	TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY		
	QUALITY MANUAL	Effectivity Date	SEP 02 2013
		Revision Level	0
	Measurement, Analysis and Improvement	Document Code	TIEZA.QM.7

7. Measurement, Analysis and Improvement

7.1 General

TIEZA plans and implements the monitoring, measurement, analysis, and improvement processes needed to demonstrate conformity to services and product requirements, to ensure conformity to the QMS and continually improve the system in its capability in attaining the desired results.

7.2 Monitoring and Measurement

(a) Client Satisfaction


TIEZA closely monitors information provided by clients in its processes to determine whether it has met client requirements. Such information is gathered by means of survey forms, interviews, meetings, and complaints. Client satisfaction objective and target is reflected in the scorecard.

TIEZA has established benchmarks for performance, based on the standards required by its clients together with industry standards, and has implemented a balanced scorecard process for measuring performance and analysis of results on a periodic basis.

(b) Internal Audit


TIEZA has established and maintains a documented procedure to ensure that all elements and components pertaining to the quality management system are audited in order to determine whether the various elements within the QMS are effective in achieving stated objectives.

Audit plans are prepared to indicate the areas to be audited including the basis for such audit. Audits are scheduled on the basis of the status and

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	TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY		
	QUALITY MANUAL	Effectivity Date	SEP 02 2013
		Revision Level	0
	Measurement, Analysis and Improvement	Document Code	TIEZA.QM.7

importance of activity being performed. Special audits are performed if the need arises.

Areas and/or activities which are subject for audit may include but not limited to the organizational structure, administrative and operational procedures, equipment and tools, material sources, work areas, processes, documentation, reports, and report safekeeping.

All audits are conducted by qualified, competent personnel. Qualifications of the auditors required by TIEZA's QMS are:

- they must be independent of the area being audited
- College graduate
- Must have training on auditing ISO 9001
- Possesses good communication skills
- With sound judgment


Audit findings and conclusions are submitted for correction and corrective actions by appropriate personnel. The report includes specific conformance and non-conformance found with basis for such non-conformance. Suggestions for corrective and/or preventive actions may be included but not a requirement.

(c) Monitoring and Measurement of Processes

TIEZA has established benchmarks for performance, based on the standards required by its clients together with industry standards, and has implemented a balanced scorecard process for measuring performance and analysis of results on a periodic basis.

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	TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY		
	QUALITY MANUAL	Effectivity Date	SEP 02 2013
		Revision Level	0
	Measurement, Analysis and Improvement	Document Code	TIEZA.QM.7

Also, TIEZA uses its internal audit procedure to monitor the QMS processes. Using this setup, TIEZA is able to demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and/or corrective action are taken.

(d) Monitoring and Measurement of Products and Services

TIEZA performs checking and inspection process, done at appropriate stages of the process, to monitor and measure the characteristics of the product and service and to ensure that quality requirements are met. The release of products and services shall proceed only after planned arrangements have been completed satisfactorily.

7.3 Control of Nonconforming Product and Service

TIEZA's checking and inspection process ensures that product or service which does not conform to requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure is established to define the controls and related responsibilities and authorities for dealing with nonconforming product and service.


Where applicable, TIEZA deals with nonconforming product by one or more of the following ways:

- (a) by taking correction action to eliminate the detected nonconformity;
- (b) by authorizing its use, release or acceptance by a relevant authority, and where applicable, by the client;
- (c) by taking action to stop its intended original use or application;
- (d) by taking action appropriate to the effects, or potential effects, of the nonconformity when nonconformity is detected after delivery or use has started.

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	TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY		
	QUALITY MANUAL	Effectivity Date	SEP 02 2013
		Revision Level	0
	Measurement, Analysis and Improvement	Document Code	TIEZA.QM.7

When nonconformity is corrected, TIEZA performs re-verification to demonstrate conformity to the requirements.

7.4 Analysis of Data

TIEZA collects and analyses data to demonstrate the suitability and effectiveness of the QMS and to evaluate where continual improvement of the effectiveness of the QMS can be made. This includes data gathered from monitoring and measurement of customer satisfaction including complaints, process performance as reflected in the scorecard, performance of outsourced processes, and other sources.

7.5 Improvement

(a) Continual Improvement

TIEZA strives to continually improve the effectiveness of the QMS through the use of the quality management system policy and objectives, audit results, analysis of data, corrective and preventive actions, and conduct of management review.

(b) Corrective Action


A documented procedure is established and maintained to ensure that corrections are made to nonconformities found. The procedure also provides a system for determining the cause/s of nonconformities and implementing appropriate corrective actions to ensure that nonconformities will not recur.

(c) Preventive Action

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	TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY		
	QUALITY MANUAL	Effectivity Date	SEP 02 2013
		Revision Level	0
	Measurement, Analysis and Improvement	Document Code	TIEZA.QM.7

A documented procedure is established and maintained to determine potential nonconformities and their cause/s and implementing appropriate preventive actions to ensure that nonconformities do not occur.

Approved by:



MARK T. LAPID

Chief Operating Officer



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