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5. Management Responsibility

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5. Management Responsibility

5.1 Management Commitment


The MMDA management recognizes the significance of understanding, meeting and enhancing the requirements of MMDA's customers/clienteles. Hence, the herein stated MMDA Quality Policy is established for the purpose.

MMDA Quality Policy

"It is the policy of the Authority to provide metro-wide services in Metropolitan Manila that are responsive to the needs of the public, promptly delivered and economical without sacrificing quality."

The aforesaid policy is achieved by a commitment to quality that shall be assured by:

- ❖ Providing the environment and installing the framework of continuing consultation, review, and evaluation of operations so that continuing improvements may be achieved.
- ❖ Developing a pro-active, prevention-oriented attitude.
- ❖ Promoting awareness that while each person is responsible for his own work, he is part of a team whose quality of output depends on the performance of each individual member.
- ❖ Providing the necessary guidelines in the conduct of projects and activities through a system of written working procedures that comply with the requirements of ISO 9001:2008.

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5.2 Quality Management System Planning


The Strategic and operational plans of the Authority are the outcomes/results of pre – annual corporate planning process. During the corporate planning process, the strategic thrusts of the Authority are defined, commitments are obtained and resource requirements are determined. Objectives and targets are set at appropriate levels; however, specific quality objectives are defined using operational and project level planning.

The various operating units and all the offices conduct pre-planning activities prior to the conduct of the annual corporate planning to determine performance, gather information on customers/clienteles and their requirements as well as their expectations. The pre-planning activities of each office involves plan presentation and expected results which are reviewed to align future directions in accordance with the seven (7) mandates of the Authority.

The output planning process involves strategies on how to improve the performance of each office taking into consideration the internal and external information gathered from the stakeholders, improvement and/or enhancement of existing systems and procedures more particularly on the operating units of the Authority towards to enhancement of public service.

The MMDA will constitute a Quality Planning Committee who shall oversee the processes of the MMDA's quality planning activities. The Committee's functions are as follows:

1. Sets the strategic direction of the Authority, conceptualize and formulate the Strategic Plan of MMDA;
2. Determines the responsibilities of Heads of Offices and/or individual offices in the implementation of Strategic Plans;
3. Ensures the establishment of Quality Improvement Plans and reports the Integrated Quality Plan;
4. Prioritize the Operation's planning agenda; and,

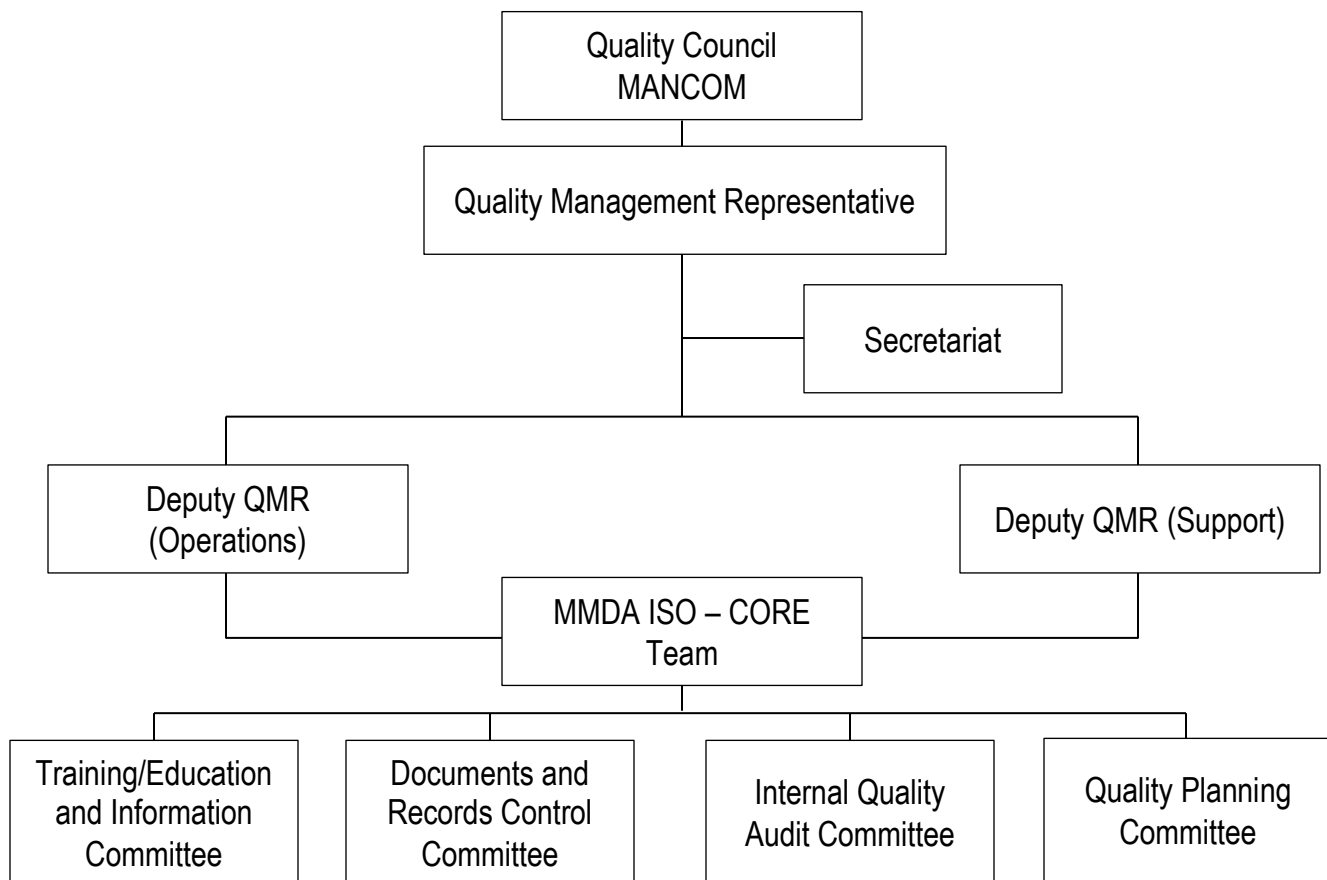
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5. Monitors the attainment of targets of the different offices and reports progress of attainment in relation to the over-all targets.

5.3 Quality Management Structure


The MMDA shall establish the Structure for total quality management as shown below:

Figure 3. MMDA Quality Management Structure



5.4 Responsibility and Authority

The following are the specific roles and responsibilities of each unit in the MMDA's quality management structure:

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5.4.1. MANCOM

5.4.1.1 Establishes, reviews and maintains the quality policy of the Authority;

5.4.1.2 Ensures that quality objectives are relevant and aligned to the mandated functions of the Authority;

5.4.1.3 Ensures the allocation of required resources to support the implementation of the QMS of the Authority;

5.4.1.4 Defines the responsibilities and authorities of each function in the organization;

5.4.1.5 Reviews the effectiveness of the MMDA Quality Policy and Quality objectives and plans and introduce strategies/mechanisms and programs/ projects and activities to improve the same;


5.4.1.6 Monitors the implementation of improvement action plans; and,

5.4.1.7 Ensures the establishment and effective deployment of communication mechanisms.

5.4.2 Quality Management Representative

5.4.2.1 Ensures the effective and efficient implementation and maintenance of the MMDA's established Quality Management System;

5.4.2.2 Reports to the top management the performance of quality management systems, its effectiveness and areas that require further improvement;

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5.4.2.3 Ensures the promotion of awareness of meeting customer requirements within the relevant scope of MMDA–QMS;

5.4.2.4 Consults with Directors and Division Chiefs, including Unit Heads when necessary, relative to decisions affecting the MMDA’s quality management system;

5.4.2.5 Coordinates with external parties involving matters that are related to MMDA QMS; and,

5.4.2.6 Reports to the top management all observations affecting the implementation of MMDA – QMS and plans and recommends actions to resolve or improve the same.

5.4.3 Deputy QMR (Operations and Support)

5.4.3.1 Ensures the effective planning, implementation, maintenance and continual improvement of the established QMS in their respective groups;


5.4.3.2 Assists the QMR in performing assigned duties and responsibilities; and,

5.4.3.3 Shall perform the duties and responsibilities in the absence of the QMR.

5.4.4 Training, Education and Information Committee

5.4.4.1 Ensures that concerned MMDA employees are aware of their roles and responsibilities with regard to the attainment of the MMDA’s goals and objectives;

5.4.4.2 Reviews the results of the competency evaluation conducted for employees performing functions that affect product or service quality;

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5.4.4.3 Facilitates the conduct of appropriate HR interventions to enhance the capabilities of concerned personnel;

5.4.4.4 Monitors and evaluates the effectiveness of HR actions undertaken in relation to MMDA – QMS; and,

5.4.4.5 Ensures that the intervention about QMS is widely – disseminated to include all personnel assigned in field offices.

5.4.5 Document and Records Committee

5.4.5.1 Establishes, documents, implements and maintains a system for the control of documents and records;

5.4.5.2 Maintains the master copies of the Quality Manual and PAWIM, including the master list of externally generated documents and references;


5.4.5.3 Ensures that current revisions of relevant documents are always available when these are needed;

5.4.5.4 Prevents unintended use of obsolete documents, as well as the unauthorized use of relevant documents and records;

5.4.5.5 Ensures the traceability of documents;

5.4.5.6 Coordinates enhancement of the Records Management System; and,

5.4.5.7 Regularly coordinates with Heads of Offices as well as Unit Heads relative to records management, specifically on records generated from operations and project management processes.

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5.4.6 Internal Quality Audit Committee

5.4.6.1 Prepares, coordinates and implements the audit plan;

5.4.6.2 Determines the required resources to implement the Audit Plan;

5.4.6.3 Prepares report relative to audit findings and reports the same to the Management Committee;

5.4.6.4 Provides inputs and recommendations during management review relative to audit findings; and,

5.4.6.5 Monitors and maintains records of implementation of corrective and preventive actions for non – conformance found during audits.

5.4.7 Quality Planning Committee


5.4.7.1 Sets the strategic directions of the MMDA and formulates the Agency Strategic Plan;

5.4.7.2 Determine group responsibilities in the implementation of the MMDA Strategic Plan;

5.4.7.3 Prioritize MMDA Agenda for frontline services;

5.4.7.4 Ensures the establishment of Quality Improvement Plans and reports the Integrated Quality Plans; and,

5.4.7.5 Monitors the attainment of targets of organizational units and reports progress of attainment in relation to the overall targets.


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5.4.8 Quality Management System (QMS) Secretariat

- 5.4.8.1 Provides information and technical support to the QMR in overseeing the implementation and maintenance of the MMDA – QMS;
- 5.4.8.2 Coordinates with the officers of the QMS Committee and Deputy QMRs all matters involving MMDA – QMS;
- 5.4.8.3 Coordinates with the Certifying Body all matters of concern with regard to the ISO 9001:2008 Certification of the MMDA – QMS; and,
- 5.4.8.4 Ensures the documentation of ISO Core Team Meetings Management Review and other meetings called by the QMR.

5.5 Management Review

- 5.5.1 It is the responsibility of the General Manager and the QMR to ensure that the Authority's Quality System is reviewed once a year and/or whenever deemed necessary by the QMR or the Deputy QMR.
- 5.5.2 Management reviews will be carried out by the QMR to ensure:
 - 5.5.2.1 The requirements set out in Quality Manual are being met;
 - 5.5.2.2 The quality systems and relevant procedures are having desired effect;
 - 5.5.2.3 The changes in quality system have been reviewed, analyzed and acted upon; and,
 - 5.5.2.4 The Quality Policy is effective and being implemented.

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5.5.3 The review may cover the following agenda:

5.5.3.1 Matters arising from the previous management review meeting;

5.5.3.2 Reporting of attainment of quality and functional objectives;

5.5.3.3 Review of Quality Policy;

5.5.3.4 Results of internal and external quality audits;

5.5.3.5 Customer feedback;

5.5.3.6 Status of preventive and corrective actions;

5.5.3.7 Overall assessment of the quality management system; and,

5.5.3.8 Actions taken on recommendation for improvement.

The Secretariat extends/provides support to the management review meetings and shall perform the following tasks in coordination with the QMR or Deputy QMR:

1. Prepares and distributes agenda to all concerned;
2. Monitors agreement and actions to be taken;
3. Prepares minutes of the meeting and provides the same to all concerned.