



## **5. LEADERSHIP**

### **5.1 Management Commitment**

Guided by the DILG's Vision and Mission and in compliance with applicable legal requirements in fulfilling its mandate to formulate sound policies and strengthen LGU capacities, perform oversight function and provide rewards and incentives, the DILG's top management commits to develop, implement and continually improve the effectiveness of its quality management system by:

- a) taking accountability for the effectiveness of the quality management system;
- b) establishing quality policy and quality objectives compatible with the context and strategic direction of the organization;
- c) ensuring the integration of the quality management system requirements into the organization's business processes;
- d) promoting the use of the process approach and risk-based thinking;
- e) providing resources needed;
- f) communicating the importance of effective quality management system and conforming to the quality management system requirements;
- g) ensuring that the quality management system achieves its intended results;
- h) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i) promoting improvement; and
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

The DILG top management refers to the Secretary, Undersecretaries, and Assistant Secretaries. The Undersecretary for Operations represents the Department in the Government Quality Management Committee (GQMC) and serves as the Quality Management Representative (QMR) of the Department. The Assistant Secretary for Finance and Comptrollership serves as the Overall Deputy Quality Management Representative (DQMR).

The Bureau/Service Heads as the Deputy QMRs and Regional Directors as Regional Top Management of their respective Offices also demonstrate leadership and commitment as itemized above in their respective offices.

#### **5.1.2 Client/Customer Focus**

The DILG's top management ensures that customer requirements are determined and are met with the aim of enhancing customer satisfaction, which is primarily to strengthen the capabilities of Field Offices, to promote excellence in local governance, and to attend to the needs of other clients/stakeholders. Information about customer needs and expectations is extracted from feedback mechanisms, complaints handling, and customer satisfaction data.

The DILG client/customer refers to the Regional and Field Offices, local government units/officials/employees, the general public and other stakeholders.



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The DILG's top management and Bureau/Service/Office heads demonstrate leadership and commitment with respect to customer focus by ensuring that:

- customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed; and
- the focus on enhancing customer satisfaction is maintained.

**Relevant Documented Information:**

Services Complaint Handling Procedure  
Client Satisfaction Survey Procedure

## **5.2 Quality Policy**

### **5.2.1 Establishing the DILG-CO Quality Policy**

The DILG's top management ensures that the quality policy:

- is appropriate to the purpose and context of the organization and supports its strategic direction;
- provides a framework for establishing and reviewing quality objectives;
- includes a commitment to comply with applicable requirements and
- includes commitment to continually improve the effectiveness of the quality management system.

The quality policy is reviewed during Management Reviews to ensure its continuing suitability in relation to the organization's vision, mission, strategic thrusts and directions.

### **5.2.2 Communicating the DILG-CO Quality Policy**

The DILG's top management together with the Bureau/Service/Office Heads ensure that the DILG Quality Policy is communicated and understood within the organization. The DILG Quality policy is:

- available and maintained as documented information;
- communicated, understood and applied within the organization;
- available to relevant interested parties, as appropriate.

The ISTMS is responsible for ensuring that the DILG Quality Policy is posted on DILG's website. The PACS ensures that the DILG Quality Policy is part of the layout of the DILG Insider. The QMS Secretariat is responsible for posting the DILG Quality Policy in conspicuous places in the DILG premises and for developing other materials to communicate the Quality Policy, as deemed appropriate. The Administrative Service ensures that all employees are oriented and aware of the DILG Quality Policy in coordination with the QMS Secretariat.





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### 5.2.2a The DILG Quality Policy

We, the DILG, imbued with the core values of **Integrity, Commitment, Teamwork and Responsiveness**, commit to **formulate sound policies** on strengthening local government capacities, performing oversight function over LGUs, and providing rewards and incentives. We pledge to **provide effective technical and administrative services** to promote **excellence in local governance** and enhance the service delivery of our Regional and Field Offices for the **LGUs to become transparent, resilient, socially-protective and competitive**, where **people in the community live happily**.

We commit to continually improve the effectiveness of our Quality Management System compliant with applicable statutory and regulatory requirements and international standards gearing towards organizational efficiency in pursuing our mandate and achieving our client's satisfaction.

We commit to consistently demonstrate a **"Matino, Mahusay at Maasahang Kagawaran Para sa Mapagkalinga at Maunlad na Pamahalaang Lokal"**.

#### Relevant Documented Information:

QPolicy

### 5.3 Organizational roles, responsibilities and authorities

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The DILG's top management ensures that responsibilities and authorities in the Department are defined and communicated for effective delivery of its services. The DILG-CO's Organizational Structure manual is developed to clearly show the levels of authority, lines of coordination and divisions of tasks of the different operating units within the order, to attain organizational goals. Likewise, the QMS Organizational Structure is defined to enable the effective implementation of its QMS showing the different bureaus, services and offices responsible for establishing, implementing, maintaining and continually improving the DILG's quality management system to attain the quality objectives consistent with the quality policy.

#### 5.3a The DILG National QMS Organizational Structure

To ensure effective implementation and continual improvement of DILG's Quality Management System compliant with the ISO 9001:2015, organizational and relevant legal requirements, a QMS structure is defined.



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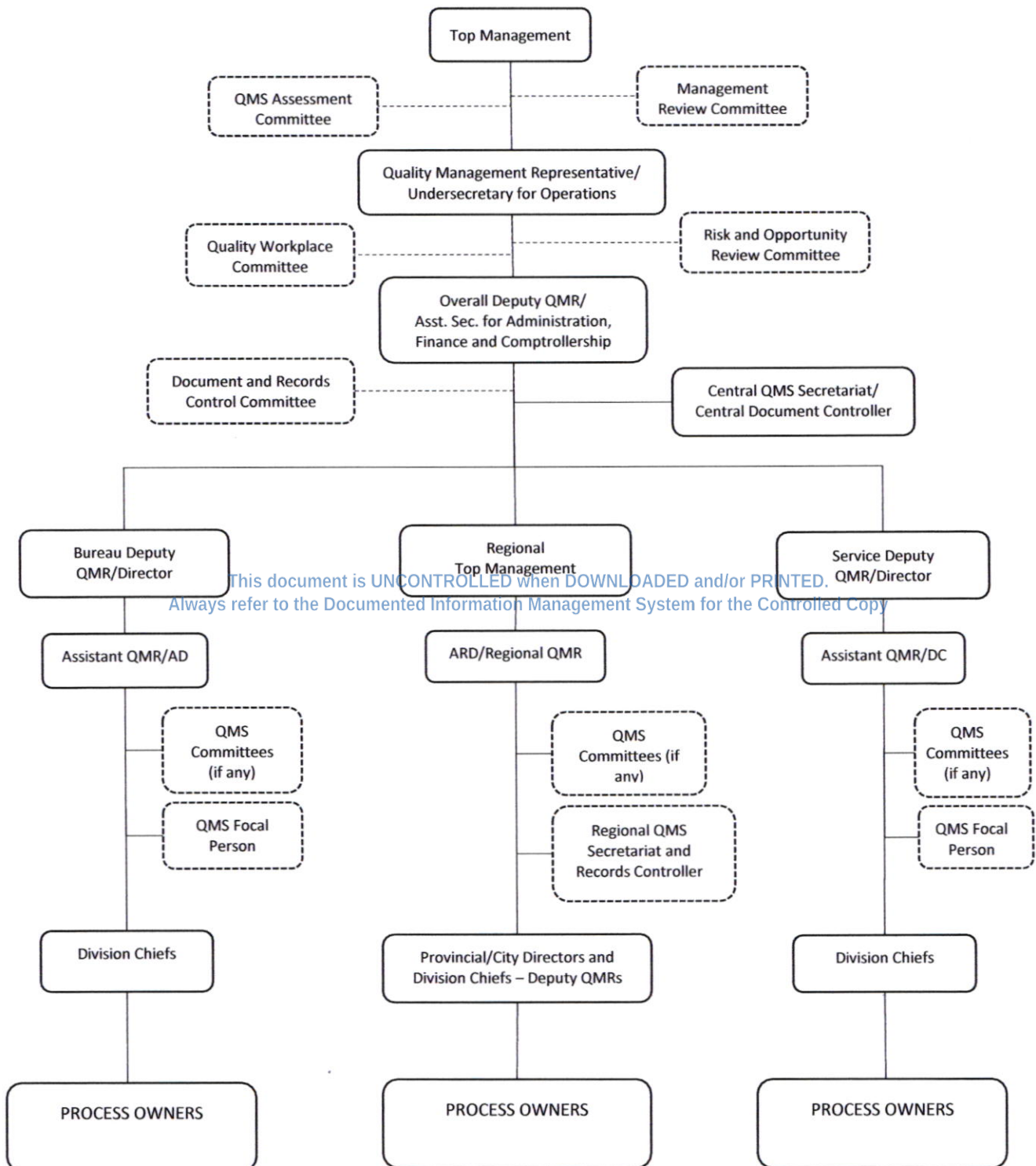


Figure 5: The DILG National QMS Structure



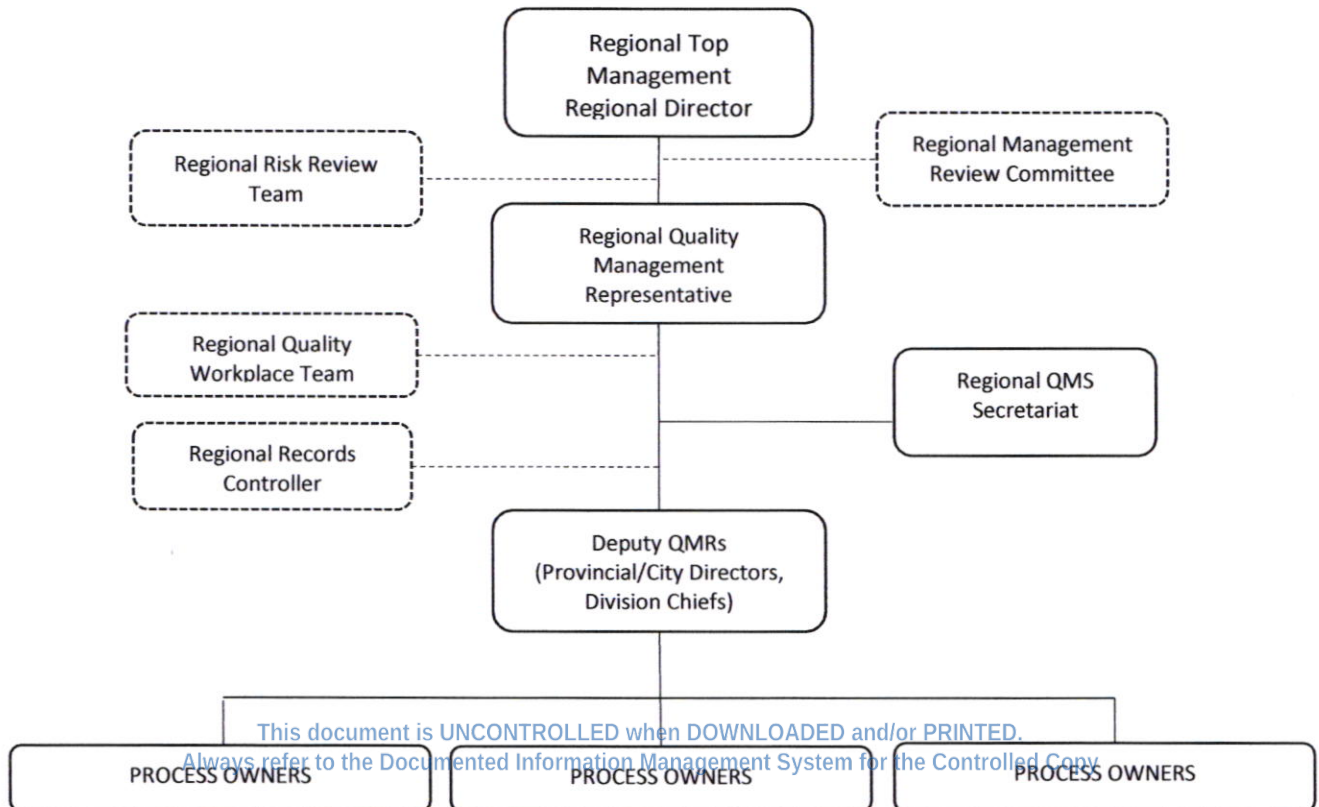


Figure 6: The DILG Regional QMS Structure

The QMS structure is composed of the following:

**DILG Top Management** - This refers to the high-level management which includes the Secretary, Undersecretaries and Assistant Secretaries. The DILG top management ensures that responsibilities and authorities are assigned for:

- ensuring that the quality management system conforms to the requirements of ISO 9001:2015;
- ensuring that processes are delivering their intended outputs;
- reporting on the performance of the quality management system and opportunities for improvement, in particular, to top management;
- ensuring the promotion of customer focus throughout the organization; and
- ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

**DILG Representative to the Government Quality Management Committee (GQMC)** - The DILG Representative to the GQMC per Department Order No. 2015-315 dated April 1, 2015 is authorized to sign on behalf and/or in the absence/unavailability of the Secretary of the Interior and Local Government (SILG) being the principal member of the Committee to carry out the functions as member of the GQMC under Executive Order No. 605.



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**Quality Management Representative (QMR)** - The DILG Secretary designated the Undersecretary for Operations as the Quality Management Representative whose responsibilities and authorities are to:

- Ensure that processes needed for DILG-CO's quality management system are established, implemented and maintained to ensure that the QMS conforms to requirements of ISO 9001:2015;
- Report to DILG top management on the performance of the quality management system and any opportunity for improvement;
- Promote customer focus and awareness to client requirements throughout the DILG;
- Ensure that the integrity of the QMS is maintained when changes to the QMS are planned and implemented;
- Coordinate / communicate with external parties on matters relating to QMS and ISO certification.

**Overall Deputy QMR** - The Assistant Secretary for Administration and Finance is designated as the Overall Deputy QMR. The Deputy QMR oversees the overall affairs of the QMS and reports to the QMR the performance of the QMS and any need for improvement, and performs the functions of the QMR in his absence.

**Management Review Committee** - The Management Review Committee is composed of the following:

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- ~~Undersecretary for Operations~~ *Undersecretary for Operations* DILG representative to the QMC and the QMR;
- Undersecretaries and Assistant Secretaries;
- Assistant Secretary for Administration, Finance and Comptrollership – Overall Deputy QMR;
- Bureau/Service Directors – Bureau/Service Deputy QMRs of the following:
  - Bureau of Local Government Development (BLGD);
  - Bureau of Local Government Supervision (BLGS);
  - National Barangay Operations Office (NBOO);
  - Office of Project Development Services (OPDS);
  - Administrative Service (AS);
  - Financial and Management Service (FMS);
  - Information Systems and Technology Management Service (ISTMS);
  - Internal Audit Service (IAS);
  - Legal and Legislative Liaison Service (LLLS);
  - Planning Service (PS);
  - Public Affairs and Communications Service (PACS); and
- Regional Directors (Regional Top Management)
  - Assistant Regional Directors (Regional QMR)
  - Regional Deputy QMRs

**DILG Risk and Opportunity Review Committee** - The Risk Review Committee ensures that the organization identifies, evaluates, and controls risks in accordance with Clause 6.1 of the ISO 9001:2015





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standard. This committee facilitates the development and updating of Risk Registers, Risk Control Plan (RCP) and Opportunities Management Plan (OMP) and evaluates the effectiveness of actions taken.

For strategic risks, the committee comprises the QMR, Overall Deputy QMR, the Bureau/Service/Regional Directors, and the Central QMS Secretariat.

For operational risks, the CO committee includes the Overall Deputy QMR with the QMS Secretariat and the Risk Review Committee per Bureau/Service/Office. For Regional Offices, the said committee is composed of the concerned Regional Director, being the Risk Review Committee Head with the Assistant Regional Director, Provincial/City Directors, Division Chief/s and process owner/s of the process/procedure as members.

**Bureau/Service/Office Deputy QMR** - The Bureau/Service Directors and PMO Managers directly supervised by top management are designated as Bureau/Service/Office Deputy QMR in their respective offices responsible for ensuring effective implementation and continual improvement of their respective QMS and reporting its performance to the Overall Deputy QMR.

**Regional Top Management** - The Regional Top Management refers to the Regional Director. The Regional Top Management commits to develop, implement and continually improve the effectiveness of the quality management system in their respective offices.

**Regional QMR** - The Regional QMR refers to the Assistant Regional Director. The Regional QMR oversees the establishment, documentation and effective implementation of the QMS in the Region and reports QMS performance to the Regional Top Management for review and continual improvement.

**Regional Deputy QMR** - The Provincial/City Directors and Regional Office Division Chiefs are designated as Regional Deputy QMR in their respective offices/units. The Regional Deputy QMR supports the Regional QMR in the effective planning, development, implementation, maintenance and continual improvement of the QMS.

**Central QMS Secretariat** - Under the supervision of the Overall Deputy QMR:

- Plan and execute activities and next steps in relation to QMS;
- Provide technical assistance to the DILG Bureau/Service/Office/Division on the areas of QMS development, implementation, and performance measurement;
- Study/review QMS documentation and endorse acceptance of these outputs to the Overall Deputy QMR and/or QMR as applicable per QMS Documentation Responsibility Matrix;
- Prepare QMS training and other capacity development program, training/activity documentary requirements and provide secretariat services during the conduct of the training/activity;
- Ensure that major agreements/highlights/decision points before, during, and after the QMS training/activity and Management Reviews are documented and submitted to the QMR through the Deputy QMR and to all concerned personnel;
- Study and equip themselves with knowledge, Skills, Attributes (KSA) on QMS as they will serve as facilitators in the conduct of QMS training/activities;
- Implement assigned roles and responsibilities in the System Procedures and maintain documents and retain records; and
- Perform other tasks as may be assigned by the Overall Deputy QMR/QMR.





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**QMS CO Focal Persons and Regional QMS Secretariat** - The designated QMS CO Focal Persons and Regional QMS Secretariat shall assist the Central QMS Secretariat in facilitating QMS related activities in their respective office/regions and provides technical assistance in the areas of QMS development, implementation, and performance measurement; and facilitate the reporting of the overall performance of their respective office/regions.

**Document and Records Control Committee** - The Document and Records Control Committee ensures that changes and the current revision status of documents are identified, the unintended use of obsolete documents is prevented, and records are controlled through established means for identification, storage protection, retrieval, and disposition in accordance with Clause 7.5 of the ISO 9001:2015 standard.

- **Document Control Team** – The FMS – Management Division is designated as the Central Document Control Team and the Chief/OIC of the Management Division is ultimately responsible to carry-out specified QMS document controls in the DILG Central Office.
- **Records Control Team** – The team includes the Chief of the Record Section, General Services Division for the Central Office and designated Regional Records Controller for Regional Offices. The team is responsible for ensuring the DILG's compliance with the National Archives of the Philippines Act of 2007 and who plays a lead role in the management, generation, collection, filing/storage, protection, retrieval, retention, and disposition of records for Central Office and respective Regional Offices.  
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- **Designated Records Custodian** – The process owner/s designated in the Bureau/Service/Regional Office to implement the record system as defined in the Master List of Retained Documented Information.

**QMS Assessment (QMSA) Committee** - The QMSA Committee (composed of CO and ROs QMS Assessors) conducts quality audits at planned intervals and verifies the corrective/preventive actions taken on assessment findings. QMS Assessors are designated thru a Department Order from the SILG.

**Quality Workplace Committee** - The Quality Workplace Committee plans and coordinates the implementation of the 5S Program. For the Central Office, selected personnel from the Human Resource Management Division, Personnel Division and General Services Division, and one (1) personnel from each of the Division and representatives from Top Management Offices are the members of this committee. For the Regional Offices, selected officials and personnel are designated by their respective Regional Top Management as members of their respective committees.

**Process Owners** – All personnel involve in the establishment, implementation and continual improvement of QMS processes.

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