

**PHILIPPINE FISHERIES DEVELOPMENT  
AUTHORITY**

**QUALITY MANAGEMENT  
SYSTEM (QMS) MANUAL**

**ZFPC-QM-001**




**ORIGINAL COPY**

	<b>PHILIPPINE FISHERIES DEVELOPMENT AUTHORITY ZAMBOANGA FISH PORT COMPLEX</b>	<b>Version No. :</b>	<b>1</b>
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## **1. INTRODUCTION**

### **1.1 BACKGROUND**

The Quality Management System (QMS) Manual of the Philippine Fisheries Development Authority (PFDA) - Zamboanga Fish Port Complex (ZFPC) defines and clarifies policies, systems, and procedures adopted to implement and continuously improve the port's quality management system.

The QMS Manual, together with other pertinent documents, aims to:

- 1.1.1 Describe the basic elements of the PFDA-ZFPC Quality Management System (QMS) and serve as a reference in its implementation and continual improvement;
- 1.1.2 Inform PFDA-ZFPC's internal and external stakeholders of the agency's QMS and enable them to implement and observe the quality system that is being maintained at the port; and
- 1.1.3 Serve as a reference and guide for all employees and make them familiar with and appreciate the PFDA-ZFPC QMS.

### **1.2 APPLICATION**

The application of the PFDA-ZFPC QMS is limited to the harbor and market operational processes as well as the related management and support processes, in the Zamboanga Fish Port Complex (ZFPC) located at Brgy. Sangali, Zamboanga City.

### **1.3 EXCLUSION**

The PFDA-ZFPC Quality Management System excludes the following ISO 9001 requirements:

- 1.3.1 Design and Development of Products and Services (Clause 8.3) given that the Zamboanga Fish Port Complex is mainly engaged in the implementation and construction of port infrastructure. The infrastructure design and development function is carried out by the PFDA Central Office through the Technical Services Department.

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1.3.2 Measurement Traceability (clause 7.1.5.2) Temperature gauge and Salinometer are used as reference to measure temperature and salinity level, respectively. Measurement of temperature is monitored through the *data logger* and temperature gauge. Further, ZFPC performs a yearly third party calibration of the *data logger* and *gauges*. Cold Storage rooms are divided into cubicles.

## 1.4 CUSTODIANSHIP

The approved and signed copy of the PFDA-ZFPC Quality Management System Manual shall be under the custodianship of the Office of the Port Manager (OPM). The OPM shall provide hard copies of the approved QMS Manual to all authorized copyholders. It shall also be responsible for updating the QMS Manual to incorporate all amendments as recommended by the ZFPC-QMS Team and approved by the PFDA General Manager. The OPM shall likewise advise all ZFPC divisions/units, through a memorandum, of all approved amendments.

## 1.5 DEFINITION OF TERMS AND ABBREVIATIONS/ACRONYMS USED


The terms and definitions in ISO 9001:2008 shall apply for the purpose of this Manual. In addition, the following terms and definitions are applicable:

### 1.5.1 Definition of Terms


1.5.1.1 **Accreditation Fee** – a fee collected from any individual, corporation, association, or proprietorship with the intention to have business inside the port, and will be applied also to foreign fishing vessels with the intention to call port at ZFPC

1.5.1.2 **Berthing, Repair, Unloading and Loading (BRUL) Form** – a form used in the recording and computation of all fees, charges and dues such as berthing, repair, unloading of fish cargo, and loading of food and vessel provisions, to be paid by a foreign fishing vessel or local non-fishing vessel and for using the facilities of ZFPC before the issuance of a departure clearance

1.5.1.3 **BRUL Log Book** – a log book wherein the volume of unloaded fish cargo and loaded vessel provisions by the Foreign Fishing Vessel are recorded

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- 1.5.1.4 **Cash Clerk** – a regular ZFPC employee designated and authorized to collect payment at the Cash Section (ZFPC Admin. Building) and Toll Booth (Entrance Gate)
- 1.5.1.5 **Desk Log Book** – which records Notices of Arrival (NOAs) of incoming vessels reported to the HMOD Officer, and maintained as a reference in case a black-out occurs, to determine whether a vessel has a pre-arrival notice
- 1.5.1.6 **Division Chief** – an officer in charge of the supervision of the harbor and market operations of ZFPC
- 1.5.1.7 **Entrance Fee Ticket** – a form used in the collection of entrance fee from any vehicle entering the port
- 1.5.1.8 **Entrance Gate** – point of entry of all overland vehicles and port clients
- 1.5.1.9 **Electronic Harbor and Market Operations Division (eHMOD)** – a program designed for the automation/computerization of harbor and market operations transactions.
- 1.5.1.10 **Electronic Notice of Arrival (eNOA)** – a program designed for paperless vessel notification of arrival by clients/transshipment agents through the use of web applications or the internet.
- 1.5.1.11 **Fishery Market Operations Officer II (FMOO II)** – a unique plantilla position of the Harbor and Market Operations Division (HMOD) designated as Market Inspector tasked to assist in the designation of areas of assignment.
- 1.5.1.12 **Fishery Market Operations Officer III (FMOO III)** – a unique plantilla position of Harbor and Market Operations Division who assigns and supervises HMOD personnel in their areas of assignment.

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1.5.1.13 **Fishery Market Operations Supervisor I** – a unique plantilla position of the Harbor and Market Operations Division who is designated and authorized to oversee and coordinate harbor and market operations.

1.5.1.14 **Fish Unloading Tally Sheet** – a form used by the HMOD staff during fish unloading to record fish volume per kilogram, species and price.

1.5.1.15 **Foreign Boat Loading/Unloading Permit** – a permit issued to foreign vessels for loading and unloading of cargo.

1.5.1.16 **Foreign Fishing Vessels** - Fishing vessels registered in countries other than the Philippines.

1.5.1.17 **HMOD Desk Officer** – harbor and market operations personnel assigned as desk officer on duty at the clearing desk, granting arrival clearances for arriving vessels and departure clearances for departing vessels.


1.5.1.18 **HMOD Officer** – harbor and market operations field personnel, normally a Harbor Master, who assigns berthing areas, informs the vessel Captain regarding harbor rules, and supervises the movement of vessels within the berthing and anchorage areas. He/she also monitors the other activities of vessels such as repairs, unloading of fish cargo and loading of vessel provisions inside the port.

1.5.1.19 **Parking Fee Ticket** – a fee collected from the parking of vehicles inside the ZFPC.

1.5.1.20 **Permit to Conduct Business** – a permit issued to any individual, corporation, association or proprietorship to conduct business inside the port.

1.5.1.21 **Point of Payment** – automated issuance of Official Receipt

1.5.1.22 **Port Entry Fee** – a fee collected from the local vessels with 3 GRT and above upon entry at the port

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1.5.1.23 **Special Collecting Officer** - ZFPC personnel designated and authorized to collect payments for ZFPC schedule of fees which include all harbor and market related fees.


1.5.1.24 **Vessel Logbook** – records of the actual time of arrival and departure of the local and foreign vessels.

1.5.1.25 **Roll Book** – submitted by the Captain/ Transshipment Agents/duly authorized representative to the HMOD for stamping of actual time of arrival and actual time of departure of the vessel, both local and foreign.

## 1.5.2 Abbreviations and Acronyms Used in This Manual

1.5.2.1	AF	- Accreditation Fee
1.5.2.2	AFSD	- Administrative and Finance Services Division
1.5.2.3	AVSEU	- Aviation Security Unit
1.5.2.4	BFAR	- Bureau of Fisheries and Aquatic Resources
1.5.2.5	BOC	- Bureau of Customs
1.5.2.6	BI	- Bureau of Immigration
1.5.2.7	BRUL	- Berthing, Repair, Unloading, Loading
1.5.2.8	ZFPC	- Zamboanga Fish Port Complex
1.5.2.9	e-HMOD	- Electronic Harbor and Market Operations Division
1.5.2.10	e-NOA	- Electronic Notice of Arrival
1.5.2.11	ETA	- Expected Time of Arrival
1.5.2.12	ETD	- Expected Time of Departure
1.5.2.13	FSEMU	- Food Safety and Environmental Management Unit
1.5.2.14	FUI	- Fish Unloading Invoice
1.5.2.15	GRT	- Gross Registered Tonnage
1.5.2.16	HACCP	- Hazard Analysis Critical Control Point
1.5.2.17	HMOD	- Harbor and Market Operations Division
1.5.2.18	IPCR	- Individual Performance Commitment Reviews
1.5.2.19	IUUF	- Illegal, Unreported, Unregulated Fishing



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- 1.5.2.20 ISO - International Organization for Standardization
- 1.5.2.21 JO/CoS - Job Order/Contract of Service
- 1.5.2.22 NAP - National Archives of the Philippines
- 1.5.2.23 NOA - Notice of Arrival
- 1.5.2.24 OCM - Outward Cargo Manifest
- 1.5.2.25 OP - Order of Payment
- 1.5.2.26 PCG - Philippine Coast Guard
- 1.5.2.27 PMP - Philippine Maritime Police
- 1.5.2.28 PMRD - Port Maintenance and Refrigeration Division
- 1.5.2.29 PMT - Performance Management Team
- 1.5.2.30 PFDA - Philippine Fisheries Development Authority
- 1.5.2.31 PTCB - Permit to Conduct Business
- 1.5.2.32 RBAC - Regional Bids and Awards Committee
- 1.5.2.33 SPMS - Strategic Performance Management System


## 2. **PFDA PROFILE**

### 2.1 **BRIEF HISTORY**

The Philippine fishing industry was experiencing an annual production growth rate of 5.5% at the national level prior to the creation of PFDA in 1976. This accomplishment, however, spawned marketing problems due to an inadequate fish marketing infrastructure, poor fish handling practices, a chaotic system of distribution, and limited post-harvest processing technology. Immense losses from spoilage, fish quality deterioration, slow rate of fish dispatch, and price instability were the results of these problems.

To address and provide solutions for the aforesaid post-harvest predicaments of the fishing industry, Presidential Decree 977, creating the Philippine Fish Marketing Authority (PFMA), was promulgated on August 11, 1976.

Furthermore, Executive Order No. 772 was issued on February 8, 1982 (amending PD 977) to pursue the national economic development goals with renewed dedication and greater determination. By virtue of EO 772, the PFMA was renamed as the Philippine Fisheries Development Authority (PFDA) with expanded functions and powers and a corresponding revision in the composition of the Board of Directors.

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## 2.2 MANDATE

The Philippine Fisheries Development Authority is the government agency mandated to strengthen the government's developmental thrusts in fisheries through a program that would balance production ventures with adequate post-harvest support facilities.

The agency is vested with powers and responsibilities of promoting growth in the fishing industry and improving efficiency in the handling, preserving, marketing, and distribution of fish and fishery products. These objectives are carried out through the establishment and administration of fish ports, fish markets, and other infrastructure necessary for the continuing advancement of the fishing industry.

The establishment of PFDA signaled the thrust of the government towards the provision of a modern organizational and marketing framework that will effectively supplement current and future infrastructure development programs in the fishing industry.

In the forty-two (42) years that the PFDA has been pursuing developmental projects in the fisheries sector, the Authority has made headways in attaining its objectives and fulfilling its mandate. It continuously responds to the needs of the sector for post-harvest facilities and services through the following core programs:


- a. Regional Fish Ports Program
- b. Municipal Fish Ports Program
- c. Ice Plants and Cold Storages Program

## 2.3 VISION

By 2020, PFDA should have provided sustainable post-harvest infrastructure and facilities that effectively enhance competitiveness in the fisheries sector in the other parts of the country.

## 2.4 MISSION

- 2.4.1 Establish, operate, and maintain fishery post-harvest infrastructure and facilities as well as provide relevant market information and related services;

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2.4.2 Conduct operations prudently by providing viability and financial growth to ensure the continuous improvement of port facilities and delivery of service; and,

2.4.3 Satisfy stakeholders' business requirements with timely and quality service.

## 2.5 CORE VALUES


The PFDA encourages employee commitment and aligns its various programs along the following core values:

- Outstanding Service
- Unity of Purpose
- Responsiveness to the needs of our stakeholders
- Professionalism and Integrity in our actions
- Financial Stewardship/Stability
- Dedication to work and commitment
- Adherence to excellence in corporate governance

## 2.6 CORE PROGRAMS OF PFDA-ZFPC

Being a developmental government institution, the Zamboanga Fish Port Complex, under the PFDA, performs the supportive role of providing the fishing industry with a nationally integrated fishery infrastructure through its strong institutional linkages. The port offers its vital services to the industry through the following:

- 2.6.1 Management, operation, and development of the ZFPC;
- 2.6.2 Lease of commercial and industrial areas within the fish port complex;
- 2.6.3 Conduct of training on Good Manufacturing Practices and other related programs;
- 2.6.4 Monitoring, compilation, and dissemination of fishery statistics and information necessary in the conduct of business activities and policy formulation;
- 2.6.5 Expansion of client base and enhancement of the customers service satisfaction.

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The agency conducts a customer satisfaction survey to gather inputs necessary in developing the quality of service offered to the ZFPC customers. A customer feedback mechanism has been established specifically in the frontline service/transaction desks located at HMOD counter, the Cashier counter, and the Toll Booth/gate counter.

In addition, the following provisions have been considered to ensure the effective and improved delivery of service to the ZFPC customers:


- a. Improvement of Port facilities specifically through features (e.g., ramps, handrails, etc.) that address the requirements of persons with disabilities (PWDs), senior citizens, and other individuals with special needs
- b. Coordination with the PNP – Maritime Group, Philippine Coast Guard and security and police assistance – which includes posting of hotlines and regular updating of contact persons and numbers with other government agencies
- c. Implementation of food safety and sanitation programs through the Food Safety and Environmental Management Unit (FSEMU), focusing on the proper enforcement of food safety and other pertinent port rules and regulations (e.g., garbage segregation, hygiene and sanitation, orderliness, and other concerns)

The PFDA-ZFPC commits itself to the attainment of a high level of customer satisfaction while fulfilling its other corporate objectives of increasing revenue sources to achieve sustainable income growth and ensuring efficiency both in the utilization of post-harvest facilities and in the implementation of projects.

## 2.7 FACILITIES

Zamboanga Fish Port Complex (ZFPC) is situated in a 12.5 hectare reclaimed land in Barangay Sangali, Zamboanga City, about 28 kilometers or forty five (45) minutes travel time from the heart of the city. Its exact location is 7°40' North Latitude and 122°12' East Longitude which is at the eastern side of the tip of the Zamboanga Peninsula.


The Port is geographically bounded on the north by the highlands of Zamboanga Peninsula, east by Sibuguey bay, south by Basilan Strait and west by Sulu Sea. The city of Zamboanga is approximately 1 hour & 15 minutes via direct flight away to and from Manila.

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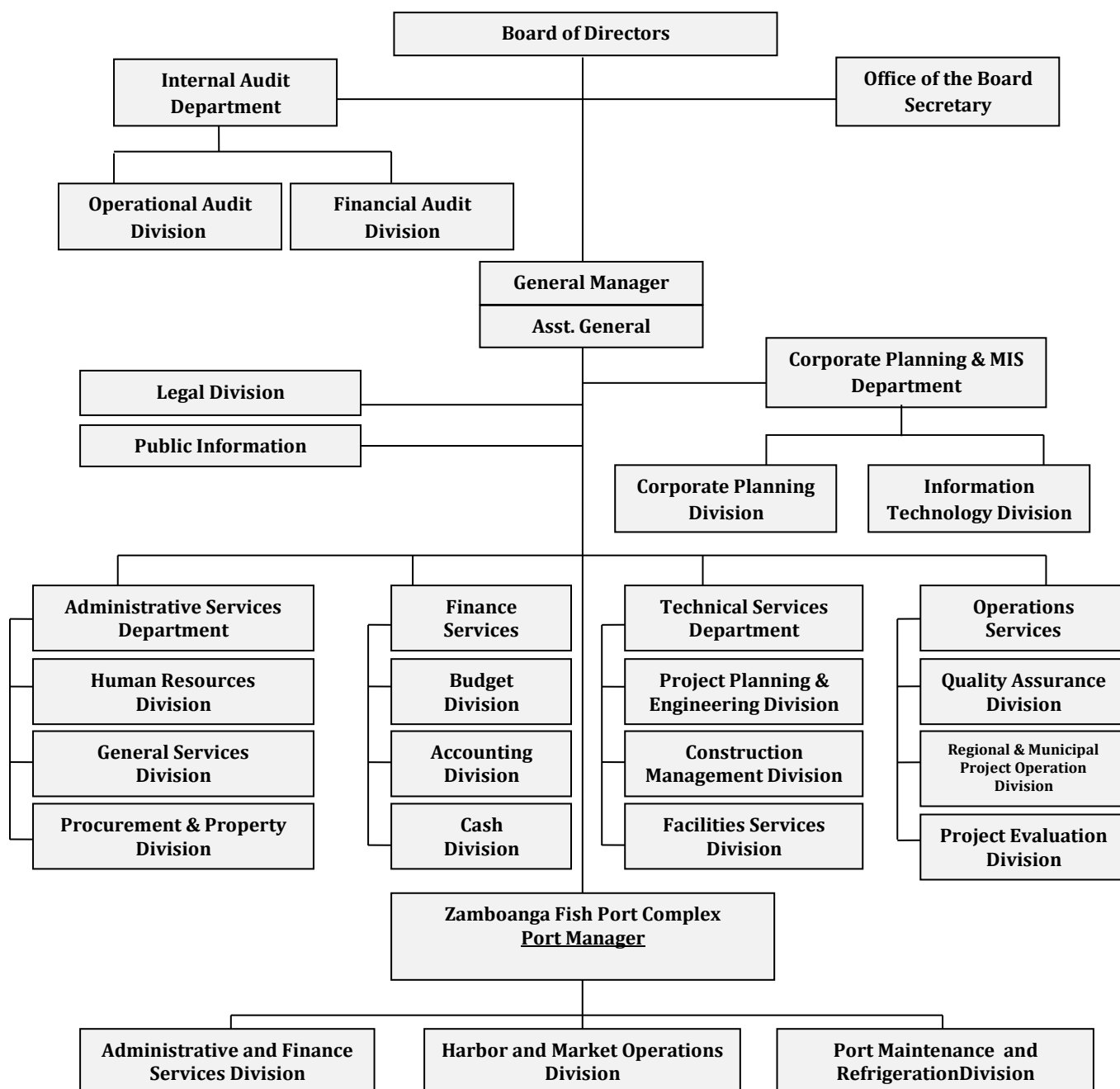
ZFPC is the second fish port complex completed under the nationwide fishing port package 1 financed by the Japanese Government through the Overseas Economic Cooperation Fund. The establishment of Zamboanga Fish Port Complex in the Western Mindanao provided the fishing industry in the region with a systematized fish unloading, marketing and distribution system. It also supplemented current and future infrastructure development programs that support the integration of the fishing industry nationwide


Following are ZFPC's various facilities:

- a. Harbor Basin and Berthing Facilities
- b. Market Hall (on-going rehabilitation)
- c. ZFPC Administration Building and ZFPC Staff House
- d. Ice Making Plant (35MT)
- e. Contact Freezers
- f. Cold Storages
- g. Multi-Purpose Pier (160 x 18 linear meter) (on-going rehabilitation)
- h. Slipway (Privately Operated)
- i. Ship Repair Facilities (privately operated)
- j. 100 ft x 80MT High Fresh Water Elevated Tank
- k. 2-units, 600MT Underground Fresh Water Reservoir
- l. 2-unit 600MT/day Deep Well Fresh Water Source (ground water)
- m. Water Supply System
- n. Parking Areas
- o. Road Networks and Pavements
- p. Entrance/Exit Gate, Toll Booth & Guard House
- q. Waste Water Treatment Plant
- r. Waste Collection Facility
- s. Perimeter Fence
- t. Drainage System
- u. Public Toilets
- v. Food Service Area (Privately operated)

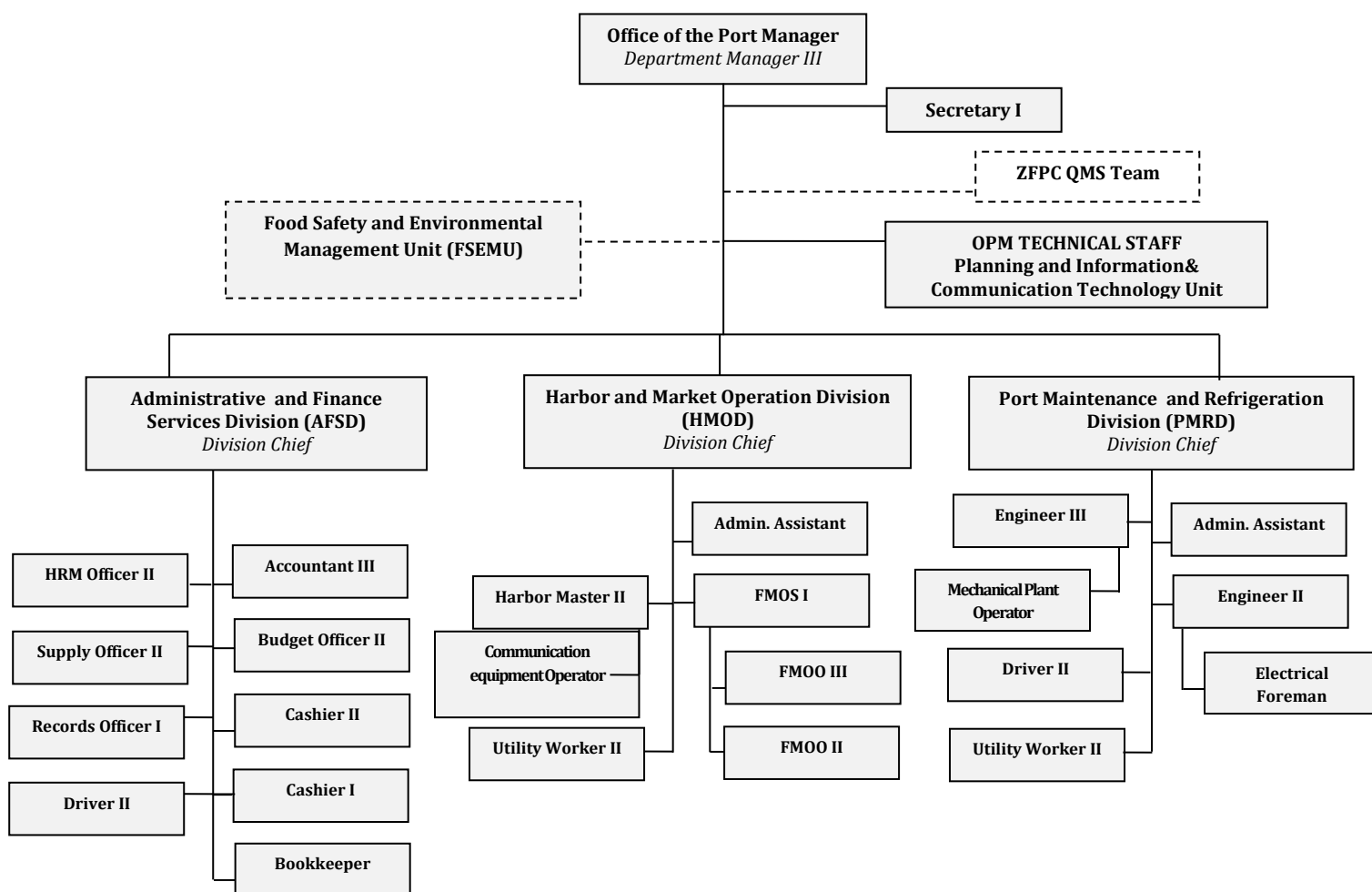
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## 2.8 ORGANIZATIONAL STRUCTURE



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**Figure 1. PFDA-ZFPC Functional Table of Organization**




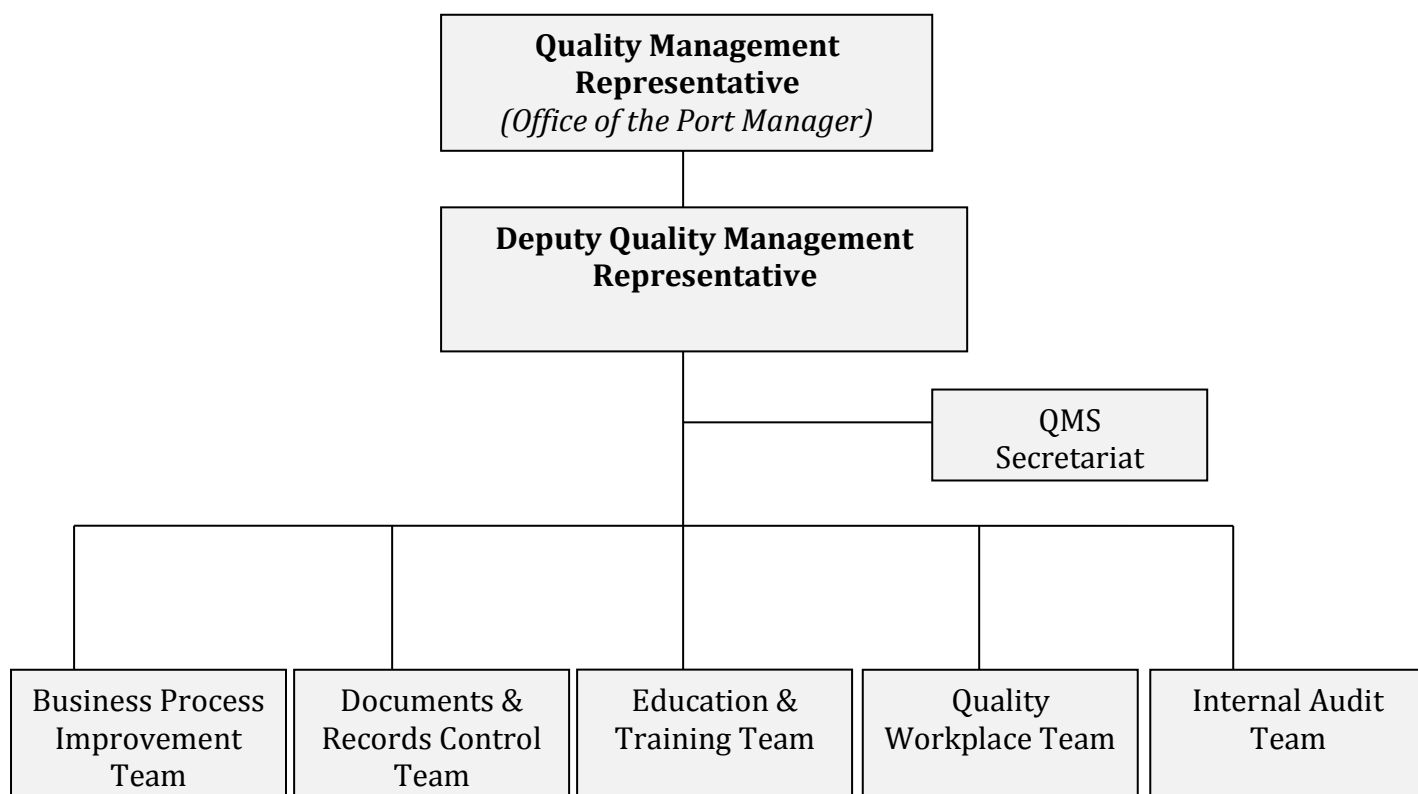

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Figure 2. ZFPC Quality Management System Structure





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### **3. KEY RESPONSIBILITIES AND AUTHORITIES**

#### **3.1. GENERAL MANAGEMENT AND RELATED FUNCTIONS**

##### **3.1.1 Board of Directors**


- a. Provides the overall policy and strategic direction of the Corporation in implementing the plans and programs
- b. Approves the annual and supplementary budgets
- c. Organizes, reorganizes and determines the Authority's staffing pattern
- d. Appoints the General Manager and Assistant General Manager
- e. Performs other functions which are explicitly provided in the PFDA Charter

##### **3.1.1.1 Internal Audit Department**

- a. Determines the adequacy and effectiveness of the agency's internal control system and the quality of unit performance in carrying out assigned responsibilities in the conduct of operations and special programs/projects and delivery of services
- b. Informs and advises the Audit Committee/BOD regarding internal audit-related concerns and requirements
- c. Formulates and recommends financial, administrative, operations and special program audit policies, guidelines, systems and procedures in accordance with existing government rules and regulations

##### **3.1.1.2 Office of the Board Secretary**

- a. Plans, schedules, organizes and facilitates the conduct of meetings of the BOD
- b. Prepares the agenda for the BOD meetings regarding all matters and cases submitted for approval/decision
- c. Prepares the minutes of BOD meetings, including resolutions passed, decisions made, and directives/instructions issued

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- d. Coordinates the transmittal of BOD decisions, issuances and instructions to the PFDA units, officials and employees concerned, and monitors the implementation of appropriate action on such directives
- e. Organizes and maintains the records of the BOD (minutes, resolutions, etc.), and furnishes the Board with supplemental information as may be required in their deliberations on corporate policies and directions
- f. Coordinates with concerned units and staff regarding the implications and effects of BOD decisions vis-à-vis unit and corporate performance

### 3.1.2 General Manager

- a. Responsible for the overall management of the Corporation
- b. Implements and enforces the policies, programs, guidelines, standards, decisions, rules and regulations prescribed by the Board
- c. Submits to the Board policies, plans and programs as may be deemed necessary to carry out the agency's mandate
- d. Determines the need to undertake studies and researches pertaining to the fishing industry and the operations of PFDA
- e. Appoints, dismisses, promotes and transfers/reassigns personnel below the rank of the Assistant General Manager
- f. Submits periodic and special reports to the Board of Directors

### 3.1.3 Assistant General Manager

- a. Assists the General Manager in the implementation and enforcement of policies, programs, rules/regulations and directives prescribed by the Board of Directors
- b. Assists in managing the day-to-day affairs of the agency, specifically in the monitoring of port operations
- c. Provides general direction in the evaluation of employee performance and other personnel-related actions as well as in major procurement and infrastructure-related activities

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### 3.1.4 Corporate Planning and Management Information Services Department

- a. Formulates and recommends the agency's Strategic Plan and Master Plan
- b. Coordinates the preparation of annual unit work plans to ensure synchronized plans of action toward the attainment of corporate goals
- c. Monitors and evaluates corporate performance and results of operations vis-à-vis planned targets and prepares corresponding performance evaluation reports
- d. Informs and advises top management regarding the strategic directions and corporate planning concerns
- e. Renders technical assistance to the organic units on work plan requirements and related matters
- f. Undertakes economic and market-related studies and researches necessary to enhance agency operations and services
- g. Prepares project proposals and related documents for fund sourcing purposes
- h. Undertakes overall planning, implementation and supervision of all IT-related activities under the agency's Integrated Information Systems Development Plan
- i. Provides and recommends applicable and necessary computer operating systems to ensure timely and accurate collection, compilation, and storage of information and pertinent data
- j. Develops and maintains the agency's network for the internet and intranet connection among all units

## 3.2. CORE PROGRAMS

### 3.2.1 Technical Services Department

- a. Formulates and recommends policies, systems and techniques for the effective implementation of developmental projects and the repair, rehabilitation and improvement of existing facilities and utilities
- b. Prepares preliminary appraisal and feasibility studies regarding proposals on infrastructure projects proposed for implementation
- c. Prepares, reviews and validates engineering, architectural and technical plans for proposed infrastructure projects

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- d. Supervises, monitors and evaluates the construction, rehabilitation, and repair activities undertaken by private contractors or by internal engineering units (by administration) relative to approved capital outlay projects
- e. Renders technical assistance to operating units on matters involving technical plan preparation and related concerns
- f. Prepares the annual work plans in coordination with other units for inclusion in the over-all expenditure programs of the Corporation

### 3.2.2 Operations Services Department

- a. Develops standard operating systems and procedures for the efficient and effective operation of regional and municipal projects
- b. Provides technical assistance to local government units in the pre-operational requirements and activities for newly-constructed fish port projects and other fishery post-harvest facilities
- c. Spearheads the institutionalization of the principles of Good Hygiene Practice and Sanitation Standard Operating Procedures (GHP/SSOP) in the ports and project operations through the formulation and implementation of pertinent internal policies and implementing guidelines
- d. Conducts and evaluates studies to determine the effectiveness of project implementation and identify necessary measures to enhance agency operations
- e. Acts as a central coordinating unit with other government agencies, private sector entities, and international institutions on concerns pertaining to fish port operating systems/procedures and GHP/SSOP compliance in fish ports, fish landings and other fishery post-harvest projects under the administrative jurisdiction of PFDA

### 3.2.3 Office of the Port Manager, Zamboanga Fish Port Complex


- a. Oversees, monitors, controls and evaluates port operations and ensures proper compliance with existing laws and duly prescribed policies, rules and regulations in the conduct of port operations;
- b. Reviews and recommends short-/long-range port development plans/programs, annual port operating budgets, personnel actions, lease contracts, and other port concerns requiring top management/BOD/approval;

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- c. Implements, monitors and evaluates quality assurance-related systems, procedures and requirements in all areas of port operation (i.e., GMP/SSOP/FSEMU and food safety compliance, etc.);
- d. Implements ICT system, marketing/promotion and communication plans, and accreditation system for port clients, and recommends corresponding enhancement on the implementation of these programs as may be necessary;
- e. Submits regular and special reports on port operations, pertinent statistics/data and related matters as may be required by top management;
- f. Performs other related functions as may be required by top management.

### 3.3.1 Harbor and Market Operations Division

- a. Enforces existing laws and duly prescribed policies, rules and regulations in the conduct of harbor and market operations, particularly with regard to quality assurance, cleanliness and safety in the harbor and market areas (i.e., compliance with GMP/SSOP/ FSEMU), and the requirements re. International Ship and Port Security (ISPS);
- b. Supervises and monitors harbor operations consisting of the following:
  - i. Berthing and unloading space allocation of fishing vessels
  - ii. Cargo inspection
  - iii. Monitoring of transshipment activities and loading of wharfages (FV provisions) and conveyances (ice, water, fuel)
  - iv. Monitoring of activities and related and related services at the net mending areas, food court, and adjacent harbor premises
  - v. Assessment of wharfage, conveyance, berthing, and other harbor fees and charges (boat repairs, water, power, etc.)
  - vi. Operation of equipment and machinery in the conduct of harbor operations
- c. Supervises and monitors market operations consisting of the following:


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- i. Monitoring of fish unloading, buyer/seller operation, utilization of market facilities and conduct of transshipment activities;
- ii. Assessment of fish unloading and transshipment fees, buyer/seller fees and other market fees and charges (power, water, etc.)
- d. Evaluates and recommends harbor and market clients/participants applying for accreditation;
- e. Conducts studies and formulates/recommends implementing guidelines, policies and programs to improve the delivery of harbor and market services;
- f. Conducts necessary training re. GMP/SSOP/FSEMU compliance for harbor and market clients/participants;
- g. Submits regular and special reports, recommendations and pertinent statistics/data on harbor and market operations and related matters as may be required by the Port Manager;
- h. Performs other related functions as may be required by the Port Manager.

### **3.3. SUPPORT OPERATIONS GROUP**

#### **3.3.1 Administrative Services Department (Central Office)**

- a. Develops and administers efficient operating systems on human resources development and management, records management, general services, procurement, and property management
- b. Recommends policies, guidelines, procedures and methodologies on general administrative matters and informs and advises top management on administrative concerns
- c. Renders technical assistance to the organic units on matters involving general administrative requirements

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### 3.3.2 Finance Services Department (Central Office)

- a. Undertakes financial management and control activities covering the areas of financial planning/forecasting, corporate accounting, treasury and general custodianship of corporate financial assets
- b. Formulates, recommends and implements financial management programs, policies and systems
- c. Ensures the sound management of corporate funds/resources through proper and systematic planning and control, accurate accounting, and fair and timely presentation of corporate results of operations and financial conditions
- d. Informs and advises top management and renders technical assistance to the organic units regarding financial concerns
- e. Oversees the implementation of the annual corporate operating budget and analyzes financial performance based on prescribed policies and guidelines

### 3.3.3 Administrative and Finance Services Division (Zamboanga Fish Port Complex)

- a. Implements economical, efficient and effective systems for human resource development and management, property and procurement management, records management, and related administrative/general services covering the following areas:


#### i. HR Development and Management

- A. Leave administration
- B. Compensation and employee database management
- C. Training and Staff Development
- D. Manpower Review
- E. Staffing and personnel records administration
- F. Personnel systems implementation (SPMS, SPP, PRAISE, etc.)

#### ii. Property and Procurement Management

- A. Inventory/disposal of physical assets
- B. Procurement (canvassing, processing, etc.)
- C. Asset management (insurance, storekeeping, distribution, etc.)
- D. Property/supply database management



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E. Bidding activities and documentation


**iii. Records Management**

- A. Document/file storage, retrieval and disposal system
- B. Liaison services

**iv. General Support Services**


- A. Review of gasoline allocation, staff house utilization and related concerns
  - B. Utility services supervision (janitorial and security services)
  - C. Support services (reproduction, transport, etc.)
- b. Undertakes major finance-related activities as follows:
    - i. Financial plan preparation, financial analysis and evaluation
    - ii. Budget preparation, verification and control
    - iii. General accounting and financial report/statement preparation
    - iv. Cash management and cashiering functions
    - v. Assessment of port fees and charges derived from port operations
  - c. Ensures proper compliance with existing laws and duly prescribed policies, rules and regulations pertaining to the aforementioned concerns re. administrative and finance services (i.e., issuances from OP, DBM, DA, COA, CSC and other authorities);
  - d. Conducts studies and formulates/recommends implementing guidelines, policies and programs to improve the delivery of administrative and finance services;
  - e. Provides administrative support/assistance and secretariat services in the deliberations and activities of the Personnel Affairs Committee (i.e., PSB, PMT, PDC, GC, PRAISE Comm., etc.) and the Regional Bids and Awards Committee (RBAC);
  - f. Submits regular and special reports, recommendations, and pertinent statistics/data on all administrative concerns and related matters as may be required by the port manager;
  - g. Performs other related functions as may be required by the Port Manager.



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### 3.3.4 Port Maintenance and Refrigeration Division

- a. Enforces existing laws and duly prescribed policies, rules and regulations in the conduct of port maintenance and refrigeration operations, particularly with regard to quality assurance, cleanliness and safety (compliance with GMP/SSOP/ FSEMU) and environmental concerns such as waste water/solid waste management, air/water pollution control, etc.;
- b. Supervises and monitors refrigeration and port maintenance operations consisting of the following:
  - i. Implementation of pertinent programs to ensure the maximum utilization of refrigeration facilities, the adequacy of logistics for refrigeration operations and port maintenance, and the general upkeep and satisfactory condition of the port industrial estate, refrigeration plan and other facilities:
    - a) Preventive maintenance
    - b) Energy conservation
    - c) Quality assurance
    - d) Port environment enhancement
    - e) Repair and rehabilitation works
  - ii. Efficient programming and scheduling of refrigeration operations and maintenance works
  - iii. Operation of machines and equipment in the Conduct of refrigeration and port maintenance operations;
  - iv. Assessment of refrigeration fees and charges (Power, water, etc.)
  - v. Evaluation of refrigeration clients/ participants applying for accreditation;
- c. Conducts studies and formulates/recommends implementing guidelines, policies, programs and operating system enhancements to improve the delivery of refrigeration and port maintenance operations;
- d. Conducts necessary training re. GMP/SSOP/ FSEMU compliance for refrigeration clients/ participants;
- e. Submits regular and special reports, recommendations and pertinent statistics/data on all areas of operation and related matters as may be required by the Port Manager;

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- f. Monitors and renders technical assistance in the management/operation of satellite projects in the region;
- g. Performs other related functions as may be required by the Port Manager

### **3.4. ZFPC QUALITY MANAGEMENT SYSTEM (QMS) TEAM**

#### **3.4.1 Quality Management Representative**


- a. Determines the quality policy of PFDA-ZFPC and ensures that the said policy is observed
- b. Establishes quality objectives for relevant functions within the organization
- c. Ensures the availability of resources needed in the implementation of the PFDA-ZFPC Quality Management System
- d. Maintains a Public Assistance and Complaints Desk pursuant to RA 9485 or the Anti-Red Tape Act of 2007, and ensures that appropriate decisions and actions will be undertaken by the Port Manager within thirty (30) days from receipt of complaints from port clients and the general public

#### **3.4.2 Deputy Quality Management Representative**

- a. Ensures that the processes provided for in the ZFPC-QMS are effectively implemented and maintained
- b. Reports to top management on the performance of the ZFPC-QMS Team and submits recommendations for the enhancement of the PFDA-ZFPC QMS
- c. Ensures the promotion of awareness of customer requirements and the corresponding processes throughout the organization
- d. Liaises with external parties on matters relating to the quality management system

#### **3.4.3 Business Process Improvement Team**


- a. Defines and develops the vital processes for ZFPC
  - i. Identifies customers and determines their requirements
  - ii. Determines quality objectives, measures and targets

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- iii. Determines and develops the activities needed to fulfill the requirements and achieve quality objectives
  - iv. Develops quality guidelines, standards and plans
  - v. Develops and maintains process documentation
- b. Undertakes improvement projects on the business processes
  - i. Gathers pertinent data and information relating to customer feedback and satisfaction, process performance, audit results, and supplier performance
  - ii. Reviews process performance and identifies opportunities for improvement
  - iii. Determines the root causes of performance gaps
  - iv. Develops process improvements and solutions to identified performance gaps
  - v. Facilitates the pilot implementation of improvements/solutions
  - vi. Monitors the impact of improvements/solutions on process performance and customer satisfaction
  - vii. Standardizes and documents process improvements
  - viii. Facilitates the roll-out and full implementation of process improvements/solutions
- c. Reports to the QMR/DQMR on the status of development and improvement projects
- d. Periodically monitors and reviews process performance and makes the necessary recommendations for the consideration of the process owner; assists the process owner in taking corrective and/or preventive action, as needed
- e. Provides inputs to the Education and Training Team in the planning and conduct of orientation sessions (to cascade process improvements), training courses, awareness programs, and promotion campaigns.
- f. Acts as Technical Expert and provides assistance to the Internal Quality Audit Team during audits, as needed.

#### 3.4.4 Documents and Records Control Team

- a. Ensures that changes and the current revision status of documents are identified, and the unintended use of obsolete documents is prevented

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- b. Ensures that records are controlled through established means for identification, storage, protection, retrieval, retention and disposition

#### **3.4.5 Education and Training Team**


- a. Develops and implements the training and education programs and activities to promote awareness and understanding of quality management principles, requirements and applications
- b. Consolidates the recommendations of unit heads regarding the training needs of their respective staff members as basis in the planning for necessary HR interventions to achieve performance objectives and to improve quality of service rendered

#### **3.4.6 Quality Workplace Team**

- a. Implements a Housekeeping Program to ensure that the quality objectives for the maintenance office and port premises are met
- b. Coordinates and monitors the implementation of the ZFPC Housekeeping Program
- c. Conducts trainings and orientation sessions on the Housekeeping Program and related concerns in coordination with the Education and Training Team and the ZFPC – Admin. and Finance Service Division
- d. Conducts periodic housekeeping audits

#### **3.4.7 Internal Quality Audit Team**

- a. Establishes, documents, and maintains the procedures for the PFDA-ZFPC's Internal Quality Audit (IQA)
- b. Defines the system for the planning, preparation, execution, follow-up, and reporting of IQA activities to determine whether:
  - i. The processes conform to the planned arrangements, standard audit criteria and requirements, and the pertinent provisions of the PFDA-ZFPC QMS; and,
  - ii. The QMS is effectively implemented and maintained.

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#### 3.4.8 QMS Team Secretariat

- a. Coordinates the conduct of QMS-related activities such as trainings, documentation and audits, and provides necessary logistical support in said activities
- b. Records and maintains the Minutes of the Management Review sessions,
- c. Provides the results of the Management Review to the QMR for proper reporting to the PFDA Top Management

## 4. **CONTEXT OF THE ORGANIZATION AND QUALITY MANAGEMENT SYSTEM**


### 4.1. **CONTEXT OF THE ORGANIZATION**

The PFDA-ZFPC recognizes that the overall effectiveness of the QMS depends on a thorough understanding of the organization's internal and external issues. These issues are determined through a comprehensive analysis of the strengths, weaknesses, opportunities and threats that can affect the organization's ability to achieve the intended results of the QMS (i.e., SWOT analysis).

The identified strategies are used for subsequent QMS planning covering the review of the quality policy, objectives, organizational structure and procedures. These strategies aim to enhance the organization's ability to meet all intended results such as enhanced customer satisfaction, legal compliance, and the service realization of the organization.


### 4.2. **NEEDS AND EXPECTATIONS OF INTERESTED PARTIES**

The PFDA-ZFPC also recognizes that the needs and expectations of interested parties are of prime importance to its ability to achieve the intended results described above. As such, the organization monitors the requirements of all interested parties through a SWOT analysis, the results of which serve as inputs to the design of the QMS through risk and opportunity strategies (Annex 1).

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**Table 1: Needs and Expectations of Customers vis-a-vis  
Risks and Opportunities**

INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES
PFDA Top Management	Fulfillment of performance commitments	<p>O - Enhancement and upgrading of organizational capabilities</p> <ul style="list-style-type: none"> <li>- Possible allocation of major infrastructure projects</li> <li>- Availment of incentives</li> </ul> <p>R - Non-attainment of performance targets</p> <ul style="list-style-type: none"> <li>- Lack/loss of opportunity to improve</li> <li>- Diminishing relevance amid changes in the fishing industry requirements</li> </ul>
Port Clients/Customers HMOD - commercial fishing vessel operators - municipal banca operators - non-fishing vessel operators - fish traders - fish buyers - transshipment agents Industrial Lessees Commercial Lessees	<ul style="list-style-type: none"> <li>• Enforcement of ZFPC rules and regulations</li> <li>• Provision of efficient services</li> <li>• Adequate infrastructure and facilities</li> </ul>	<p>O - Employment</p> <ul style="list-style-type: none"> <li>- Improved fish handling procedures</li> <li>- Improved collection efficiency</li> <li>- More investment opportunities</li> </ul> <p>R - Loss of client confidence and support</p> <ul style="list-style-type: none"> <li>- Increase in accounts receivables</li> <li>- High maintenance cost of fish port facilities</li> <li>- Non-attainment of financial targets</li> <li>- Transfer of other businesses to other fish markets/ locations</li> </ul>
Government Agencies - Zamboanga City Government - BFAR - PNP Maritime Group - PNP District Office - OSAC Agencies - DENR - Philippine Coast Guard	Compliance with statutory requirements	<p>O - Cooperation and good working relations</p> <ul style="list-style-type: none"> <li>- Physical and financial Support</li> </ul> <p>R - Notice of violations, penalties and other sanctions (administrative, financial and legal)</p>
External Service Providers Suppliers Contractors	<ul style="list-style-type: none"> <li>• Clear contracts and scope of work</li> <li>• Good working relationship</li> </ul>	<p>O - Continued partnership</p> <p>R - Non-compliance of service providers, suppliers and contractors with legal requirements</p>

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INTERESTED PARTIES	REQUIREMENTS	RISKS AND OPPORTUNITIES
Employees	Thorough understanding of customer needs and expectations; quality policy and objectives; and work processes and requirements in assigned unit, among others	<p>O – Clearly defined PFDA core values which include Outstanding Service, Responsiveness to the Needs of Stakeholders, and Dedication to Work/Commitment</p> <p>R – Employee turnover due to retirement/resignation with no corresponding succession plan or career pathing</p>

### 4.3. PROCESS MODEL

The PFDA-ZFPC has established the business process model for Harbor and Market Operations (Figure 4) and its application throughout the organization. It has also determined the standard measures and controls to ensure the effectiveness of the plans, programs, and process monitoring and evaluation procedures. Moreover, the PFDA-ZFPC guarantees the availability of resources and information to ably conduct the necessary action to achieve planned results and continual improvement of these processes.

In formulating its plans and programs for the delivery of quality services, the PFDA-ZFPC has taken into consideration the internal and external issues, the fulfillment of the needs and expectations of interested parties, and the need to ensure customer satisfaction.

The harbor and market processes and all the appurtenant components are in a continuous feedback loop with PFDA-ZFPC's management and support processes, prompting constant improvement. Each stage in the harbor and market processes consists of sub-activities that may be undertaken to meet the requirements of the subsequent activities. The start and end of the stages may overlap depending upon the nature of the process scope and the requirements of customers. The monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether the PFDA-ZFPC has effectively met the customers' needs.




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Figure 4 below shows the PFDA-ZFPC Business Process for Harbor and Market Operations.

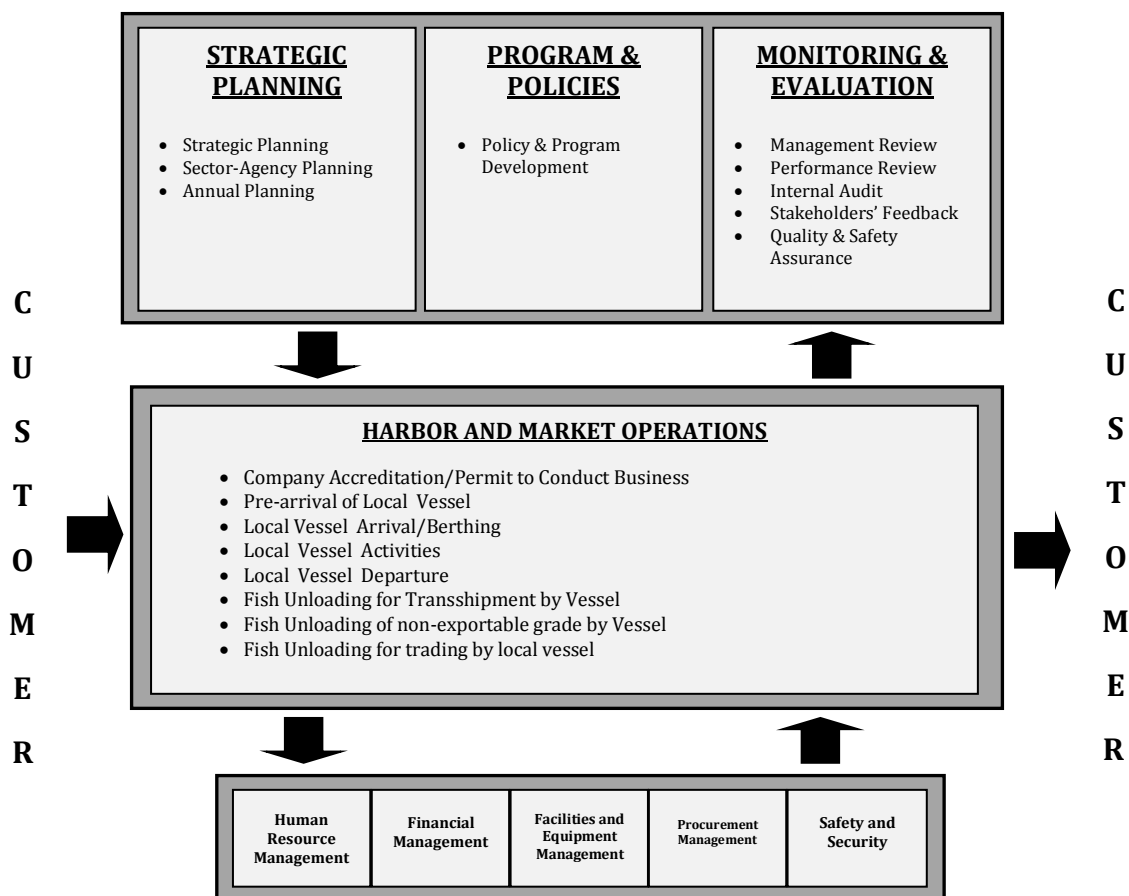



Figure 4. PFDA - ZFPC Business Process for Harbor and Market Operations

#### 4.4. HARBOR AND MARKET OPERATIONS

The Harbor and Market Operations Division (HMOD) is principally concerned with the proper and maximum utilization of ZFPC shoreline and offshore facilities such as the harbor basin anchorage area and quays. The main facilities are the quayside fish unloading facility and the market hall. The quayside facility is utilized for the unloading of main bulk of fish delivered into ZFPC by fish carrier vessels, while fish deliveries by municipal fishing boats are unloaded at the concrete landing quay. Fishing companies and fishing vessels are fully aware of the harbor and market facilities and services being managed by the ZFPC.



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The HMOD personnel with unique plantilla positions such as Fishery Market Operations Supervisor, Fishery Market Operations Officers, and Fishery Market Operations Assistant, are responsible for overseeing and monitoring the fish unloading and buyer/seller operations, as well as the utilization of market facilities and conduct of transshipment activities at the designated unloading and trading areas within the market hall of the Zamboanga Fish Port Complex. The business processes for market operations are as follows:

- A. Fish Unloading for Transshipment by vessel
- B. Fish Unloading of Non-exportable Grade by Vessel
- C. Fish Unloading for Trading by Local Vessel


The market operations personnel issue Fish Unloading Market Transshipment Report (FUMTR) to the vessel operator/fish trader/representative to acknowledge receipt of payment made for fish unloaded. For statistical purposes and consolidation of market transaction reports, eHMOD, a window-based system developed by ZFPC, shall be used to capture the unloading of fish, wharfage fees, buyer/seller fees, and other related fees of the HMOD.

## 5. **LEADERSHIP**

### 5.1. **MANAGEMENT COMMITMENT**

The PFDA-ZFPC Management considers its Quality Management System (QMS) as a strategic asset that will help in the continual improvement of its overall performance. To this end, it commits to undertake the following:

- 5.1.1 Assume accountability for the effectiveness of the quality management system;
- 5.1.2 Ensure that the quality policy and quality objectives established for the QMS are compatible with the context and strategic direction of the organization;
- 5.1.3 Ensure the proper integration of the QMS requirements into the PFDA-ZFPC's business processes;
- 5.1.4 the use of the process approach and risk-based thinking,
- 5.1.5 Ensure that the resources needed for the QMS implementation are available;
- 5.1.6 Communicate the importance of effective quality management and the benefits in conforming to the QMS requirements;
- 5.1.7 Ensure that the PFDA-ZFPC QMS achieves its intended results;

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- 5.1.8 Engage, direct and support persons who contribute to the effectiveness of the QMS;
- 5.1.9 Promote and encourage improvements in the QMS; and,
- 5.1.10 Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

## 5.2. CUSTOMER FOCUS

The principal objective of the QMS is to enhance customer satisfaction with service delivery. The key to achieving high customer satisfaction is an accurate determination and understanding of customer requirements and an effective verification process to determine whether the requirements are met.

## 5.3. QUALITY POLICY


The Zamboanga Fish Port Complex (ZFPC), is among the Regional Fish Port of the Philippine Fisheries Development Authority (PFDA), which commit to provide quality harbor and market operation services in order to deliver the highest customer satisfaction and will continually improve the effectiveness of its Quality Management System in accordance with the requirements of ISO 9001:2015 standard.

## 6. PLANNING

### 6.1. GENERAL REQUIREMENTS

QMS planning is performed in order to meet the requirements of Sub-Sections 4.1 and 4.2 of the QMS Manual and to establish the basis for the design of the QMS. The key activities for the QMS planning shall include: (a) a review of the Mission, Vision and Quality Policy statements; (b) a review of the objectives, targets, plans, and programs; and (c) the creation/revision of procedures, as appropriate, among others. The QMS planning shall follow after the Strategic Plan has been established by the organization.

To ensure that the changes in the PFDA-ZFPC QMS are carried out in a planned and systematic manner, proposed changes brought about by the above strategies shall follow the requirements of the Procedure for Document Control.

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## 6.2. QUALITY OBJECTIVES AND TARGETS

The PFDA-ZFPC Management ensures that the quality objectives and targets, including those needed to meet requirements for the delivery of quality service, are established at relevant functions and levels within the organization. These are measured and analyzed in an Office Performance Commitment and Review (OPCR) Form. In general, the success indicators set forth in the OPCR focus on the following commitments of the organization:

- 6.2.1 Create a positive and good working relationship with PFDA-ZFPC customers through the satisfactory delivery of services in the harbor and market operations;
- 6.2.2 Strengthen organizational capabilities through the automation of harbor and market transactions;
- 6.2.3 Provide prompt and efficient harbor and market services 24/7; and,
- 6.2.4 Continually improve the PFDA-ZFPC QMS based on customer feedback.

## 6.3. PLANNING OF CHANGES


QMS Planning shall be performed as soon as new strategies in terms of policies, projects, innovations or organizational changes have been implemented in the fish port. Planning shall include discussions on resource mobilization and the determination of action plans for any identified risks associated with the strategies.

Moreover, planning shall include determining necessary changes in the organization's QMS which may include the quality policy, quality objectives and relevant provisions of the documented procedures.

## 7. SUPPORT

### 7.1. PROVISION OF RESOURCES

The PFDA-ZFPC management determines and commits to allocate a budget for the resources needed to implement, maintain and continually improve the effectiveness of its QMS and enhance customer satisfaction by meeting and exceeding customers' needs.

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## 7.2. HUMAN RESOURCE MANAGEMENT


The agency's human resources are considered its greatest assets. To ensure that the staff are equipped with the necessary knowledge, skills and competencies in performing their functions, the Administrative Services Department (ASD) has established and continually enhances programs and procedures that support employees in terms of opportunities for relevant training and experience. The ASD, in coordination with the concerned organic units (like the ZFPC) and their respective HR units, carry out the following functions and maintain pertinent records for ready reference:

- 7.2.1 Determine the capability building needs of employees performing work affecting service quality, specifically in terms of ensuring customer satisfaction
- 7.2.2 Organize seminars, training courses, and other human resource (HR)/learning and development (L&D) interventions to meet the identified capability-building needs
- 7.2.3 Evaluate the effectiveness of HR/L&D interventions
- 7.2.4 Orient employees on their roles and responsibilities towards the effective and efficient attainment of service delivery objectives
- 7.2.5 Facilitate the placement of qualified employees to meet the staffing requirements in the conduct of port operations

The PFDA-ZFPC commits itself to providing employees with the proper training to enable them to upgrade their knowledge, technical and behavioral skills, and managerial acumen in pursuing activities related to the quality system. It recognizes that the employees' behavior, work attitudes, and performance have direct impact on the quality of services provided.

Learning and development activities include both formal and informal modes such as seminars/workshops, training courses, coaching, on-the-job training, and job rotation. The Education and Training Team may also conduct orientation and cascading sessions as may be deemed necessary.

Recruitment and screening activities are based on the education, eligibility, training, experience, and competency requirements of positions to be filled. The processing of employment applications is based on the recommendations of the division/unit heads upon completion of the conduct of interviews, qualifying and practical examinations, and other necessary validation activities (including structured background investigations).

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The recruitment process and screening activities are handled by the ZFPC-Administrative and Finance Services Division based on the standard operating procedures in filling up vacant positions as provided in the Policies and Guidelines in the Evaluation of Candidates for Appointment and other Appointment-Related Matters (per PFDA Office Order No. 8, s. 2012) and the 2017 Omnibus Rules on Appointments and Other Human Resource Actions issued by the Civil Service Commission. The ZFPC-Personnel Selection Board formulates the evaluation criteria and conducts panel interviews for a systematic and fair assessment of the candidates' work performance, education and training qualifications, work experiences, and potential.

The ZFPC recognizes the importance of an effective employee performance management system in the attainment of its strategic objectives. To provide a more thorough and meaningful basis in assessing employee performance vis-à-vis the agency's corporate thrust, programs and projects, the ZFPC implements the CSC-approved PFDA Strategic Performance Management System (SPMS) which is expected to redound to a deeper appreciation of employees' actual contributions towards the realization of the agency's strategic goals.

Annual performance evaluation is undertaken by the ZFPC unit heads on an individual employee basis using the Individual Performance Commitment and Review (IPCR) forms which are validated by the ZFPC Performance Management Team (PMT) based on the performance criteria and rating scale as provided in the PFDA-SPMS.

The ZFPC-AFSD/HR Section maintains appropriate records of academic qualifications, training, and other credentials of ZFPC employees in the 201 files which are properly stored and maintained in the unit's records room.

Through job outsourcing, ZFPC engages the services of job order/contract of service (JO/CoS) personnel to address urgent staffing requirements during peak fishing season and/or instances when additional support to operations and general administrative services is required. The education, training and experience requirements are based on the approved PFDA Standardization of JO/CoS Position Titles and Monthly Salary Rates. Applicants undergo a pre-employment exam and interviews. Performance evaluation is conducted by the unit heads concerned prior to the expiration of the service contracts of job order personnel to serve as a basis in contract renewal/extension.

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### 7.3. INFRASTRUCTURE AND WORK ENVIRONMENT

It is the policy of the PFDA-ZFPC to determine, provide, and maintain the facilities and infrastructure needed to deliver services required by the port customers and stakeholders. These include the workstations, training/conference facilities and equipment, meeting rooms, customer receiving and waiting areas, transportation service, computer and internet/intranet facilities, project management, database, and other software, storage facilities for supplies and records, communications facilities, restrooms, pantry, and other areas for auxiliary services such as photocopying and parking.

The ZFPC engages the services of private service providers for security and janitorial services for the maintenance and general upkeep of the workplace and port facilities. This involves the conduct of public bidding activities handled by the ZFPC-Regional Bids and Awards Committee (ZFPC-RBAC). The bidding procedure is in accordance with Republic Act 9184 (Government Procurement Reform Act) and its Revised Implementing Rules and Regulations.

The following concerns are considered in the provision and maintenance of a suitable work environment at the Zamboanga Fish Port Complex:

- a. Social factors (e.g., pleasant, non-discriminatory, and non-confrontational layout, design and provisions)
- b. Psychological factors (e.g., stress-reducing, calming effect, and provides burnout prevention, security and safety)
- c. Physical factors (e.g., accessibility, right temperature and ventilation, lighting provision, hygiene, controlled humidity and noise level)


In particular, the following are implemented to maintain a conducive workplace that ensures the well-being and safety of ZFPC employees and port customers alike:

- a. ZFPC Housekeeping Program
- b. Gender and Development (GAD) Program
- c. ZFPC Citizens' Charter in compliance with Republic Act No. 9485 (Anti Red Tape Act of 2007) which clarifies the frontline service requirements that will ensure cordial and favorable interactions with port clients and stakeholders

### 7.4. COMMUNICATION

- 7.4.1 The PFDA-ZFPC Management is responsible for communicating QMS information, including its status and effectiveness, within



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the organization. This is achieved through meetings, memoranda, emails, or any appropriate means.


7.4.2 The QMR and DQMR ensure that the customer requirements and concerns are properly communicated to all employees and stakeholders.

7.4.3 The QMR and DQMR promote awareness and appreciation of the quality policy, disseminate information on the progress and effectiveness of QMS performance vis-à-vis customer satisfaction, and communicate appropriate changes in the QMS.

7.4.4 The QMS shall be cascaded to all levels in the organization through various means identified below:

**Table 2: Internal Communication Matrix**

<b>Needed Information</b>	<b>Target Audience(s)</b>	<b>Delivery Method</b>	<b>Delivery Frequency</b>	<b>Units Responsible</b>
1. Meaning of QMS and its benefits and importance to PFDA-ZFPC	Central Office and Regional Fish Port officials and employees	<ul style="list-style-type: none"> <li>Briefings</li> <li>Meetings</li> <li>Reminders during the flag ceremony</li> <li>Capacity Building Activities</li> <li>Reading Materials</li> </ul>	As the need arises or if there are updates or new developments on the QMS	PFDA-ZFPC QMS Team
2. PFDA-ZFPC Quality Policy and Objectives	All PFDA-ZFPC officials and employees	<ul style="list-style-type: none"> <li>Provide all ZFPC employees a copy (in ID form) of the ZFPC Quality Policy and Objectives</li> <li>Recitation of Quality Policy and Objectives during the flag ceremony</li> <li>Reading Materials</li> </ul>	During the flag ceremony (Mondays)	PFDA-ZFPC QMS Team
3. Roles, duties and responsibilities of officials and employees to attain QM objectives	All PFDA-ZFPC officials and employees	<ul style="list-style-type: none"> <li>Orientation/briefings</li> <li>Staff Meetings</li> <li>Reminders during the flag ceremony</li> <li>Capacity Building Activities</li> <li>Reading Materials</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>PFDA-ZFPC QMS Team</li> <li>Education and Training Team</li> <li>ZFPC unit/division heads</li> </ul>
4. ZFPC Harbor and Market Standard Operating Procedures	Staff members of the HMOD and employees from other units	<ul style="list-style-type: none"> <li>Briefing</li> <li>Meetings</li> <li>Capacity Building Activities</li> <li>Reading Materials</li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>PFDA-ZFPC QMS Team</li> <li>HMOD Head</li> </ul>


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5. Customer relations and frontline service delivery	ZFPC Frontline service employees	<ul style="list-style-type: none"> <li>In-house training</li> <li>Off-house training</li> </ul>	Subject to availability of resource persons and off-house course offerings	Education and Training Team
6. Handling complaints and feedback	ZFPC frontline service employees	<ul style="list-style-type: none"> <li>Orientation</li> <li>Training</li> <li>QMS Manual</li> <li>One-on-One discussions</li> <li>Meetings</li> <li>Instructional Materials</li> </ul>	After the approval of the QMS	<ul style="list-style-type: none"> <li>PFDA-ZFPC QMS Team</li> <li>ZFPC unit/division heads</li> </ul>
7. Support, resources and assistance needed in the implementation of QMS	PFDA Top Management	<ul style="list-style-type: none"> <li>Meetings</li> <li>Memoranda</li> <li></li> </ul>	After the approval of the revised QMS Manual	<ul style="list-style-type: none"> <li>ZFPC Port Management</li> <li>ZFPC QMS Team</li> </ul>
8. Customer feedback re. service delivery	ZFPC-OPM	<ul style="list-style-type: none"> <li>Customer feedback reports</li> </ul>	Bi-monthly	<ul style="list-style-type: none"> <li>ZFPC-AFSD and other units where customer feedback and complaints are collected</li> </ul>

**Table 3. External Communication Matrix**

NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
1. Process flows and requirements (Citizen's Charter)	ZFPC Customers	<ul style="list-style-type: none"> <li>Movable and fixed signages</li> <li>Audio Visual Presentation</li> <li>Public Assistance and Complaints Desk</li> </ul>	Daily	<ul style="list-style-type: none"> <li>ZFPC-OPM and AFSD</li> </ul>
1. Lease contract provisions	ZFPC Customers	<ul style="list-style-type: none"> <li>Meetings</li> <li>Focus Group Discussions</li> <li>Approved Contracts of Lease</li> </ul>	Annual and as the need arises	<ul style="list-style-type: none"> <li>ZFPC-OPM, HMOD</li> <li>ZFPC Contract Committee</li> </ul>
2. Financial policies and regulations (PFDA Office Orders)	ZFPC Customers	<ul style="list-style-type: none"> <li>Billing Invoices</li> <li>Letters</li> <li>Account Reconciliation Meetings</li> </ul>	Monthly and as the need arises	<ul style="list-style-type: none"> <li>ZFPC-OPM and AFSD</li> </ul>
3. Port Rules and Regulations (PFDA Board Resolutions)	ZFPC Customers	<ul style="list-style-type: none"> <li>Consultations</li> <li>Dialogues</li> <li>Focus Group Discussions</li> <li>NUOCAs</li> <li>IEC Materials</li> <li>Letters and Notices</li> </ul>	Annual and as the need arises	<ul style="list-style-type: none"> <li>ZFPC-OPM, HMOD, AFSD and PMRD</li> </ul>



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NEEDED INFORMATION	TARGET AUDIENCE(S)	DELIVERY METHOD	DELIVERY FREQUENCY	RESPONSIBLE UNITS
4. Financial and Infrastructure Plans and Programs	ZFPC Customers	<ul style="list-style-type: none"> <li>• Consultations</li> <li>• Dialogues</li> <li>• Focus Group Discussions</li> <li>• IEC Materials</li> <li>• Letters and Notices</li> </ul>	As the need arises	<ul style="list-style-type: none"> <li>• ZFPC-OPM, PMRD, HMOD and AFSD</li> </ul>
5. Reportorial requirements	PSA BFAR and LGU COA	<ul style="list-style-type: none"> <li>• Reports on required data</li> <li>• Website postings</li> </ul>	Weekly Monthly As the need arises	<ul style="list-style-type: none"> <li>• ZFPC-OPM, HMOD and AFSD</li> </ul>
6. Bid documents and Terms of Reference	Service Providers (suppliers, contractors)	<ul style="list-style-type: none"> <li>• Requests for Quotation</li> <li>• PhilGEPS</li> <li>• Invitation to Bid</li> </ul>	Per approved schedule	<ul style="list-style-type: none"> <li>• ZFPC-BAC and BAC Secretariat</li> <li>• End-user</li> </ul>

## 7.5. DOCUMENTATION STRUCTURE

The PFDA-ZFPC Quality Management System is designed to ensure consistency in meeting the needs and expectations of ZFPC customers and stakeholders through the actual of the documented processes, procedures, and work instructions and the implementation of support policies, systems and procedures.

The PFDA-ZFPC Quality System is described in the documents noted in Figure 4 below:



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**Figure 4:** PFDA-ZFPC QMS Documentation Structure

**Level 1: Quality Manual** – The QMS Manual is the highest level of Quality Management System documentation. It contains the quality policy, functional table of organization, resource management, and specific policies for business processes, quality control, and improvement.

**Level 2: Standard Operational Instructions (SOI) Manual and Quality Procedures** – The SOI Manual is the operational guide on what the organic units of ZFPC do and how the said units perform various activities to achieve the established policies. It also includes operational instructions that describe the detailed series of steps in performing routine activities. The Quality Procedures (QPs), on the other hand, delineate the processes that ensure the proper accomplishment of activities according to the ISO 9001: 2015 standard requirements.

**Level 3: Quality Records** – These include records providing evidence of conformity to the established procedures, operational instructions and the PFDA-ZFPC QMS as a whole.

## **7.6. QUALITY MANUAL AMENDMENT**

- 7.6.1 This PFDA-ZFPC QMS Manual defines and clarifies policies, systems, and procedures adopted to implement and continually improve its QMS. The document also serves as a reference and guide for the ZFPC employees in providing service to the port's customers and stakeholders
- 7.6.2 The introduction of new procedures or services, improvement of existing processes, and changes that could affect the quality management system shall necessitate amendments to the existing PFDA-ZFPC QMS Manual and the relevant procedures.
- 7.6.3 Requests or suggestions for changes or improvement shall be made in writing using the Document Feedback Form and submitted to the Quality Management Representative (QMR) for consideration. The changes approved for adoption shall be reflected in the QMS Manual.


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## **7.7. CONFIDENTIALITY AND DISTRIBUTION**

- 7.7.1 The PFDA-ZFPC QMS Manual and its related documents are treated as confidential and shall not be brought outside the agency's premises without prior authorization from the QMR.
- 7.7.2 Controlled copies of the Manual are issued to Document Custodians identified by the ZFPC-OPM Document Controller who is responsible for the Manual's safekeeping and prompt updating per the approved revisions.
- 7.7.3 The Document Controller shall be responsible for the proper distribution and updating of the list of authorized holders of the PFDA-ZFPC QMS Manual which may be issued either as a controlled or uncontrolled copy.
- 7.7.4 All uncontrolled documents shall be marked as "Uncontrolled" and shall not be updated. Uncontrolled copies of the QMS Manual may be distributed to customers or stakeholders when considered commercially beneficial or when demanded as a contract requirement. This shall be made in accordance with Section 6.4.2 of PFDA-ZFPC QP-001 (Control of Documents). All external distribution shall be subject to the approval of the QMR.

## **7.8. CONTROL OF DOCUMENT**

- 7.8.1 PFDA-ZFPC maintains a documented procedure for the creation revision, approval, and issuance of the QMS Manual and Standard Operational Instructions (SOI) Manuals. In addition, PFDA-ZFPC QP-001(Procedure for the Control of Documents) provides for an organized monitoring, distribution, maintenance, and updating of procedures and operational instructions of the said manuals.
- 7.8.2 All documents included in the QMS are reviewed and approved for relevance by authorized employees prior to use. The Document Controller maintains a master list, which indicates the current revision status of documents. The master list shall be made available to all copy recipients. This will prevent the use of incorrect, invalid, or obsolete documents.
- 7.8.3 Only the latest issues of documents shall be available at locations where business process operations are performed. Obsolete documents are identified, retrieved, and properly disposed of, and only the obsolete original copy document is retained.

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7.8.4 Any change in the QMS Manual after its initial approval and issue shall be subject to the document change procedure in PFDA-ZFPC QP-001 (Control of Documents).

## **7.9. CONTROL OF RECORDS**

7.9.1 The ZFPC maintains documented procedures for the identification, collection, indexing, retrieval, filing, storage, maintenance, and disposition of quality records. The procedures are incorporated in PFDA-ZFPC QP-002 (Control of Records)-

7.9.2 All divisions/sections maintain relevant quality records to demonstrate achievement of the required quality and effective operation of the QMS.

7.9.3 Quality records are legible and stored in suitable storage facilities that prevent damage, deterioration, or loss. They are retained in such a way that they are readily retrievable when needed.


7.9.4 Retention periods of quality records are established, recorded and maintained in accordance with the guidelines and Disposition Schedule prescribed by National Archives of the Philippines (NAP).

7.9.5 In connection with the above requirements, control of records shall also be guided by the provisions of the Data Privacy Act of 2012 and its Implementing Rules and Regulations to protect the fundamental human right of privacy in communications while ensuring the free flow of information to promote innovation and growth.

## **8. OPERATIONS**

### **8.1. CUSTOMER-RELATED PROCESS**

The following customer feedback tools provide easy access modes where customers can request information and assistance or report commendations, appreciation, feedback, and complaints regarding service delivery in the ZFPC units.

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### 8.1.1 Customer Satisfaction and Feedback Tools

The annual customer satisfaction survey aims to encourage transparency and accountability in the day-to-day operations of the ZFPC units providing frontline services by empowering port customers to effectively participate in and contribute to good governance practices.

The determination of customer satisfaction is designed to measure and monitor the performance of the ZFPC frontline services in terms how well customer requirements and expectations are met. The results of the survey are examined during the management reviews where improvement actions are identified for implementation.


### 8.1.2 Customer Feedback Forms

Customer Feedback Form is gathered through the use of Suggestion Box and Redress Mechanism Form in accordance with RA 9485. The feedback form is available at the Public Assistance and Complaints Desk (PACD) located at the lobby of the ZFPC Admin. Building. The accomplished forms are forwarded directly to the OPM for further assessment and validation and possible issuance of a Request for Action (RFA) to the unit head concerned for proper action.

The second mode in getting customer feedback is directly addressed to the OPM either through letters, emails, text messages, telephone call or other form of media.

Designated AFSD personnel gather the accomplished forms on a weekly basis from the labelled drop boxes provided at the frontline service units. The entries noted in the forms (including narrative comments from customers) are tabulated and encoded. The semi-monthly summary report is submitted to the Office of the Port Manager for the issuance of a Request for Action (RFA) to the unit heads concerned for them to take necessary action to address the feedbacks or complaints.

The Port Manager/QMR determines whether the complaint or feedback is an Opportunity for Improvement (OFI) or Nonconformity (NC) based on the recommendation of the IQA Team. The information gathered from the processed forms may

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also be used in the conduct of data analysis for the continual improvement of the unit process flows.

### 8.1.3 Letters, Text Messages, Telephone Calls, and Other Forms of Communication

Customer feedback submitted directly to the Office of the Port Manager (OPM) through letters, emails, text messages, telephone calls or other form of media are attended to directly by the assigned OPM staff and referred to the unit heads concerned for prompt action.

Complaints/feedback received through the Presidential Complaint Center (PCC) and the Citizen's Complaint Center of the Civil Service Commission (through Hotline 8888) are likewise given prompt attention by the ZFPC management.

All customer feedback, comments, suggestions and complaints submitted and received through any of the above modes and forms shall be discussed during the Management Review sessions.


## 8.2. PURCHASING

The procurement of necessary products and services shall conform to the implementing rules and regulations under Republic Act 9184 (also known as the Government Procurement Reform Act) and the PFDA Purchasing System which is aligned with the pertinent accounting and auditing requirements of the Commission on Audit.

## 8.3. SERVICE PROVISION

The PFDA-ZFPC has established necessary controls in the implementation of Harbor and Market Operations through various means such as:

- 8.3.1 the availability of documented information on port services and the pertinent requirements and procedures (as provided in the Citizen's Charter);
- 8.3.2 the availability of suitable infrastructure, facilities, and equipment in the work environment for the use of all frontline units;

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- 8.3.3 the implementation of monitoring and measurement activities at appropriate stages of the operations vis-à-vis the criteria set forth in the OPCR Form;
- 8.3.4 the appointment of competent persons in accordance with the Qualification Standards and requirements prescribed by the Civil Service Commission (CSC); and
- 8.3.5 the availability of software applications that provide the necessary identification and traceability of all transactions made with the customers

#### **8.4. CONTROL OF NONCONFORMITY**


- 8.4.1 The PFDA-ZFPC maintains a documented procedure to ensure that any service rendered that does not conform to specified requirements is not rendered to the customers, stakeholders, and the general public.
- 8.4.2 ZFPC-QP-004 - Control of Non-conformity procedure provides for the identification, evaluation, disposition and recording of non-conforming products and services and for notification to the units concerned.
- 8.4.3 The responsibility for review and disposition of non-conforming product and/or service is indicated in the Control of Non-conformity Matrix.
- 8.4.4 Non-conforming products and/or services are reviewed in accordance with documented procedures and may be reworked.
- 8.4.5 If a product and/or service do not conform to the Terms of Reference or to the agreed output as set forth during the contracting process, the Port Manager shall make the necessary corrective measures.

### **9. PERFORMANCE EVALUATION**

#### **9.1. MONITORING AND MEASUREMENT**

The PFDA-ZFPC monitors the service outcomes in terms of meeting the customer/stakeholder requirements and expectations at different stages of the port operations, through a periodic gathering of customer feedback and perceptions and the use of other approaches as discussed below.



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## 9.2. INTERNAL QUALITY AUDIT


To effectively measure the performance of the established QMS, the PFDA-ZFPC monitors the implementation of the Harbor and Market Operations through the periodic conduct of Internal Quality Audits.

- 9.2.1 The agency implements and maintains a documented procedure (PFDA-ZFPC QP-003 – Internal Quality Audit Procedure) to verify whether the activities and related results comply with planned arrangements and to determine whether the quality objectives of the QMS are met.
- 9.2.2 Internal quality audits are conducted on a regular basis as scheduled in the IQA plan prepared by designated internal quality auditors who are adequately trained and independent of the specific activities in areas being audited.
- 9.2.3 The results of the audits are properly recorded and reported. The report contains details of:
  - 9.2.3.1 Non-conformance and non-conformities noted during the audit;
  - 9.2.3.2 Root-cause analysis; and,
  - 9.2.3.3 Corrective and preventive action, including dates of completion and conduct of follow-up audit.
- 9.2.4 The audit findings are brought to the attention of the unit heads and employees responsible for the audited functional area for them to make timely corrective and preventive actions on the deficiencies found during the audit.
- 9.2.5 Follow-up audit activities are conducted to verify and record the implementation and effectiveness of the corrective actions taken. The IQA results are rendered, documented and maintained by the IQA Team.

## 9.3. MANAGEMENT REVIEW

The established PFDA-ZFPC QMS Manual is reviewed once a year and/or whenever deemed necessary by the QMR or the Deputy QMR to ensure the continuing suitability and effectiveness of the system in satisfying the requirements of customers, stakeholders, and the general public.



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The review may cover, but is not limited to, the following concerns:

- 9.3.1 Matters arising from the previous management review meeting
- 9.3.2 Changes in external/internal issues, risks, and opportunities;
- 9.3.3 Results of internal and external quality audits;
- 9.3.4 Customer feedback and customer satisfaction survey results;
- 9.3.5 Feedback from relevant interested parties;
- 9.3.6 Project performance and service conformity;
- 9.3.7 Performance of external providers;
- 9.3.8 Status of corrective and preventive actions;
- 9.3.9 Adequacy of resources;
- 9.3.10 Changes that could affect the Quality Management System
- 9.3.11 Effectiveness of actions taken to address risks and opportunities;  
and,
- 9.3.12 Actions taken on recommendations for improvement


The agenda of the management review is prepared by the QMR and distributed to all concerned. Minutes of the management review are recorded and maintained by the QMS Secretariat. The QMR submits reports to PFDA top management on the salient points discussed in the management review, particularly regarding concerns requiring top management decision.

#### **9.4. DATA ANALYSIS AND IMPROVEMENT**

The PFDA-ZFPC uses applicable statistical techniques and tools to establish, control and verify process capability and characteristics. Data on customer satisfaction survey, conformity to service and process requirements, and supplier performance are analyzed on a regular basis.

Graphs, diagrams, trend analysis, and variance analysis are the most common tools used for data analysis depending on the information needs of management.

Continual improvement in port operations and in the Quality Management System is a steadfast commitment and objective of PFDA-ZFPC. To further enhance its quality policy and processed, the organization considers inputs based on the results of audit findings, and data analyses on performance data; corrective and preventive actions; and, the outcomes of performance review meetings.

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## **10. IMPROVEMENTS**

### **10.1 CORRECTIVE AND PREVENTIVE ACTION**

10.1.1 The ZFPC implements and maintains a documented procedure for corrective and preventive actions in order to:

- a. Efficiently and adequately address non-conformities; and
- b. Eliminate the causes of actual or potential non-conformities in the QMS based on Internal Quality Audit reports, third party audit report, and other relevant documentation.

10.1.2 The Corrective and Preventive Action Procedure (PFDA-ZFPC QP-005) includes the following:

- a. Effective handling of customer complaints;
- b. Investigating the causes of non-conformities and recording the results of such investigations;
- c. Determining the corrective actions needed to eliminate the causes of non-conformities;
- d. Determining the steps needed to deal with any potential problem requiring preventive actions;
- e. Formulation, application, and implementation of controls to ensure the effective implementation of corrective and preventive actions;
- f. Introducing appropriate changes to the QMS, if necessary;
- g. Updating of risks and opportunities determined during planning, if necessary; and
- h. Ensuring that relevant information on actions taken is submitted for discussion during the management review.

### **10.2 CONTINUAL IMPROVEMENT**

The PFDA-ZFPC shall continually improve the suitability, adequacy and effectiveness of its QMS through the following:

- 10.2.1 Analysis of customer satisfaction survey results;
- 10.2.2 Analysis of the attainment of quality objectives;
- 10.2.3 Review of and appropriate action on audit results; and
- 10.2.4 Actions taken based on management reviews.