

Results of monitoring and measurements shall be analyzed and evaluated to determine if improvements can be made. For examples, when targets are achieved by more than 25%, this can be considered as an opportunity for improvement.

It is the responsibility of all members of the NCDA Secretariat to identify, document and communicate all non-conformities to their respective heads, likewise, it is responsibility of the heads to decide within their limits of authority, to implement the improvement action identified.

The OED shall monitor or follow up the action related to the improvements identified during internal and external quality audits. These are evaluated, and analyzed for discussion at the Management Review Meeting or at any appropriate forum or meeting.

7.5 ANALYSIS AND EVALUATION

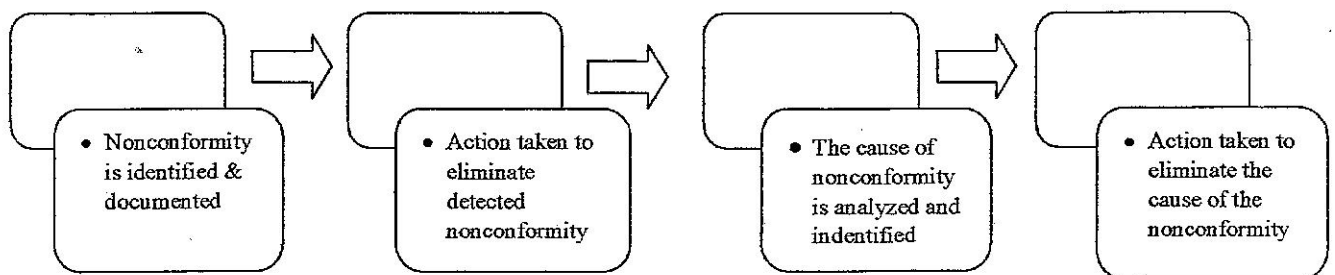
Analysis of data shall be an integral part of processes within the quality management system of NCDA. It shall be integrated in different processes. Data analyses provide opportunities for improvement. In cases where result of data analysis is indicative of a potential nonconformity, improvement action shall be undertaken as appropriate.

The following shall also be considered as part of analysis data:

- a. Conformity of products and services to specified requirements as specified in documented information such as policies, procedures, work instructions and guidelines;
- b. Degree of Customer Satisfaction through the analysis of data on all Stakeholders and Partners Satisfaction Surveys;
- c. Performance of suppliers through the supplier evaluation;
- d. Effectiveness of actions to address risks and opportunities through the Risks Registers;
- e. Effectiveness of planning
- f. Performance and effectiveness of the Quality Management System through the Internal Audit Reports and Management Reviews
- g. The need for improvement in the Quality Management System.

7.6 CONTROL OF NONCONFORMING SERVICES AND CORRECTIVE ACTION

Corrective Action Framework



NCDA will adopt the above framework in addressing conformities within its quality management system. Mindset of process owners including the top management is aimed towards eliminating the causes of nonconformities to ensure that will not recur. The effectiveness of corrective action shall be verified through the recurrence and non-recurrence of nonconformities. If nonconformities do not recur, the corrective action shall be deemed as effective.

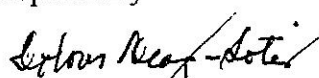
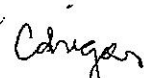

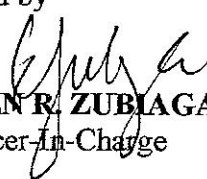
While the management commits to achieve quality services, it shall recognize possible limitation such as nonconformity to certain standards. This deviation may adversely affect service quality and client satisfaction, and must therefore be addressed immediately with appropriate concrete measures.

Source of nonconforming product and service may include but not limited to the following:

- a. Customer Complaint – arising out of a complaint by a client who is not satisfied with the services provided as indicated in the Customer Satisfaction Survey. This shall include written and verbal complaints. Verbal complaints shall be recorded in a logbook.
- b. Internal Audit – refers to non-fulfilment to specified audit criteria such as ISO 9001:2015 standards, procedures, work instructions and other internal policies specified.
- c. System Incidents – refers to incidents deviations from policies, standard, procedures, statutory and regulatory requirements which could not be considered as Customer Complaint, Internal Audit or Unmet Target.

9.7 CONTINUAL IMPROVEMENT

The management of NCDA shall pursue its commitment of continuing improvement in all its services to meet clients' evolving needs and ensure satisfaction. Continual improvement shall be enhanced by regularly revisiting and checking compliance with QMS policies, objectives and standards. Also, by monitoring the implementation of the recommendations during quality audit, correcting nonconformities until their closure after thorough data analysis to determine root cause(s) and addressing risks and opportunities including having an efficient, effective and responsive quality management system.

<p>Prepared By</p> <p>  </p> <p>DOLORES D. SOTERIO CECILIA D. RIGOR LEOVIGILDA G. OASIN PBB Focal Persons</p>	<p>Approved by</p> <p></p> <p>CARMEN R. ZUBIAGA Officer-In-Charge</p>
---	--