

QUALITY MANUAL AUTHORIZATION

PCSO - QM - i

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Effectivity: November 25, 2024

This Quality Manual reflects the policies, directions, and intentions of the Office for operating the processes within the Quality Management System, comply with customer requirements and ISO 9001:2015. This edition covers the conduct and management of online lottery draws and processing of prize claims, payment of charity and operating fund expenses, provision of charity programs (MAP, medical, dental services, and medical missions) and support processes in PCSO's QMS. This manual is hereby authorized for use by the Office effective **November 25, 2024**.

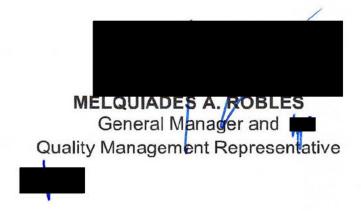




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- 1. Board of Directors The highest management level composed of appointive officials: the Chairperson, Vice Chairperson and General Manager and three (3) Directors.
- 2. Chief Complaint A medical / dental condition of the patient presented for consultation / management / treatment.
- 3. Cotejo Document used for updating lotto results in media platforms.
- 4. Customer Satisfaction Survey (CSS)- To measure how happy/ satisfied customers are with customers are with a company's products/ services. It can help a company determine how to best improve PCSO products and services.
- 5. Customer Satisfaction Survey Team Responsible for gathering information about customer's feedback relative to PCSO's products and services.
- 6. Deputy Quality Management Representative (DQMR) Refers to the designated personnel to assist the QMR in the effective implementation of Quality Management System.
- 7. Document and Records Control Team (DRCT) Composed of Document and Records Control Team Head, who acts as the QMS Document Controller, and Deputy Head, who acts as the deputy QMS Document Controller. The team is responsible for establishing, implementing, maintaining and updating documented procedures to ensure effective control of documents and records in the QMS.
- 8. Enhanced Lotto Information System (ELIS) system used for updating lotto results in the PCSO website
- 9. Internal Quality Audit (IQA) Team Composed of Internal Quality Audit Team Head, Deputy IQA Head, and Internal Quality Auditors from the various departments. The team is responsible for ensuring compliance with the standard.
- 10. Medical Assistance Program Online Application The online application system is intended to secure medical assistance from the PCSO with the premise of augmenting the medical expenses. It operates on a first come first served basis.
- 11. Medical Services Department (MSD) a Department in the PCSO that conducts medical/ dental and consultation services for employees and walk-in patients and respond to medical mission from requesting parties.



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- 12. Online Lottery Draw- active form of gaming utilizing modern computing technology such as point of sales terminals and telecommunications protocols, whereby people could play their own preferred number combinations in accurate, fast, secured and precise manner.
- 13. Prize Claim the amount of prize/s won from the PCSO games.
- 14. Prize Claimant the person who collects his/her winnings from the PCSO games.
- 15. Procedures These documents provide information and guidance to ensure conformance to ISO 9001:2015 requirements on mandatory documented procedures, and departmental Operating Procedures (OP) of the PCSO.
- 16. Process Owners Composed of the PCSO employees in charge of various processes covered by the QMS.
- 17. Quality Manual (QM) The highest level of QMS documentation. It is a document that states the agency's intentions for operating the processes within the Quality Management system. It includes policies for all areas of the operations that affect the ability to make high quality products and meet customers' and ISO's requirements. It is comprised of the organizational structure, personnel complement, and general functions of each department. as well as operations, procedures, and specific policies. Policies/Board Resolutions are inputs to the QMS documentation.
- 18. Quality Management Representative (QMR) Refers to the General Manager responsible for the effective implementation of the Quality Management System.
- 19. Quality Management System Committee Composed of Committee Head and Heads of the Document and Records Control Team, Internal Quality Audit (IQA) Team, Workplace Organization Team, Training and Education Team, Risk Assessment and Review Team, Customer Satisfaction Survey Team and Secretariat. The QMS Committee is responsible in managing the implementation of relevant ISO requirements within PCSO's Quality Management System (QMS) and other business processes, review and revise, when necessary, the QMS Manual and Quality Procedures and recommend revision of Operating Procedures of Process Owners.
- 20. Risk Assessment and Review Team (RART) Composed of the Risk Assessment and Review Team Head, Deputy Head, and representatives from



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various departments responsible for identifying, assessing, and addressing risks, and evaluating the effectiveness of actions taken to address these risks.

- 21. **Records** These are evidence of activities performed, and the results achieved within the PCSO in the implementation of plans, objectives, and processes.
- 22. Secretariat Working staff of the QMS Committee composed of representatives from various sectors / departments and other offices responsible for coordination and provision of logistical support to the QMSrelated activities.
- 23. **Support Documents –** These documents include work instructions, guidelines, forms, and other reference materials available in each department, division, and other units of PCSO.
- 24. **Top Management -** Composed of the PCSO General Manager and Assistant General Managers.
- 25. **Training and Education Team -** Composed of Training and Education Team Head, Deputy Head, and representatives from various departments in charge of providing awareness of the ISO 9001 requirements and standards to PCSO employees.
- 26. **Workplace Organization Team -** Composed of Workplace Organization Team Head, Deputy Head, and representatives from various departments which is in charge in ensuring that PCSO complies the 7S of good housekeeping.



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ABD - Accounting and Budget Department

AGM - Assistant General Manager

APP - Annual Procurement Plan

ASMD - Assets and Supply Management Department

BAC - Bids and Awards Committee

BOD -Board of Directors

BPCR - Branch Performance Commitment and Review

CAD - Charity Assistance Department

CBHRS - Competency Based Human Resouce System

CD - Creatives Division

CS - Charity Sector

CHED - Commission on Higher Education

CNA - Collective Negotiation Agreement

COA - Commission on Audit

COB - Corporate Operating Budget

CRLD - Central Records and Library Division

CSC - Civil Service Commission

CSS - Customer Satisfaction Survey

CSM- Customer Satisfaction Measurement

DC - Document Controller

DCD - Data Center Division

DD - Draw Division

DDB - Dangerous Drugs Board

DFA - Department of Foreign Affairs

DPCR - Division Performance Commitment and Review

DQMR - Deputy Quality Management Representative

DSD - Data Security Division

EOD - End of Day

GM - General Manager

GPDMS - Gaming, Product Development and Marketing Sector

GSD - General Services Department

GTD - Gaming Technology Department

HRD - Human Resources Department

HRIS - Human Resource Information System

IAS - Internal Audit Services

IPCR - Individual Performance Commitment and Review

IQA - Internal Quality Audit

IRR - Implementing Rules and Regulations

ISO – International Organization for Standardization



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ITSD - Information Technology Services Department

KPI - Key Performance Indicator

MAP - Medical Assistance Program

MFO - Major Final Output

MOA - Memorandum of Agreement

MSD - Medical Services Department

NAP - National Archives of the Philippines

NAPA - National Archives of the Philippines Act

NVBSP - National Voluntary Blood Services Program

OP - Operating Procedure

OPCR - Office Performance Commitment and Review

PAAF- Philippine Amateur Athletic Federation

PCSO - Philippine Charity Sweepstakes Office

PD - Presidential Decree

PDEA - Philippine Drug Enforcement Agency

PPLC - PCSO PGMC Lease Contract

PSC - Philippine Sports Commission

PTNI - People's Television Network, Inc.

PTS - Philippine Tuberculosis Society

QM - Quality Manual

QMR – Quality Management Representative

QMS - Quality Management System

QO - Quality Objective

QP - Quality Policy

RA – Republic Act

RAMT - Remote Access Management Terminal

RART - Risk Assessment and Review Team

RDS - Records Disposition Schedule

SARS - Severe Acute Respiratory Syndrome

SGISM - Shared Government Information System on Migration

SOD - Start of Day

SOP - Standard Operating Procedures

SP - System Procedure

SPMS - Strategic Performance Management System

TD - Treasury Department

TNA – Training Needs Analysis

WLA - World Lottery Association



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1.1 CORPORATE PROFILE

The Philippine Charity Sweepstakes Office (PCSO), a government-owned and controlled corporation created and existing under Republic Act (RA) No.1169, as amended, is the principal government agency for raising and providing funds for health programs, medical assistance and services, and charities of national character through the holding and conduct of lotteries, and similar activities.

1.2 BACKGROUND

Lotteries have been in existence in the Philippines as early as 1833. Under the auspices of a private enterprise called *Empresa de Reales Loteria Espanolas de Filipinas*, the Spanish Government conducted *loterías* to generate revenues. In fact, the national hero, Dr. Jose Rizal, won PhP6,200.00 in the draw of 1892, while exiled in Dapitan. With the outbreak of the Philippine Revolution, the *loterías* were forced to stop operations. It was not until the early 1930s that the idea of holding lottery games was revived.

In March 1935, President Manuel L. Quezon signed Act 4130 passed by the Commonwealth Legislature on October 30, 1934, creating the Philippine Charity Sweepstakes (PCS) to replace the National Charity Sweepstakes. Among its beneficiaries were the Philippine Amateur Athletic Federation (PAAF), Philippine Tuberculosis Society (PTS), National Federation of Women's Clubs, Asociación de Damas de Filipinas, Gota de Leche, Philippine Council of Boy Scouts of America, Asilo Para Invalidos de los Veteranos de la Revolucion, Child Welfare Center, and other institutions and organizations engaged in charitable and health programs.

On June 18, 1954, RA 1169 was passed into law, transforming the PCS into the PCSO, with the mandate to conduct charity sweepstakes and lotteries once a month when there are no Sweepstakes draws and races. RA 1169 was later amended by Presidential Decree (PD) No. 1157 (June 3, 1977) and Batas Pambansa Blg. 42 (September 24, 1979).

Through the years, PCSO has evolved from an agency that merely raises funds for charities of national character to a charitable institution duty-bound to respond to the medical and health needs of the poor. It has redesigned, enhanced, and diversified its programs and services as mandated with the aim of improving the lives of millions of Filipinos. The PCSO charity programs are classified as follows:

Individual Assistance Programs

- Medical Assistance Program (MAP)
- Medical and Dental Missions
- Provision of Out-patient Medical and Dental Services

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Institutional Assistance Programs

- Medical Equipment Donation Program
- Medicine Donation Program
- Institutional Partnership Program
- Medical Transport Vehicle Donation Program

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Mandatory Contributions

Over the years, special laws and executive issuances were passed directing the PCSO to provide funds for other priority programs of the national government; including, but not limited to the following:

LAW/ EXECUTIVE ORDER	BENEFICIARY	MANDATORY (STATUTORY) CONTRIBUTION
RA 7722	Commission on Higher Education (CHED) (Higher Education Act of 1994)	The equivalent of one percent (1%) of the gross sales of the lotto operation
RA 9165	Dangerous Drugs Board (DDB) (Comprehensive Dangerous Drugs Act 2002)	Ten percent (10%) of all unclaimed and forfeited sweepstakes and lotto prizes but not less than P12 million per year
RA 6847	Philippine Sports Commission (PSC) (Philippine Sports Commission Act)	Six (6) draws per annum based on lotto 6 Digit game
RA 4621	Nutrition Foundation of the Philippines	One (1) draw per annum based on Lotto 6Digit game
RA 3867	Philippine Red Cross	One (1) draw per annum based on Lotto 6Digit game
RA 10072	Philippine Red Cross	One (1) draw per annum based on Lotto 6Digit game
RA 620	Girl Scouts of the Philippines	One (1) draw per annum based on Lotto 6Digit game
RA 4564	National Council on Disability Affairs	One (1) draw per annum based on Lotto 6Digit game
RA 4703	Quezon Institute	One (1) draw per annum based on Lotto 6Digit game
CA 595	Boy Scouts of the Philippines	One (1) draw per annum based on Lotto 6Digit game
RA 11223	Universal Health Care	Forty percent (40%) of the Charity Fund, net of Documentary Stamp Tax (DST) payments and mandatory contributions.

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RA 11364	Cooperative Development Authority	Monthly allocation based on Lotto 6Digit game
9513	Department of Energy	One and a half percent (1.5%) of the net annual income of PCSO.
FO.N	A proportionate grant from the 30% lotto charity fund in favor of LGUs where lotto tickets are sold	
EO Nos. 357, 357- A	I ocal (-overnment linit/s	Sharing of funds - (1) Municipalities - seven percent (7%) to be shared on 5:2 ratio between municipality concerned and its province and (2) cities - five percent (5%)
EO 201	SARS Awareness and Prevention	Standby fund of fixed amount not exceeding P1B (Remaining Balance of (P420,585,000.00)

The PCSO remains an indispensable charity arm of the national government, mandated to provide funds for health and welfare-related programs and projects nationwide.

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2.1 PCSO Mandate, Mission, Vision

2.1.1 Mandate

The Philippine Charity Sweepstakes Office (PCSO) is the principal government agency mandated to raise and provide funds for health programs, medical assistance and services, and charities of national character, through the holding and conduct of charity sweepstakes races, lotteries, and other similar activities as provided for in Republic Act No. 1169.

2.1.2 Mission

We hold and conduct transparent Sweepstakes races, lotteries, and other similar activities;

We provide responsive assistance to eligible recipients and beneficiaries;

We continuously develop our people, innovate, and improve our products and services; and

We establish strong partnerships with responsible agents and stakeholders.

2.1.3 Vision

The PCSO is the principal government agency committed to excellence in generating sustainable funds for health programs and charities of national character through responsible gaming towards a prosperous, inclusive, and resilient society.

2.2 Core Values

- 1. Patriotism
- 2. Integrity
- 3. Excellence
- 4. Spirituality
- 5. Compassion



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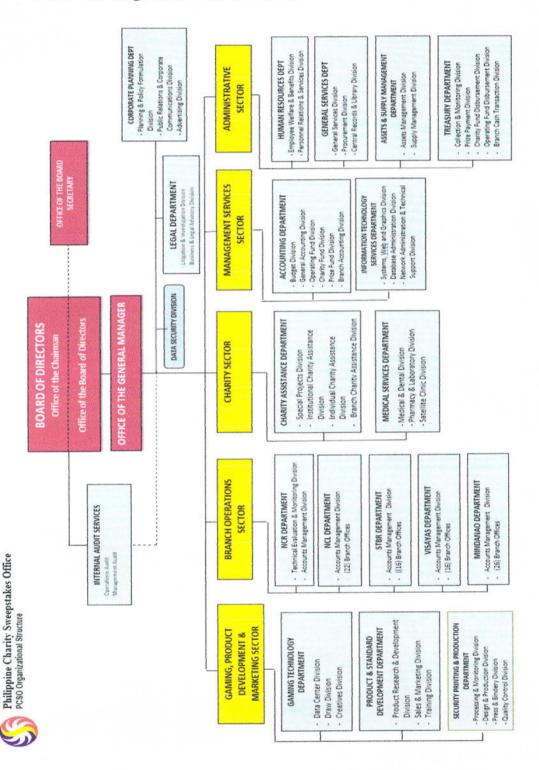
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2.3 The PCSO Organizational Structure





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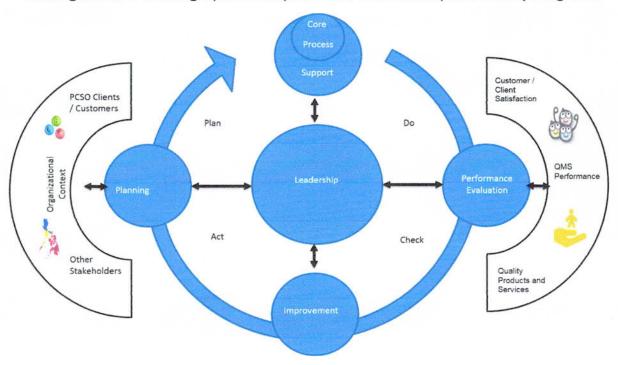
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3.1 Process-based Model

Management of Gaming Operations (Draw and Prize Claims) and Charity Programs:

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The above model shows the PCSO's QMS Process Map. This process encompasses the Conduct and Management of Gaming Operations and Charity Programs.

The left portion of the model shows the stakeholder's requirements for the PCSO's conduct and management of Gaming Operations and Charity Programs. This portion is represented by customer inputs in the form of gaming tickets, winning tickets, and Documentary Requirements. The process output includes games and prize payouts, in addition to various medical services like provision of medicines and prescription and referrals to diagnostic centers and specialists.

These services are subject to standard monitoring and evaluation to enhance customer satisfaction and ensure compliance with PCSO's regulations. With regular assessment of customer feedback through continual measurement, analysis, and improvement, management will sustain and guarantee the best quality service to its clients.



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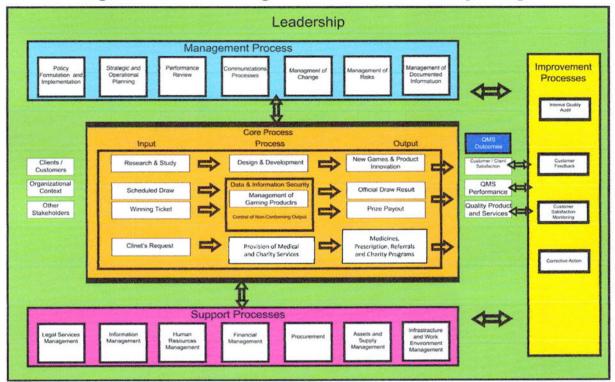
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3.2 Process Map

Management of Gaming Products and Charity Programs



The Process Map pertains to the Conduct and Management of Online Lottery Draw, and Processing of Prize Claims management processes in the form of policy formulation and implementation, planning, performance review, feedback management and management of improvement. Management processes are correlated with core processes which represent the PCSO's workflow.

The gaming system is maintained by the various divisions of the Gaming Technology Department (GTD), ensuring the transparency, integrity, and credibility of lottery gaming data as well as the determination and timely broadcast of winning numbers and number of jackpot winners. The gaming system strictly adheres to the standard operating procedures that are being implemented.

All winning tickets must be claimed within one year from the draw date. Unclaimed winnings after a year will form part of the Charity Fund. All appeals and disputes are forwarded to the PCSO Legal Department. The decision of the PCSO is final and executory.

The monitoring and evaluation scheme of the gaming system is inherent as described in the monitoring and evaluation guidelines.



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Support processes are represented by Legal Services Management, Information Management, Human Resource Management, Financial Management, Procurement, Assets and Supply Management and Infrastructure and Work Environment

Management.

These processes offer vital technical assistance to the core processes in order to attain the desired outputs and outcomes reflected in the agency's procedures and processes.

To attain customer satisfaction and achieve the PCSO targets, the results are marked by performance indicators that are analyzed by management. The results of the performance review and feedback management create room for improvements which will continually guide core processes and support processes accordingly.

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Section 4 GENERAL REQUIREMENTS

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4.1 Understanding the Organization and its context

PCSO has determined its Internal and External issues through discussion during its Management and Operational strategic meetings. It is crafted based on the present issues. Monitoring and review of issues are updated and done during Management and Operational review at least annually.

4.2 Understanding the needs and expectations of interested parties

The organization determines the needs and expectations of interested parties through surveys and research. For the gaming, it is done through market research, while the charity and services and prize claims are determined through its Citizen's Charter and Customer Satisfaction Survey.

4.3 Determining the scope of the Quality Management System

The QMS scope covers the core processes for:

Management of Gaming Operations (Online Lottery Draw and Prize Claims) Charity Programs, Fund Payments (Charity and Operating) including Support Processes:

- 1. Conduct and Management of Online Lottery Draw from Start-of-Day (System Start-up) to End-of-Day (System Close and generation of reports). This covers online lottery games which are mechanically drawn.
- 2. Processing of Prize Claims
 - a. Sun Plaza Building, Shaw Boulevard, Mandaluyong City;
 - b. PPC Building, Post Office Loop, Upper Session Road, Baguio City (Benguet Branch)
 - c. Provincial Capitol Compound, Belen Drive, Brgy. 10, Lucena City, Quezon (Quezon Branch)
 - d. G/F Maharlika Center, J. P. Cabaguio St., Davao City (Davao del Sur Branch)
 - e. Ground Floor, PCSO Bldg., Osmena St., North Reclamation Area, Cebu City (Cebu Branch)
- 3. Processing of Charity and Operating Fund payment
- 4. Provision of Charity Programs (MAP, medical, dental services, and medical missions)
- Support processes in the following areas:
 - a. Conservatory Building, Shaw Boulevard, Mandaluyong City;
 - b. Sun Plaza Building, Shaw Boulevard, Mandaluyong City;
 - c. Shaw Plaza Building One and Two, Shaw Boulevard, Mandaluyong City.



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4.4 Quality Management System and its Processes

PCSO adopts a process-based QMS model to continually improve its products and services. Linkages of QMS processes are described in the succeeding sections of this Quality Manual (QM) to ensure consistency. Detailed documentation is provided in the System Procedures (SP) and in the Operating Procedures (OP).

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5.1 Leadership and Commitment

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5.1.1 General

The PCSO Top Management is responsible and accountable for the implementation of the QMS. It is committed to continually improve the system's effectiveness to meet customers' and stakeholders' satisfaction and fulfill the agency's mandate.

The Top Management is actively involved in implementing the QMS by establishing PCSO's Quality Policy and Quality Objectives by providing the strategic direction for growth and improvement of the PCSO. Top Management shall institute legal, operational, and administrative regulations; provide the necessary resources for the development and implementation of the QMS at various levels of the organization; and shall promote the use of process-approach and risk-based thinking especially in the conduct of Management Review.

In maintaining and changing the QMS, Top Management shall ensure that the implementation of the QMS is monitored and continually improved.

PCSO is committed to customer satisfaction through transparency and credibility in the management of its gaming products and charity programs.

5.1.2 Customer Focus

The PCSO strives to identify and serve its stakeholders' needs and expectations and ensures that their requirements are understood, met and maintained through the development of programs and projects that are based on these needs and expectations. It also ensures that these programs and projects are implemented in accordance with policies, procedures and regulations.

PCSO informs the public of its programs and projects through its live Lotto draws, print media, radio and TV broadcast, social media and its corporate website.

The following are considered as stakeholders of the PCSO with regard to the scope of the QMS:

- Gaming Services: Players, Claimants, Service Providers, Game agents and operators
- Prize Claim Services: Winners of PCSO Games



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- Processing of Charity and Operating Fund payment: Beneficiaries and Service Providers
- Charity Programs: Beneficiaries/Indigents

5.2 Policy

5.2.1 Establishing the Quality Policy

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Quality Policy

The PCSO is committed to the pursuit of quality, excellence and continual improvement in the management of gaming products and charity programs in accordance with its strategic direction to meet stakeholders' needs and satisfaction as outlined in the scope of its Quality Management System in compliance with applicable laws and regulations.

To achieve this commitment, PCSO shall:

- 1. Sustain fund generation by maintaining the transparency, integrity, and credibility of all draw operations;
- 2. Ensure responsiveness of charity programs through rational fund provision;
- 3. Employ technological solutions to improve processes and address future needs of stakeholders; and
- 4. Promote the welfare of its workforce, including enhancement of their competencies.

5.2.2 Communicating the Quality Policy

Top Management shall ensure that the Quality Policy is communicated, understood and applied by all employees across the organization, including the general public. This is done through various forms of mass and digital media. The Quality Policy is reviewed during Management Review to ensure its relevance and suitability in the implementation of the QMS.



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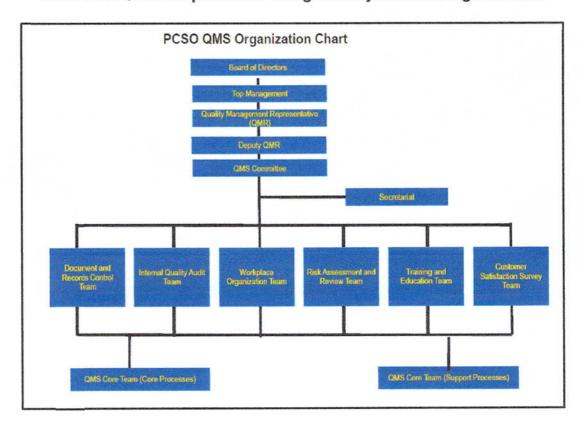
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5.3 Organizational Roles, Responsibilities, and Authorities

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The PCSO QMS is implemented and guided by the following structure:



A. BOARD OF DIRECTORS

Acts as a collegial body composed of five (5) members headed by a chairperson.

Responsibilities and authorities:

- Adopts or amends rules and regulations to efficiently and properly implement the provisions of RA 1169, amended by PD 1157, dated June 3, 1977 and Batas Pambansa Blg. 42, dated September 29, 1979;
- Determines and approves the most effective organizational framework for the Office and its staffing pattern, the salaries, the reasonable allowances, bonuses and other incentives of the



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officers and employees of the Office, as may be recommended by the General Manager to the Board;

- Prescribes the manner of hiring and compensating on a contractual basis, such as sales representatives and other personnel, as may be required for Office operations, subject to pertinent civil service and compensation laws;
- Contracts loans, credits and indebtedness, whether domestic or foreign, on such terms and conditions as may be deemed appropriate for the accomplishment of the Agency purposes subject to applicable laws, rules and regulations;
- Promulgates rules and regulations for the operations of the Office and to do such act or acts as may be deemed necessary for the attainment of the purposes and objectives of the Agency;
- Each member of the Board shall act as Chair of a particular Board Committee on an oversight function, pursuant to existing rules and regulations.

B. TOP MANAGEMENT

The Top Management is composed of the PCSO General Manager and the Assistant General Managers.

Responsibilities and authorities:

- Shall establish, review, maintain, and continually improve the Quality Management System of PCSO;
- 2. Shall ensure the promotion of stakeholder focus throughout the agency;
- 3. Shall ensure fund availability and allocation to support the QMS programs and activities;
- 4. Shall ensure that QMS conforms with standards set by ISO;
- 5. Shall ensure that quality policy and quality objectives are aligned with the agency's mandate, mission, vision and strategic objectives;
- 6. Shall define the responsibilities and authorities of every office of each department in the agency;



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- Shall ensure QMS integrity in the event that changes are to be implemented;
- 8. Shall ensure the effectiveness of the established communication tools and mechanisms and will likewise monitor the implementation of improvement of action plans;
- 9. Shall review and monitor the effectiveness of the QMS plans, programs and activities.

C. QUALITY MANAGEMENT REPRESENTATIVE (QMR)

For PCSO, the General Manager is also the Quality Management Representative, who shall:

- 1. Ensure the effective implementation, maintenance and continual improvement of the established QMS;
- Report and update the Board of Directors on PCSO's QMS performance and areas for continual improvement;
- Ensure that QMS procedures, such as but not limited to, Management Review, Non-Conformity Action Plan and Internal Quality Audit are established and effectively implemented; and
- 4. Ensure the promotion of awareness of meeting stakeholders' requirements within the relevant scope of the PCSO QMS.

D. DEPUTY QMR

The Deputy QMR (DQMR) refers to the PCSO official who is designated by the PCSO QMR who shall:

- Support and assist the QMR in performing its assigned duties and responsibilities; and
- 2. Assume the responsibility of the QMR in his/her absence.



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E. QUALITY MANAGEMENT SYSTEM (QMS) COMMITTEE

This is composed of the Committee Head, Deputy Committee Head, Heads and Members of the different Teams – Document and Records Control Team, Internal Quality Audit Team, Workplace Organization Team, Risk Assessment and Review Team, Training and Education Team, Customer Satisfaction Survey Team and Secretariat.

The QMS Committee shall:

- Management and direct implementation of relevant ISO requirements within PCSO's Quality Management System (QMS) and other business processes;
- 2. Review and, when necessary, revise the QMS Manual and Quality Procedures; and
- 3. Review and, when necessary, recommend revision of Operating Procedures of Process Owners.

A. Document and Records Control Team

The Document and Records Control Team (DRCT) shall manage the system's documented information in terms of document and records control. Specifically, the DRCT shall perform the following:

- a. Establish, document, implement, and maintain a procedure in documents and records control;
- b. Ensure that only current versions of relevant documents are available at point of use;
- c. Prevent unintended use of obsolete documents as well as unauthorized use of relevant documents and records;
- d. Ensure traceability of controlled documents;
- e. Encourage Process Owners in maintaining proper records management; and
- f. Maintains the original copy of the Quality Manual and Quality Procedures.

The Team is composed of the Team Head, who shall also act as the QMS Document Controller, Deputy Head, and Members from various



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Departments. The Department Managers shall act as Copy Holders and shall be responsible for ensuring that relevant versions of documents are available at the point of use in their respective Departments.

Although the QMS Document Controller has responsibility for maintaining and improving the system-wide records control procedure, the designated record custodian for each department and division carries out the actual control and maintenance of records.

B. Internal Quality Audit Team

The Internal Quality Audit (IQA) Team shall plan, implement, and report to the Top Management results of internal quality audits of PCSO's ISO 9001 Quality Management System. The IQA Team is responsible for monitoring the status of corrective actions to non-conformities.

The Team is composed of Internal Quality Audit Team Head, Deputy IQA Head, and Internal Quality Auditors from the various departments.

Specifically, the IQA Team shall:

- a. Develop, implement and ensure continual improvement of the IQA procedure;
- b. Prepare the audit plan, coordinate and implement PCSO's Quality Audit Program;
- c. Identify and secure the necessary resources for the conduct of the Audit Program:
- d. Report results/findings of the IQA during the Management Review and provide inputs for continual improvement;
- Monitor the implementation of corrective actions for nonconformities raised during the audit and maintain the Non-Conformity Action Report (NCAR) Records; and
- f. Select competent Internal Auditors based on set criteria.



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C. Workplace Organization Team

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The Workplace Organization Team (WOT) identifies, recommends, and reviews work environment requirements and improvements.

The Team is composed of the Team Head, Deputy Head, and Members from various departments.

Specifically, the Team shall:

- Ensure that facilities and equipment are available to relevant employees in support of effective performance of processes and procedures;
- b. Ensure proper working environment in coordination with concerned departments and recommend to Top Management on how to improve the work environment; and
- Promote good housekeeping practices in the workplace and ensure consistent and effective implementation of the 7S program;

D. Risk Assessment and Review Team

The Risk Assessment and Review (RAR) Team Spearheads the review, validation, and enhancement of risk registers to ensure effective risk control throughout PCSO.

The Team is composed of a Team Head, Deputy Head, and Members from various departments.

Specifically, the Team shall:

- Review and assess the submitted Risk and Opportunity Register by the offices and departments.
- b. Consolidate and classify the level of risk (high, medium and low)
- Regularly review, maintain, and improve the Risk Management Procedure; and
- Report updates on Risk Register and other risk management related initiatives to the Top Management and Risk Management Committee.



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E. Training and Education Team

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The Training and Education Team (TET) advocates and leads the provision of relevant training on ISO 9001 for personnel in coordination with the Human Resources Department. The Team develops and implements improvement initiatives to PCSO's business processes such as in the areas of 7S, etc.

The Team is composed of the Team Head, Deputy Head, and Members coming from various departments.

Specifically, the TET shall:

- a. Conduct cascading activities to enhance awareness of all PCSO personnel regarding its QMS;
- b. Prepare documentation on competency and capacity building in relation and support to QMS;
- Draft a QMS Learning and Development Plan for approval by the QMR/DQMR; and
- d. Conduct appropriate trainings, seminars, orientations and/or writeshops for employees in the agency to enhance awareness and capabilities.

The Human Resources Department shall be responsible for all competency-based Training Needs Analysis (TNA) and developmental initiatives of the PCSO.

F. Customer Satisfaction Survey Team

The team shall be responsible for gathering information about customers' feedback relative to PCSO products and services.

Specifically, the CSS Team shall:

- Ensure that the Customer Satisfaction Survey (CSS) is being implemented, summarized and analyzed periodically.
- Ensure that necessary actions are undertaken to address the customer's concern based on the gathered information from the CSS results.



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G. QMS CORE TEAM

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Shall oversee the implementation of the QMS in their respective areas of jurisdiction. The QMS Core Team is composed of different Office/Department Managers in charge of Core and Support Processes.

Specifically, the Team shall:

- Implement, manage, and continually improve the QMS in their respective departments; and
- 2. Implement corrective actions, when necessary, to ensure that the standards, customers', organization's, and regulatory requirements are met.

Specific duties and responsibilities of the PCSO personnel performing tasks within the QMS are described in the Office Performance Commitment and Review (OPCR), the branch offices' Branch Performance Commitment and Review (BPCR), the divisions' Division Performance Commitment and Review (DPCR), and employees' Individual Performance Commitment and Review (IPCR).

H. QMS SECRETARIAT

The QMS Committee shall have its own **Secretariat**, which shall provide technical, logistical and coordination support to the QMR and all QMS Teams. The Secretariat's Head is also a member of the Committee.

Specifically, the Secretariat shall:

- Facilitate QMS activities such as but not limited to trainings, documentations and QMS meetings;
- Assist in coordinating with the concerned departments related to QMS activities;
- Prepare financial plans for the required budgetary support to all QMS activities and programs;
- Prepare documentations and maintain records for all QMS Meetings (i.e. Minutes of Meetings); and



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 Liaise with external parties on matters related to QMS program implementation and interaction with certification body representative.

Prepared by the QMS Committee under the direction of:

JERUSA C. ARNANTE - HOMO Head, CMS Committee

Reviewed and Recommended by:



Approved by:

MELQUIADES A ROBLES

General Manager and

Quality Management Representative



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6.1 Addressing Risks and Opportunities

The PCSO implements the Risk Register Form, which identifies all existing and possible risks and opportunities and action plans on how to take advantage of possible opportunities and mitigate the identified risks. The QMS Risk Assessment and Review Team spearheads the preparation, evaluation, revision and updating of the Risk Register Forms at least once every year to ensure that:

- a. The desired results and agency objectives are achieved;
- b. Resources are utilized efficiently;
- c. There will be no missed opportunities for the agency;
- d. Risks are minimized: and
- e. Improvements are achieved.

6.2 Quality objectives and planning to achieve them

- 6.2.1 PCSO shall establish objectives at relevant functions, levels and processes of the quality management system pursuant to its mission and vision. The PCSO quality objectives shall:
 - a. Be consistent with the quality policy and core values;
 - b. Be achievable and measurable;
 - c. Take into account applicable requirements, policies, rules and laws;
 - d. Be relevant to conform with the needs of customers and meet their satisfaction;
 - e. Be communicated at all levels within the organization;
 - f. Be monitored, evaluated, updated and enhanced as appropriate.
- PCSO establishes its quality objectives and determines plans on how to 6.2.2 achieve this through an interactive process of assessment by all Sectors of the Agency based on stakeholders' needs and requirements, which is done during the Annual PCSO Strategic, Operational and QMS Planning. The end-product is the Approved Performance Scorecard, including the Strategy Map, Strategic Objectives, Strategic Measures and Strategic Initiatives, including programs and projects, guided by the PCSO mandate, mission and vision. This defines the organizational objectives and major final outputs of all the departments. The identified programs and projects shall be the basis of the annual Corporate Operating Budget of PCSO submitted to the Department of Budget and Management.



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Consequently, the major final outputs of the departments aligned with the PCSO Strategic Objectives and Strategic Measures shall form part of their respective OPCR, BPCR, DPCR, and IPCR which shall become the major tools in monitoring the performance of the departments and individuals under the Strategic Performance Management System (SPMS).

6.3 Planning of Changes

PCSO conducts the Management and Operational Review annually to review and revisit the QMS and Performance Scorecard, including its programs, plans and activities to determine if the achievement of agency and quality objectives are on target. Further, the Top Management's review of the QMS is held once a year or whenever deemed necessary to ensure continuing adequacy, suitability, and effectiveness of the system.

Changes identified during the Management and Operational Review shall be carried out in planned manner, taking into consideration the following:

- a. Purpose of the changes and their potential risks;
- b. Overall integrity of the QMS;
- c. Availability of resources, and
- d. Allocation of workloads and delegation of authorities and responsibilities.

Outputs and agreed upon actions during Management and Operational Review shall be communicated and cascaded to all Offices and Departments of PCSO through memorandum, seminar, orientation, workshop and/or meeting to ensure alignment of individual objectives with the departmental and organizational objectives.

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JERUSA C. ARNANTE - HOMO Head, QMS Committee



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Approved by:

MELQUIADES A ROBLES

General Manager and Quality Management Representative



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7.1 Resources

7.1.1 General

The PCSO provides adequate and appropriate resources to ensure that the QMS is established, maintained, and continually improved, taking into consideration the internal and external issues of the organization. These include, but are not limited to the following:

- a. Buildings, workstations, and infrastructure
- b. Equipment, IT System
- c. Utilities and External Providers for gaming
- d. Transportation Services
- e. Storage facilities for office records, office and equipment
- f. Medical supplies and medicine storage facility

7.1.2 People

Personnel performing work affecting conformity to the PCSO's QMS requirements are competent on the basis of eligibility, appropriate education, training, skills, and experience.

New personnel are recruited in accordance with the Civil Service Commission (CSC) statutory rules and general policy and PCSO Merit, Selection and Recruitment Plan.

The PCSO is committed to continually enhance the competency level of its workforce to address identified competency gaps in the performance of their duties and responsibilities.

PCSO establishes policies and standards governing its officials and employees in the areas of career development, merit selection, training, incentives and awards, performance evaluation and management, personnel welfare and other personnel actions in accordance with existing CSC rules and regulations.

The Human Resources Department also ensures that all concerned employees are aware of their roles and responsibilities relative to the attainment of QMS goals and objectives as indicated in the OPCR, BPCR, DPCR, and IPCR.

7.1.3 Infrastructure

The PCSO provides offices, furniture and fixtures, vehicles, modern technology equipment, and a conducive work environment where employees are motivated to provide quality service. Preventive maintenance is performed as scheduled by the General Services Department (GSD). ICT equipment is also maintained



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through the conduct of regular Preventive Maintenance. Corrective Maintenance is carried out to address requests for repair of any facility (electrical, structural, plumbing, IT equipment, etc.).

Maintenance and security of gaming equipment, and site facilities are carried out by external providers as indicated in the PCSO PGMC Lease Contract (PPLC) to ensure that they are properly functioning during operations.

7.1.4 Environment for the operation of processes

PCSO provides a healthy environment for its workforce through a number of programs pursuant to the rules and regulations of the Civil Service Commission and other government agencies. These particular programs are included but not limited to:

- a. Gender Awareness Development
- b. Inter-agency Sports competition
- c. Health Awareness Activities
- d. Stress Management Seminars
- e. Conducive working environment

7.1.5 Monitoring and measuring resources

7.1.5.1 General

Performance indicators such as OPCR, BPCR, DPCR, and IPCR are ways of measuring key processes within the QMS. These are discussed during Sector and Department performance reviews, monitoring and other measurement activities conducted as specified in the documented procedure.

7.1.5.2 Measurement Traceability

The PCSO ensures that monitoring and measuring equipment (e.g. weighing scales, pressure gauges, vector machine, and thermometer) used in the gaming processes are calibrated at specified intervals to ensure valid and accurate results. Calibration activities are carried out by the PCSO external providers and records of actual calibration of draw equipment are verified using the issuance of Certificate of Calibration.

For medicine storage areas, calibration of Thermo Hygrometer is under the control of pharmacist in charge in MSD and ASMD.

Records of calibration results from external providers are properly maintained. If variances that may affect the validity of the calibration records are found,



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PCSO shall take appropriate actions as indicated in the Control of Nonconforming products and services.

7.1.6 Organizational Knowledge

PCSO is the principal government agency mandated by law to run lottery games and other similar activities in the Philippines to raise and provide funds for health and charity programs of national character.

PCSO has adopted the practice and procedure of the Lottery games from the World Lottery Association (WLA) to ensure transparency and credibility in all its gaming operations. Employing such practices and procedures makes PCSO at par with other gaming organizations worldwide.

The knowledge from these practices and procedures is retained through the use of enrolled procedures and documented information. These are updated as needed to reflect any changes in the operations and are regularly checked during internal quality audits, management review, operational review and annual strategic planning.

7.2 Competence

Personnel performing work affecting conformity with the PCSO's QMS requirements are competent on the basis of appropriate education, training, skills, experience, and eligibility.

The PCSO is committed to continually improve the competency level of its workforce based on a Competency Based Human Resource System (CBHRS) to address identified competency gaps in the performance of their duties and responsibilities in accordance with the latest requirements of the GCG on Competency Framework.

7.3 Awareness

The PCSO conducts Awareness Training from the Top Management down to the Process Owners. It likewise ensures that quality policy, relevant quality objectives, benefits of the quality management system, principles of QMS, as well as the implication of non-conformity to system requirements, are communicated across the agency.

7.4 Communication

The PCSO ensures that appropriate communication processes across levels are established and utilized.



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7.5 Documented Information

The PCSO adopts a process-based QMS model to continually improve its products and services.

Linkages of QMS processes are described in the succeeding sections of this Quality Manual (QM) to ensure consistency. Detailed documentation is provided in the System Procedures (SP) and in the Operating Procedures (OP).

The PCSO implements a procedure for the creation, revision, approval, and issuance of documents including the QM. It also provides controls for the effective monitoring, distribution, maintenance, and updating of Operating Procedures (OPs).

The review and approval of documents shall be done as described below:

Type of Document	Initiator	Recommending Authority	Approving Authority
Quality ManualQuality PolicyQuality Objectives	QMR DQMR Head, QMS Committee	Deputy QMR (DQMR)	QMR/General Manager
 Level 2 Documents System Procedures Document/Records Control and other system procedures 	Head, QMS Committee Team Head, QMS Committee	Deputy QMR	QMR/General Manager
 Internal Audit 	IQA Head	Deputy QMR	QMR/General Manager
Operating Procedures	Division Chief Concerned Branch Manager	Concerned Department Manager	Concerned Assistant General Manager (AGM



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Level 3 Documents	Division Chief Branch Manager	Concerned Department Manager	Concerned AGM QMR/General Manager Concerned AGM
Formsa. System Forms	Head/ Team Head, QMS Committee	Deputy QMR Concerned	QMR/General Manager
b. Department Forms	Division Chief Branch Manager	Department Manager	Concerned AGM
Level 4 Documents • Records	Controlled under Rec	ords Control Proc	edure

Relevant Procedures:

SP-QMS-01A Control of Internal Documents

SP-QMS-01B Control of External Documents



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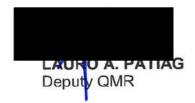
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8.1 Operational Planning and Control

The PCSO undertakes planning activities to achieve and realize agency objectives and meet the satisfaction of its customers. PCSO's strategic and operational plans for its QMS are the products of annual strategic and QMS planning workshop. This is the venue where the strategic thrusts are defined, commitments are elicited, and resource requirements are determined.

PCSO reviews the Operating Procedures whenever necessary, to conform with management's strategic plan and current industry practice as advocated by the WLA.

PCSO plans, evaluates and develops gaming products and services for fund generation and management consistent with the PCSO's overall goals and objectives. Consistent with the scope of the QMS, the Gaming, Product Development and Marketing Sector (GPDMS) plans the pre-draw, draw, and post-draw activities in accordance with the established procedures.

Pertinent guidelines, and Implementing Rules and Regulations (IRR), including the game mechanics, timeline, and operating procedures governing all games as approved are established to ensure responsible gaming business practices, and transparency to safeguard the integrity and credibility of all gaming systems. Draws are developed by the particular department/division/unit concerned and approved by the PCSO Board of Directors.

Daily draw assignment schedules are also prepared to ensure that there are adequate and competent draw personnel handling the lottery operations to safeguard the continuous, smooth, and uninterrupted operation of all lottery games. A panel of judges witnesses all lottery draws. The panel comes from the general public, and representatives from the PCSO, and Commission on Audit (COA).

To ensure that all online lottery hardware components are in good condition, preventive maintenance schedules are prepared and implemented as stipulated in the contract.

On the other hand, the Charity Sector, guided by its MFOs, plans and implements charity programs and services intended to provide beneficiaries/customers/indigents access to the medicines and medical services of the agency, grant of financial assistance for their medical concerns and funding assistance to their respective beneficiaries.

Policies, guidelines and Implementing Rules and Regulations (IRR) including operational procedures are also established to ensure the efficient delivery of



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these programs and services to beneficiaries/customers/indigents, and to provide parameters in the grant of assistance and services.

The Outpatient Medical and Dental Services are conducted daily within the premises of the agency where medical and dental services are directly provided/administered to indigent clients/patients, walk-in, or referred by qualified medical and dental practitioners organic to the agency. After the medical/dental evaluation, consultation and treatment, these clients/patients are provided with free medicines available in the agency's pharmacy. On the other hand, the Medical and Dental Mission is an outreach activity that involves the provision of medical and dental consultation/treatment and free medicines to indigents in depressed areas and communities. The process commences upon the submission of a request from a requesting institution/organization/agency and is carried out after approval of said request and in coordination with the requesting party. To ensure the participation from the requesting party or community, the program requires complement in terms of medical and dental practitioners

8.2 Requirements for Products and Service

8.2.1 Customer Communication

PCSO determines and implements various communication schemes relating to PCSO's general information, gaming products information, charity services information, customer inquiry and feedback such as, but not limited to:

- a. Customer Satisfaction Survey;
- b. Public Assistance and Complaints Desk;
- Public Service Announcements made during the live PCSO Lottery Draws TV program;
- d. Social media such as, but not limited to, PCSO website, Facebook, and YouTube accounts for PCSO's activities and airing of lotto draws to strengthen its transparency and credibility in the conduct of its daily draws;
- e. Signages and Citizen's Charter are posted in conspicuous areas to provide guidance and information to stakeholders on PCSO's frontline processes.

8.2.2 Determination of requirements related to products and services

As mandated by the PCSO Charter (Republic Act No. 1169, as amended), PCSO performs customer-related processes conforming to the commitments. It determines and implements requirements related to service delivery through the following:



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 Citizen's Charter for frontline services especially in the processing of prize claims and provision of charity programs;

b. Lottery Game Rules and Regulations;

c. Memorandum of Agreement (MOA), Terms of Reference (TOR) and/or project proposals;

d. Departmental Operating Procedures (Core and Support departments);

e. Charity programs/projects Implementing Rules and Regulations (IRR)

8.2.3 Review of requirements related to products and service

PCSO ensures that it has the ability to meet the requirements for products and services offered to stakeholders through the conduct of customer satisfaction survey and review of stakeholders' requirements either stated or not stated but necessary. PCSO maintains and retains documented information on the results of the survey and any new related requirements arising from the review.

8.2.4 Changes to requirements for products and service

Proposals for modifications/changes to the original program/project documents are reflected in proposed amendments to the implementing/operating guidelines, rules, regulations, and plans, subject to the approval of the PCSO Board of Directors.

PCSO ensures that relevant documented information is updated/revised/amended where requirements for products and service are changed. Changes in the procedures are recorded in the Revision History Worksheet maintained by the QMS Documents and Records Control Team. Likewise, concerned personnel are informed of these changed requirements through Memoranda.

8.3 Design and development of products and services

The PCSO, in cooperation with its gaming providers, establishes, implements, and maintains the design and development of its product and services from conceptualization to approval and implementation, ensuring compliance with the PCSO Charter and other provisions of law. PCSO ensures that gaming to the needs of products services are responsive and stakeholders. Collaboration of concerned Departments/Offices related to the design and development of PCSO products and services shall be maintained and retained to ensure the delineation of duties and responsibilities.



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Design and development are opportunities to improve PCSO's products and services available in the market. Results of regular monitoring of product sales and service performance are conveyed to PCSO management through periodic accomplishment reports. Proposed modifications/changes to the IRR/game

The Charity Programs are designed or developed and implemented based on prevailing needs from patients or clients who personally present their concerns through the PCSO main office and various PCSO Branches nationwide. The Charity Sector and its Charity Assistance and Medical Services Departments together with the Branch Offices, monitor the implementation of the charity programs to ensure adherence to the implementing guidelines. Annual review of the charity programs is conducted to determine the efficiency and effectiveness in addressing clients' needs for policy revision and/or formulation for improvement subject to the approval of the Board of Directors/General Manager.

mechanics are subject to the approval of the PCSO Board of Directors.

8.4 Control of externally provided processes, products and services

The PCSO provides controls for externally provided processes, products and service to ensure its conformity to requirements.

External providers are evaluated periodically based on performance monitoring, evaluation criteria, and the external provider/s' ability to provide products and service in accordance with PCSO requirements.

Documented information relating to these activities shall be retained by PCSO.

SP-QMS-09 Control of Externally Provided Process defines controls that would enable PCSO to effectively manage its externally provided processes.

8.5 Product and Service Provision

8.5.1 Control of product and service provision

The PCSO Charity Sector plans and carries outs its programs and services in a controlled manner through the implementation of the Operating Procedures and Implementing Rules and Regulations in the work area, review of reports from visits and on-site and spot audits. the assessment reports/recommendations on requests and approval of the General Manager and/or PCSO Board of Directors and execution of Memorandum of Agreement or Memorandum of Understanding with concerned Partner Agencies, as applicable, for the conduct or implementation of the programs/services.



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The GPDMS plans and carries out its programs and services in a controlled manner through the implementation of Operating Procedures and Implementing Rules and Regulations, and game mechanics.

The GPDMS follows internationally accepted lottery draw procedures in the conduct of its lottery draw operations (pre-draw activities, draw proper activities, and post-draw activities). It uses state-of-the-art online lottery facilities (software and hardware) and equipment (draw machines, weighing scale, etc.) to safeguard the integrity of all lottery data and in the determination of winning numbers.

Technical rehearsals are conducted prior to the live telecast of the draw proceedings to ensure that all broadcast equipment is in good condition and the draw is broadcast on time.

The online lottery data centers are designed to ensure that all online lottery transactions are accurately and properly recorded with no single point of failure. "Switch-over" procedures are also regularly performed to ensure that backup systems and disaster recovery sites (DRS) are viable and are working according to specifications. This procedure will ensure that there will be continuous selling operations in the event of failure of the production data center to process, error in telecommunications network in the area, and in the event of disasters and calamities which can render the backup data center inoperable.

8.5.2 Identification and traceability

The PCSO charity programs and projects are identified and traced through the displayed PCSO markers, logos, and charity signage in the partner health facilities/beneficiaries and during events (e.g. turn over ceremonies).

PCSO gaming products are identified and traced through the following:

- a. Game type
- b. Game logo
- c. Draw Date
- d. Ticket Serial Number
- e. Draw ID Number
- f. Daily draw documents (pre-draw to post-draw documents)

8.5.3 Property belonging to customers or external providers

PCSO exercises care to properties belonging to customers or external providers.



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1. Customer/External Provider Information

Stakeholders' information is protected and handled following data privacy requirements. They are treated as confidential information and kept in a secured area accessible only to authorized personnel.

2. External Provider Belongings

PCSO monitors regular Preventive Maintenance and corrective activities scheduled by External Providers for the gaming equipment and paraphernalia. Likewise, they follow security protocols established externally provided areas to house their equipment and peripherals necessary for its operation.

8.5.4 Preservation

The quality of the charity assistance and gaming system processes are maintained through the efficient management of office supplies, accountable forms, lottery paper supplies, and critical equipment.

8.5.5 Post-delivery activities

PCSO ensures that it meets its requirements for post-delivery activities such as the intended lifetime of its products and service through customer satisfaction survey and feedback.

8.5.6 Control of changes

The PCSO reviews and maintains documented information on changes of products and service provision, authorized/responsible personnel of these changes and any necessary actions to ensure continuing conformity with requirements.

8.6 Release of products and services

The PCSO conducts regular meetings at different levels of the organization to present and discuss the information of its products and services, as well as to gather information to ensure that set requirements are met for customer satisfaction.

Products and services are delivered to customers in accordance with the approved manuals, guidelines, and/or Implementing Rules and Regulations.



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8.7 Control of conforming process outputs, products and service

PCSO ensures that all products and services that do not conform with their requirements are identified, evaluated and controlled in accordance with the guidelines provided in PCSO-SP-QMS-04 Control of Non-Conformity. Non-conforming products and services shall be controlled, and appropriate actions shall be undertaken to ensure non-recurrence of such non-conformity.

PCSO shall retain documented information of all non-conformities identified, actions undertaken and authority deciding on the action through the use of the Non-Conformity Action Request (NCAR).

Prepared by the QMS Committee under the direction of:



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9.1 Monitoring, Measurement, Analysis, and Evaluation

9.1.1 General

The PCSO has established monitoring, measurement, analysis and improvement plan for all the processes involved in the gaming operations (draw and prize claims) and charity programs defined in the Quality Management System to evaluate its performance and effectiveness. Monitoring and measurement are being done monthly and subsequently evaluated and analyzed. Appropriate documented information shall be retained as evidence of the results.

9.1.2 Customer Satisfaction

To monitor the product/service outcomes in terms of meeting customer requirements and expectations, customer feedback and perception are gathered through any of the following platforms:

- a. Customer satisfaction survey: The determination of customer satisfaction is designed to measure and monitor performance of the agency's products and services in terms of meeting customer requirements and expectations through Customer Satisfaction Survey Form and Use of Happy and Sad Chips to Indicate Customer Satisfaction. The results of the survey are examined during management reviews where appropriate improvement actions are identified for implementation by all concerned.
- b. Customer feedback gathered through official websites, social media, public assistance and information desks, etc. are coursed to the respective concerned Sector/Department for appropriate action. Customer complaints are, likewise, adequately processed through the specified procedure.

Relevant Procedures:

SP-QMS-10 Customer Satisfaction Survey Procedure

SP-QMS-11 Handling of Customer Complaints Procedure

9.1.3 Analysis and Evaluation

The PCSO regularly analyzes the data collected in the monitoring, measurement, and evaluation of the QMS and process performance and effectiveness for the following:

- a. Customer satisfaction;
- b. Performance Scorecard Quarterly Monitoring Report;



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- c. Gaming operations (draw and prize claims and charity programs) related quality and process parameters;
- d. Actions taken to address risks and opportunities;
- e. Performance of External Providers.

This process includes comparative analysis of previous and current performance to provide a basis for continual improvement including risk management, planning, and decision making. Applicable and practical methods of analysis are used.

9.2 **Internal Quality Audit**

- 9.2.1 Internal quality audits are conducted at planned intervals annually as scheduled in the IQA plan to provide information whether the QMS complies with the planned arrangements and to determine whether the QMS is effectively implemented and maintained. QMS Auditors are selected based on specified requirements. They are independent of the specific activities/areas being audited.
- 9.2.2 The PCSO implements and maintains its established audit program, which shall take into consideration the importance of the concerned processes, changes affecting its operation and the results of previous audits.

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

- a. Audit findings, conclusions and recommendations;
- b. Non-conformities found during the audit;
- c. Root-cause analysis; and
- d. Appropriate correction/corrective action/s including dates of completion.

These findings are brought to the attention of the concerned office/department having responsibility over the audited area. The concerned process owner ensures timely and appropriate correction/corrective action/s on the deficiencies found during the audit.

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

Relevant Procedure:

SP-QMS-03 Internal Quality Audit Procedure



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9.3 Management Review

9.3.1 General

The PCSO Top Management's review of the QMS is held annually or whenever deemed necessary to ensure continuing adequacy, suitability, and effectiveness of the quality management system. The Quality Policy and Quality Objectives are also included in the review.

9.3.2 Management Review Inputs

The Management Review shall be planned and carried out taking into consideration the following:

- a. Matters arising from the previous Management Review meeting;
- b. Changes in the internal and external issues relevant to the quality management system;
- c. Information on the performance and effectiveness of the quality management system including:
 - Results of customer survey and feedback from relevant interested parties;
 - 2. The extent to which quality objectives have been met;
 - 3. Status of Service Conformities, Gaming Operations (Draw and Prize Claims), Charity Programs, and QMS Process performance:
 - 4. Status of non-conformities and corrective actions;
 - 5. Monitoring and measurement results;
 - Audit results;
 - 7. Performance of external providers;
- d. Adequacy of resources;
- e. Effectiveness of actions taken to address risks and opportunities;
- f. Opportunities for improvement.

9.3.3 Management review outputs

Outputs from the Management Review include but are not limited to, any decision and actions related to:

- Improvement of the effectiveness of the QMS and its processes;
- Improvement of products and services related to customer needs;



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Resource needs.

Corrective actions identified from these reviews are conveyed to the concerned sector/department/division heads for the implementation of planned actions.

Appropriate documented information shall be retained as evidence of the results of the management review.

Relevant Procedure: SP-QMS-07 Management Review Procedure

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Section 10 **IMPROVEMENT**

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10.1 General

The PCSO continually improves the effectiveness of its QMS through the use of Quality Policy, Quality Objectives, audit results, data analysis, corrective action, and management review.

10.2 **Non-conformity and Corrective Action**

10.2.1 The PCSO ensures that products and services, which are not in accordance with the requirements or standards, are identified and controlled to prevent unintended use. The procedure for determining the controls, responsibilities and authorities for managing nonconforming products and services is established through Control of Nonconforming Products and Services.

Whenever applicable, PCSO undertakes the appropriate measures in managing nonconforming products and services by eliminating the detected nonconformity through appropriate corrections. Whenever nonconformities are detected in the gaming and charity operations, they are immediately rectified and re-verified as necessary.

Records of nonconformities and actions taken are maintained in accordance with Clause 4.4.2 of ISO 9001, or Section 7.5 of this Quality Manual.

10.2.2 The PCSO implements and maintains a documented procedure for correction and corrective action in order to adequately address nonconformities and to eliminate their causes to prevent recurrence.

Corrective Action Procedure defines controls for:

- a. Effective handling of nonconforming products and services, including customer complaints;
- b. Determining the appropriate corrective action/s needed to eliminate the causes of nonconformities;
- c. Implementing corrective actions;
- d. Verifying the effectiveness of actions taken;
- e. Recording changes in relevant procedures resulting from corrective actions:
- f. Ensuring that relevant information on actions taken is submitted for review and action during management review.

Relevant Procedure: SP-QMS-05 Corrective Action Procedure



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10.3 Continual Improvement

The PCSO continually improves the suitability, adequacy and effectiveness of its QMS through the use of the Quality Policy, Quality Objectives, audit results, data analysis, corrective action, and management review.

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