5.1 Leadership and Commitment

5.1.1 General Requirements

TPB's Top Management demonstrates leadership and commitment and commits to the establishment and implementation of TPB's Quality Management System (QMS) and ensures continual improvement of the system by:

a) taking accountability for the effectiveness of its Quality Management System;

b) ensuring that the Quality Policy and Quality Objectives are established and are consistent with TPB's context and strategic direction;

c) ensuring the integration of the Quality Management System requirements into its business processes;

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

e) ensuring the availability of needed resources in the Quality Management System;

f) communicating the importance of the effective Quality Management System to all TPB personnel, including conformance to the system requirements;

g) ensuring that the Quality Management System achieves its intended results;

h) engaging, directing and supporting TPB personnel to contribute to the effectiveness and efficiency of the Quality Management System;

i) promoting improvement in all areas of TPB;

j) supporting other relevant management roles to demonstrate their responsible leadership within the agency.

5.1.2 Customer Focus

TPB's Top Management ensures customer focus in the delivery of tourism marketing and promotion services in both private and government sectors. It focuses on;

a) Determining, understanding and consistently meeting customer and applicable statutory and regulatory requirements;

b) enhancing customers satisfaction by addressing the risks and opportunities that can affect conformity of TPB products and services;

c) maintaining enhanced customers satisfaction;

d) adhering to TPB's Citizen's Charter.

5.2 Quality Policy

5.2.1 Establishing the Quality Policy

The established TPB's Quality Policy reflects its aspirations for quality and its drive for excellence and stakeholders' satisfaction. It ensures the policy is appropriate to TPB's Mission, Vision, Mandate, Core Values, and Organizational Context and is supporting to strategic direction of the agency. This policy further defines its commitment to comply with applicable requirements and continually improve the effectiveness of the Quality Management System. It provides a framework for establishing and reviewing Quality Objectives. It is communicated and understood within TPB and is reviewed for continuing suitability during Management Review as part of its commitment.

5.2.2 Communicating the Quality Policy

TPB maintains the Quality Policy as a documented information and is made available in all operating units and to relevant interested parties, as appropriate. Top management ensures it is communicated, understood and applied within TPB.

TPB CORPORATE QUALITY POLICY

The Tourism Promotions Board (TPB) commits to maintain itself as the responsive marketing and promotions arm of the Philippine Department of Tourism and provide the highest quality of service that inspires stakeholders and meets customers' expectations and needs.

TPB shall continually improve its value to partners, stakeholders and customers by adhering to an effective and efficient Quality Management System that is compliant with global standards and legal requirements.

The TPB is empowered by an adaptive team that embraces a growth mindset characterized by integrity, guided by thought leadership that strives for excellence.

5.3 Organizational Roles, Responsibilities and Authorities

To ensure Quality Management System processes are delivering their intended outputs, TPB Top Management ensures that responsibilities and authorities described in the approved TPB's Organizational Structure and Staffing Pattern (OSSP) are defined in the Job Description Manual. Responsibilities and authorities are communicated within the TPB.

To ensure the effective implementation of the Quality Management System, TPB has established the QMS Structure as described in this QM with defined responsibilities and authorities as follows:

TPB'S QMS RESPONSIBILITIES AND AUTHORITIES	RESPONSIBLE
a. Takes accountability of the TPB's QMS effectiveness in achieving the organizational goals, objectives and strategic direction in fulfilling the agency's mandate; b. Ensures that the Quality Policy and the Quality Objectives are established and annually reviewed to determine its alignment with the TPB's context and strategic direction; c. Ensures that the needed resources for the effective implementation of the QMS are made available ; d. Ensures that the QMS, as a tool for managing the operations in its delivery of tourism marketing and promotion services, achieves the Quality Objectives and fulfills the agency's mandate; e. Leads and ensures the Corporate Management and Risk Review Committee (CMRRC) to determine the strategic risks and opportunities that affect the achievement of the Quality Objectives and strategic direction. f. Promotes the use of process approach, risk-based thinking and continual improvement throughout the TPB; participates in the strategic root cause analysis to address strategic nonconformities; g. Provides directives to all DCs and DMs to ensure the effective, efficient and consistent implementation of TPB's QMS throughout the agency; h. Supports the DCs and DMs in their management roles in demonstrating their leadership in their respective operating units.	Top Management
a. Ensures conformance of TPB's Quality Management System to ISO 9001:2015 requirements; b. Oversees the sustained QMS implementation in all Operating Units of TPB; c. Leads the Corporate QMS Secretariat (CQMSS) as the Head to provide instructions to the members for the logistic requirements	Corporate Quality Management Representative (CQMR)

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of QMS activities; d. Reports to the Top Management the performance of the TPB's Quality Management System and opportunities for improvement; e. Supervises DQMRs for the effective, efficient and consistent implementation of TPB's QMS throughout the agency; including in the conduct of strategic root cause analysis to address process nonconformities; f. Recommends necessary actions to the CPBD Manager/OIC, being the QMS Top Management Representative, for continual improvement of the TPB's QMS; and g. Ensure the Quality Management System's integrity is maintained when changes are planned and implemented.	
a. Monitors if the QMS processes are delivering their intended outputs based on the process parameters and Quality Objectives of their respective Departments/Divisions; b. Ensures that the implementation of the QMS processes is integrated to their respective Department/Division operations; and ensures their sustained implementation of QMS processes; including the conduct of root cause analysis to address process nonconformities; c. Reviews, monitors, evaluates and validates tourism marketing and promotion service outputs of Process Owners to ensure conformity with existing guidelines; d. Promotes the use of process approach, risk-based thinking and continual improvement to all Process Owners in their respective Operating Units; e. Communicates to the Process Owners in their respective Departments/Divisions the importance of effective and consistent implementation of processes and conformance to QMS requirements; f. Ensures that the QMS, as a tool for managing the operations in the delivery of TPB tourism marketing and promotion services, achieves the Department's/Division's Quality Obejectives; g. Engages and provides directives to the Process Owners in their respective Departments/Divisions the effective, efficient and consistent implementation of the QMS processes; h. Supports Process Owners in their respective Departments/Divisions in documenting the QMS processes; i. Ensures the promotion of customer focus of Project Officers throughout their respective Departments/Divisions; j. Recommends to the CQMR the continual improvement actions on QMS implementation.	Deputy Quality Management Representatives (DQMRs)
a. Serves as the Technical Working Group and Secretariat of any	Corporate QMS

QMS activities; addresses any logistical requirements of the QMS activities and coordinates it with concerned Operating Units; b. Prepares and disseminates notices of meetings relevant to QMS activities;	Secretariat (CQMSS)
a. Determines the strategic issues, risks and opportunities, and consequences that affect the achievement of the Quality Objectives (Corporate and Functional) and strategic direction every six (6) months, and as the need arises. Note: Prior to the strategic risk assessment, Office/Department Heads (with their Division Chiefs/Direct Reports) determine the departmental external and internal issues, risks and opportunities, and consequences relevant to their departments, and formulate corresponding Risk Control and Opportunity Management Plans. Alternatively, Office/Department Heads may opt to submit at the sectoral level, the determined external and internal issues, risks and opportunities, and consequences including the corresponding Risk Control and Opportunity Management Plans as applicable. Corporate Planning and Business Development Department (CPBD) collates the departmental/sectoral contexts to establish the corporate context. b. Validates and finalizes the CPBD-collated strategic risks and opportunities that affect the achievement of the Quality Objectives and strategic direction. c. Cascades within all departments the validated strategic risks and opportunities as guidance in the delivery of tourism marketing and promotion and support services to achieve the Quality Objectives, strategic direction and fulfill the agency's mandate. d. Monitors the implementation of risk control and opportunity management plans against timelines, including changes in external and internal issues that may affect the achievement of the Quality Objectives, strategic direction and fulfillment of the agency's mandate.	Corporate Management and Risk Review Committee (CMRRC)
a. Supervises the Deputy Corporate Documented Information Control Officer in the management and control of the creation, revision and updating, approval and re-approval of QMS documented information maintained by TPB; b. Supervises the DCDICO in handling and filing of all master copies of QMS documented information maintained by TPB in accordance with the Control of TPB Internal and External	Corporate Documented Information Control Officer (CDICO)

Documented Information and Control of Retained Documented Information procedures; c. Ensures that Master Copies of the documented information are identified as such and controlled copies for distribution to authorized copy holders are stamped with "Controlled" and "CDICO initials"; d. Ensures that DCDICO retrieves and marks "X" the obsolete controlled copies; e. Ensures obsolete master copies are stamped "Obsolete" by DCDICO and confirms the obsolescence; f. Serves as member of the Corporate QMS Secretariat.	
a. Manages and controls the creation, revision and updating, approval and re-approval of QMS documented information maintained by TPB; b. Handles and files all master copies of QMS documented information maintained by TPB in accordance with the Control of TPB Internal and External Documented Information and Control of Retained Documented Information procedures; c. Reproduces and distributes current documented information appropriately stamped with "Controlled Copy" and "CDICO Initals" to authorized copy holders; d. Retrieves obsolete QMS documented information like Quality Manual, System Procedures Manual and Operation Procedures Manual from authorized copy holders; e. Marks the obsolete controlled copy of the documented information with "X" for re-use; f. Makes suitable markings on obsolete master copy of the QMS documented information, i.e., stamping "Obsolete", and retains the master copy; g. Ensures that the most current versions of the QMS documented information are used in the QMS activities.	Deputy Corporate Documented Information Control Officer (DCDICO)
a. Assists the Corporate Documented Information Control Officer (CDICO) / Deputy Corporate Documented Information Control Officer (DCDICO) in managing and controlling the creation, revision and updating, approval and re-approval of QMS documented information maintained in his or her Department/Division; b. Ensures that the most current versions of the QMS documented information are used in his or her Department/Division; c. Returns obsolete QMS documented information like Quality Manual, System Procedures Manual and Operation Procedures Manual to DCDICO; d. Handles and files Department's/Division's documented	Deputy Documented Information Controller (DDIC)

information in accordance with the Control of TPB Internal and External Documented Information and Control of Retained Documented Information procedures; e. Manages and controls the identification, storage, protection, and retrieval of all QMS retained documented information (records); f. Turns over the documented information (records) that have reached the maximum active retention period defined in the Masterlist of Retained Documented Information to the Records Officer; g. Provides copy of the Masterlist of Retained Quality Documented Information to CDICO.	
a. Manages and controls the identification, storage, protection, and retrieval of all QMS retained documented information (records) for archiving; b. Labels and files appropriately all QMS retained documented information for archiving in accordance with the approved labelling and filing scheme defined in the Control of Retained Documented Information; c. Ensures that the active retention periods of documented information (records) identified by the DDIC are in accordance with NAP guidelines; d. Disposes documented information (records) that have reached the maximum archiving retention period defined in the Masterlist of Retained Quality Documented Information and NAP guidelines.	Records Officer (RO)
a. Presides the opening and closing meetings during the conduct of Internal Audit b. Plans and monitors the implementation of an Audit Program and Audit Plan specifying the frequency, methods, scope and audit criteria of the audit; c. Monitors and ensures that Internal Quality Audit (IQA) Team members are responsibly carrying out their responsibilities in the conduct of audit in the different Departments/Division; d. Prepares presentation for the Audit Summary for TPB and provides relevant information to the MANCOM members during Management Reviews; e. Provides copies of the audit reports to the MANCOM members; f. Ensures that nonconformities issued to the process owners by the internal auditors are addressed with corrective actions without undue delay.	Corporate IQA Head
a. Assists the Head of Internal Quality Audit in planning and monitoring of the implementation of an Audit Program and Audit Plan; b. Assists the Head of Internal Quality Audit in selecting, developing	Deputy Head for Internal Quality Audit

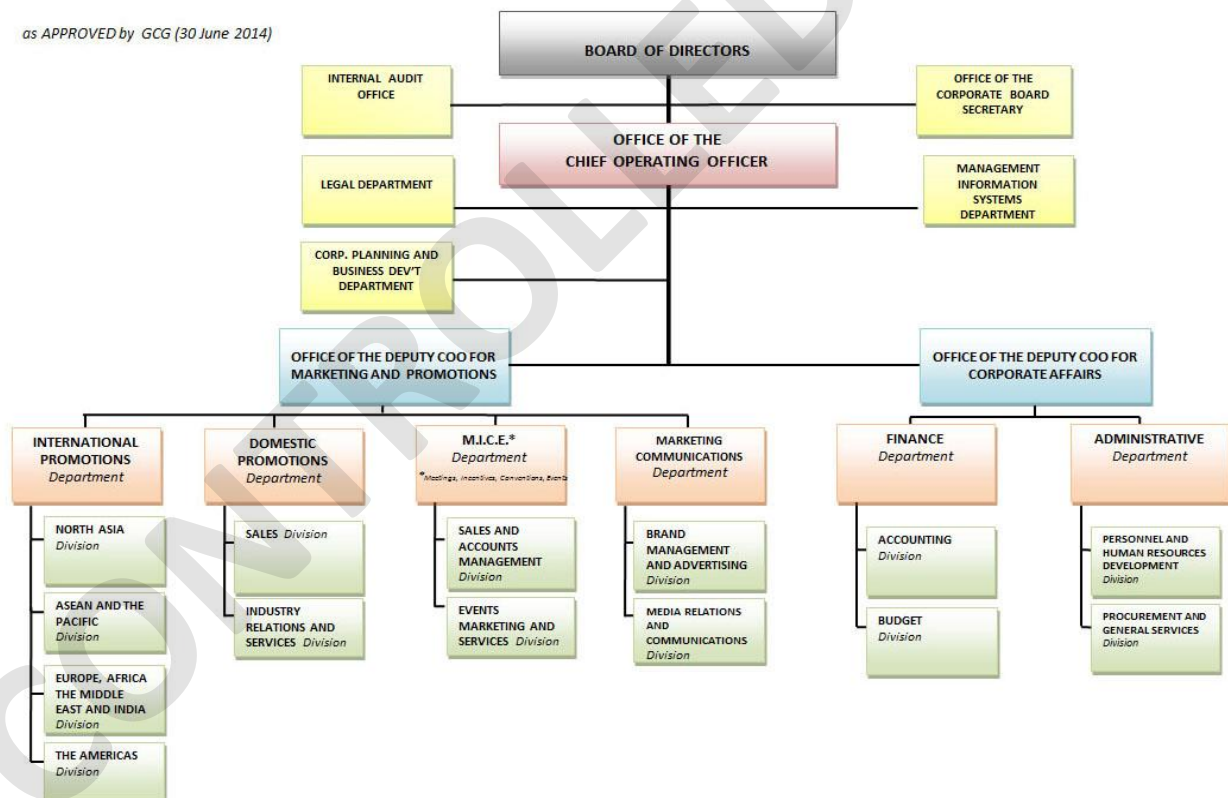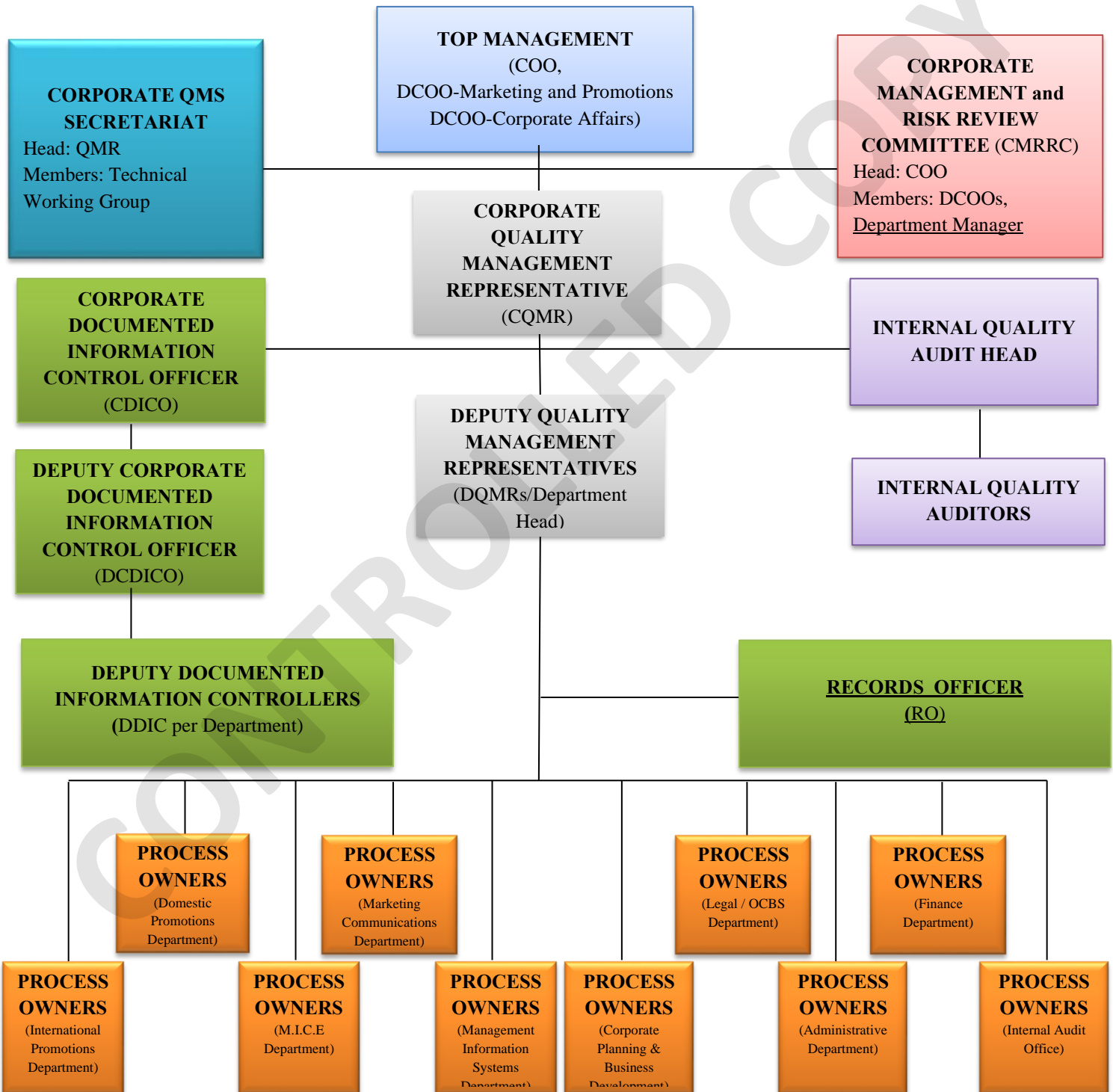|	
and managing the ISO Internal Audit Team; c. Assists the Head of Internal Quality Audit in preparing the presentation for the Audit Summary for TPB and provide relevant information to the MANCOM members during Management Reviews; d. Retains the relevant Internal Audit documented information as evidence of the Audit Program and Audit Plan implementation; e. Assists the Head of Internal Quality Audit in ensuring that nonconformities issued to the process owners by the internal auditors are addressed with corrective actions without undue delay.	
a. Ensures availability of the Audit Checklists for his/her assigned audit areas; b. Implements the Audit Plan and Audit Checklists in a timely manner; c. Conducts the audit for all processes assigned to them every six (6) months; d. Prepares audit reports and submits to the Corporate IQA Head in a timely manner; e. Conducts audit follow-ups or verification activities for the previously issued nonconformity reports, if any, to Process Owners.	Internal Auditor
a. Implements consistently the defined controls in the documented information (procedures and forms); b. Coordinates with the Corporate Documented Information Control Officer the request and approval for creation, revision or updates of QMS documented information relevant to their assigned projects; c. Creates, revises and updates the QMS procedures relevant to their assigned projects in a timely manner; d. Implements, monitors, measures, analyzes and evaluates the process performance and submits to their respective Department Manager/Division Chief for review and approval; e. Detects nonconforming outputs when they occur during the process implementation and address them in accordance with the Control of Nonconforming Outputs procedure; f. Assists their Department Manager/Division Chief in the formulation of correction and corrective action without undue delay to address the nonconformities reported by the Internal Quality Auditors; g. Implements the prescribed controls for the identification, storage, protection, and retrieval of all QMS retained documented information (records) in their respective Departments/Divisions;	Process Owners

h. Labels and files appropriately all QMS retained documented information in their respective Departments/Division in accordance with the approved labelling and filing scheme defined in the Control of Retained Documented Information;
i. Assists the DDIC in the identification, storage, protection, and retrieval of all QMS retained documented information (records);
j. Identifies the retention period of documented information (records) in accordance with NAP guidelines.

TOURISM PROMOTIONS BOARD
GCG APPROVED ORGANIZATIONAL STRUCTURE

QUALITY MANAGEMENT SYSTEM STRUCTURE

TOP MANAGEMENT
(COO,
DCOO-Marketing and Promotions
DCOO-Corporate Affairs)

CORPORATE QMS SECRETARIAT
Head: QMR
Members: Technical Working Group

CORPORATE MANAGEMENT and RISK REVIEW COMMITTEE (CMRRC)
Head: COO
Members: DCOOs, Department Manager

CORPORATE QUALITY MANAGEMENT REPRESENTATIVE (CQMR)

CORPORATE DOCUMENTED INFORMATION CONTROL OFFICER (CDICO)

INTERNAL QUALITY AUDIT HEAD

DEPUTY QUALITY MANAGEMENT REPRESENTATIVES
(DQMRs/Department Head)

DEPUTY CORPORATE DOCUMENTED INFORMATION CONTROL OFFICER (DCDICO)

INTERNAL QUALITY AUDITORS

DEPUTY DOCUMENTED INFORMATION CONTROLLERS (DDIC per Department)

RECORDS OFFICER (RO)

PROCESS OWNERS
(Domestic Promotions Department)

PROCESS OWNERS
(Marketing Communications Department)

PROCESS OWNERS
(Legal / OCBS Department)

PROCESS OWNERS
(Finance Department)

PROCESS OWNERS
(International Promotions Department)

PROCESS OWNERS
(M.I.C.E Department)

PROCESS OWNERS
(Management Information Systems Department)

PROCESS OWNERS
(Corporate Planning & Business Development)

PROCESS OWNERS
(Administrative Department)

PROCESS OWNERS
(Internal Audit Office)

Prepared by	Reviewed by	Approved by
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