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## 1. INTRODUCTION

This Quality Manual defines and clarifies policies, systems, and procedures to be adopted to implement and continuously improve the Quality Management System (QMS) of the JOHN HAY MANAGEMENT CORPORATION (JHMC).

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


- a. Provide an understanding of JHMC's functions and activities.
- b. Describe the basic elements of the QMS of JHMC and serve as reference in its implementation and continual improvement;
- c. Inform the internal and external stakeholders and enable them to observe and implement the Quality System that is being maintained at the JHMC; and
- d. Serve as reference and guide for newly assigned personnel to make them familiar with, appreciate and adhere to the JHMC's Quality System.

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## 2. JHMC PROFILE

### 2.1. Background

Camp John Hay is the former vacation and recreation haven for American servicemen during their stay in the Philippines. The Camp is named in honor to John Milton Hay, the Secretary of State during the administration of President William McKinley and Theodore Roosevelt. Camp John Hay is located in Baguio City, the Summer Capital of the Philippines.

In 1991, American military presence in the Philippines ended and Republic Act. No. 7227 or the Bases Conversion and Development Act of 1992 was enacted where the Bases Conversion and Development Authority (BCDA) was created. The BCDA took over the ownership and management of the Camp John Hay.

By virtue of Executive Order No. 103 of 1993, John Hay Development Corporation (JHDC) was created and operated as BCDA's implementing arm for the conversion of Camp John Hay into an environmental, economic, and social development hub in Northern Luzon and the country in general.

In 1994, the John Hay Special Economic Zone (JHSEZ) was established by virtue of Proclamation No. 420 and Republic Act. No. 7227 where portions of the JHSEZ were leased out for the purpose of developing Camp John Hay into a family-oriented tourism complex, multiple-use forest watershed and human resource development center.

Executive Order No. 132 of 2002, divided John Hay Poro Point Development Corporation (JPDC) into two entities and renaming them as John Hay Management Corporation (JHMC) and Poro Point Management Corporation (PPMC), respectively. JHMC remains as the steward and estate manager of the John Hay Special Economic Zone (JHSEZ) and the John Hay Reservation Area (JHRA).


Based on its Articles of Incorporation (AOI) as amended in November 29, 2002, JHMC is mandated to develop, manage, own, lease, sub-lease and operate restaurants, cafés, bars, golf courses, picnic groves, hotels, pavilions, gym, tennis courts and establishments and facilities of all kinds for educational, recreational, tourism, commercial, amusement, health and other purposes; to maintain and generally operate roads, water pump houses, power plants and other utilities in support of or in connection with the foregoing purposes and generally to carry out all activities necessary to covert, develop, and

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maintain the facilities and properties within and around the Camp John Hay for tourism, commercial, industrial, residential, nature reserve and human resource development center.

## 2.2. The JHMC Vision

By 2018, the JHMC shall have transformed Camp John Hay into the primary catalyst for the tourism development within the Cordillera Region and the leader of environment and forest stewardship in the Philippines.

## 2.3. The JHMC Mission

As the steward of Camp John Hay, John Hay Management Corporation develops the estate into a premier tourist and investment destination that enforces efficient and effective regulation, ensures sustainable multiple use of the forest watershed and contributes to national economic growth and job generation.

## 2.4. The JHMC Core Values

The Core Values of JHMC was approved in CY 2012 through Board Resolution No. 2012-0423-068. This serves as a foundation on which Management provides the strategies to fulfill the mandate of JHMC and the employees perform their work, conduct themselves and interact with each other.

Stewardship

Passion for the Environment

Integrity

Commitment


Excellence

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## 2.5. Organizational Structure

The following page represents the organization structure of the JHMC. It is headed by a governing Board of Directors composed of eleven (11) appointive Members, President and Chief Executive Officer (PCEO) and Vice President and Chief Operations Officer (VP-COO). The PCEO and VP-COO manage seven (7) departments.

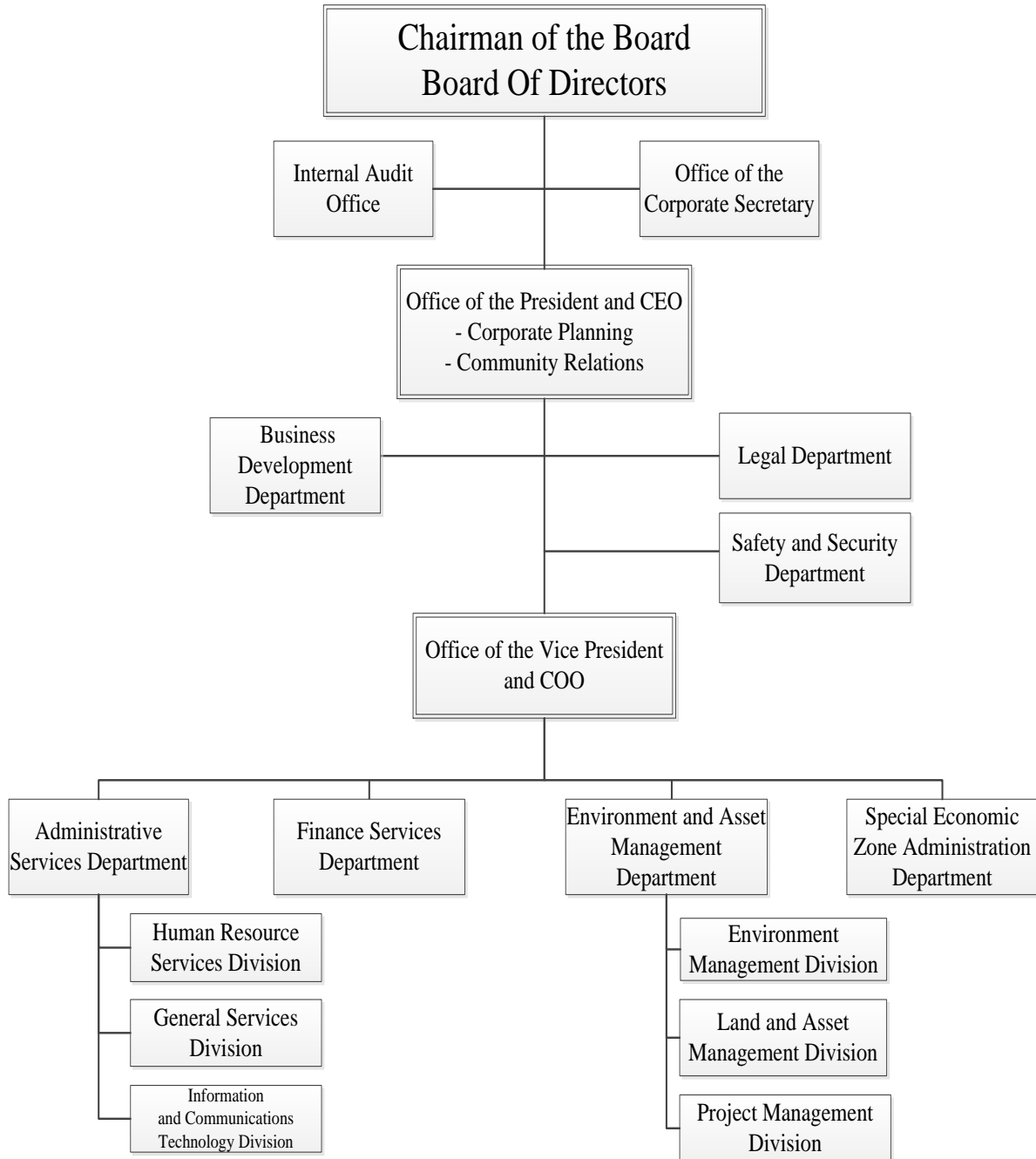
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The JHMC- Table of Organization was approved by virtue of GCG Memorandum Order No. 2013-45.



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### 3. DEFINITON AND ABBREVIATION OF TERMS

- 3.1 Quality- refers to the degree of excellent, efficient and responsive services of JHMC as the administrator of the Camp John Hay towards total customer and stakeholder satisfaction.
- 3.2 Quality Manual (QM) - refers to the documented procedures established for the JHMC-QMS that includes the scope of the JHMC-QMS and a description of the interaction between the processes of the JHMC-QMS.
- 3.3 John Hay Management Corporation Quality Management System (JHMC-QMS)- a process-based quality management system model required by the ISO 9001:2008 and adopted in this Quality Manual.
- 3.4 Process – any activity, or set of activities that uses resources to transform inputs to outputs (ISO 9000-2005).
- 3.5 Process approach- the systematic identification and management of the set of activities employed within an organization and interaction between such processes.
- 3.6 Bases Conversion and Development Authority (BCDA) - the parent company of the JHMC.
- 3.7 John Hay Development Corporation (JHDC) - the former name of JHMC (25 June 1993).John Hay Poro Point Development Corporation (JPDC) - the former name of JHMC (07 July 1994).
- 3.8 Articles of Incorporation (AOI) - refers to the JHMC- AOI, as amended on 29 November 2002.
- 3.9 Core Values- the foundation on which JHMC Management provide the strategies to fulfill the mandate of the service and how the employees perform their work, conduct themselves and interact with each other.


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- 3.10 Appointive Director - members of the Board of Directors who is not an *ex-officio* member thereof; and whom the State is entitled to nominate.
- 3.11 Core process – refers to JHMC’s administrative functions namely Land Asset Management, Forest and Environment Management, Business Development and Marketing Events Management and Regulatory Services.
- 3.12 Camp John Hay Estate Management Model - refers to the continuous improvement model established for the JHMC- QMS which aims to increase the probability of enhancing the satisfaction of customers and other stakeholders.
- 3.13 Documents – refers to documented QMS procedures, Operations Manual, QMS forms and other procedures/ standards/ forms indicated in the Document Master List.
- 3.14 Control of Documents - the system to ensure that all documents used within JHMC are controlled in accordance with the defined policies and procedures for controlling and maintaining JHMC documents.
- 3.15 Control of Records- the system of managing, controlling, disposing and archiving records within JHMC.
- 3.16 Control of Outsourced Process/ Service/ Product - refers to the control and evaluation method conducted by the JHMC to its outsourced process/ service/ product providers to ensure that the process/ service/ products meet the requirements prescribed by the JHMC.
- 3.17 Quality Policy- overall intentions and direction of the JHMC related to meeting the service, quality management and customer requirements as formally expressed by JHMC’s Top Management (ISO 9000-2005).
- 3.18 Top Management – an oversight group, which is composed of the Members of the JHMC- Board of Directors, President and Chief Executive and the Management Committee members for purposes of establishing, reviewing and maintaining the JHMC-QMS.

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- 3.19 Quality Management Representative (QMR)/ Deputy Quality Management Representative (DQMR) - regular employees of the JHMC assigned to ensure effective implementation and maintenance of the established QMS.
- 3.20 Document and Records Control Committee- composed of regular JHMC employees responsible to establish, document, implement, and maintain the procedure for the control of documents and records.
- 3.21 Internal Quality Audit (IQA) Committee- responsible for the preparation of IQA plans, implementation of the IQA Program and Monitoring/ records of implementation of corrective and preventive actions for nonconformance found during audits and regular operations, as well as, validated material deviations and/or repetitive process complaints from the internal and external clients.
- 3.22 Training and Education Committee- responsible to facilitate all QMS competency trainings and other interventions and activities, cascading, communicating and training of ISO 9001:2008 to JHMC personnel, reviews the results of competence evaluation conducted for employees performing functions that affect the product or service quality and ensure that employees are aware of their roles and responsibilities relative to the attainment of the vision and JHMC mission, quality policy, objectives, and quality plans.
- 3.23 Quality Workplace Committee- responsible to ensure the formulation and implementation of JHMC improvement strategies for the area including consideration and implementation of JHMC mission, quality policy, objectives, and quality plans, reviews the results of previously conducted improvements in the workplace for employees performing functions that affect product or service quality and facilitates all QMS related improvements in the workplace.
- 3.24 Management Review (MR) - a periodic review of the established quality management system to ensure continuing suitability and effectiveness of the system in satisfying the requirements of customers.
- 3.25 HRD- Human Resource Division

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3.26 KSA- Knowledge, Skills, and Attitude

3.27 Qualification Standards- JHMC-Board of Directors and/ or Governance Commission for Government-Owned and-Controlled Corporations (GCG) approved set criteria defining the required levels of proficiency and the duties and responsibilities for each plantilla position.

3.28 Code of Discipline- JHMC policy which establishes standards in employees' dealings and procedures for disciplinary action.

3.29 Code of Office Decorum – JHMC policy that sets forth conduct and attitude requirements for employees in the performance of their official duties and personal affairs.

3.30 SSD- Safety and Security Department

3.31 LAMD- Land and Asset Management Division

3.32 SEZAD- Special Economic Zone Administration Department

3.33 GSD- General Services Division

3.34 ICTD - Information and Communications Technology Division

3.35 APP - Annual Procurement Plan

3.36 DENRO - Deputy Environment and Natural Resources Officers

3.37 COB - Corporate Operating Budget

3.38 FSD – Finance Services Department

3.39 BAC- Bids and Awards Committee

3.40 TWG - Technical Working Group


3.41 IRR- Implementing Rules and Regulations

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3.42 OGCC- Office of the Government Corporate Counsel

3.43 ManCom- Management Committee

3.44 BOC- Bureau of Customs

3.45 CCA – Customs Clearance Area

3.46 PTO - Permit-To-Operate

3.47 JHSEZ – John Hay Special Economic Zone

3.48 Active Period– refers to the duration of the locator’s contract in the JHSEZ and whose current records are being maintained, used and controlled.

3.49 LMB-DENR - Land Management Bureau of the Department of Environment and Natural Resources

3.50 JHMC’S QMS Process Scope- the map which illustrates the interface of the JHMC-QMS from input to output with the ultimate goal of providing the clients’ full satisfaction (tenants, residents, and government and non-government organizations).

3.51 CSW- Complete Staff Work

3.52 BDD- Business Development Department

3.53 EMD – Environment Management Division

3.54 CJHR- Camp John Hay Reservation

3.55 CAO - Customs Administrative Order

3.56 OSAC - One-Stop-Action-Center


3.57 ECC - Environmental Compliance Certificate

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3.58 JHRA- John Hay Reservation Area

3.59 OBO- Office of the Building Official

3.60 CEC - Certificate of Environmental Compliance

3.61 CSF – Customers’ Satisfaction Feedback Form

3.62 QP- Quality Procedure


3.63 CAPA - Corrective and Preventive Action Procedure

3.64 NCMT- Non- Conformity and Request for Preventive and Corrective Action Monitoring Tool is a recording and monitoring of issued request for preventive and corrective actions.

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#### 4. QUALITY MANAGEMENT SYSTEM

##### 4.1. QUALITY MANAGEMENT SYSTEM MODEL

In the performance of the JHMC mandate, a process-based quality Management system model as required by the ISO 9001:2008 has been adopted. The model shows the interaction between processes of the established and maintained JHMC-QMS which cover the activities to:


- a) Communicate to the top Management the importance of determining and meeting customer requirements through vertical and lateral coordination and collaboration with Management, Stakeholders, and Process Owners;
- b) Provide and manage adequate resources to implement the QMS through proper issuance of supplies, materials and services based on the needed requirements;
- c) Gather and utilize relevant information of stakeholders feedback through client satisfaction/stakeholders survey forms, suggestion boxes, grievance committee, and incorporate such information for the improvement of JHMC's core processes; and
- d) Monitor, measure, analyze, and continually improve the JHMC- QMS to meet and exceed expectations.

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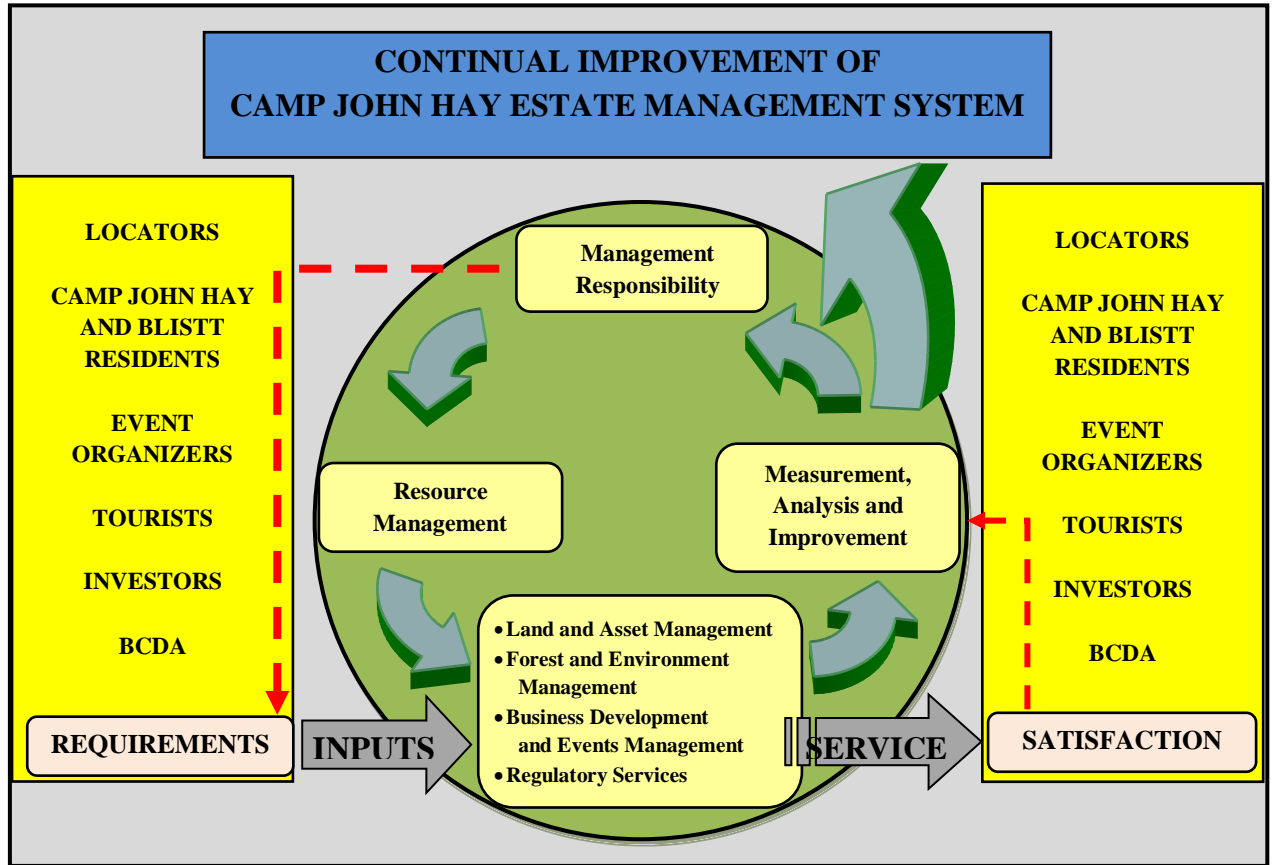
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#### 4.2. CAMP JOHN HAY ESTATE MANAGEMENT MODEL



#### 4.3. SCOPE AND EXCLUSION

This Manual applies to JHMC. The QMS covers the processes on Estate Management and all interfacing processes within JHMC as indicated in the process map. Specifically, it covers the above core processes that relates to its mandate.

There are no identified exclusions in the Quality Management System.

#### 4.4. DOCUMENTATION STRUCTURE


The JHMC's QMS is designed to ensure consistency in meeting the customers' need and expectation through the actual performance of the documented processes and procedures.

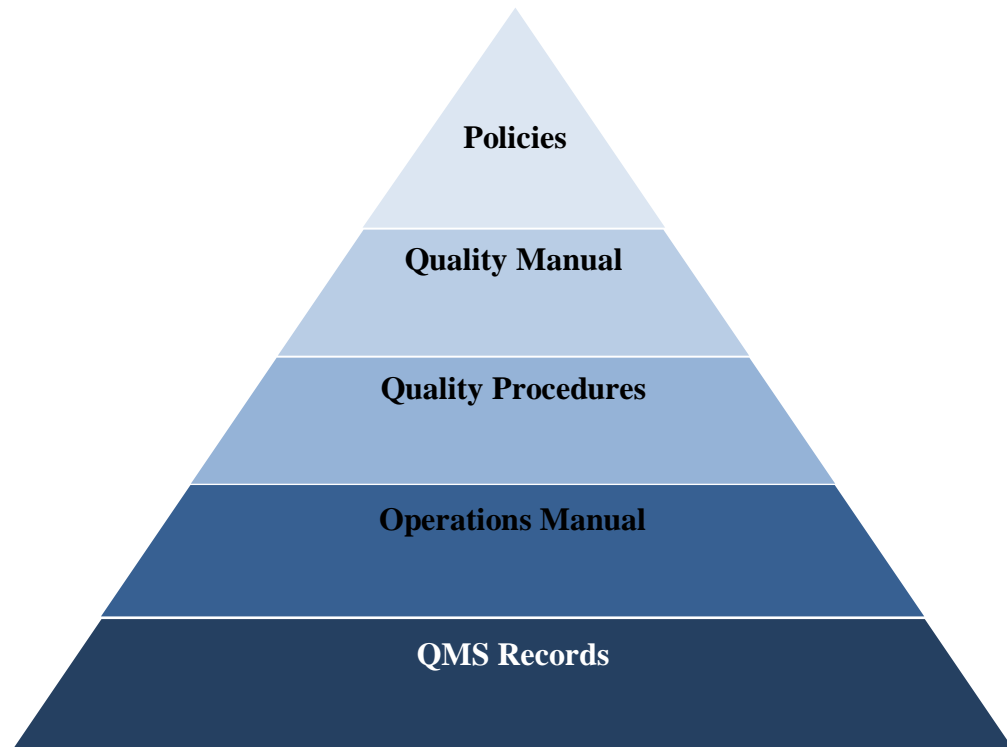
The JHMC- QMS is described in the following documents:

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Level 1: Policies – Highest level contents of the QMS documentation. It contains applicable laws, rules and regulations which include among others, the policy issuances by the BCDA and the JHMC Board.

Level 2: Quality Manual (QM) – The second level of QMS documentation. It contains the quality policy, organizational structure, and description of Management core and support processes.

Level 3: Quality Procedures (QPs) – The operational guide on what JHMC Offices and Units should do and how to achieve stated policies. It also provides guidance on how to communicate and perform various activities.

Level 4: Operations Manual (OM) –The OMs includes operational instructions that describe the detailed series of steps in performing routine activities implemented at functional levels.


Level 5: QMS Records – These include records providing evidence of conformity to the JHMC’s QMS.

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#### 4.5. QUALITY MANUAL AMENDMENT

Introduction of new procedures or personnel services may necessitate amendments to existing Quality Manual and relevant procedures.

A re-issue of this Quality Manual shall be made only when there are changes in the scope of certification or organizational structure. For revisions that do not require a re-issuance, the Document Control procedure shall apply.

Requests or suggestions shall be made in writing to the QMR for consideration to ensure that such changes are reflected in the Quality Manual.

#### 4.6. CONFIDENTIALITY AND DISTRIBUTION

The Quality Manual and its related documents are treated as controlled documents and shall not be brought outside the JHMC without prior authorization of the QMR.

Controlled copies of the Quality Manual are issued to Copy Holder in accordance with the Document Control procedure. Uncontrolled copy of the Quality Manual may be distributed to clients or stakeholders when considered beneficial or when demanded as a contract requirement. All external distribution shall be subject to the approval of the QMR. Please refer to Control of Documents Procedure (JHMC-QP-001).

#### 4.7. CONTROL OF DOCUMENTS


The Control of Documents procedure defines the policies and procedures for controlling and maintaining JHMC documents, to ensure that appropriate versions are identified and made available at point of use, that documents of external origin are identified and their distribution controlled and that the correct version of documentation is available to all personnel when they require it and/or at points of use.

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#### 4.8. CONTROL OF RECORDS

The Control of Records procedure provides a system of managing, controlling, disposing and archiving records within JHMC. This procedure complies with the provisions of Republic Act No. 9470, otherwise known as the National Archives of the Philippines (NAP) Act Of 2007.


#### 4.9. CONTROL OF OUTSOURCED PROCESS/SERVICE/PRODUCT

OUTSOURCED SERVICE/ PRODUCT/ PROCESS	PROVIDER/ SUPPLIER	CONTROLS/ EVALUATION METHOD	RESPONSIBILITY
Security Services	Security Agencies	<ul style="list-style-type: none"> <li>Monitoring of Contract / Terms of Reference</li> <li>Quarterly Performance Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>SSD</li> </ul>
Janitorial and Gardening Services	Janitorial and Gardening Service Provider	<ul style="list-style-type: none"> <li>Monitoring of Contract / Terms of Reference</li> <li>Quarterly Performance Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>GSD</li> </ul>
Solid Waste Collection	Sanitary Service Provider	<ul style="list-style-type: none"> <li>Monitoring of Contract / Terms of Reference</li> <li>Annual Performance Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>GSD and EMD</li> </ul>
Siphoning Services	Sanitary Service Provider	<ul style="list-style-type: none"> <li>Job Order/ Service Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>GSD and EMD</li> </ul>
Real Estate Development	Real Estate Developer	<ul style="list-style-type: none"> <li>Monitoring of Contract/ Terms of Reference</li> <li>Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>SEZAD, Legal, and EAMD</li> </ul>
Equipment, Vehicle, and Facility Repair	Service Provider	<ul style="list-style-type: none"> <li>Job Order/ Service Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>GSD and ICTD</li> </ul>

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Consultancy Service	Service Provider	<ul style="list-style-type: none"> <li>Monitoring of Contract/ Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>End-user</li> </ul>
Utilities	Service Provider	<ul style="list-style-type: none"> <li>Feedback</li> </ul>	<ul style="list-style-type: none"> <li>GSD</li> </ul>

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## 5. MANAGEMENT RESPONSIBILITY

The JHMC Board of Directors, Management Committee (ManCom) commits to the establishment, implementation and sustenance of the JHMC-QMS. The Management communicates through periodic meetings the importance of meeting and satisfying customer requirement and regular conferences to review performance. Likewise, a Quality Policy is set to provide direction on the commitment to comply with requirements and continually improve the JHMC-QMS.

### 5.1. Quality Policy

As the steward and primary catalyst for economic development, the JHMC is mandated to transform Camp John Hay as a premier tourist and investment destination in the Cordillera Region through responsible stewardship and good governance.

To provide excellent, efficient and responsive services towards total stakeholders' satisfaction, we commit to:

- Continually improve the JHMC Quality Management System while complying with statutory and regulatory requirements.
- Adhere to efficient and effective regulation of Camp John Hay.
- Ensure sustainable use and development of the forest watershed.
- Continually provide learning and growth opportunities for JHMC personnel.

Approved By:


**ALLAN R. GARCIA**  
President and CEO

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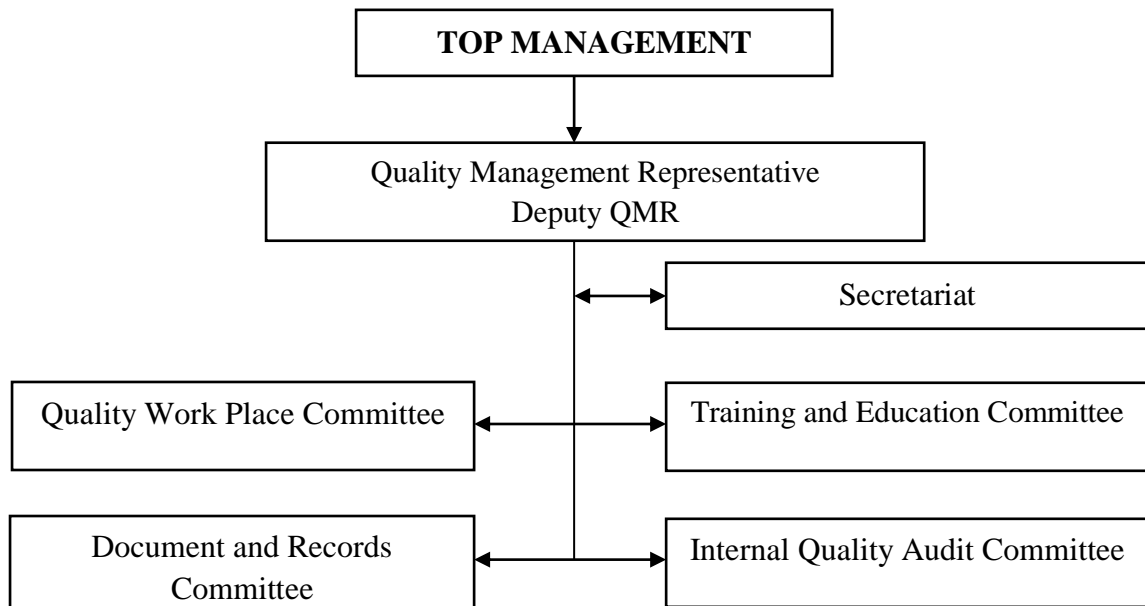
### 5.2. Quality Management System Planning

Reference to the Performance Agreement (PA) with BCDA and GCG, and the Strategic Plan set by the JHMC-BOD, as the working framework of JHMC, annual strategic, operations and budget planning are being conducted. The Corporate Planning Manager spearheads and facilitates the programmed planning activities to come up with JHMC results-based Strategic Plan and Work and Financial Plan, including the Monitoring and Evaluation Reports. These plans are consolidated based on performance targets and resource requirements identified by the different Departments.

Aside from the planning sessions, weekly ManCom meetings serve as the venue for discussing the accomplishment reports, including action plans elevated to the JHMC Board for the necessary approvals and further inputs and instructions.

Further, the Top Management ensures that the quality objectives are set at the different departments and offices.


### 5.3. Quality Management Structure



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#### 5.4. Responsibility and Authority

The specific roles and responsibilities in the quality Management structure are as follows:

##### 5.4.1. Top Management

- a. Shall be the JHMC-Board of Directors, President and CEO, and the Management Committee members.
- b. Establishes, reviews, and maintains the JHMC Quality Policy.
- c. Ensures that quality objectives are established at relevant functions and levels within JHMC.
- d. Ensures allocation of available resources to support the implementation of the JHMC- QMS.
- e. Defines the responsibilities and authorities of each function in the organization.
- f. Reviews the effectiveness of the JHMC-QMS and monitors the implementation of action plans and /or improvements.
- g. Ensures that communication mechanisms are established and effective.

##### 5.4.2. Quality Management Representative (QMR)


- a. Shall be a regular employee of the JHMC who has undergone Top Management Orientation.
- b. Ensures the effective implementation and maintenance of the established QMS.
- c. Reports to the Top Management the performance of the QMS and areas for further improvement.
- d. Ensures the promotion of awareness of meeting client requirements within the relevant scope of the JHMC's QMS.

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- e. Liaises with external parties on matters relating to the JHMC's QMS.
- f. Acts as Officer-in-Charge for the creation of the Quality Manual and six (6) QMS Mandatory Procedures.

5.4.3. Deputy QMR

- a. Ensures the effective planning, implementation, maintenance, and continual improvement of the established QMS.
- b. Assumes responsibility of the QMR in his/her absence.
- c. Ensures that all activities within the organization are in accordance with ISO 9001:2008.
- d. Ensures active participation of all committees in all ISO-related activities (trainings, workshops, meetings, brainstorming, etc.)
- e. Provides overall direction, full commitment, and support in the establishment and implementation of ISO-QMS within JHMC in behalf of the QMR.
- f. Assists the QMR in performing assigned duties and responsibilities.

5.4.4. Secretariat


- a. Coordinates with the QMS team and different offices regarding the conduct of various activities.
- b. Recommends and identifies key personnel relative to the composition of the QMS core team.
- c. Notifies the members of the QMS core team during the conduct of trainings, workshops and technical assistance sessions.
- d. Assists the DQMR/QMR in performing assigned duties and responsibilities.
- e. Assists the DQMR/QMR in facilitating the certification.
- f. Monitors and supervises the consolidation of the output of different teams.

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g. Updates the QMR on updates of QMS outputs and activities.

5.4.5. Document and Records Control Committee

- a. Establishes, documents, implements, and maintains a procedure for the control of documents and records.
- b. Maintains the:
  - i. Master copies and the master list of the QM and OMs; and
  - ii. Distribution list of externally generated documents and references.
- c. Ensures that current versions of relevant documents are available at point of use.
- d. Prevents unintended use of obsolete documents as well as the unauthorized use of relevant documents.
- e. Ensures the traceability of documents.
- f. Coordinates with the training and education team, and if necessary, be the forerunner in the promotion of awareness on the effective implementation of the control of documents and records procedure.
- g. Coordinates enhancement of the procedure for control of records.
- h. Closely collaborates with coordinating staff and support units on matters concerning record Management.
- i. Consolidates the quality plans and records retention matrix of each unit and incorporate them in the corresponding procedures.

5.4.6. Internal Quality Audit (IQA) Committee


- a. Prepares IQA plan, coordinates, and implements the IQA Program.
- b. Identifies the necessary resources for managing the IQA Program.
- c. Provides inputs during Management review regarding IQA findings.
- d. Monitors and maintains records of implementation of corrective and preventive actions for nonconformance found during audits and regular

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operations, as well as, validated material deviations and/or repetitive process complaints from the internal and external clients.

#### 5.4.7. Training and Education Committee

- a. Ensures that employees are aware of their roles and responsibilities relative to the attainment of the JHMC Vision and Mission, Quality Policy, objectives, and quality plans.
- b. Reviews the results of competence evaluation conducted for employees performing functions that affect product or service quality.
- c. Facilitates all QMS competency trainings and other interventions and activities.
- d. Shall be responsible in cascading, communicating and training of ISO 9001:2008 to JHMC personnel.

#### 5.4.8. Quality Workplace Committee

- a. Ensures the formulation and implementation of JHMC improvement strategies for the area including consideration and implementation of JHMC Mission, Quality Policy, objectives, and quality plans.
- b. Reviews the results of previously conducted improvements in the workplace for employees performing functions that affect product or service quality.
- c. Facilitates all QMS-related improvements in the workplace.

#### 5.5. Internal Communication

Information dissemination is done through but not limited to:

Bulletin Boards, Memoranda, Posting, Courier Dispatch, SMS, telephone, facsimile, conferences, meetings, electronic mails and during the conduct of orientations, etc.

#### 5.6. External Communication


External communication pertains to letters, notices, publications, Memorandum Circulars, information, education and communication (IEC) materials, website

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postings, locators' meetings, telephone calls, electronic mails, public consultations, focused group discussions (FGDs), signages and press conferences.

The Records Management Specialist receives all communications except OBO-related permit applications wherein communications are directly submitted to the PMD/ OBO.

### 5.7. Management Review

The review of the established quality Management system is conducted annually or whenever deemed necessary by the Top Management to ensure continuing suitability and effectiveness of the system in satisfying the requirements of customers. Hence, Management review agenda items may be discussed during scheduled ManCom and Board meetings.

The Management Review shall cover, but is not limited to, the following agenda items:


- a. Matters arising from the previous Management review meeting;
- b. Results of internal and external quality audits;
- c. Client feedback and satisfaction results;
- d. Process performance and product/service conformity through the quality objectives;
- e. Status of corrective and preventive actions;
- f. Changes that could affect the quality management system; and
- g. Actions taken on recommendations for improvement.

Management review is undertaken in various meetings participated by the process owners and QMS Core Team with the QMR/DQMR. This review meeting is coordinated by the Secretariat. The outputs of the Management review are recorded in the Minutes of all the Management review meetings and maintained by the

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Secretariat. The QMR shall facilitate the meeting. Results of the review are provided to the QMR prior to the formal reporting to the top management.

Outputs of the management review are decision and actions related to:


- a. Improvement of the effectiveness of the QMS;
- b. Improvement of services or products; and
- c. Resource needs.

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## 6. RESOURCE MANAGEMENT AND SUPPORT PROCESSES

### 6.1. Human Resource Management

The JHMC considers its human resources as its asset. The HRD spearheads the formulation, implementation and monitoring of personnel-related policies, to ensure that employees are equipped with the necessary KSA to efficiently and effectively perform their functions. This ensures that JHMC employees are provided with opportunities for professional growth consistent with the continual improvement principle of the QMS. This is in recognition that the behavior and performance of every personnel directly impacts on the quality of services provided.

The HRD implements the following processes in compliance to JHMC policy, applicable laws, rules and regulations:

- a. Personnel management process includes handling of hiring, transfer, promotion and termination of employment. The hiring process starts from the requisition of the department concerned, posting of the vacancy in the JHMC bulletin board, labor center, and website and periodicals, assessment and evaluation of applications and issuance of appointments for hired applicant.
- b. Personnel administration process covers HRD activities related to the payment of compensation and benefits, attendance monitoring, and facilitation of administrative investigations for any lapses or violations committed contrary to JHMC's Code of Discipline and Office Decorum.
- c. The HRD process focuses on competency assessment, competency interventions and evaluation of the effectiveness of interventions provided. Personnel competence is assessed on the basis of education, trainings attended, experience, skills, and performance. The competency interventions include both formal and informal modes such as coaching, mentoring, trainings or courses facilitated by the JHMC, BCDA, other government agencies and private entities. The result of the performance appraisal and training needs analysis serves as the basis of the Division in formulating, recommending and implementing human resource development-related programs for JHMC personnel to address competency gaps.


Employees' records are systematically maintained through the personnel 201 files.

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## 6.2. Safety and Security Management

The SSD is primarily responsible in ensuring that the safety of JHMC personnel, customers and all facilities are addressed. The SSD further ensures the importance of safety through the conduct of seminars and training of all personnel to be safety conscious, posting of safety reminders on building entrances, evacuation plan, fire extinguishers and other firefighting equipment, drills and information disseminations on safety concerns. Safety in these aspect pertains to physical, personnel, communication and facilities among others.

The Department likewise conducts investigations, special and intelligence operations, active and passive security operations, whenever necessary, and monitors/ supervises the daily operations of the contracted security providers.

It also provides assistance to the frontline services such as the EAMD in ensuring compliance with Environmental Laws, Policies, and Guidelines and other related rules and regulations, enforcement of the provisions of the National Building Code of the Philippines, LAMD during the conduct of land surveys, and SEZAD in the implementation of its regulatory function.

## 6.3. Supply and Property Management

The JHMC undertakes property and supply management to ensure effective acquisition, custodianship and accountability, utilization and maintenance, and disposal of movable properties. These include supplies, furniture and fixtures, machineries, office equipment and vehicles. The GSD implements property and supply management in compliance with applicable laws, rules and regulations provided under Republic Act No. 9184 and its IRR, Presidential Decree No. 1445 and the New Government Accounting System (NGAS).

## 6.4. ICT Management


The ICTD handles maintenance, upgrade and repair activities of ICT infrastructure to ensure accessibility at all times based on the scheduled program or as requested. To support the abovementioned activities, the planning, implementing and managing of the information systems are based on the approved Strategic, Annual and Operations Plan and specifications are further described in the PPMP.

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The ICTD also manages the documents and records process from creation or receipt until disposition. Specifically, the ICT Division implements the following processes:

- a. Hardware Management
- b. Software Management
- c. Information System Management
- d. Networking Infrastructure
- e. Documents and Records Management
- f. Other Services.

#### 6.5. Forest and Environment Management

JHMC ensures compliance to the Forestry Code of the Philippines (PD 705) and its related laws, through the enforcement of the duties and functions of Deputy Environment and Natural Resource Officers (DENRO). In collaboration with the SSD and PMD, EMD ensures that illegal gathering of flora and fauna, water abstraction, extraction of mineral resources and illegal logging activities are strictly prohibited and offenders are arrested. Forest Patrol Guards provide assistance through regular foot and mobile patrolling within the CJHR.

The JHMC's compliance to relevant laws such as Code on Sanitation (PD 856), Philippine Clean Air Act (RA 8749), Philippine Clean Water Act (RA 9275), Ecological Solid Waste Management Act (RA 9003) and Toxic Substances and Hazardous and Nuclear Wastes Act (RA 6969) is ascertained through the dispense of duties and functions of Pollution Control Officers.

The EMD also establishes strong collaboration with government, non-government organizations (NGOs), private and corporate sectors, community, people's organizations, research and academic institutions that are technically and scientifically adept in forest and environment management for service improvement.

#### 6.6. Financial Management


The Corporate Operating Budget (COB) is consolidated by the Budget Officer based on the financial requirements of the various departments and Divisions. The COB shall be utilized, monitored and controlled in accordance with set budget policies, procedures, plans and programs for the year.

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Collections and disbursements shall be conducted in compliance with government accounting standards, rules, regulations and budget allocation. The Treasury Unit ensures that collection processes are made efficient to cater to the needs of clients, locators, lessors, tourists, and the like. Disbursements are in accordance with government rules and regulations, and are facilitated to support departmental needs and for operational exigencies.

All recording and reporting shall be conducted in compliance with government standards and the International Financial Reporting Standards (IFRS). Reports, as indispensable bases in decision making, shall be made regularly and readily available to all stakeholders.

The FSD, through its investment activities, augments corporate income. Limited resources are either placed and/or made available for operations in a timely manner.

#### 6.7. Legal Services Management

The Legal Department primarily provides legal advice to the Top Management and legal strategies to the Departments/Divisions within the JHMC and handle legal cases upon delegation of the authority by the OGCC.

The Department also takes an active role in developing new solutions to legal constraints through legal risk assessment process, case management and legal cascading. These processes include maintaining a database of legal materials, producing periodic reports on the status of pending cases, and maintaining relations with the BCDA, OGCC and other government agencies with a view to promoting the timely resolution of legal cases, preparing for future legal actions, managing legal risk and other legal issues.

It also provides services for contract review, inputs to various Terms of Reference from other Departments/ Divisions and render legal opinions on both internal and external legal matters of the Corporation.


#### 6.8. Property and Asset Management

The Land and Asset Management Division (LAMD) ensures that the BCDA land is accorded its highest and best use by providing technical support on land management. LAMD, in coordination with the Legal Department, Environment Management Division,

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Project Management Division, and Security and Safety Division, regulates and monitors various land developments within the CJH in accordance with applicable laws, rules and regulations including all BCDA/JHMC approved policies and guidelines.

#### 6.9. Procurement Services Management

The JHMC Bids and Awards Committee (BAC) undertake all procurement in accordance with RA No. 9184, its Revised Implementing Rules and Regulations (IRR) and all GPBB issuances.

The Procurement Officer provides administrative support to the BAC in carrying out the planning, procurement and post-qualification activities in accordance with the National Budget Circular No. 517.


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## 7. SERVICE REALIZATION

### 7.1. Planning of Product Realization

The JHMC plans for the implementation of its core processes and ensures that these are in accordance with the RA No. 7227 (BCDA Law) and its related issuances, the GCG and BCDA Performance Agreements, other applicable laws, rules and regulation, policies and standards such as:


- a. GCG and BCDA commitments for the deliverables of the succeeding year(s).
- b. Quality objectives in the quality plan and/or specific targets of quality of services to its clients.
- c. Business plans serve as guides for the preparation of TORs for identified land assets for disposition or lease.
- d. Work and Financial Plan (WFP) for specific activities and financial requirements needed to accomplish the projects, activities and programs (PAPs).
- e. Operational plan ensures the efficient and effective implementation of plans and programs on Asset Disposition in compliance to JHMC's objectives, plans, programs and resources.
- f. Project Procurement Management Plan (PPMP) for logistical requirements are specified.
- g. Planning for resources to be used for these activities is documented in the Annual Procurement Plan.
- h. Work program ensures the proper designation and responsibilities of manpower required for the timely and efficient accomplishment of the projects.
- i. An Activity Board reflects target dates of implementation of the major steps toward the issuance of every CEC and Endorsement application to ensure the effective and efficient processing of the Certificate of Environmental Compliance

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for JHSEZ locators and for endorsement of applications for Tree Cutting / Pruning and Earth Balling permits.

- j. Disposition Schedule/Timelines ensures that the projects have defined and approved schedules for implementation.
- k. Scope of Work in the TOR ensures that all required activities to be undertaken are in accordance with the approved TOR.
- l. Calendar of Events, whether regular JHMC-lead and/or externally proposed, indicating the date of the event, specific location and activities.
- m. Approved Events Program which includes the final schedule, concept, budgetary and logistical requirements, and responsibility of the organizer, if applicable.
- n. For externally-sourced events, a contract is entered into by JHMC with the organizers stating the Scope of Work and/or duties and responsibilities of both parties.
- o. Timetables are available and posted as part of the Citizen's Charter, to identify the processing time and release of the various permits issued that will guide the personnel and customers.
- p. Work schedules are being used to ensure that the frontline services are manned at all times. These includes personnel assignment to identify employees who need to go on duty for the day, on official business, and on-call basis for a 24/7 period based on requisition from locators/customers to prevent delay of goods.
- q. First-Come First-Served basis is being implemented for the issuance of permits. There is queuing number in the logbook and monitoring transaction form to ensure that the timetable for release is followed.
- r. Monthly Cluster Inspection Schedule is prepared to identify assigned personnel, logistical requirements, and to communicate the schedule with the customer.

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## 7.2. Customer-related Processes

### 7.2.1 Determination of Requirements Related to the Service

JHMC determines the client and service-related requirements through:


- a. Citizen's Charter that defines the processing/lead time per transaction committed by JHMC to its client;
- b. BCDA and JHMC policies that mandate processes, documentary requirements and other applicable policies that should be complied with during service realization;
- c. Operations Manual that prescribes process, steps, schedules, sequence, service interfaces and interactions;
- d. National Building Code (NBC) that prescribes the requirement for infrastructure related to JHSEZ-OBO issued permits;
- e. JHMC- Articles of Incorporation defines the primary purpose of JHMC to carry out all activities necessary to convert, develop and maintain the facilities and properties within and around Camp John Hay for tourism, commercial, industrial, residential, nature reserve and human resource development center;
- f. Master Development Plan defines the land use as mixed use, commercial, eco-tourism, forest watershed and human resource development center;
- g. Events contracts and/or agreements determine the event schedule, rental rates and income sharing scheme, and other terms and conditions regarding environment, safety and security, maintenance and economic zone policies;
- h. Documented requests of prospective investors expressing interest to do business inside Camp John Hay;
- i. Application forms filled-out by clients and/or documented requests of stakeholders;

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- j. Applicable laws on Special Economic Zone Administration such as JHSEZ IRR for RA No 7727, RA No. 9400, and CAO 2-98;
- k. Applicable Forest and Environmental laws, rules and regulation;
- l. Existing Memorandum of Agreements (MOA) with other government agencies operating in the JHSEZ such as Bureau of Customs, PhilHealth, Pag-Ibig, Philippine Economic Zone Authority, among others.

7.2.2. Review of Requirements Related to the Service


JHMC reviews customer and service-related requirements prior to its commitment to provide its client the necessary services. The reviews are done as follows:

- a. For CEC and Endorsement for Tree Cutting/ Pruning/ Earth-Balling permits, the application forms reflect a list of requirements for submission. The signed application form together with the requirements from the locator is received by the Records Management Specialist and forwarded to the EMD. The EMD reviews the application together with the attached requirements and acknowledges completeness of the application by signing the same. An Inspection Checklist reflects the compliance status as basis for approval of the application. The requesting party's signature is affixed as conforme of the results of said inspection / validation;
- b. The processing and issuance of all building and ancillary permit applications within the Camp John Hay Reservation. In addition, the development plans serves as a guide in reporting to BCDA the actual accomplishments of JHMC in relation to the mandate of BCDA in converting Camp John Hay;
- c. Signed contracts and/ or agreement by the JHMC and the proponents/ investors;
- d. Official Receipts and/ or Acknowledgement Receipts are issued for the receipt of fees

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- i. Cashier – Collects venue rentals, cleanliness bond, CEC, PBO, endorsement fee for tree cutting/pruning/ earth balling permits, permit for house repair, building permits, annual electrical and mechanical permits, bidding documents
  - ii. Ticketing Clerk- Collects Historical Core entrance fee, table rentals, photo-shoots, venue rentals, cleanliness bond and other activity fees
  - iii. Customs Compliance Officer – Collects all approved fees/ charges inside the JHSEZ under Memorandum Circular 2012-02-002.
- e. Application forms are validated for completeness, and approved for processing of permit. Checklist for the receipt of documentary requirements are provided with Conforme/ Acknowledgement by the following:
- i. Labor Center Processor – Type B permits (accreditation and registration permits)
  - ii. OSAC Processor – Type A permits
  - iii. Business and Marketing Assistant – Business Permit and SEC registration
  - iv. Environment Officer – CEC Requirements, Permit to bring out (PBO) forest products
  - v. Project Management Officer (PMO) – Building Permit, Certificate of Occupancy requirements, House Repair and Permit-to-Bring-In (PBI) construction materials
- f. Non-disclosure agreement signed by JHMC’s authorized representative and proponent.


### 7.2.3. Customer Communication

These are the methods, means and avenues to effectively communicate with clients/ stakeholders:

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- a. Citizen’s Charter that reflects key processes to inform JHSEZ locators and other applicants of the steps, requirements and fees of the CEC issuance process and endorsement for Tree Cutting/ Pruning/ Earth balling permits;
- b. Public Consultation on Asset Disposition Projects;
- c. JHMC Website;
- d. Bulletin Board postings; and
- e. Forum.

### 7.3. Design and Development

Core Services are conceptualized and manner of delivery are designed according to the following:


- a. Conceptualization of the events and projects occurs during the planning stage prior to the submission of budget proposal to the Management. This include gathering of relevant information such as market study, applicable activities inside the Camp, determination of logistical and financial requirements, preparation of financial projections and scouting of possible organizers/investors;
- b. Community assistance services relative to forest and environment management are customized according to the expressed need of the locator or requesting party. Upon receipt of a documented request, the EMD determines the appropriate assistance / service based on the expressed intention. The approved assistance in the form of a CSW contains the methodology and activities to be implemented, as well as the applicable monitoring and evaluation activities, as needed.
- c. LAMD provides services and assistance to different internal and external departments or agencies relating to land assets of the BCDA within the Camp John Hay Reservation which is located inside the City of Baguio and Municipality of Tuba.

Whenever necessary to amendment to the approved Site Development, a CSW will be prepared for review and recommendation of the ManCom and approved by the JHMC and BCDA Board of Directors.

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The Land Use Plan or Site Development Plan for the CJHR are prepared to delineate established parcels of the BCDA properties that are subject for segregation. The plan and the process of awarding of residential lots to bonafide awardees in the BCDA land are undertaken subject to the approval of BCDA and Office of the President.

#### 7.4. Procurement

##### 7.4.1. Procurement Process:

JHMC ensures that purchased products conform to specifications provided by the end users through the Bids and Awards Committee (BAC) in accordance with RA No. 9184, its Revised Implementing Rules and Regulations (IRR) and all Government Procurement Policy Board (GPPB) issuances.

The BAC evaluates and recommends suppliers based on their ability to supply the products in accordance with the requirements set by the JHMC, applicable laws, rules and regulations, policies approved by the JHMC-BOD, among others.

Records and results of evaluations and necessary actions from the evaluations are maintained by the BAC Secretariat.

##### 7.4.2. Procurement Information

All procurement activities are undertaken by the Bids and Awards Committee (BAC). Personnel participating in the procurement process have met the qualifications.

Specifications of goods, services, infrastructure projects and consultancy for procurement are indicated in the proposed Project Procurement Management Plan, Terms of Reference and/ or Scope of Services indicating the following:


- Responsible department/ end-user;
- General classification/ description/ term and/ or type of services required;
- Quantity;
- Project/ program to which it will be used; and
- Schedule of implementation.

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#### 7.4.3. Verification of Procured Item

The designated Inspection Committee (IC) verifies the procured goods, services, infrastructures and consultancies. The IC undertakes validation, testing or checking to ensure that the procured items were delivered in accordance with the approved Purchase Order (PO), Job Order (JO) and/ or Notice of Award (NOA), which was duly received by the supplier.

- Inspection and Acceptance Report, Certificate of Acceptance and Certificate of Inspection and Completion, whichever is applicable, containing acceptance or non-acceptance thereof.
- Spot inspections are done to ensure continuity of service delivery and product availability.
- The Inspection Committee (IC) follows the procedures and guidelines of inspection provided in Property Custodianship, COA and DBM laws, rules, issuances, polices and regulations. The IC may random sample, materials testing through coring, boring, validation of output, and other means applicable.

#### 7.5. Service Provision

##### 7.5.1. Control of Service Provision

To ensure that the process will be performed under controlled conditions the following are undertaken, as applicable:

- Available OMs at each Division
- Use of checklist, inspection, testing and monitoring activities
- Accomplishment Monitoring
- Use of suitable equipment/tool such as camera for documentation, bolt cutter, flashlight and camera for inspection, grass cutter for ground maintenance, service vehicle for inspection, and hand-held GPS for validation of the boundaries and structures within the CJHR, among others;
- Review and approval by relevant/defined/designated authorities prior to service delivery


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### 7.5.2. Validation of Processes for Service Provision

Whenever the resulting output/service cannot be verified by subsequent monitoring and/or measurement, and as a consequence service deficiencies become apparent only after delivery, the JHMC performs the following to ensure achievement of planned results:

- a. Request for endorsement for application of tree cutting, pruning and earth balling permits, site validation is conducted prior to issuance; and
- b. The inspection is conducted in coordination with the LAMD and SSD.

### 7.5.3. Identification and Traceability

The following are means to identify and ensure traceability in the delivery for core services:


- Use of series number for traceability
- Locator Number
- Permit Number
- Locator Name
- Business Name
- Land Area
- Proponent Name/Client Name
- Transaction Date
- Contract No.
- Facility Name and Property no. of properties within the facilities
- Contract Duration
- Event Title
- Project Title
- Date of proposal and approval date
- CEC number (CEC-YYYY-MM-series number)
- Period of validity bearing the date of issuance and date of expiration
- Business/ Operations Address
- Project Title on land use
- Transfer Certificate of Title No.
- Lot Number

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#### 7.5.4. Customer Property

JHMC ensures care of the properties through appropriate methods of identification, verification, protection and safeguarding, such as but not limited to the following:

- a. Examination of imported articles is jointly inspected with Bureau of Customs (BOC), in the presence of end user and security provider. A security camera is installed to record the activity. As much as practicable, double handling is discouraged during the examination at the CCA.
- b. Regular inventory and annual inspection of structures/ land within JHSEZ.
- c. Listings of articles brought inside JHSEZ and inspection upon request for permit to bring out.
- d. Roving of Security Personnel within the Camp John Hay Reservation.
- e. Inspection/validation of residential building and structures status, upon request and/or house repair within JHRA.
- f. Safeguarding of personal and confidential information gathered from various documents submitted is kept to record boxes with restricted access.

#### 7.5.5. Preservation of Service

JHMC core services are preserved during internal processing and while the client is “active” by means of the following:


- a. Effective and efficient safeguarding of articles left for inspection at the CCA is properly endorsed to the Security Personnel on duty.
- b. Effective supply management, specifically on pre-printed and accountable forms used for financial transactions and Type A permit applications.
- c. Effective records management while the service is in process to ensure integrity of documents.

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## 7.6. Control of Monitoring and Measuring Equipment


- a. Monitoring and measuring equipment owned and/or used by JHMC in line with the delivery of services are proactively maintained which include the performance of the required equipment calibration and/or adjustment. Whenever allowed, the LAMD of JHMC performs calibration or adjustment. Personnel performing the calibration/adjustment are certified by the Land Management Bureau of the Department of Environment and Natural Resources (LMB-DENR).
- b. Records of the results of calibration are maintained at the EAMD Office

<b>EQUIPMENT</b>	<b>FREQUENCY OF CALIBRATION/ ADJUSTMENT</b>	<b>RESPONSIBILITY</b>	<b>APPLICABLE RECORD FOR MONITORING</b>
Global Positioning System (GPS)	Annual	EMD	Logbook
Survey Equipment	Annual	LAMD Manager/ BCDA	Calibration Certificate
GIS	Upon delivery	LAMD Manager	Record of Test Run

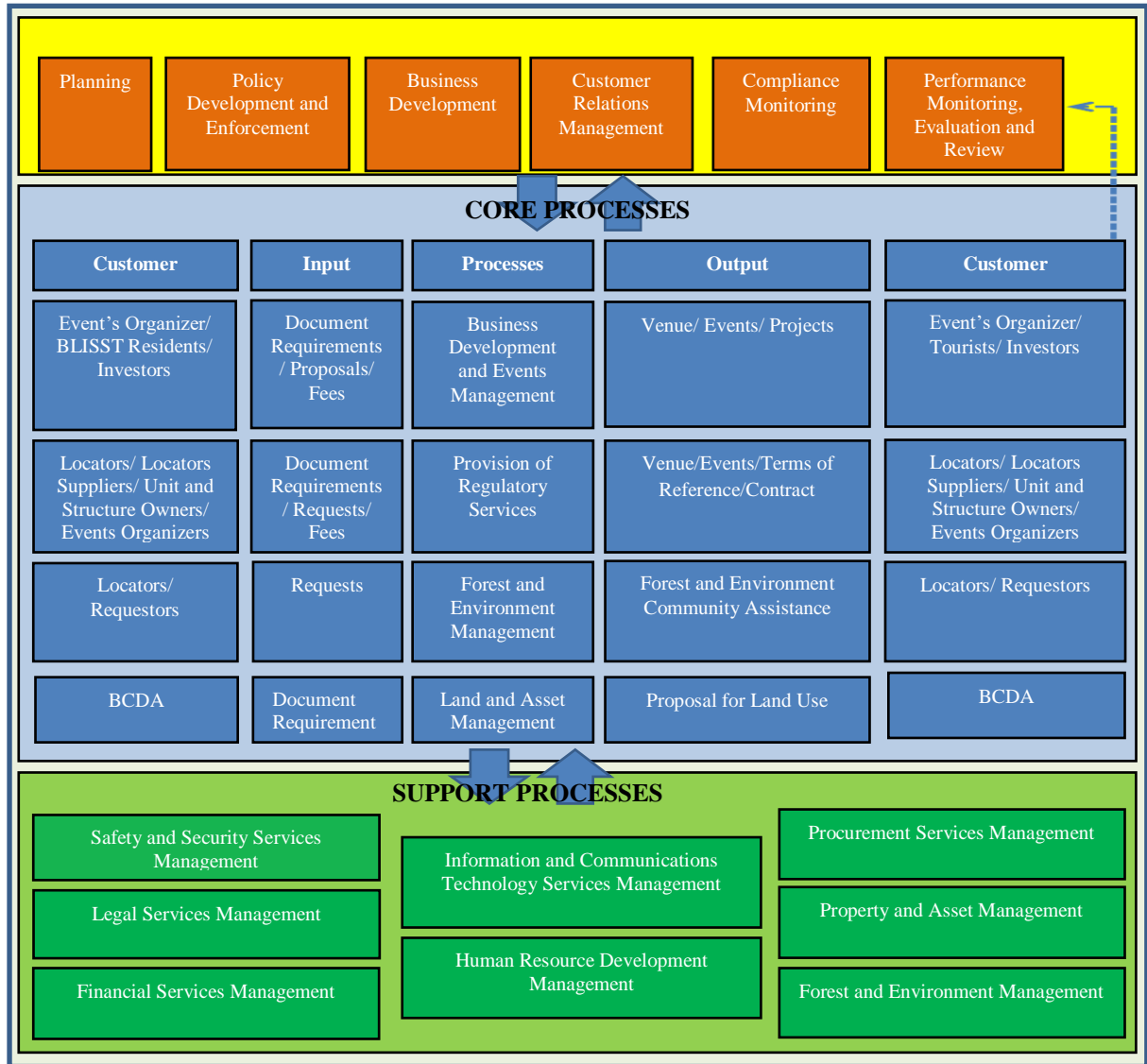
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### 7.7. JHMC'S QMS Process Scope




The process map illustrates the interface of the system from **INPUT** to **OUTPUT** in which the ultimate goal is to provide clients' full satisfaction (tenants, residents, and government and non-government organizations). These are fully reliant on management and support processes including the internal and outsourced processes. This means that client satisfaction will be attained through the effectiveness of the management, core and support processes, with the assumption that all contributory factors including the competent personnel are available.

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### 7.8. Land and Asset Management

The JHMC, through the LAMD under the Environment and Asset Management Department, provides the land inventory by implementing the land and asset management process in accordance with all applicable policies and guidelines. The land asset management process includes land inventory, asset disposition programs, and other related processes.

The land inventory process includes the conduct of regular inventory of the BCDA land asset within the Camp John Hay Reservation by the regular conduct of land and structure surveys. For contentious areas, the EAMD evaluates, analyzes and interprets the survey results to arrive at a sound judgement on land issues. A CSW reporting the updated land inventory and survey results is submitted to management for decision. Upon the JHMC-BOD, the result is elevated to BCDA for their information and appropriate action.

The asset disposition process begins with the LAMD identifying available area for lease through the conduct of boundary and topographic surveys including the determination of locations of *Benguet* pine trees within the metes and bounds of the proposed areas for development. LAMD recommends best use of the land to the BDD as part of the latter's basis to formulate business proposals for the potential areas.

### 7.9. Forest and Environment Management

The EMD responds to requests for assistance from the community, investors, contractors and locators on their compliance and responsibility towards sound Forest and Environment Management in their operations. The EMD provides orientations, lectures, technical inputs and other forest and environment-related services. Whenever necessary, it liaises with relevant public and private institutions for such purposes.

The EMD identifies improvement of processes through feedback from various means such as locators' meetings, activity evaluation, among others.


### 7.10. Provision of Regulatory Service

The JHMC through its various offices/ department provides regulatory services as follows:

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7.10.1. Issuance of Type 1- Daily Permits and Type 2 - Business Permit and Monitoring of the Labor Compliance of Locators.

The SEZAD serves as administrator of the permits and licensing of all business establishments in the JHSEZ. Hence, it ensures compliance of all accredited enterprises and registered locators, residents and guest, with all applicable laws such as Customs Administrative Order 2-98, JHSEZ Implementing Rules and Regulations (IRR), among others and also oversees the operation of the One-Stop-Action-Center. Likewise, part of its function is to issue Type 1 Daily Permits for articles coming in and out the JHSEZ and Type 2 Business Permits for Enterprises and locators operating inside the JHSEZ.

Through SEZAD’s Labor Center database, the compliance of locators and enterprises with all labor laws, rules and regulations on employment inside JHSEZ are strictly monitored. Job matching is also conducted to assist locators in their hiring process and ensures that at least 85% of the employment inside the Camp is residents of the Baguio City, La Trinidad, Itogon, Sablan, Tuba and Tublay (BLISTT) area.

7.10.2. Issuance of Endorsement for Tree Cutting, Earth-balling and Pruning


As responsible stewards of about 52 % of the forest cover in the City of Baguio, JHMC focuses on maintaining a sustainable and environmental management plans and programs for Camp John Hay Reservation Area consistent with government policies embodied in RA 7227, EO 62, Presidential Proclamations 198 and 420, the Revised Forestry Code of the Philippines (PD 705) and all applicable environmental and forestry laws and standards.

JHMC facilitates Forest Management-related services through its Environment Management Division by means of its issuance of Endorsement for Tree-Cutting, Earth balling and Pruning Permit Application to the DENR for locators within the JHSEZ and for residents within the JHRA. This function is responsive to EMD’s primary role as environment regulator of the Camp John Hay Reservation. Hence, it ensures that Tree cutting / earth balling / pruning are only allowed when appropriate permits from DENR are issued. This is applicable in cases of needed development, imminent danger to lives and property, occurrence of pest and/or disease infestation, and after forest fires or in accordance with and conditions of the Environmental Compliance Certificate (ECC). The processing starts upon thorough review for

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completeness and accuracy of documentary submissions and receipt of processing fee from concerned JHSEZ locators or JHRA residents. Requirements, applicable fees and charges are reflected in the JHMC Citizen’s Charter. The EMD, together with an inspectorate team comprising of representatives from DENR, LGUs and NGOs, among others, conduct site inspection and evaluation of the subject tree/s to thoroughly validate of the application. The EMD then submits a site inspection and evaluation report and an endorsement for Tree-Cutting, Earth-balling or Pruning to the DENR-CENRO, Baguio City in a timely manner. Upon issuance from the concerned DENR Office of the Tree Cutting, Earth balling or Pruning permit, a timely issuance of a Notice to Proceed from JHMC follows.

7.10.3. Issuance of Building and Ancillary Permits, Certificate of Occupancy, Annual Electrical and Mechanical Inspection Permit, and Monitoring of the Compliance of Locators to the National Building Code and other pertinent laws.

The JHMC, through the JHSEZ-Office of the Building Official (OBO) is responsible for the enforcement of the National Building Code of the Philippines, *Batas Pambansa (B.P.) 344* and other pertinent laws. It issues the following permits for the purpose:

- a) Building and ancillary permit are issued to locators intending to construct/repair/rehabilitate new/existing structures.
- b) Annual Electrical and Mechanical permit is issued to locators to ensure that all their electrical and mechanical installations are in compliance with the law and standards set by the National Building Code.
- c) Certificate of Occupancy is issued prior to the occupancy of the structure.

Through the regular inspection of the project site, the JHSEZ- OBO monitors the locators’/residents’/clients’ compliance with the NBC provisions. The OBO may impose corresponding penalties to violators based on the inspection result.


7.10.4 Issuance of Certificate of Environmental Compliance (CEC)

EMD is in charge of the issuance of CEC. As an administrative and regulatory body over the JHSEZ, the EMD ensures compliance of locators and enterprises to

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applicable environment standards, laws and regulations through the periodic conduct of monitoring and inspection. These laws include the Code on Sanitation (PD 856), Philippine Clean Air Act (RA 8749), Philippine Clean Water Act (RA 9275), Ecological Solid Waste Management Act (RA 9003) and Toxic Substances and Hazardous and Nuclear Wastes Act (RA 6969), among others. The output of this process is the issuance of a CEC which is a pre-requisite to the issuance of a Permit-To-Operate within the JHSEZ.

#### 7.11. Business Development and Events Management

Business development involves formulation of business plans and/or TORs, marketing plans by the BDD through the recommendation of the highest and best use of land. Financially viable project proposals submitted by the investor are reviewed according to its feasibility and profitability for government and prospective investor.

Events management include services to provide venue to event organizers and other clients. The BDD provides the learning experience by guiding the tourists during their visits to the Historical Core, eco-tourism walks and posts information for each landmark. The BDD conceptualizes the events, coordinates with the departments in its implementation, and monitors the budget and revenue.


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## 8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

### 8.1. General

The JHMC implements an appropriate mechanism for monitoring, measurement, analysis and improvement processes needed to:

- a. demonstrate conformity to product and service requirements
- b. ensure conformity of the quality management system, and
- c. continually improve the effectiveness of the quality management system

### 8.2. Monitoring and Measurement

JHMC monitors implementation of the system through periodic conduct of Internal Quality Audit and gathering of client feedback and perception conducted through any of the following approaches as a mechanism to measure the performance of the established QMS:

8.2.1. Customer Feedback - The determination of client satisfaction is designed to measure and monitor performance of the services in terms of meeting the customer requirements and expectations. The feedback is gathered through the conduct of regular locators' meetings, focused-group discussions (FGD), JHMC Website "Contact Us" or electronic messages at [mgmt@jhmc.com.ph](mailto:mgmt@jhmc.com.ph) and filling out of the Customers' Satisfaction Feedback Form (CSF) available in the respective offices or through the Citizen's Assistance Desk of the Special Economic Zone Administration Department (SEZAD) and the Community Relations Office.

CSF results are assessed during Management Committee reviews/ meetings as inputs for strategies' recalibration, policy formulation, process improvement and other necessary organizational developments.


Finally, reporting is done on a quarterly basis to keep track of performance in terms of accomplishments, responsiveness, and timeliness in JHMC's delivery of services relative to duly approved Performance Agreements.

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## 8.2.2. Internal Audit

### 8.2.2.1. Compliance Monitoring

Internal Audit Office (IAO) is the independent and objective Office to assist in the oversight function of the JHMC- BOD through the conduct of applicable audit activities. The Office is guided by the philosophy of adding value to the JHMC while adhering to the Code of Conduct of Auditors.

Audit activities are conducted by IAO based on adequacy, effectiveness and sustainability appraisal of the internal controls and the compliance with laws, rules and regulations including policy issuances by the JHMC- BOD. The results of which are communicated through audit reports. Further, IAO recommends improvements based on the assessed gaps during the conduct of the audit.

### 8.2.2.2. Internal Quality Audit

JHMC conducts internal audits at planned intervals to determine whether the quality management system:

- a. Conforms to the planned arrangements, requirements of the International Standards and to the JHMC- QMS; and
- b. Is effectively implemented and maintained.

The Quality Procedure on the Internal Quality Audit (**JHMC-QP- 003**) provides a process to ensure that the internal controls and procedures are in place and in accordance with the QMS. It ensures effectiveness and efficiency of the internal controls and procedures and compliance with the internal policies of JHMC.

## 8.2.3. Monitoring and Measurement of Processes


JHMC applies suitable methods for monitoring and, where applicable, measurement of its estate management system. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action is taken, as appropriate, to ensure conformity of the

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end-result. The process for requesting and implementing corrective actions is defined in Corrective and Preventive Action Procedure (CAPA).

#### 8.2.4 Monitoring and Measurement of Service

JHMC monitors and measures its services to verify that the services required by the client are fulfilled. This is carried out at appropriate service realization as defined in Section 7 of this manual. Evidence of conformity through accomplishment of the NCMT with the acceptance criteria is maintained. Service delivery does not proceed until all the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

#### 8.3. Control of Non-conformity

JHMC ensures that services which do not conform to service requirements are identified and controlled to prevent its unintended delivery.

The Quality Procedure for the Control of Non-Conforming Services (**JHMC-QP-004**) provides the process of unintended use or delivery of service and if delivered, its unintended use are prevented by controlling the services that do not conform to the requirements, to ensure that appropriate remedies are effectively taken.

#### 8.4. Data Analysis and Improvement

JHMC determines, collects and analyzes appropriate data to demonstrate the quality, suitability and effectiveness of the QMS and to evaluate where continual improvement can be made. This data includes information generated by measuring and monitoring activities such as processes, audits, clients' complaints, feedback as well as other appropriate sources. Information to be collected and analyzed should relate, but not limited to:


- Customers' satisfaction/dissatisfaction based on survey results;
- Data on accomplishment vis-à-vis target;
- Supplier/outsourced service performance; and
- Performance commitment reviews.

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## 8.5. Improvement

### 8.5.1. Continual Improvement

Continual improvement is a permanent objective of the JHMC. As such, various inputs are considered for continual improvement such as Quality Policy, objectives, audit findings, analysis of performance data, corrective and preventive action.

### 8.5.2. Corrective Action

The Quality Procedure on Corrective Action provides the process to ensure that causes of detected non-conformities are eliminated in order to prevent recurrence. Corrective action addresses the corrective actions that are appropriate to the address the effects of the nonconformities.

The procedure defined the requirements for the following:

- a. Reviewing non-conformities including customer complaints;
- b. Determining the causes of non-conformities;
- c. Evaluating the need for action to ensure that non-conformities do not recur;
- d. Determining and implementing actions needed;
- e. Records of the results of action taken; and
- f. Reviewing the effectiveness of the corrective action taken.

The Quality Procedure on Corrective and Preventive Action are merged in one procedure referred to as Quality Procedure (QP) Corrective and Preventive Action (**JHMC-QP-005**) in this manual.

### 8.5.3 Preventive Action


- a. Preventive action procedure

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The Quality Procedure on Preventive Action provides the procedure to eliminate the causes of potential non-conformities in order to prevent occurrence. The Preventive Action procedure defines the requirements for the following:

- i. Determining the non-conformities and their causes;
- ii. Evaluating the need for action to prevent occurrence of non-conformities;
- iii. Determining and implementing actions needed;
- iv. Records of results of action taken; and
- v. Reviewing the effectiveness of the preventive action taken.

b. Risk management.

The Quality Procedure on Corrective and Preventive Action (**JHMC-QP-005**) provides for an opportunity and the procedure to eliminate the causes of potential nonconformities in order to prevent its occurrence.

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