feat recognized by the DOLE Secretary, herself. The ISO certification covers the implementation of minimum wage policies and productivity improvement programs. It also included sub-certificates issued to RTWPB NCR, III, and IVA.

- Meanwhile, an orientation on the ISO 9001:2015 standards was conducted, the QMS manuals were reproduced and distributed, and training on documentation and internal audit was undertaken for the remaining 13 Regional Boards. A team from the central office and Rosehall visited these Regional Boards to do training and to monitor the implementation of our QMS. As a final check, internal audit was also done to prepare the Boards for the external audit by TUV-R.
- On January 23-25, 2017, TUV-R conducted the first surveillance audit for NWPC and Regions NCR, III and IVA with expanded coverage to include the remaining 13 Regional Boards. The audit for the 13 Boards was done on a sample basis, covering CAR, VI, VII, X, XI and XII. Again our organization was found without any non-conformance but with opportunities for improvement in the areas of customer satisfaction measurement, records management and preventive maintenance. This did not only sustain our certification but successfully expanded its coverage to all the Regional Boards.

Challenges

- The challenges organizations face during ISO implementation vary depending on the mix and composition of people within an organization; the business of the organization; management support and commitment; its resources, and; the environment where it operates, among others.
- Our journey was not easy nor will it ever be free of challenges. Internally, we struggled as to who, within management, should be designated as the Quality Management Representative, given the roles and responsibilities of each Department. We went through several discussions and persuasions before we came up with the arrangement that the designated QMR shall be assisted by the two Deputies, one for all QMS concerns relating to management services and the other for QMS concerns relating to wage and productivity programs. Other internal issues - perhaps common to workplaces that are not only multi-generational but are also made up of professionals with varied orientations –were apprehensions, doubts

and varied reactions or attitudes to change. We also found ourselves caught in between priorities and timelines, all competing for resources.

- We also had our share of external issues. For instance, even if our Commission and Boards are composed of external partners from the labor and management sectors over which we have very limited control, we had to ensure that they dispense their functions in accordance with set standards and processes. We also had to ensure consistency of our QMS documents with systems/forms prescribed by our oversight government agencies. And if I may digress a bit, these are all on top of the continuing debate over a national minimum wage and across-the-board wage increase, which challenge the very mandate that created our institution. But from our experience, the key to overcoming these challenges is simple, it is our unwavering commitment to our mandate to serve our clients efficiently and effectively, a reliable pre-certifying body who continued to guide us post-certification and most of all, management support and commitment to adopt a management system that securely aligns resources, systems and processes with our mandate.

Benefits

- At the end of the day, we ask ourselves the value of our ISO certification to us, as an organization and to our clients and publics. Or conversely, we can ask ourselves the value that would have been lost had we foregone this journey.
 - Through customer satisfaction surveys, internal audit and management review, we have institutionalized continuous program review and improvement, for the benefit of interested parties and clients. Of late, we introduced innovation in the promotion of productivity among workers and enterprises. We recently launched a series of wage and productivity caravans nationwide communicating simple yet strong memory-recall messages, which also fetched a good number of potential training beneficiaries. We also introduced an on-line application system for productivity training in our website. In the pipeline as well as are comprehensive e-learning modules on 5S, Productivity 101, bookkeeping, stock control, and 3Rs to expand learning opportunities to workers and owners/manager of MSMEs with minimum work interruption and at their own learning pace.
 - Documented processes helped ensure compliance with rules and regulations governing our operations, considerably reducing the incidence of errors and non-

conformities and; continuity of and effectiveness and efficiency in program and service delivery, manifested in consistently above average CSM ratings for our frontline services. As testament to the improvement of our internal support services, we take pride in the fact that we are the only DOLE agency who has achieved an HR Maturity Level 3 under the Civil Service Commission's PRIME or Program to Institutionalize Meritocracy and Excellence in Human Resource Management - a mechanism that empowers government agencies by developing their competencies in all aspects of human resource management. In 2015, the NWPC was also ranked by the DOLE as the best Attached Agency for surpassing its targets and having its QMS successfully recommended for certification under the new standards.

- Risk-based thinking sharpened our internal and external environmental scanning and planning which enabled us to better manage our programs and meet our targets.
- Recently, the NWPC received its first unqualified COA opinion having satisfied the State Auditor in all material respects, which means compliance in form and content with all statutory accounting and auditing rules and regulations of the agency's true and fair reflection of its financial condition, position, and operations.
- As we continue our journey, we realize that an institutionalized government quality management infrastructure that puts premium on continual improvement will ensure that organizations, like us, will be able to sustain the momentum of instituting reforms that respond to new and emerging requirements of our environment.
- So as you embark on this new challenge, do not lose sight of your mandates and for whom such mandates have been created, exercise transparency and fairness in the implementation of policies and programs and uphold the trust and respect of the public.

Thank you and good morning.