





QUALITY MANUAL

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0.2 INTRODUCTION

This Quality Manual defines and clarifies policies, systems, and procedures adopted to implement and continuously improve the OGCC's quality management system.

This Quality Manual, together with associated documents mentioned hereto, aims to:

- a. To describe the basic elements of the QMS of the OGCC and serve as reference in its implementation and continual improvement.
- b. To inform the internal and external stakeholders and enable them to observe and implement the Quality System that is being maintained at the OGCC.
- c. To serve as reference and guide for newly-hired personnel and make them familiar and appreciate the OGCC's Quality System.


0.3 OGCC PROFILE

0.3.1 Background

The Office of the Government Corporate Counsel (OGCC) was founded on December 01, 1935 as a Government Counsel Division under the Department of Justice (DOJ). It has emerged as the premier law office of government-owned and controlled corporations (GOCCs), their subsidiaries, other corporate offspring, government-acquired asset corporations and government instrumentalities.

In 1935, the Corporate Counsel Division under the Department of Justice (DOJ) was created upon the recommendation of then Secretary of Justice Jose Yulo to Pres. Manuel L. Quezon. E.O No. 94 converted the Corporate Counsel Division into the OGCC under the direct administration and supervision of the DOJ.

In 1950, E.O. No. 400, Series of 1951 directed the Solicitor General to act as the ex-officio Government Corporate Counsel. RA No. 2327 declared the OGCC as separate and distinct from the OSG, and mandated the GCC the

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full control and supervision over all legal departments and/or divisions of government owned and controlled corporations (GOCC) on legal matters.


In 1960, R.A. No. 3838 amended R.A. No. 2327 providing for new salary rates for members of legal staff. R.A. No. 6000 provided that in addition to the assessments made by the President of the Philippines on GOCCs, whenever a GOCC is awarded attorney's fees in a judicial proceeding handled by OGCC, one-half thereof shall be paid directly to the General Fund. Moreover, it authorized GOCCs to extend to the personnel of OGCC the benefits and privileges given to the former's employees.

In 1970, P.D. No. 242 prescribed the mandatory administrative settlement or adjudication of disputes, claims and controversies between GOCCs by the OGCC. P.D. No. 1415 granted the GCC the rank, emoluments, and privileges of an Associate Justice of the Court of Appeals and the Assistant Government Corporate Counsel (AGCC) the rank, emoluments and privileges of a Judge of the Court of First Instance.

In 1980, E.O 878 reorganized the OGCC to be consistent with the reorganization of the judiciary under B.P. Blg. 129, and prescribed that the GCC shall have the rank, qualifications for appointment, emoluments, and privileges of a Presiding Justice of the Appellate Court (now Court of Appeals); the Deputy GCC, those of an Associate Appellate Justice; and the AGCC, those of a Regional Trial Court Judge.

P.D. No. 2029 defined the meaning of GOCCs and identified their role in national development.

In 1990, Department Order No. 208 issued by Sec. Franklin M. Drilon delegated to OGCC the hearing and reception of evidence on cases involving GOCCs after which the findings and a draft decision/resolution shall be submitted to the Secretary of Justice for his consideration. A.O. No. 130 required that all legal matters pertaining to GOCCs, their subsidiaries, other corporate off-springs and government acquired asset corporation be referred to and handled exclusively by the OGCC, unless otherwise provided under their charters or authorized by the President. MC. No. 9 prohibited government-owned or controlled corporations (GOCCs) from referring their cases and legal matters to the Office of the Solicitor General, private legal counsel or law firms and directing the GOCCS to refer their cases and legal matter to the Office of the Government Corporate Counsel, unless otherwise authorized under certain exceptional circumstances.

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0.3.2 Mission and Vision

Mandate

Safeguard the legal interest of all government-owned and controlled corporations (GOCCs), government instrumentalities with corporate powers (GICPs), government corporate entities (GCEs) as defined in Republic Act 10149, otherwise known as the “GOCC Governance Act of 2011”, as well as their subsidiaries, and corporate offsprings, including ecozones and water districts, all collectively referred to as “government corporations”

Mission

Provision of effective legal services to all government corporations.

Vision

The Office of the Government Corporate Counsel (OGCC), as the premier law office of government corporations, is committed to uphold justice under the rule of law with integrity, excellence and professionalism.

0.3.3 Core Values

Integrity
Responsibility
Discipline

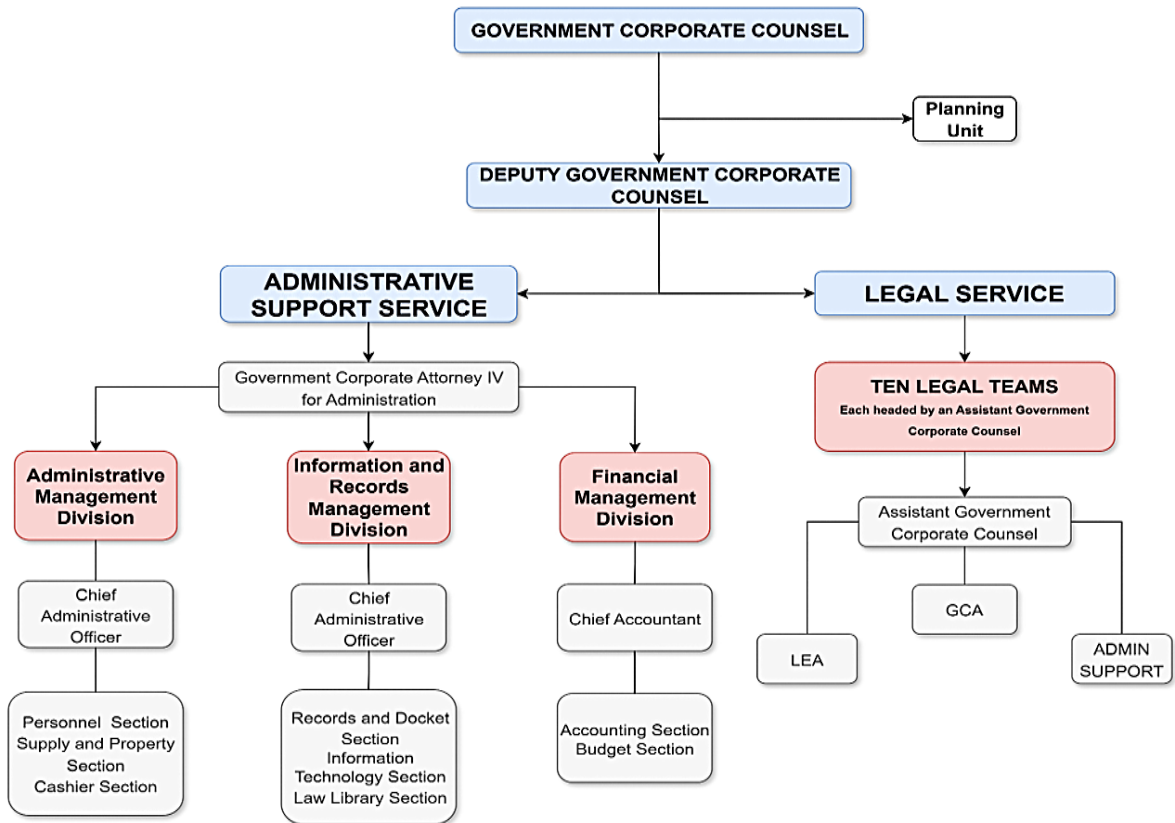
Kindness


Perseverance
Cooperation
Independence



0.3.4 Organizational Structure

CURRENT OGCC ORGANIZATIONAL STRUCTURE



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1. Quality Management System

1.1 Quality Management System

The OGCC, as an office under the Department of Justice and as legal counsel for GOCCs and other government instrumentalities, handles its clients' litigation, contract review and legal opinion requirements. The core processes therefore are: contract review and legal opinion.

The model shows two (2) interacting processes. First, the "internal processes" covers the activities to communicate the importance of meeting customer/client and citizen requirements and expectations, define the management responsibility, provide adequate resources to implement the QMS, implement project management system, and monitor, analyze and continually improve the management systems to meet and exceed customer expectations.

- 1.1.1 So as to further enhance this QMS and give assurance to its relevant interested parties that the quality management system can achieve its intended result and reduce, if not prevent, undesired effects, the OGCC commits to adopt a risk-based-thinking approach as espoused by the 2015 version of the ISO 9001 Standard.



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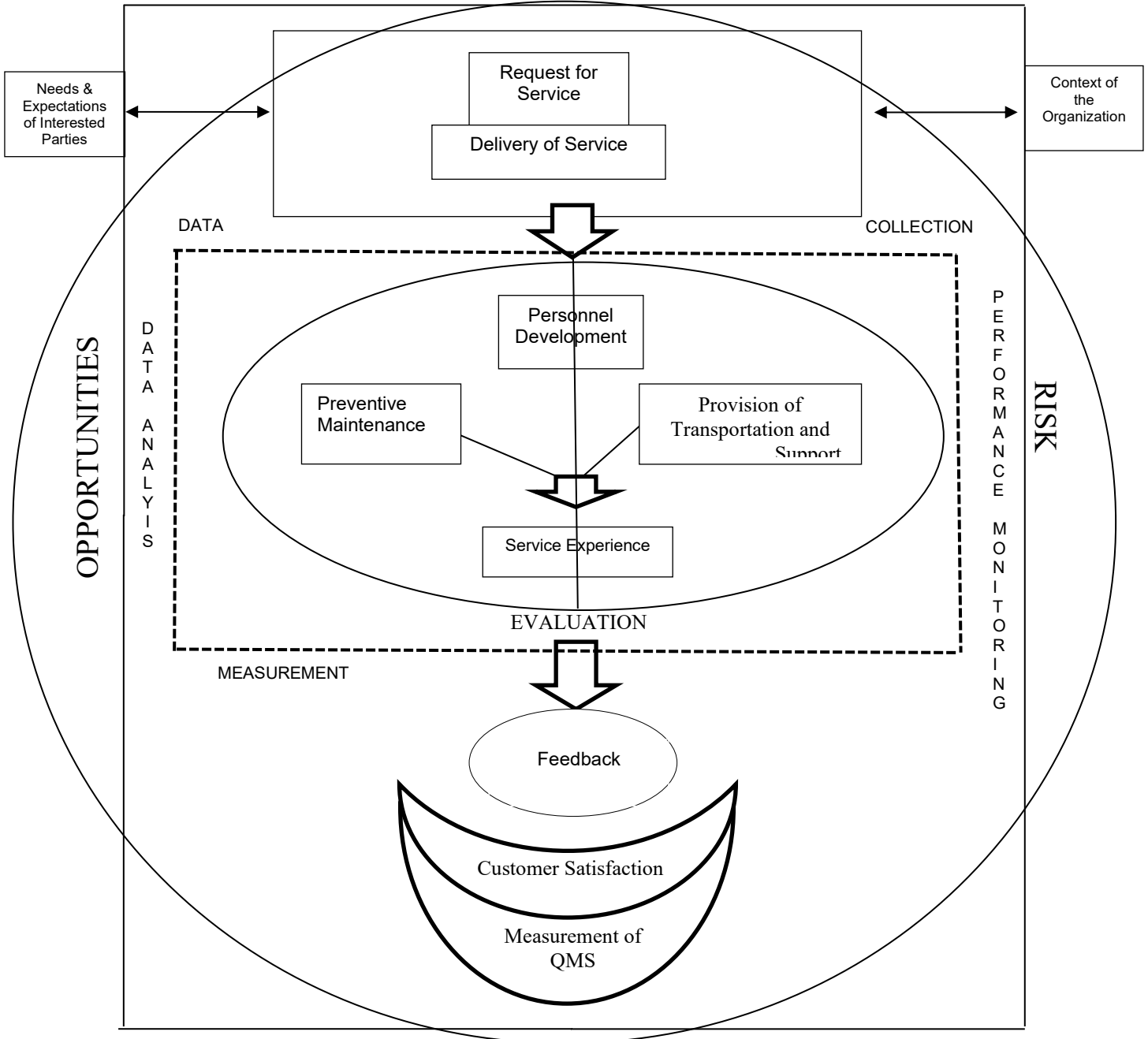
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1.1.2

TOP MANAGEMENT



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It shows the processes for determining customer requirements, designing and implementing projects in line with customer requirements and expectations, determining customer satisfaction, and communicating with customers about the OGCC's service offerings. Information derived from customers is used for the continual improvement of both processes.

1.2 Scope and Application

This Manual applies to the Quality Management System of the OGCC and covers the core processes:

Provision of Contract Review and Rendering of Legal Opinion

This contains the basic policies, objectives and guidelines set by the OGCC with regard to the different elements, which can be implemented as a tool for exceeding internal and external customers/client and citizens' expectations.

The ISO 9001:2015 Standard has been adopted by the OGCC and is being implemented to serve as the foundation of the quest to attain quality as a way of life in the OGCC.


Conformity to following specific requirements are not applicable to the OGCC's QMS, hence, these were excluded from its scope. To wit:

8.3 – Design and Development – the OGCC does not perform any design & development activities. It is designated to act as Counsel for government corporations and as the Principal law office of GOCCs, with the duty to exercise control and supervision over legal departments of GOCCs as established through RA 2327

7.1.5.2 – Measurement Traceability – the OGCC does not employ the use of any measuring devices to verify conformity of its services to the requirements of its stakeholders

1.3 Documentation Structure

The OGCC's Quality Management System strives for consistency in meeting the clients/customers and citizens' needs and expectations through adherence to the documented processes, procedures, work instructions and support policies, systems and procedures.

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The OGCC Quality System is described in the following documents:



Level 1: Quality Manual – The highest level of Quality System documentation. It contains the quality policy, organizational structure, resource management, and specific policies for OGCC processes and quality control and improvement.

Level 2: Systems and Procedures (SP) Manual – Operational guide on what the OGCC does and how it achieves stated policies. It also provides guidance on how to communicate and perform various activities. The SP Manual also includes operational instructions that describe the detailed series of steps in performing routine activities.

Level 3: Quality Records – These include records providing evidence of conformity to the established procedures and operational instructions, as well as the OGCC’s QMS.

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1.4 Quality Manual Amendment

Introduction of new processes, services, and other organizational elements may necessitate amendments to the existing Quality Manual and relevant procedures.

A re-issuance of this Quality Manual shall be reflected when there is:

- a. change in the scope of certification;
- b. change in the management and/or organizational structure; and
- c. change in the OGCC QMS scope.

Requests for amendment or suggestions shall be made in writing to the QMR for his/her consideration and shall be discussed by the relevant parties.

1.5 Confidentiality and Distribution

The Quality Manual and its related documents shall not be brought outside the OGCC's premises without prior authorization from the Quality Management Representative (QMR).


Controlled copies of this Manual are issued to Document Custodians identified by the OGCC's Overall Document Controller who is responsible for safekeeping and promptly updating necessary revisions.

It is the responsibility of the Overall Document Controller to distribute and keep a list of authorized holder of the Quality Manual, which may be issued either as controlled or uncontrolled copy. All uncontrolled documents shall be marked with "Uncontrolled" and shall not be updated. Uncontrolled copy of the Quality Manual may be distributed to customers or stakeholders when considered commercially beneficial or when demanded as a contract requirement. All external distribution shall be subject to the approval of the QMR.

2. Management Responsibility

2.1 Management Commitment

The Top Management recognizes the importance of understanding, meeting, and enhancing client requirements. As such, the following **Statement of Policy on Quality** is established for the purpose:

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We, the officers and employees of the OGCC commit to uphold justice under the rule of law with integrity, excellence and professionalism, in safeguarding the legal interest of all government corporations, through effective legal service.

In so doing, we commit to comply with all applicable legal requirements and to continually improve the effectiveness of our Quality Management System to ensure that our services relevant to the preparation and review of contracts and rendition of legal opinions meet the requirements of our stakeholders at all times.


To strengthen our system, we commit to monitor and review its effectiveness in determining the needs and expectations of our stakeholders and addressing the risks and opportunities resulting from our daily endeavours.

Our staff shall be made aware of the OGCC's Quality Policy and be committed to its objectives.

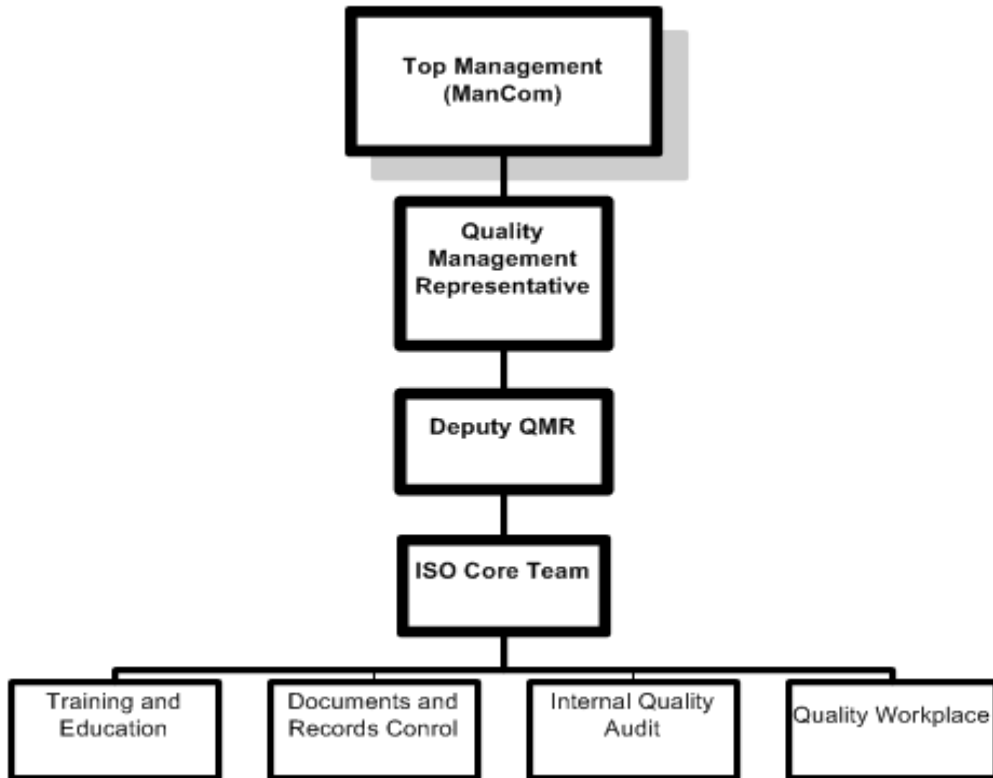
2.2 Quality Management System Planning

The OGCC's strategic and operational plans are the results of the annual corporate planning process. This is the venue where the strategic thrusts of the OGCC are defined, commitments are obtained, and resource requirements are determined. Objectives and targets are set at appropriate levels. Furthermore, specific quality objectives are defined during Legal Opinion and Contract Review System implementation.

To strengthen this, corporate planning activities as well as pre-planning activities of various operating units are conducted to assess performance, gather information on stakeholder requirements and expectations; and thereafter review and align future directions. The outputs of the planning process include, among others, strategies for OGCC's operational improvement in pursuit of the OGCC's mandates, service innovation and for enhancing GOCC-focused services.

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2.3 Quality Management Structure




The above structure shows the specific roles and responsibilities of each designation in the OGCC’s quality management.

2.4 Responsibility and Authority

a. Top Management

- Establishes, reviews, and maintains the quality policy of the OGCC.
- Ensures that quality objectives are established are relevant functions and levels within the OGCC.
- Ensures allocation of available resources to support the implementation of the OGCC’s QMS.

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- Defines the responsibilities and authorities of each function in the organization.
- Reviews the effectiveness of the OGCC's QMS and monitors the implementation of improvement action plans.
- Ensures that communication mechanisms are established and effective.

b. Quality Management Representative (QMR)


- Ensures the effective implementation and maintenance of the established Quality Management System.
- Reports to the top Management the performance of the quality management systems and areas for further improvement.
- Ensures the promotion of awareness of meeting client requirements within the relevant scope of the OGCC's QMS.
- Liaises with external parties on matters relating to the OGCC's QMS.

c. Deputy QMR

- Ensures the effective planning, implementation, maintenance, and continual improvement of the established QMS.
- Assists the QMR in performing assigned duties and responsibilities.
- Assumes responsibility of the QMR in his/her absence.

d. Document and Records Control Team

- Establishes, documents, implements, and maintains a procedure for the control of documents and records.
- Maintains the master copies and masterlist of the Quality Manual and SP Manual, as well as the masterlist of externally generated documents and references.
- Ensures that current versions of relevant documents are available at point of use.
- Prevents unintended use of obsolete documents as well as the unauthorized use of relevant documents and records.

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- Ensures the traceability of documents.
- Coordinate enhancement of the procedure for control of records.
- Closely coordinates with Department Heads on all matters concerning Records Management, specifically on records generated from the Legal Opinion and Contract Review System.

e. Internal Quality Audit Team


- Prepares audit plan, coordinates, and implements the OGCC's Audit Program.
- Identifies the necessary resources for managing the OGCC's Audit Program.
- Provides inputs during management review regarding audit findings.
- Monitors and maintains records of implementation of corrective and preventive actions for non-conformances found during audits.

f. Training and Education Team

- Ensures that concerned employees are aware of their roles and responsibilities relative to the attainment of the OGCC's goals and objectives.
- Reviews the results of competence evaluation conducted for employees performing functions that affect service quality.
- Facilitates conduct of appropriate HR interventions to enhance their capabilities.
- Monitors and evaluates the effectiveness of HR actions taken.
- Ensures that the records of education, training, skill, and experience are maintained accordingly.

2.5 Management Review

The review of the established quality management system is conducted twice a year or whenever deemed necessary by the OGCC's Top Management to ensure continuing suitability and effectiveness of the system in satisfying the requirements of customers/clients, citizens, and other stakeholders. The review may cover, but not limited to, the following agenda items:

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- Status of actions from previous reviews/management reviews
- Changes in internal & external issues relevant to the QMS (context)
- Information on QMS performance & effectiveness including trends in:
 - customer satisfaction & feedback from relevant interested parties
 - extent to which quality objectives have been met/ monitoring & measurement results
 - process performance & conformity of products& services
 - nonconformities & corrective actions
 - audit results
 - performance of external providers
- Adequacy of resources
- Effectiveness of actions taken to address risks & opportunities
- Actions and decisions taken on:
 - opportunities for improvement
 - resource needs
 - changes that could affect the OGCC


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 QMR's appointed secretary. Results of the review are provided to the QMR and/or Department Heads for proper reporting to the top management during Top Management meetings.

3. Resource Management

3.1 Human Resource Management

The OGCC believes that the personnel/human resource is its greatest asset. To ensure that the staff are equipped with the necessary knowledge and skills required to efficiently perform their functions, the Human Resource Management Department (HRD) has established and maintained procedures to ensure that personnel performing their functions are competent on the basis of education, training and/or experience. As such, the HRD maintains the records in undertaking the following functions:

- Determining the capability building needs of personnel performing work affecting quality of legal opinion and contract review
- Organizing seminars and training courses to meet the identified needs
- Evaluating the effectiveness of the aforementioned HRD interventions
- Orienting the personnel on their roles and responsibilities as they affect achievement of objectives

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It is the commitment of the OGCC to provide its staff with the proper training for the constant improvement of their knowledge, skills, managerial acumen and attitude on activities related to the quality system. This is in recognition that the behavior and performance of every individual directly impacts on the quality of services provided. Training Needs Assessments (TNAs) and surveys shall be conducted as demanded by organizational changes.

The HR interventions includes both formal and informal modes: coaching, on-the-job-training, cross-posting courses conducted by HRD and other Departments within the OGCC. It also includes orientation and cascading sessions conducted by the QMS Core Team, particularly handled by the Training and Education team.


Recruitment is handled by HRD based on training, skills and education. Processing of employment is based on the recommendation of the respective Department Head after interviewing the applicant.

Appropriate records of academic qualifications and training are maintained for all personnel by the HRD.

3.2 Infrastructure Management

It is the policy of the OGCC to determine, provide, and maintain the infrastructure needed to deliver services required by the customers/client and citizens. This infrastructure includes (whenever applicable) workstations, training/conference facilities and equipment, meeting rooms, customer receiving areas, library, transportation service, computer and internet/intranet facilities, project management and other software, storage facilities for supplies, communications facilities, and areas for auxiliary services such as photocopying, parking, canteen services, etc. The Supply and Property Department handles the management and maintenance of these infrastructures.

Albeit the building infrastructure is owned by the MWSS, making the said party having the sole jurisdiction pertaining to the structure's maintenance, the OGCC shall do its share in protecting & maintaining the said property. This shall be done through formal channels of communication in order to ensure these correspondences are well documented and both parties are privy to the issues that may affect the performance of the OGCC.

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3.3 Work Environment

The OGCC to promote the well-being, satisfaction and motivation of its personnel by providing them a work environment that:

- promotes teamwork through sharing of project learning, inter-center collaborations, technologies sharing, etc.; and
- is conducive for working and learning by defining workstations, and formulating and observing quality workplace standards.

The end objective of this is to establish a quality work-life for the OGCC's personnel in order to work more effectively and efficiently.

4. Overview of Quality Procedure

4.1 Document Control


The OGCC has established and maintains a documented procedure for creation/revision, approval, and issuance of the Quality Manual and Systems and Procedures Manual. **QP-DMP-01**, Document Management Procedure provides for an organized monitoring, distribution, maintenance, and updating of procedures and operational instructions within the said manuals.

All documents included in the QMS are reviewed and approved for adequacy by authorized personnel prior to use. A Master List, which indicates the current revision status of documents is maintained by the Overall Document Control Officer and shall be made available to all. This will prevent the use of incorrect, unauthorized, or obsolete documents. Only the latest issues of documents are available at locations where OGCC process operations are performed. Obsolete documents are identified, retrieved, and properly disposed of, retaining only the obsolete original copy document.

Amendments in the Quality Manual shall be implemented as per **QP-DMP-01** Control of Documents.

4.2 Records Control

The OGCC has established and maintains documented procedures for identification, collection, indexing, access, filing, storage, maintenance and disposition of quality records.

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The procedures are incorporated in **QP-RMP-01** Records Management Procedure.

All Departments maintain relevant quality records to demonstrate achievement of the required quality and effective operation of the QMS.

Quality records are legible and stored and retained in such a way that they are readily retrievable in storage facilities that provide a suitable environment to prevent damage, deterioration, or loss.

Retention periods of quality records are established, recorded and maintained in accordance with the Records Matrix.

4.3 Control of Nonconforming Services

The OGCC has established and maintains a documented procedure to ensure that services that do not conform to specified requirements are prevented from delivery to the clients.

Nonconforming service are reviewed in accordance with documented procedures and may be reworked.


If a service does not conform to the Terms of Reference or to the agreed output as set forth during the contracting process, the Process Owners should be able to formulate the necessary corrective measures. Such corrective measures shall be approved by the management.

4.4 Corrective Action

The OGCC has established, implements, and maintains a documented procedure for corrective and preventive actions in order to: efficiently and adequately address non-conformities; and eliminate the causes of actual or potential non-conformities in the QMS (IQA reports, third party audit report, etc.) and in its services.

QP-CPA-01, Corrective Action Procedure includes:

- effective handling of client complaints;
- determining/analyzing the causes of non-conformities and recording the results of such investigations;

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- determining the corrective actions needed to eliminate the causes of non-conformities;
- formulation, application, and implementation of controls to ensure the implementation of corrective actions and their effectiveness;
- reflecting applicable changes in procedures resulting from corrective actions;
- use of appropriate information such as audit results, quality records, service reports and client complaints to detect, analyze and eliminate identified causes of non-conformities;
- ensuring that relevant information on actions taken is submitted for management review; and
- updating all documented information with respect to addressing risks and opportunities.

4.6 Internal Quality Audit

The OGCC establishes, implements, and maintains a documented procedure to verify whether quality activities and related results comply with planned arrangements and to determine the effectiveness of the Quality System. This is done through **QP-IQA-01**, Internal Quality Audit procedure.

Internal quality audits are conducted on a regular basis as scheduled in the IQA plan. Internal quality auditors shall be identified and trained. They are independent of the specific activities on areas being audited.

The results of the audits are recorded and reported. The report contains details of:

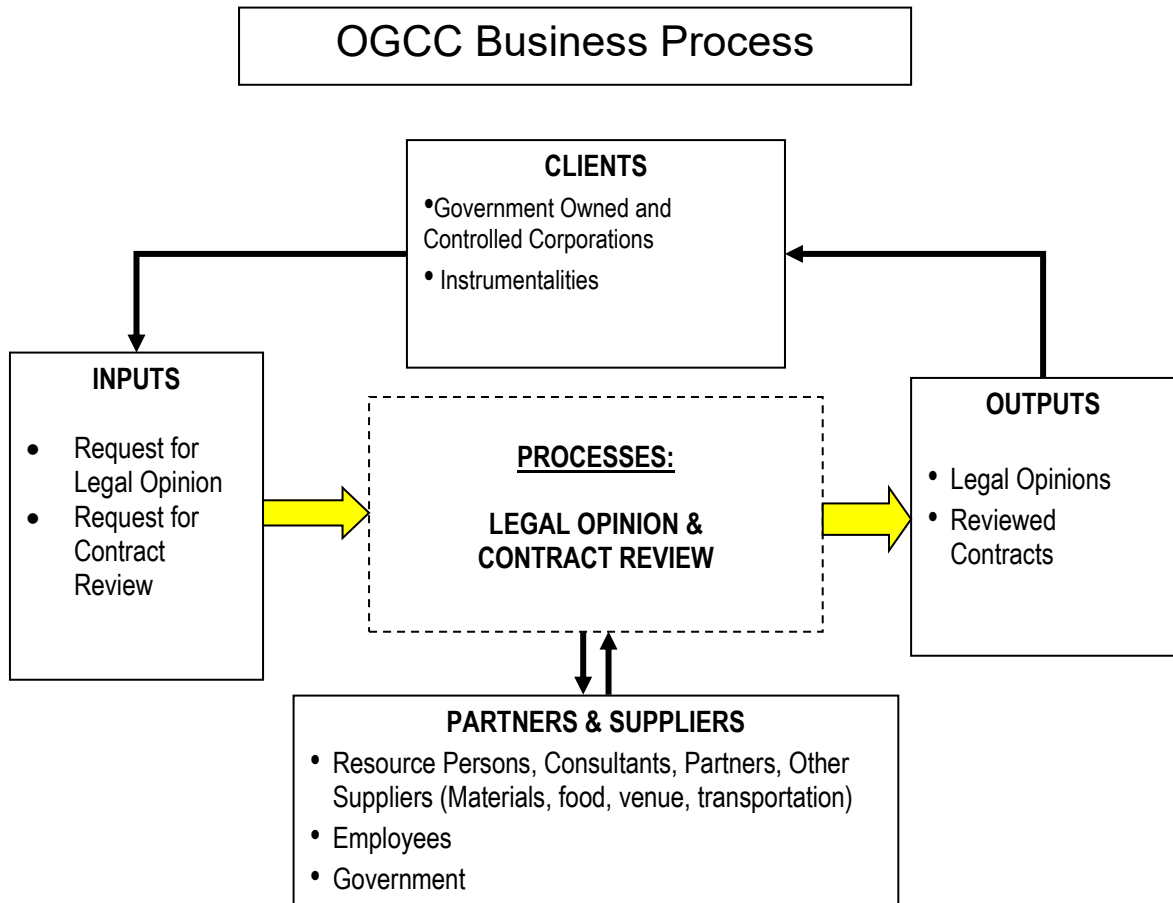
- a. non-conformance and non-conformities found during the audit;
- b. root-cause analysis; and
- c. corrective action including dates of completion and follow-up audit.

These findings are brought to the attention of the personnel having responsibility in the audited area. The Department Head shall make timely corrective and preventive actions on the deficiencies found during the audit.


Follow-up audit activities are conducted for the purpose of verifying and recording the implementation and effectiveness of the corrective actions taken. IQA results are rendered and maintained by the IQA Team.



5. The OGCC’s Business Process and Scope of QMS certification



The OGCC’s Legal Opinion and Contract Review Processes cover the different stages of these processes. Each stage of these 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 clients/customers and citizens.

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6. Performance Evaluation

6.1 Monitoring and Measurement

As a mechanism to measure the performance of the established Quality Management System, the OGCC monitors its implementation through periodic conduct of Internal Quality Audits (as defined under **QP-IQA-01**). Likewise, to monitor the service outcomes in terms of meeting the client requirements and expectations at different stages of the project, periodic gathering of customer feedback and perception are conducted through any of the following approaches:

- a. Focus Group Discussions. This activity is intended to surface the current and future development and productivity concerns of key stakeholders as they are relevant in defining or aligning the OGCC's program thrusts and relevance areas.
- b. Client Satisfaction Survey. The determination of client satisfaction is designed to measure and monitor performance of the OGCC's services in terms of meeting the client requirements and expectations. Results of the survey are examined during management reviews where improvement actions are identified for implementation accordingly.
- c. Review of client feedback. The gathering of client/customer feedback during Contract Review and Legal Opinion System implementation and evaluation are used to ensure that client's acceptance of project outputs is satisfactory.
- d. Website Feedback
- e. Client Meetings

Likewise, monitoring is done on a quarterly basis to keep track of the OGCC's performance in terms of timeliness, accomplishments, and effectiveness.

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6.2 Data Analysis and Improvement

The OGCC uses applicable statistical techniques and tools to establish, control and verify process capability and characteristics. Data on client 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 during review meetings.

Continual improvement is a permanent objective of the OGCC. As such, various inputs are considered for continual improvement such as quality policy, objectives, audit findings, analysis of performance data, corrections, risk action plans and performance review meetings.