4. Management Responsibility

4.1 Management Commitment

Management of TIEZA regards its QMS as a strategic path that will help in the continual improvement of its system. To this end, TIEZA management shall demonstrate leadership and commitment with respect to the QMS by:

a) taking accountability for the effectiveness of the quality management system;

b) ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organization;

c) ensuring the integration of the quality management system requirements into the organization's business processes;

d) promoting the use of the process approach and risk-based thinking;

e) Ensuring that the resources needed for the quality management system are available;

f) communicating the importance of effective quality management and of conforming to the quality management system requirements;

g) ensuring that the quality management system achieves its intended results;

h) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;

i) promoting improvement; and,

j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

4.2 Customer Focus

TIEZA's Top management shall demonstrate 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.

4.3 Quality Management System Planning

TIEZA's strategic and operational plans are the results of the annual corporate planning processes. This is the venue where the strategic thrusts of the TIEZA are defined, commitments are obtained, and resource requirements are determined. Corporate objectives and targets are set during Strategic Planning Activity, and specific quality objectives are defined during Operational Planning Activity and budget preparation. These are measured and analyzed through the Strategic Performance Management System (SPMS).

4.3.1 Actions to address risks and opportunities

When planning for the quality management system, the organization shall consider the issues in the context of the organization and the requirements of interested parties. In relation to this, TIEZA shall determine the risks and opportunities that need to be addressed to:

a) give assurance that the quality management system can achieve its intended result(s);
b) enhance desirable effects;
c) prevent, or reduce, undesired effects; and,
d) achieve improvement.

4.3.2 Quality objectives and planning to achieve them

TIEZA management shall establish documented quality objectives at relevant functions, levels and processes needed for the quality management system. The quality objectives shall be consistent with the quality policy, measurable, monitored and communicated. It shall take into account applicable

requirements that conform to products and services that will enhance customer satisfaction and shall be updated as appropriate.

When planning how to achieve its quality objectives, the TIEZA management shall determine what will be done, what resources will be required, who will be responsible, when it will be completed, and how the results will be evaluated.

4.3.3 Planning of changes

TIEZA determines the need for changes to the QMS in a planned manner. It shall consider the purpose of the changes and their potential consequences, integrity of the QMS, availability of resources, and allocation or reallocation of responsibilities and authorities.

4.4 Quality Policy

(a) General

TIEZA Management is committed to establish, implement and maintain a quality policy. This policy is appropriate to the purpose and context of the organization and supports its strategic directions. As such, the following policy statement for quality is established:

We at TIEZA, in the pursuit of our mandate and to align our organizational objectives with national goals, are fully committed to:

1. *Implement quality infrastructure and development projects to spur inclusive tourism growth.*
2. *Continually improve systems, processes and prudent management of travel tax, assets, tourism enterprise zones, infrastructure projects and other financial resources for the satisfaction of our stakeholders; address risks and maximize opportunities;*

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY

QUALITY MANUAL	Effectivity Date	2 4 NOV 2022
	Revision Level	3
Management Responsibility	Document Code	TIEZA.QM.4

3. *Enhance competencies, provide conducive environment for safe and productive work, and support employees engagement in quality management;*
4. *Comply with public policies and all statutory and regulatory requirements, and the requisites of the ISO 9001 Standards of Quality Management Systems; and*
5. *Review periodically the suitability of our quality policy to make it adaptive and resilient through the changing times.*

We affirm to adopt this policy as we uphold our corporate values of excellence, integrity, and innovation.

(b)   Policy Communication and Review

The documented policy shall be maintained, communicated and shall be available to all interested parties. Documented objectives, and key elements of TIEZA's QMS are discussed periodically to all employees. Additionally, QMS information is included in employee orientation, trainings, and meetings as appropriate.

The Management periodically reviews the policy statement and key system elements to ensure appropriateness, effectiveness, and continued suitability to the agency.

4.5   Organizational Roles, Responsibilities and Authorities

(a)   Responsibility and Authority

TIEZA management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization. They shall assign the responsibility and authority for:

a) ensuring that the quality management system conforms to the requirements of ISO 9001:2015;
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 (see 10.1), in particular to top management;

d) ensuring the promotion of customer focus throughout the organization; and,

e) ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

All employees are responsible for the quality of their work, as it contributes to the quality of TIEZA's products and services. Each process owner ensures that established policies and procedures are implemented and aligned with all applicable statutory and regulatory requirements and relevant standards.

(b)   The TIEZA ISO QMS Team

1. Top Management

The Top Management is composed of the Chief Operating Officer (COO) and all Assistant Chief Operating Officers (ACOO). They shall serve as members of the Management Committee (ManCom) as well.

The ManCom shall oversee the day-to-day operations, management, and implementation of Board-approved policies and programs. They shall ensure the sustainability of the standards and processes, meet regulatory guidelines, and ensure its continual improvement. Likewise, the ManCom shall perform the following:

a) Conducts regular strategic management reviews on corporate vision, mission, objectives, policies, performance scorecard, quality management system, program/activities/projects/plans, as well as on external and internal communications, and continual governance upgrading; and,

b) Deliberates, decides, recommends and acts accordingly on issues and/or matters concerning corporate policies, plans, programs, projects, and activities specifically related to the four (4) perspectives indicated under the Corporate Strategy Map (Socio-Eco Impact/Customer, Finance, Internal Process and Learning and Growth in accordance with the Performance Evaluation System (PES) of the GCG.

2. Quality Management Representative

The Quality Management Representative (QMR) may be designated by the Chief Operating Officer as his representative and shall be assisted by a Deputy QMR. The QMR has the defined authority for ensuring that the QMS is established, implemented, and maintained in accordance with the requirements of ISO 9001:2015 and shall be responsible for reporting to the Top Management the performance of the QMS for review and as a basis for continual improvement.

3. Deputy Quality Management Representative (DQMR)

The DQMR is responsible in assisting the QMR in the establishment, day-to-day implementation and maintenance of the QMS. This includes the following:
   a) Review of documents pertaining to QMS particularly the auditable ones;
   b) Manage the implementation of relevant management system policies, objectives, plans & programs, procedures, work instructions and guidelines. Ensure timely and adequate actions to management system nonconformities; and,
   c) Communicate the importance of effective quality management and of conforming to the QMS requirements to ensure that the QMS achieves its intended results.

4. Planning Team

The Planning Team, which shall be composed of the QMR, DQMR and Core Team Heads, shall ensure the following:

a) Review of the Quality Manual and Quality Policy, as necessary; and,
b) Preparation of the QMS Annual Plans and Budget.

5. Risk Management Committee

The Risk Management Committee shall:

a) Regularly review and update the Risk Management Plan/Procedure in coordination with all Sectors / Departments / Offices which will be the framework-guide in the efficient and effective conduct of risk management in the workplace;

b) Orchestrate the execution stages of a Risk Management System within the organization's corporate culture to adapt to principles of ISO 9001:2015, to include identification and treatment of risks as well as monitoring and evaluation of effectiveness of actions taken to address risks; and,

c) Ensure the cascading and adoption of risk-based approach in the processes of the Authority.

6. Documents and Records Control Team

The Documents and Records Control Team shall:

a) Ensure appropriate identification, description, format, and media of all documented information;

b) Control documented information to ensure its availability and suitability for use whenever needed;

c) Ensure protection from loss of confidentiality, improper use, and loss of integrity of these documented information; and,

d) Be responsible in the distribution, access, retrieval, use, storage, preservation, control of changes, retention, and disposition of all documented information.

d) Be responsible in the distribution, access, retrieval, use, storage, preservation, control of changes, retention, and disposition of all documented information.

7. Information, Training & Advocacy Team

The Information, Training & Advocacy Team shall:
a) Plan and coordinate effective deployment and efficient use of resources in line with training and advocacy activities of the QMS Core Team;
b) Plan and implement echoing/cascading training related sessions and activity on ISO 9001:2015;
c) Produce information, education and communication (IEC) materials to ensure awareness of employee;
d) Promote understanding, active participation, commitment, and cooperation on TIEZA's efforts towards the sustainment of QMS; and,
e) Ensure that organizational knowledge necessary for the operation of processes and to achieve conformity of products and services is determined and maintained.

8. Work Environment & Safety Team

The Work Environment & Safety Team shall ensure the provision and management of a conducive work environment for safety and productivity at work through the consistent implementation and monitoring of good housekeeping programs and guidelines and adherence to safety and health standards set by applicable regulations.

9. Internal Quality Audit Team

The Internal Quality Audit Team shall:
a) Determine conformity of the QMS to the planned arrangements and requirements of ISO 9001:2015;
b) Determine if the QMS is effectively implemented and maintained;

MASTER COPY

CONTROLLED COPY

DC Signature:

MASTER COPY

DISCLAIMER:
This document is not to be reproduced without permission; and is not to be discarded unless superseded by a revised issue. Document Control Procedure applies.

Page 8 of 11

c) Provide inputs to the management review regarding the results of the audit; and,

d) Keep track of the implementation of the corrective actions for non-conformities observed.

10. IQA Secretariat

The IQA Secretariat shall:

a) Provide technical and secretariat support to the IQA Team particularly on the audit planning, audit preparation, audit implementation, and audit reporting;

b) Plan and implement trainings for IQA Team members and potential auditors, including the procurement of Subject Matter Expert (SME) services in coordination with Information, Training & Advocacy Team;

c) Assist in ensuring proper coordination with auditees regarding the schedule of IQA;

d) Ensure that all corrective action plans for observed non-conformities are submitted by process owners; and,

e) Prepare reports for IQA-related meetings and activities, for submission to the QMR thru the QMS Secretariat.

11. Improvement, Sustainability & Innovation Team

The Improvement, Sustainability & Innovation Team shall:

a) Determine and select opportunities for improvement and monitor the implementation of necessary actions by process owners to meet customer requirements and enhance customer satisfaction;

b) Ensure continual improvement of the QMS, its suitability, adequacy, and effectiveness, based on results of analysis and evaluation; and,

c) Determine possible avenues to sustain the implementation of the QMS and innovative practices that can further enhance the system and ensure higher level of customer satisfaction.

12. QMS Secretariat

The QMS Secretariat shall:

a) Provide technical and secretariat support for the implementation of QMS except for the conduct of IQA;

b) Be responsible for the logistical requirements of all QMS activities except for IQA;

c) Coordinate with all QMS teams to ensure coherence of efforts towards the continued successful implementation of QMS;

d) Coordinate with the 3rd party certifying body regarding the details of the certification and/or surveillance audits, whichever is applicable for a given year;

e) Ensure proper coordination with auditees regarding the schedule of 3rd party audit;

f) Ensure that necessary corrective action plans for observed non-conformities are submitted by process owners before the deadline set by the 3rd party auditor;

g) Ensure the preparation of certification/surveillance audit results for reporting to the Management; and,

h) Prepare reports for QMS Core Team meetings and activities, as necessary.

4.6 Management Review

TIEZA's review of the established QMS is conducted by the Top Management through the ManCom at least once a year or whenever deemed necessary to ensure continuing suitability and effectiveness of the system in satisfying the requirements of clients and other stakeholders. The review shall cover the following agenda items as inputs:

- Status of actions from previous management reviews
- Changes in external and internal issues that are relevant to the Quality Management System

MASTER COPY
Date: 11/24/22
DC Signature:
MASTER COPY

CONTROLLED COPY

DISCLAIMER:
This document is not to be reproduced without permission; and is not to be discarded unless superseded by a revised issue. Document Control Procedure applies.

Page **10** of 11

- Information on the performance and effectiveness of the Quality Management System
  - Customer Satisfaction and feedback from relevant interested parties
  - Extent to which quality objectives have been met
  - Process performance and conformity of products and services
  - Internal Quality Audit Results
  - Nonconformities and Corrective Actions
  - Monitoring and Measurement Results
  - Performance of external providers
- Adequacy of Resources
- Effectiveness of actions taken to address risks and opportunities
- Opportunities for Improvement

The agenda of the management review is prepared by the QMR and distributed to the ManCom members, and all concerned. The output from management review includes any decisions and actions related to opportunities for improvement, any need for changes to the QMS, and resource needs.

Minutes and other documented information related to the conduct of the management review are recorded, kept, and maintained by the ManCom Secretariat.

Approved by:

MARK T. LAPID
Chief Operating Officer