

	BUREAU OF SOILS AND WATER MANAGEMENT	Reference Code: BSWM_DO_FR_0002	
		Control No.: 202205-DO-00104	
	MEMORANDUM	Effective date: May 4, 2020	
		Rev. No. 2	Page No. 1 of 2

DATE : MAY 31, 2022

BSWM-RECORDS UNIT
RELEASED

TO : ALL BSWM EMPLOYEES

By: snh
Date: JUN 01 2022

FROM : THE DIRECTOR

SUBJECT : REVISED BSWM QUALITY MANUAL, REVISION 1

As presented, discussed, and approved during the Management Committee Meeting held on May 10, 2022 at the BSWM Convention Hall, attached herewith is the **BSWM Quality Manual Revision 1 effective June 1, 2022**, with the following approved revisions:

BSWM Quality Manual Revision 0	BSWM Quality Manual Revision 1
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All BSWM Divisions, Centers, and Administrative Units shall align its management system with the quality standard set forth.

For your guidance.

Thank you.

ENGR. PABLO M. MONTALLA





BUREAU OF SOILS AND WATER MANAGEMENT

SRDC Bldg., Elliptical Road corner Visayas Avenue, Diliman,
Quezon City

QUALITY MANUAL

Revision 1

BSWM-RECORDS UNIT
RELEASED

1

Effective June 1, 2022

By: smh
Date: JUN 01 2022
202205-00-00002

1.0 INTRODUCTION

On June 5, 1951, the Bureau of Soil Conservation was officially organized by virtue of Republic Act No. 622 with Dr. Marcos M. Alicante as the first Director.

Realizing the importance of soil resources to all generations of Filipinos, the Government Survey and Reorganization Commission recommended the renaming of the Bureau of Soil Conservation to Bureau of Soils. It was formally reorganized and renamed on January 16, 1957 by virtue of Republic Act. No. 997.

With the issuance of the Executive Order No. 116 by President Corazon Aquino on June 10, 1987, the Bureau of Soils was renamed to Bureau of Soils and Water Management to include management of water resources for agriculture in the country.

The Rationalization Plan of BSWM under EO 366, approved in 2013, further strengthened and streamlined its functions resulting to a simplified organization with seven (7) technical divisions and three (3) research and development centers.

2.0 SCOPE

This manual was prepared to document the Management System of The Bureau of Soils and Water Management. It gives the general description of the system, which consists Office of the Director and Administrative Units, Technical Divisions, and Research and Development Centers.

This Quality Manual is designed in line with the procedures that are compatible with and conforms to the established Quality Policy, Objectives, and the requirements of the International Standard.

This Quality Manual was developed in accordance with the following international standards:

- ISO 9001:2015 Quality Management System – Requirements

3.0 NORMATIVE REFERENCE

The Bureau of Soils and Water Management adopts the ISO 9001:2015 requirements based on the latest references.

4.0 CONTEXT OF THE ORGANIZATION

4.1 Understanding the Organization and its Context

The Bureau of Soils and Water Management deals with external and internal issues that are relevant to its purpose and its strategy that may affect its ability to achieve the intended result of its Quality Management System.

There are also external issues arising from customer, legal requirements, and external providers. Meanwhile, for internal issues, the company will consider issues related to values, culture, knowledge, and performance of the organization.

Regular meeting discussion is performed in the organization to address any issues that may arise.

4.2 Understanding the Needs and Expectations of Interested Parties

For the organization to consistently provide services that meet our customer needs as well as statutory and regulatory requirements, the organization has determined:

- a. The interested parties that are relevant to the Quality Management System
- b. The requirements of these interested parties that are relevant to the Quality Management System

Interested parties that are relevant to the organization's operations and its Quality Management System are (but not limited to):

- Management
- Employees
- Customers
- External Providers
- Community
- Legal and Regulatory

For this purpose, the organization shall periodically review, and monitor information about these interested parties and their relevant requirements.

4.3 Determining the Scope of the Quality Management System

The organization has determined the boundaries and applicability of the Quality Management System to establish its scope. For this purpose, the company has considered:

- a. external and internal issues
- b. requirements of relevant interested parties
- c. activities, products & services

Thus, it has been determined that the scope and applicability of the Quality Management System is:

Research and Development, Evaluation, Assessment, Mapping, Technical Assistance and other related services on Conservation and Management of Philippine Soils and Water Resources.

The Quality Management System is relevant to the nature of our organization and its services, as well as to customers and regulatory requirements. All requirements of the standard ISO 9001:2015 is applicable.

4.4 Quality management system and its processes

4.4.1 The organization adopts the ISO 9001:2015 requirements as the principle for designing its Quality Management System. The extent of the conformity is based on the nature of the organization, complexity and interaction of the processes and competence of personnel.

The management of the organization supports and give its fullest commitment in the establishment, documentation, implementation, maintenance, and continual improvement of the system in accordance with ISO 9001:2015 requirements.

To implement this management system, the organization has identified the following:

- a. Processes needed for QMS and their application throughout the organization
- b. Inputs required and the outputs expected from these processes.
- c. The sequence and interaction of these processes
- d. Criteria and methods required to ensure the effective operation and control of these processes
- e. The resources needed for these processes and ensure their availability.
- f. Assignment of responsibilities and authorities for these processes.
- g. Risks and opportunities to be addressed in accordance with the requirements of clause 6.1
- h. Processes to be evaluated and implemented as well as any changes needed to ensure they achieve their intended results
- i. Improvements to the processes and Quality Management System.
- j. Documented information needed to maintain & support the operation of its processes.
- k. Documented information for retention to have confidence that the processes are being carried out as planned.

5.0 LEADERSHIP

5.1 Management Commitment

5.1.1 General

The Top Management demonstrates leadership and commitment to the development and improvement of the Quality Management System by:

- a. Taking accountability for the effectiveness of the Quality management system
- b. Ensure establishment of the QMS Policy and QMS Objectives and are compatible with the context and strategic direction of the organization
- c. Ensure integration of the Quality management system into the company business operations
- d. Promoting the use of process approach and risk-based thinking
- e. Ensure the availability of necessary resources
- f. Communicating to the employees the importance of effective Quality management system and conforming to system requirements
- g. Ensure Quality management system achieves its intended results
- h. Engage, direct and support persons to contribute to the effectiveness of the Quality management system
- i. Promoting continuous improvements
- j. Support other relevant management roles to demonstrate their leadership as it applies to their area of responsibilities.

5.1.2 Customer Focus

The Top Management demonstrates leadership and commitment with respect to customer focus by ensuring that:

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

5.2 Policy

5.2.1 Quality Management System Policy Statement

The organization has established its QMS Policy stated as:

The Bureau of Soils and Water Management is the nationally mandated agency on sustainable management of soil and water resources for agriculture.

- Committed to provide excellent services for conservation and management of Philippine Soils and Water Resources.
- Committed to continually improve towards excellent customer satisfaction; and
- Committed to ensure compliance with relevant statutory and regulatory requirements.

**“Lupa’t Tubig ay Pag-ingatan at Pangalagaan
Tungo sa Maunlad na Agrikultura at Kabuhayan.”**

The policy provides the framework for setting its Quality objectives and is supported by targets and programs, and that its achievements are quantified where possible.

The policy is reviewed periodically as part of the Management Review to ensure that it continues to reflect the activities, products and services of the Bureau of Soils and Water Management.

5.3 Organizational Roles, Responsibilities and Authorities

The Top Management of BSWM headed by the Director shall ensure that the responsibilities and accountabilities for relevant roles are clearly defined, assigned, communicated and understood by BSWM employees.

The roles of the top management include the following:

- a. Ensuring that the quality management system conforms to the requirements of ISO9001:2015
- b. Ensuring that the processes are delivering their intended outputs
- c. Reporting on the performance of the quality management system and on opportunities for improvement to the top management
- d. Ensuring the promotion of customer focus throughout BSWM
- e. Ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

6.0 PLANNING

6.1 Actions to Address Risks and Opportunities

When planning for the Quality Management System, the organization has considered:

- a. Internal and external issues identified within the organizational context are addressed
- b. Requirements of interested parties are addressed

The organization is responsible for its application of risk-based thinking and the actions it takes to address the risks. The action plans shall ensure:

- a. The Quality management system can achieve its intended result(s)
- b. Enhance desirable effects
- c. Prevent, or reduce, undesired effects
- d. Achieve improvements.

Actions to address Risk and Opportunity shall be reviewed regularly and updated whenever there are changes in the process, services, and customer requirements.

However, immediate review of actions to address risk and opportunity shall be carried out when there is occurrence of quality incident to control the risks. The organization shall integrate and implement action plans into its QMS processes. Effectiveness of risk control shall be evaluated, analyzed, and reported to management during the management review.

6.2 Objectives and Planning to Achieve Them

QMS objectives and subsequent targets are established after consideration of risks and opportunities of the organization's activities, financial, operational and business requirements, the applicable legal regulations and the views of interested parties.

The objectives and targets are consistent with the QMS policy including the commitment to enhance customer satisfaction, continual improvement and compliance with applicable requirements.

The objectives and targets are quantified wherever practicable and where appropriate, considered all measures.

BSWM has established the QMS Objectives at relevant functions, level and processes within the organization. The organization shall ensure QMS objectives are monitored, communicated, and updated.

The organization has determined the necessary action, resources, support, responsibilities & target duration for the identified quality objectives. The organization also periodically monitors and evaluates how the quality objectives are achieved.

6.3 Planning of Changes

When the company determines the need for changes to the Quality management system, the organization shall carry out the changes in a planned manner by considering:

- a. purpose of the changes and their potential consequences
- b. integrity of the Quality management system
- c. availability of resources
- d. allocation or reallocation of responsibilities and authorities.

7.0 SUPPORT

7.1 Resource Management

7.1.1 General

The organization employs the necessary resources for the various aspects of its operations, including management and performance of work and verification activities as well as infrastructure. These resources include assigning of trained personnel, provision of equipment, materials and documentation of information and other necessary references for the implementation of the different activities in its business process.

The organization shall determine and provide in a timely manner the resources needed:

- a. To implement and maintain the Quality management system and continually improve its effectiveness.
- b. To enhance customer satisfaction by meeting customer requirements.

7.1.2 People

The organization shall determine and provide the persons necessary for the effective implementation of its Quality management system and for the operation and control of its processes.

7.1.3 Infrastructure

The organization shall identify, provide, and maintain the facilities it needs to achieve the conformity of service, including maintenance of buildings, workspace, and associated utilities to ensure the safe operations and delivery of services. The office and centers shall be safe and maintain good housekeeping practices.

7.1.4 Environment for Operation of Processes

The organization shall determine, provide, and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

The organization shall identify and manage the social, psychological, and physical factors of the work environment needed to achieve product and process conformity.

7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

The organization shall determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of services to requirements.

The company shall ensure that the resources provided:

- a. Suitable for the specific type of monitoring and measurement activities being undertaken
- b. Maintained to ensure their continuing fitness for their purpose.
- c. Retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

7.1.5.2 Measurement Traceability

When measurement traceability is a requirement, or is considered by the organization to be an essential part of providing confidence in the validity of measurement results, measuring equipment shall be:

- a. calibrated or verified, 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
- b. identified to determine their status
- c. safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

The organization shall determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose and shall take appropriate action as necessary.

7.1.6 Organizational Knowledge

The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

The organizational knowledge can be based on internal sources, such knowledge gained from experience, lessons learned from previous projects, results of improvements in processes and in services. They may also be from external sources such as international standards, academia, conferences, seminars, trainings & knowledge gained from customers & external providers.

7.2 Competence

The organization shall:

- a. determine and provide the personnel necessary for the implementation of its Quality management system and for operation and control of its processes.
- b. assigns all requirements relating to Quality management system to competent personnel who have the necessary expertise based on qualifications, training, experience, and ability.
- c. Provide appropriate trainings to all personnel of the organization to enable them to carry out their functions effectively.
- d. Where applicable, take actions to acquire the necessary competence in personnel. The action may include provision of training, mentoring, reassignment of currently employed persons; or hiring or contracting of competent persons. The Organization shall evaluate the effectiveness of the actions taken.
- e. retain appropriate documented information as evidence of competence

7.3 Awareness

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

- a. the quality policy
- b. relevant quality objectives
- c. their contribution to the effectiveness of the quality management system, including the benefits of improved performance
- d. the implications of not conforming with the quality management system requirements.

7.4 Communication

The organization shall determine the internal and external communications relevant to the quality management system, including:

- a. on what it will communicate
- b. when to communicate
- c. with whom to communicate
- d. how to communicate
- e. who communicates

7.5 Documented Information

7.5.1 General

The company's Quality management system documentation shall include:

- a. Documented information as required by ISO 9001:2015
- b. Documented information determined by company as being necessary for the effectiveness of the Quality management system.

7.5.2 Creating and updating

When creating and updating documented information, the organization shall ensure appropriate:

- a. identification and description (e.g., title, date, author, or reference number)
- b. format (e.g., language, software version, graphics) and media (e.g., paper, electronic)
- c. review and approval for suitability and adequacy.

7.5.3 Control of documented information

7.5.3.1 Documented information required by the quality management system and by this International Standard shall be controlled to ensure:

- a. it is available and suitable for use, where and when it is needed
- b. it is adequately protected (e.g., from loss of confidentiality, improper use, or loss of integrity).

7.5.3.2 For the control of documented information, the organization shall address the following activities, as applicable:

- a. distribution, access, retrieval, and use
- b. storage and preservation, including preservation of legibility
- c. control of changes (e.g., version control)
- d. retention and disposition.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the quality management system shall be identified as appropriate and be controlled.

Documented information retained as evidence of conformity shall be protected from unintended alterations.

8.0 OPERATION

8.1 Operation Planning and Control

The organization shall plan, implement and control the processes needed to meet the requirements for the provision of services, and to implement the actions determined in Clause 6 planning clause by:

- a. Determining the requirements for the services
- b. Establishing criteria for the processes and the acceptance of services
- c. Determining the resources needed to achieve conformity to the service requirements
- d. Implementing control of the processes in accordance with the criteria
- e. Determining, maintaining, and retaining documented information to the extent necessary
 - to have confidence that the processes have been carried out as planned
 - to demonstrate the conformity of services to their requirements

The output of this planning shall be suitable for the organization's operations.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary

The organization shall ensure that outsourced processes are controlled.

8.2 Requirements for Products and Services

8.2.1 Customer Communication

The organization shall make proper arrangements for communication with customers such as:

- a. relating to service information
- b. inquiries, customer feedback, complaints through email, phone, visits, and other means of communication as may be needed
- c. handling or controlling customer property
- d. establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the requirements for products and services

When determining the requirements for the products and services to be offered to customers, the organization shall ensure that:

- a. the requirements for the products and services are defined, including:
 - any applicable statutory and regulatory requirements
 - those considered necessary by the organization
- b. the organization can meet the claims for the products and services it offers.

8.2.3 Review of the requirements for products and services

8.2.3.1 The organization shall ensure that it can meet the requirements for products and services to be offered to customers. The organization shall conduct a review before committing to supply products and services to a customer, to include:

- a. requirements specified by the customer, including the requirements for delivery and postdelivery activities
- b. requirements not stated by the customer, but necessary for the specified or intended use, when known
- c. requirements specified by the organization
- d. statutory and regulatory requirements applicable to the products and services
- e. contract or order requirements differing from those previously expressed.

The organization shall ensure that contract or order requirements differing from those previously defined are resolved.

The customer's requirements shall be confirmed by the organization before acceptance, when the customer does not provide a documented statement of their requirements.

8.2.3.2 The organization shall retain documented information, as applicable:

- a. on the results of the review
- b. on any new requirements for the products and services.

8.2.4 Changes to requirements for products and services

The organization shall ensure 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

8.3.1 General

The organization shall establish, implement and maintain a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and development planning

In determining the stages and controls for design and development, the organization shall consider:

- a. the nature, duration and complexity of the design and development activities
- b. the required process stages, including applicable design and development reviews
- c. the required design and development verification and validation activities
- d. the responsibilities and authorities involved in the design and development process
- e. the internal and external resource needs for the design and development of products and services
- f. the need to control interfaces between persons involved in the design and development process
- g. the need for involvement of customers and users in the design and development process
- h. the requirements for subsequent provision of products and services
- i. the level of control expected for the design and development process by customers and other relevant interested parties

- j. the documented information needed to demonstrate that design and development requirements have been met.

8.3.3 Design and development inputs

The organization shall determine the requirements essential for the specific types of products and services to be designed and developed. The organization shall consider:

- a. functional and performance requirements
- b. information derived from previous similar design and development activities
- c. statutory and regulatory requirements
- d. standards or codes of practice that the organization has committed to implement
- e. potential consequences of failure due to the nature of the products and services.

Inputs shall be adequate for design and development purposes, complete and unambiguous.

Conflicting design and development inputs shall be resolved.

The organization shall retain documented information on design and development inputs.

8.3.4 Design and development controls

The organization shall apply controls to the design and development process to ensure that:

- a. the results to be achieved are defined
- b. reviews are conducted to evaluate the ability of the results of design and development to meet requirements
- c. verification activities are conducted to ensure that the design and development outputs meet the input requirements
- d. validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use
- e. any necessary actions are taken on problems determined during the reviews, or verification and validation activities
- f. documented information of these activities is retained.

8.3.5 Design and development outputs

The organization shall ensure that design and development outputs:

- a. meet the input requirements
- b. are adequate for the subsequent processes for the provision of products and services
- c. include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria
- d. specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

The organization shall retain documented information on design and development outputs.

8.3.6 Design and development changes

The organization shall identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

The organization shall retain documented information on:

- a. design and development changes
- b. the results of reviews
- c. the authorization of the changes
- d. the actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

The organization shall ensure that externally provided processes, products and services conform to requirements.

The organization shall determine the controls to be applied to externally provided processes, products, and services when:

- a. products and services from external providers are intended for incorporation into the organization's own products and services
- b. products and services are provided directly to the customer(s) by external providers on behalf of the organization
- c. a process, or part of a process, is provided by an external provider as a result of a decision by the organization.

The organization shall determine and apply criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements. The organization shall retain documented information of these activities and any necessary actions arising from the evaluations.

8.4.2 Type and extent of control

The organization shall ensure that externally provided processes, products and services do not adversely affect the organization's ability to consistently deliver conforming products and services to its customers.

The organization shall:

- a. ensure that externally provided processes remain within the control of its quality management system
- b. define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output
- c. take into consideration:
 - the potential impact of the externally provided processes, products and services on the organization's ability to consistently meet customer and applicable statutory and regulatory requirements
 - the effectiveness of the controls applied by the external provider

- d. determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

8.4.3 Information for external providers

The organization shall ensure the adequacy of requirements prior to their communication to the external provider.

The organization shall communicate to external providers its requirements for:

- 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 providers' interactions with the organization
- e. control and monitoring of the external providers' performance to be applied by the organization
- f. verification or validation activities that the organization, or its customer, intends to perform at the external providers' premises.

8.5 Production and service provision

8.5.1 Control of production and service provision

The organization shall implement production and service provision under controlled conditions.

Controlled conditions shall include, as applicable:

- a. the availability of documented information that defines:
 - 1. the characteristics of the products to be produced, the services to be provided, or the activities to be performed
 - 2. the results to be achieved
- b. the availability and use of suitable monitoring and measuring resources
- c. the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met
- d. the use of suitable infrastructure and environment for the operation of processes
- e. the appointment of competent persons, including any required qualification
- f. 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
- g. the implementation of actions to prevent human error
- h. the implementation of release, delivery, and post-delivery activities.

8.5.2 Identification and traceability

The organization shall use suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

The organization shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

The organization shall control the unique identification of the outputs when traceability is a requirement and shall retain the documented information necessary to enable traceability.

8.5.3 Property belonging to customers or external providers

The organization shall exercise care with property belonging to customers or external providers while it is under the organization's control or being used by the organization.

The organization shall identify, verify, protect, and safeguard customers' or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the customer or external provider and retain documented information on what has occurred.

8.5.4 Preservation

The organization shall preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

8.5.5 Post-delivery activities

The organization shall meet requirements for post-delivery activities associated with the products and services.

In determining the extent of post-delivery activities that are required, the organization shall consider:

- a. statutory and regulatory requirements
- b. the potential undesired consequences associated with its products and services
- c. the nature, use and intended lifetime of its products and services
- d. customer requirements
- e. customer feedback.

8.5.6 Control of changes

The organization shall review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

The organization shall retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

8.6 Release of products and services

The organization shall implement planned arrangements, at appropriate stages, to verify that the product and service requirements have been met.

The release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

The organization shall retain documented information on the release of products and services. The documented information shall include:

- a. evidence of conformity with the acceptance criteria
- b. traceability to the person(s) authorizing the release.

8.7 Control of nonconforming outputs

8.7.1 The organization shall ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The organization shall take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconforming products and services detected after delivery of products, during or after the provision of services.

The organization shall deal with nonconforming outputs in one or more of the following ways:

- a. correction
- b. segregation, containment, return or suspension of provision of products and services
- c. informing the customer
- d. obtaining authorization for acceptance under concession.

Conformity to the requirements shall be verified when nonconforming outputs are corrected.

8.7.2 The organization shall retain documented information that:

- a. describes the nonconformity
- b. describes the actions taken
- c. describes any concessions obtained
- d. identifies the authority deciding the action in respect of the nonconformity.

9.0 PERFORMANCE EVALUATION

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The organization shall determine:

- a. what needs to be monitored and measured
- b. the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results
- c. when the monitoring and measuring shall be performed
- d. when the results from monitoring and measurement shall be analysed and evaluated.

The organization shall evaluate the performance and the effectiveness of the quality management system.

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

9.1.2 Customer satisfaction

The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring, and reviewing this information.

9.1.3 Analysis and evaluation

The organization shall analyze and evaluate appropriate data and information arising from monitoring and measurement.

The results of analysis shall be used to evaluate:

- a. conformity of products and services
- b. the degree of customer satisfaction
- c. the performance and effectiveness of the quality management system
- d. if planning has been implemented effectively
- e. the effectiveness of actions taken to address risks and opportunities
- f. the performance of external providers
- g. the need for improvements to the quality management system.

9.2 Internal audit

9.2.1 The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system:

- a. conforms to:
 - 1. the organization's own requirements for its quality management system
 - 2. the requirements of this International Standard
- b. is effectively implemented and maintained.

9.2.2 The organization shall:

- a. plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organization, and the results of previous audits
- b. define the audit criteria and scope for each audit
- c. select auditors and conduct audits to ensure objectivity and the impartiality of the audit process
- d. ensure that the results of the audits are reported to relevant management
- e. take appropriate correction and corrective actions without undue delay
- f. retain documented information as evidence of the implementation of the audit programme and the audit results.

9.3 Management review

9.3.1 General

Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the organization.

9.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a. the status of actions from previous management reviews
- b. changes in external and internal issues that are relevant to the quality management system
- c. information on the performance and effectiveness of the quality management system, including trends in:
 1. customer satisfaction and feedback from relevant interested parties
 2. the extent to which quality objectives have been met
 3. process performance and conformity of products and services
 4. nonconformities and corrective actions
 5. monitoring and measurement results
 6. audit results
 7. the performance of external providers
- d. the adequacy of resources
- e. the effectiveness of actions taken to address risks and opportunities (see 6.1)
- f. opportunities for improvement.

9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a. opportunities for improvement
- b. any need for changes to the quality management system
- c. resource needs.

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

10 IMPROVEMENT

10.1 General

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

These shall 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 quality management system.

10.2 Nonconformity and corrective action

10.2.1 When a nonconformity occurs, including any arising from complaints, the organization shall:

- a. react to the nonconformity and, as applicable:
 - 1. take action to control and correct it
 - 2. deal with the consequences
- b. evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - 1. reviewing and analyzing the nonconformity
 - 2. determining the causes of the nonconformity
 - 3. determining if similar nonconformities exist, or could potentially occur
- c. implement any action needed
- d. review the effectiveness of any corrective action taken
- e. update risks and opportunities determined during planning, if necessary
- f. make changes to the quality management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

10.2.2 The organization shall retain documented information as evidence of:

- a. the nature of the nonconformities and any subsequent actions taken
- b. the results of any corrective action.

10.3 Continual improvement

The organization shall continually improve the suitability, adequacy and effectiveness of the quality management system.

The organization shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.