	DOCUMENT TYPE: STRATEGY AND CORPORATE MANAGEMENT DEPARTMENT – MANAGEMENT SYSTEMS IMPROVEMENT DIVISION FORM	Document Code: SCMD-MSID-F-001
		Date Created/Revised: 17 July 2023
	DOCUMENT TITLE: DOCUMENT CHANGE REQUEST FORM	Revision No: 0

1. TO BE FILLED OUT BY REQUESTOR:

Document Title: **QMS-M-001 CIAC QUALITY MANUAL REV. 3**	Reference Document Code of existing procedure: **QMS-M-001 CIAC QUALITY MANUAL REV.2**
Type of document: ☐ Form ☑ Procedure	Action requested: ☐ New ☑ Revision or Change ☐ Cancellation

Reasons for the request for the revision (specify details of changes) or creation of a new form or procedure:

Revision is for updating of Quality Manual content to update recent organizational Mission, Vision, Core Values, Organizational Structure, SWOT-TOWS, Stakeholder Matrix, Scope of QMS, Quality Policy, Committee Composition, Procedure and Document Codes, and OPRs.

MELISSA D. FELICIANO
MANAGER, SCMD
Date: 25 July 2023

2. TO BE FILLED OUT BY MSID MANAGEMENT SYSTEMS OFFICER IV

☑ Document control established

Note: MSID's review is limited only to the propriety of the document code and format; not on the substance or content of the procedure which is the primary responsibility of the OPR.

MARIE ANGELI P. REYES
MANAGEMENT SYSTEMS OFFICER IV, SCMD-MSID
Date: 25 July 2023

DCRF-P-2023-11

QO-MC-2023-16

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1.0 Overview

1.1 Introduction

This Quality Manual establishes the Quality Management System (QMS) at the Clark International Airport Corporation (CIAC), pursuant to the requirements of the International Organization for Standardization (ISO) 9001:2015 and the vision of CIAC that by 2028, CIAC shall be at the forefront in developing and managing an aerotropolis where world-class industries thrive in a sustainable environment with the Clark International Airport as the premier gateway and the Clark Civil Aviation Complex as a key economic engine of the country.

The institutionalization of QMS in CIAC is premised on Executive No. 605, series of 2007, which directs all government departments and agencies of the executive branch, including Government-Owned and Controlled Corporations (GOCCs) and Government Financial Institutions (GFIs) to adopt the ISO-QMS and be certified accordingly.

This manual states the scope, exclusions, procedures, and a process map that shows the sequence and interaction of CIAC's core processes.

The QMS in CIAC involves, among others, the proper documentation and implementation of the core policies and processes of the corporation. Through ISO 9001:2015, CIAC has developed a set of principles to continuously improve the management of its business activities, maintain quality services, meet and even exceed its customers' expectations, and satisfy the requirements of its interested parties.

1.2 Purpose

The main objective of this quality manual is to guide CIAC towards conformance with and maintenance of the various requirements of the ISO standards to ensure customer satisfaction and continuous improvement of services.

1.3 The Clark International Airport Corporation (CIAC)

Legal Mandate

Republic Act No. 7227 (1992)
Otherwise known as the "Bases Conversion and Development Act of 1992". Through this Act, the Philippine Government declared its policy to accelerate the sound and balanced conversion into alternative productive uses of the Clark and Subic military reservation.

Executive Order No. 62 (February 27, 1993)
This Order prescribed the policies and guidelines to Implement R.A. No. 7227. It was stated therein that the former Clark Air Base was envisioned to become a special economic zone with a new industrial town site and a major civil aviation complex for international passenger and cargo.

Proclamation No. 163 (Series of 1993)
The lands covered by the Clark military reservations and its contiguous extensions were declared as Clark Special Economic Zone (CSEZ). BCDA was designated as the governing body of the CSEZ and shall promulgate all necessary policies, rules and regulations to govern and regulate the zone, pursuant to Section 15 of R.A. 7227.

Executive Order No. 174 (April 28, 1994)
The Clark Special Economic Zone was designated as the future site of the premiere international airport. Clark Air Base, with its existing runways and airport area of 2,200 hectares, provides sufficient area for phased expansion to serve the air traffic demand of the 21st Century.

Executive Order No. 192 (July 27, 1994)
This Order formally authorized the creation of Clark International Airport Corporation, in accordance with the Corporation Code of the Philippines, to operate and manage the Clark Aviation Complex.

It was also specified in the Order that the CIAC shall be a wholly-owned subsidiary corporation of the Clark Development Corporation, subject to the policies, rules and regulations promulgated by the Bases Conversion Development Authority

Registration of CIAC under the Philippine SEC (1995)
CIAC was formally incorporated in 1995 as a Government Owned and Controlled Corporation under the Securities & Exchange Commission, in accordance with the Corporation Code of the Philippines.

Its primary purpose is to develop, operate and manage the Clark International Airport Complex.

Its secondary purposes are the following:
- Subject to existing laws, award and/or grant concessions, rights or license to private corporations to operate or manage the various businesses and activities inside the Clark International Airport Complex.
- Purchase, acquire, own, lease, sell and convey real properties such as parcels of land, buildings and warehouses, and personal properties such as machinery and equipment.

As per OEVP -LSD of CIAC, the organization has an Authorized Capitalization of Twenty Million Pesos (PhP20,000,000.00); however, the CIAC Board approved in 2011 a resolution increasing the same to Five Billion Pesos (PhP5,000,000,000.00). Presently, CIAC's Paid-up Capitalization is One Million Two Hundred Fifty Thousand Pesos (PhP1,250,000.00); but has a deposit for future stock subscription in the amount of Eight Hundred Thirty Two Million Two Hundred Forty-Eight Thousand Two Hundred Sixty-One Pesos and Five Cents (PhP832,248,261.05). Data is as of July 20, 2023.

Executive Order No. 360 (August 16, 1996)
This Order, which amended E.O. No. 192, made the Bases Conversion Development Authority a direct stockholder of the CIAC in compliance with R.A. 7227, particularly Section 4(d) thereof, which provides that the BCDA will serve as the holding company of its subsidiary companies.

BCDA Board Resolution No. 98-07-67
The BCDA during its July 21, 1998 board meeting passed a resolution granting CIAC jurisdiction over a contiguous area of 2,500 hectares within Main Zone of CSEZ.

Executive Order No. 7 (March 26, 2001)
CDC and CIAC were merged to address unproductive competition and overlapping functions between the two corporations. CDC was retained as the surviving corporation.

Executive Order No. 186 (March 10, 2003)

CIAC was reestablished as a subsidiary of BCDA because its merger with CDC resulted to diminished focus and priority on the development of the Clark International Airport.

Executive Order No. 193 *(April 4, 2003)*
This Order declared CIAC a subsidiary of CDC in order to foster synergy in the development of the DMIA as well as the CSEZ.

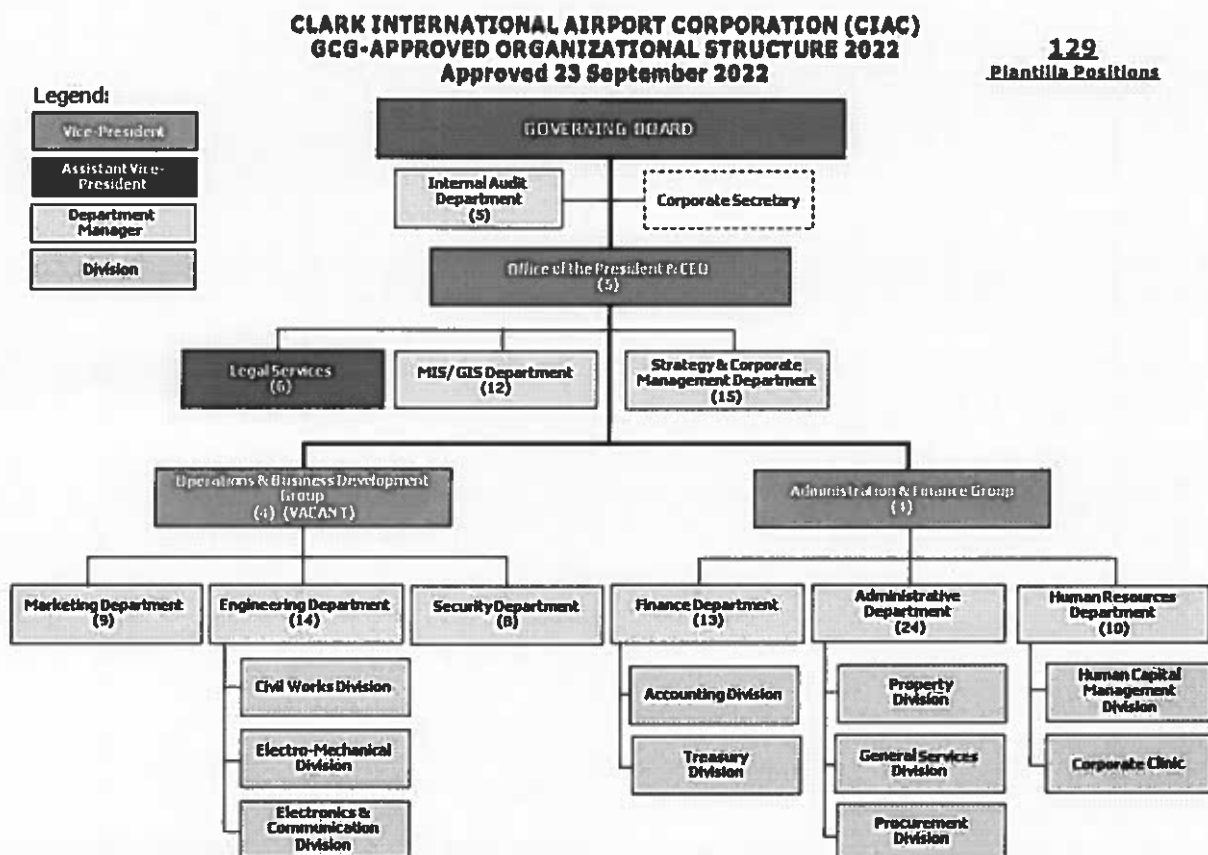**Executive Order No. 716** *(April 3, 2008)*
This Order transformed CIAC into a subsidiary of BCDA, subject to the policy supervision of DOTC. CIAC has jurisdiction over Clark Civil Aviation Complex comprising an area of 2,200 hectares including approximately 166.9 hectares within Industrial Estate-5. CIAC shall also undertake all lease and business arrangements involving aviation, aviation-related services & aviation-related logistics activities within these areas.

Executive Order No. 64 *(December 21, 2011)*
Through this Order issued by President Benigno S. Aquino III, CIAC became an attached agency of the Department of Transportation and Communications (DOTC).

1.4   **The CIAC Organizational Structure**

Below is the approved Structure for Reorganization received by CIAC in October 28, 2022:

CLARK INTERNATIONAL AIRPORT CORPORATION (CIAC)
GCG-APPROVED ORGANIZATIONAL STRUCTURE 2022
Approved 23 September 2022

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Plantilla Positions

1.5   **The Corporate Vision, Mission, and Core Values**

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		Date Created/Revised: 20 July 2023
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CIAC
CLARK INTERNATIONAL
AIRPORT CORPORATION

Vision
By 2028, CIAC shall be at the forefront in developing and managing an aerotropolis where world-class industries thrive in a sustainable environment with the Clark International Airport as the premier gateway and the Clark Civil Aviation Complex as a key economic engine of the country.

Mission
To develop, manage and operate a globally competitive aviation complex while ensuring viability and creating value for our stakeholders.

Core Values

- Competence
- Integrity
- Adaptability
- Commitment

2.0 Definitions and Acronyms

The CIAC-QMS uses the following operational definitions for these quality-related terms:

2.1	CIAC	-	Clark International Airport Corporation
2.2	QMS	-	Quality Management System
2.3	QMR	-	Quality Management Representative refers to the CIAC officer who was vested with authority and responsibility to manage the QMS and to report quality system issues to the Top Management.
2.4	QWR	-	Quality Workplace Representative refers to the CIAC officer who was vested with authority and responsibility to implement and maintain the operational aspects of the quality system in his work area.
2.5	OPR	-	Office of Primary Responsibility refers to the department/office having functional responsibility over the formulation and implementation of plans, programs, and objectives of CIAC. Also known as the process owner – OPR is responsible and accountable for improving the process in the area of assignment.
2.6	Customer Feedback	-	A term used to refer to compliments, commendations, complaints, observations, report of potential non-conformities and suggestions coming from internal or external sources, either verbal or written.
2.7	Top Management	-	CIAC official occupying the positions of President and Chief Executive Officer, Vice-Presidents and Assistant Vice-President.
2.8	Documented Information	-	refers to all document requirements.
2.9	GCG-PAN	-	Governance Commission for GOCCs – Performance Agreement Negotiation

3.0 The Quality Management System

3.1 Overview

The Quality Management System provides CIAC with a mechanism for documenting the structure, processes, procedures, and responsibilities required to achieve effective quality management.

The implementation of CIAC QMS started initially in 2010 at the Clark International Airport, with the International Passenger Facilitation Process as its scope and eventually, all the Internal Operating Processes of CIAC were also certified. However, due to the privatization of CIAC's Airport Operations and Maintenance functions, CIAC has to re-apply for a new ISO Certification for its new scope of Quality Management System which is "Administration and Operation of CIAC's Business Processes". As of this date, the scope of CIAC's ISO Certification is *"Estate Management and Processing of Lease of Land, Building and Structures under the jurisdiction of Clark International Airport Corporation."*

3.2 Context of the Organization

3.2.1 Relevant external and internal issues

During the Strategic Planning Workshop for CY2023-2028, which was held last 12 and 13 December 2022 the following external and internal issues were identified based on the External and Internal Analysis (refer to Table 2) that was conducted by the organization.

The organization through the Corporate Planning Department identified opportunities and threats based on Social Trends, Technology Trends, Economic Prospects, and Political Environment. On the other hand, strengths and weaknesses were identified on these following areas: Operations & Marketing, Organizational, and Finance & Internal Controls.

After identifying the organization's SWOT, a TOWS Matrix was prepared to come up with business strategies that will guide the organization in achieving the intended results of its Quality Management System.

Table 2. External and Internal Analysis (S-T-E-P)

S-T-E-P	OPPORTUNITIES	THREATS
SOCIAL Trends	• Emphasis on quality of life: People want more space, less pollution, and more human interaction and community activities. • Transition to middle income lifestyle of young people will increase demand for travel, tourism, and other experience goods and services. • Continuing use of e-payment services in a post-Covid-19 setting • Renewed public interest in a world-class passenger terminal and other tourism-related businesses, e.g., air travel and destinations	• Rate of urbanization faster than government planning and regulations may diminish development potential of Philippine regions.

TECHNOLOGY Trends	• Digital technology will increase efficiency of project delivery, and productivity of workers and firms. • Easy access to social media and digital platforms (social media can be utilized heavily in marketing) • E-commerce both for goods and services will push demand for air transport, to support logistics, production, and travel-related services. • Emerging areas of business in the innovative and innovative start-up space	• Competitor airports/countries can easily monitor strategy and get ahead of competition. • More pressures to accelerate adoption of digital technology for a more customer digital experience. • Cyber attacks can paralyze operations. • Spreading fake news or misinformation
ECONOMIC Prospects	• Strong PH economic and population growth; especially in Central Luzon • Focus of National Gov't on Regional Dispersal, Infrastructure Development, Tourism Development, and Logistics • Expanded network of opportunities for air travel as a result of the BUILD, BUILD, BUILD Program, especially airport development of DOT-DOTR iLIPAD Program • Recent positive assessments from economic think tanks (e.g. IMF, World Bank) and credit ratings upgrades and forecasts from credit rating agencies will attract more foreign investments • Inclusion of the Infrastructure and logistics in the12 key industries prioritized for development under the Philippine Inclusive Innovation Industrial Strategy (i3S) • Availability of institutions that may assist and/or fund CIAC in its infrastructure projects and plans such as CCAC Master Development Plan • Presence of CRK in the CCAC • Connectivity of CCAC in the Manila-Clark Railway • Development of New Clark City With the decline in COVID-19 cases, business activities are slowly but steadily recovering, an indication which may regain investor confidence at the aviation complex	• US-China trade war may drag world economic recovery • Middle East tensions might push prices of oil and affect world economy and air travel • Ukraine and Russia Conflict 2022 • Potential intense competition from Bulacan Airport • Approval of CREATE Act by the National Government • Impact of COVID-19 in the industries – aviation, tourism, construction, and trade (fall on global demand for consumption and investments) • Strong push to reduce dependence on suppliers in other countries due to the disruption in the international trade patterns Uncompetitive rates or restrictive regulatory policies that deter prospective locators / investors at the CCAC

POLITICAL Environment	• Support from the DOTr, BCDA, National Government, and CDC • Reforms from National Government and local government units • Continuation of the BUILD BUILD BUILD Program • The shift to a new leadership (including parent company BCDA) in the national government provides a new perspective to further empower CIAC	Measures from vested political (with business) interests that may derail CIAC's plans or undermine its mandate

Table 3. External and Internal Analysis (SWOT)

SWOT	STRENGTHS	WEAKNESSES
Operations and Marketing	• Effective coordination with relevant/ related agencies • Committed to operational efficiencies • Strategic location of Clark Civil Aviation Complex • Availability of leasable land Availability of an Approved CCAC Master Development Plan / Ongoing Updating of the CCAC MDP	• Presence of Informal settlers in the airport complex • Lack of detailed marketing plans • Lack of mechanism for the identification, monitoring, evaluation, and analysis of the satisfaction level and/or complaints of locators and suppliers, including an established process to address such • Unparcelized CCAC land area
Organizational	• Institutional memory and organizational competence in aviation complex and development • Natural rapport with National Government agencies, LGUs and GOCCs, as government entity • Directive of the DOTr to CIAC of its supervisory and oversight responsibilities over CCAC including CRK • Approval of the CIAC Reorganization Plan	• Institutional existence is dependent on executive orders • Complex interrelationships of corporate controls and regulatory oversights from different government units may lead to regulatory misalignments
Finance and Internal Controls	• Best accounting system - a recipient of the "One of the Most Outstanding Accounting Offices GOCC, FY 2018. AGAP, Inc." • No recorded Notice of Disallowance • Current good credit standing of CIAC • Efficiency of procurement system and compliance to R.A. No. 9184 and its IRR thru a check and balance made by the BAC and HOPE • ISO-certified	• Too dependent on National Budget for Infrastructure development resulting to dependency on the endorsement of the mother agency (BCDA) and oversight agency (DOTr) • Classic bureaucratic - having at least three (3) layers of decision-making bodies: CIAC Board, BCDA Board, and/or DOTr Secretary

Table 4. External and Internal Analysis (TOWS Matrix)

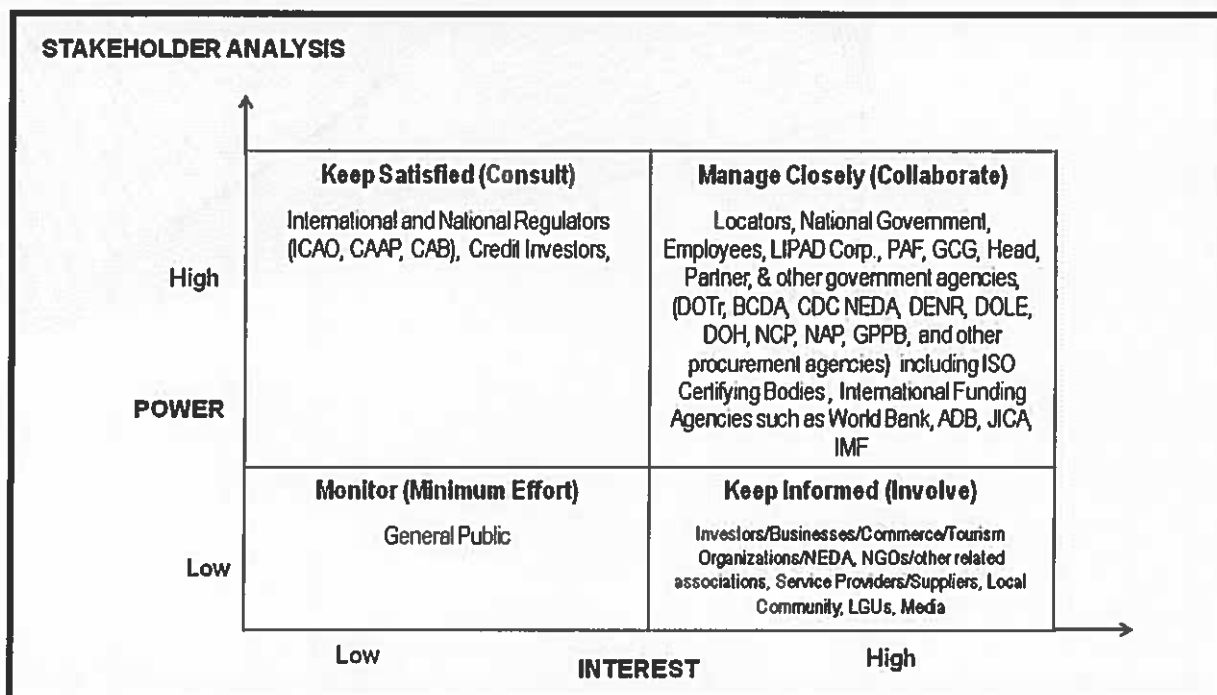| TOWS Matrix	STRENGTHS	WEAKNESSES
OPPORTUNITIES	**S-O Strategies** • Develop and upgrade aviation infrastructure and facilities • Implement the oversight function of the CIAC over CRK for its growth and development • Research and train on advanced tools and technologies for engineering and construction project development (e.g., use of BIM, drones, blockchain, robotics, AR/VR) • Increase collaboration with the national and local government including concerned agencies for better complementarities on the infrastructure projects of CIAC • Implement target marketing to potential estate developer (international and local) as well as infrastructure and logistics investors • Seek partnership with acknowledged and experienced developers on their development opportunities to increase airport growth and regional economic activity • Tap financial institutions for loan options to implement CCAC infrastructure development • Develop the necessary transport infrastructure and related commercial businesses to optimize CCAC's connectivity to the railway	**W-O Strategies** • Develop more cargo handling facilities • Explore /Invite more Fixed Base Operators • Develop more detailed marketing plans, with targeted types of locators • Fill-up critical plantilla positions as soon as possible and advocate for the expansion of human resources to accelerate implementation of projects • Submit infrastructure proposals for budget and fund allocation by the National Government • Collaborate with International Funding Agencies such as World Bank, ADB, JICA, IMF for funding/technical assistance in the infrastructure development of CCAC • Collaborate with agencies (BCDA, CDC, and others) and/or private individuals/organizations with expertise and tools in land parcellation • Implement the GCG Customer Survey • Explore professional profiles of the availees of the"Balik Probinsya, Bagong Pag-asa Program" for possible employment to CIAC to fill-in critical plantilla positions
THREATS	**S-T Strategies** • Expand collaboration with Investment Promotion Agencies (IPAs) • Partner with relevant agencies (national and local) to maximize resources and budget with political capacity • Train officers and staff on complex and advanced infrastructure development, logistics development, and estate development, • Work with regional and local government units including LIPAD to ensure leveraging of resources and joint growth and development	**W-T Strategies** • Expand marketing plans catering to Expand marketing plans catering to businesses for Intra-Asia markets • Develop health facilities and strengthened coordination with nearby hospitals • Explore and offer option for e-payment services to locators as well as utilize available e-payment services of suppliers, utility providers, and others • Communicate the details of CREATE Act to locators for awareness

	• Participate actively on joint meetings/activities in addressing CREATE Act and in managing the impacts of COVID-19 in industries set by concerned agencies	

Considering the external and internal issues stated above, CIAC has identified strategic objectives and measures to ensure that management will address and/or act upon the identified issues through the strategic initiatives and action plans of the departments and offices.

3.2.2 CIAC's Interested Parties/Stakeholders

Table 5. Stakeholder Analysis

STAKEHOLDER ANALYSIS

Keep Satisfied (Consult)
International and National Regulators (ICAO, CAAP, CAB), Credit Investors,

Manage Closely (Collaborate)
Locators, National Government, Employees, LIPAD Corp., PAF, GCG, Head, Partner, & other government agencies, (DOTr, BCDA, CDC NEDA, DENR, DOLE, DOH, NCP, NAP, GPPB, and other procurement agencies) including ISO Certifying Bodies, International Funding Agencies such as World Bank, ADB, JICA, IMF

Monitor (Minimum Effort)
General Public

Keep Informed (Involve)
Investors/Businesses/Commerce/Tourism Organizations/NEDA, NGOs/other related associations, Service Providers/Suppliers, Local Community, LGUs, Media

POWER — High / Low
INTEREST — Low / High

CIAC has updated its list of interested parties/stakeholders during the Internal Planning Session for CY 2022 as shown in Table 5. The table also shows the power/interest grid which determined the level of prioritization of interested parties/stakeholders.

The requirements of each interested party/stakeholder and CIAC's communication channels for them are as follows:

Table 6. CIAC STAKEHOLDERS/INTERESTED PARTIES ANALYSIS MATRIX

NO.	KEY STAKEHOLDERS	DEFINITION / MEMBERS	STAKEHOLDERS NEEDS & EXPECTATIONS / REQUIREMENTS / NATURE OF INTEREST	TYPE OF PARTICIPATION
1	International and National	Regulatory bodies/experts in the planning, development,	o Compliance to regulatory and statutory requirements in	Keep Satisfied (Consult)

	Regulators (ICAO, CAAP, CAB)	and management of aviation/air industry	developing, managing and operating an aviation complex o Transparency to the plans, projects and activities of CCAC	
2	Credit Investors	Individuals / organizations that offer/grant loans to the public and private sector for profit. These include banks and other financial institutions. The Land Bank of the Philippines and Philippine Veterans Bank are the credit investors of CIAC.	o Optimize performance in factors under consideration o Optimization of revenues generated from CIAC's operations	Keep Satisfied (Consult)
3	Other government agencies (i.e. DENR, DOLE, DOH, NCP, NAP, GPPB, GCG: SBMA and other procurement agencies) including ISO Certifying Bodies	Institutions that provide policies and directives for the compliance of other concerned government agencies and/or corporations for their administrative and operations	o Compliance to the reportorial and other related requirements of the aforesaid agencies including active participation on the events, fora, discussions and other related activities	Keep Satisfied (Consult)
4	Locators	Business people and/or organizations who have existing lease agreements with CIAC	o Availability of CCAC data (available area for lease, CCAC current and future plans) o Expeditious processing of lease agreements o Reasonable lease rates and terms o Minimize fees paid o Assistance in securing permits, business incentives, utilities such as water, electricity, telephone, internet connection o Assistance in responding/addressing to their concerns/issues	Manage Closely (Collaborate)
5	Head Agency and Parent Company (DOTr & BCDA)	Institutions that provide policies and directives for the compliance of other concerned government agencies and/or corporations for their administrative and operations	o Compliance to the policies and directives of the head agency and parent company o Full support on the plans, projects, and programs of the head agencies (DOTr and BCDA) o Compliance to the reportorial and other related requirements of the aforesaid agencies o Active participation on the events, fora, discussions, and other activities of DOTr and BCDA	Manage Closely (Collaborate)
6	Sister Companies	Institutions that are related to one another by virtue of the fact that they share a common parent entity.	o Full support on the plans, projects, and programs of the parent company (BCDA) o Provision of assistance among sister	Manage Closely (Collaborate)

		These are the Clark Development Corporation, John Hay Management Corporation, and Poro Point Management Corporation. Each sister company operates independently from the others		companies	
			o	Active participation on the events, fora, discussions, and other activities of each sister company	
7	National Government	Philippine Government and government organizations	o	Full Support in the National Government policies, directives, and goals	Manage Closely (Collaborate)
			o	Maximize economic impact	
			o	Remittance of Dividends to National Treasury	
8	International Funding Agencies such as World Bank, ADB, JICA, IMF	Agencies that administer civilian foreign aid and development assistance in developing countries through partnerships and investments as well as technical and financial assistance	o	Optimal utilization of the technical and/or financial assistance granted	Manage Closely (Collaborate)
			o	Implementation of the projects and/programs funded by the agencies	
9	Employees	Employee category includes both direct employees of CIAC and employees of companies operating within CCAC. It also includes labor union (CIAC-SMD) and the CIAC Employees Consumers Cooperative, and extends to employees' families	o	Compliance of CIAC with labor laws and other pertinent laws	Manage Closely (Collaborate)
			o	Compliance of CIAC with CBA (including CNA)	
			o	Provide secure jobs, wages, and benefits	
			o	Reasonable and competitive salaries, wages, and benefits	
			o	Provide safe and decent working environment	
			o	Provide career growth	
10	LIPAD Corp.	Private concessionaire of CRK Operations and Maintenance	o	Support and cooperation of CIAC on its activities/programs and plans	Manage Closely (Collaborate)
			o	Invitation in meetings related and/or that affects CRK operations	
			o	Coordination on the activities of CIAC involving CRK operations	
11	Philippine Air Force	Philippine Air Force organizes, trains, equips and maintains forces to conduct prompt and sustained air operations to accomplish the AFP mission	o	Coordination on the plans, programs, and/or activities of CIAC that have impact and/or affect their operations and/or area	Manage Closely (Collaborate)
			o	Invitation in meetings related and/or that affects CRK operations	
			o	Participation to PAF's fora, discussions, and/or other activities involving CCAC operations/developments	
12	CIQS (AVSEC/PNP/ NBI)	Defined as Custom, Immigration, Quarantine, Security (AVSEC, PNP, NBI); These are government agencies/organizations who are mandated to perform	o	Coordination on the plans, programs, and/or activities of CIAC related to CRK Operations	Manage Closely (Collaborate)
			o	Invitation in meetings related and/or that affects CRK operations	
			o	Participation to CIQS' fora,	

		their respective functions and duties in the airports for the safety and security of the country and public	discussions, and/or other activities involving CRK operations/developments	
13	General Public	Filipino citizen	o Availability and/or Implementation of corporate social responsibility projects, programs, and/or activities of CIAC o CIAC as a contributor in the GRDP and GDP increase	Monitor (Minimum Effort)
14	Investors, Businesses, Commerce, Tourism Organizations, NGOs, and other related associations	Interest groups consisting of individuals or organizations who are interested in the business activities of CIAC as such affect their plans, strategies and operations. These include real estate developers, institutional investors, environmental groups, and others.	o Availability of CCAC data (number of locators, available area for lease) o Compliance to regulatory and statutory requirements in developing and operating an aviation complex o Participation to fora, discussions, and/or other activities involving CCAC operations/developments	Keep Informed (Involve)
15	Service Providers / Suppliers	Individuals/Organizations who provide goods and/or services to support the operational requirements of CIAC	o On-time payment of delivered goods and provided services o Transparency in the bidding process, if applicable	Keep Informed (Involve)
16	Local Community	Residents/communities within the region that are benefited and/or affected by the developments and operations of CCAC	o Availability of employment opportunities o Availability of direct and/or indirect economic opportunities brought by the developments in CCAC	Keep Informed (Involve)
17	Local Government Units (LGUs)	Local Government Units near CCAC - Mabalacat City and Angeles City	o Availability of employment opportunities o Availability of direct and/or indirect economic opportunities brought by the developments in CCAC o Coordination and communication on CIAC plans, projects, programs, and/or activities that affects LGUs o CIAC as a contributor in the GRDP increase	Keep Informed (Involve)
18	Media	Interest groups consisting of individuals or organizations who are interested in the business activities of CIAC as part of their duty or function	o Availability of information on CIAC plans, developments, concerns, events, and others	Keep Informed (Involve)

3.2.3   Scope of the QMS

The scope of the Quality Management System (QMS) is *"Estate Management and Processing of Lease of Land, Building and Structures under the jurisdiction of Clark International Airport Corporation".*
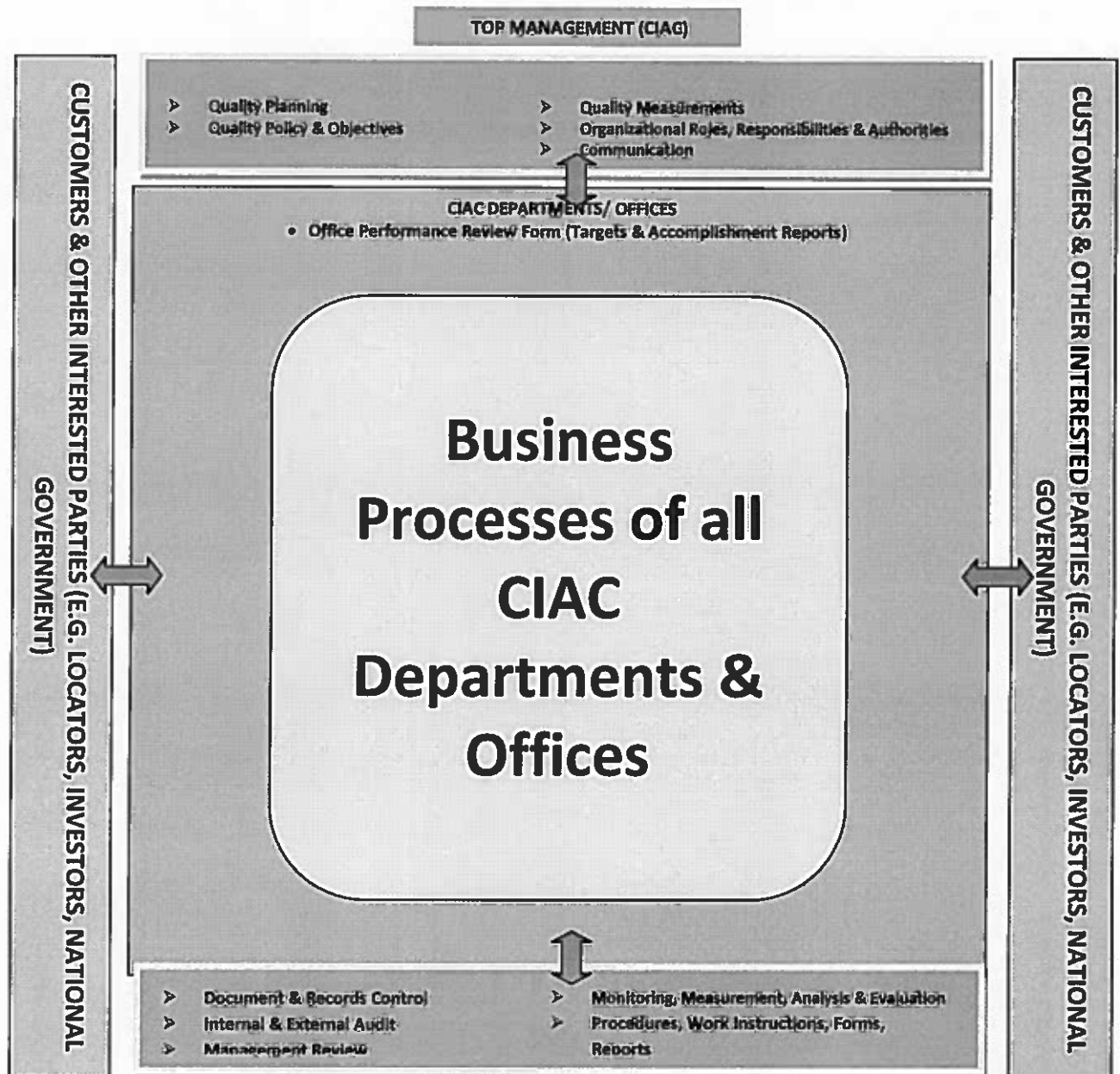
The Quality Management System (QMS) shall be implemented in all the business processes of the Clark International Airport Corporation.

CIAC shall formally document all the operational processes of its various departments or offices and define their respective quality objectives and performance measurements.

3.2.4 **Below is the Process Flowchart for the CIAC Quality Management System:**

TOP MANAGEMENT (CIAC)

> Quality Planning
> Quality Policy & Objectives

> Quality Measurements
> Organizational Roles, Responsibilities & Authorities
> Communication

CIAC DEPARTMENTS/ OFFICES
- Office Performance Review Form (Targets & Accomplishment Reports)

Business Processes of all CIAC Departments & Offices

CUSTOMERS & OTHER INTERESTED PARTIES (E.G. LOCATORS, INVESTORS, NATIONAL GOVERNMENT)

CUSTOMERS & OTHER INTERESTED PARTIES (E.G. LOCATORS, INVESTORS, NATIONAL GOVERNMENT)

> Document & Records Control
> Internal & External Audit
> Management Review

> Monitoring, Measurement, Analysis & Evaluation
> Procedures, Work Instructions, Forms, Reports

3.2.5 **Applicability of the QMS**

The CIAC-QMS pursues the specified requirements stated in ISO 9001:2015, with permissible non-applicability from compliance with clause 8.3 - Design and Development. The reason for the non-applicability is premised on the scope of the QMS which is limited to the provision of services to locators or investors within the Clark Civil Aviation Complex. These services do not involve development and design. However, in the event that the corporation engages in technical designs involving the creation or innovation of a new service to meet the needs of its customers, the top management shall ensure that these are incorporated into the QMS.

3.3 Quality Policy

"The Clark International Airport Corporation fully commits to provide quality management of the Clark Civil Aviation Complex to realize our vision that by 2028, CIAC shall be at the forefront in developing and managing an aerotropolis where world-class industries thrive in a sustainable environment with the Clark International Airport as the premier gateway and the Clark Civil Aviation Complex as a key economic engine of the country.

We shall be able to achieve these goals through timely, effective, and consistent implementation of planned development and operational systems that will meet and even exceed our customers' expectations and will satisfy the requirements of our interested parties.

In doing so, CIAC's Top Management will demonstrate leadership, commitment and accountability for an effective Quality Management System. The organization as a whole shall:

- *Draw up and accomplish measurable quality objectives consistent with the mandates of all departments and offices and the strategic direction of our Vision and Mission.*
- *Develop and adhere to documented procedures that will provide consistency and predictability of output.*
- *Determine and provide adequate resources to sustain service excellence.*
- *Demonstrate the core values of the organization which include Competence, Integrity, Adaptability, and Commitment*
- *Commit to satisfy all applicable statutory and regulatory requirements.*
- *Commit to principles of continual improvement underpinned by customer satisfaction, regulations, and adherence to ISO 9001:2015 Quality Management System standard.*

We shall utilize state-of-the-art technology, adopt best practices and harness the full cooperation and resolve of all stakeholders, including employees, inter-agency partners, locators, and service providers in the Clark Civil Aviation Complex. We shall ensure the success of our policy and commitment to high quality of standards of management and service to guarantee total satisfaction of our customers.

We shall make this Quality Policy communicated, understood, and applied within the organization and shall be made available to all relevant interested parties."

3.3.1 The Quality Policy is a controlled directive approved by the Top Management, which embodies the vision of the corporation. It is subject to annual QMS review by Management in order to assess its suitability. Where necessary, amendment of the quality policy is undertaken to ensure the following:

a. Its appropriateness to the purpose and context of the organization and its support to the strategic direction of the organization;

b. Its provision of a framework for setting quality objectives;

c. Commitment to comply with the QMS requirements as well as other applicable requirement;

d. Commitment to continual improvement of the quality management system;

e. A system for communicating the quality policy throughout the organization, which shall

include among others the posting of said policy in strategic locations within the Corporate Office Building in order to invoke awareness and compliance, and be available to all relevant interested parties, as appropriate;

f. A system for review of the quality policy to ensure its suitability to present conditions.

3.3.2 Each OPR may develop other statements regarding service, quality or work objectives. Such statements, however, should be aligned with the CIAC Quality Policy and Objectives and approved by CIAC authorities.

3.4 Quality Objectives

3.4.1 The Quality Objectives shall be determined each year during the corporate strategic planning, which focus, among others, on the following: fiscal stability, efficient utilization of resources, customer satisfaction, quality management, etc.

3.4.2 Quality objectives and targets are inspired by the quality policy to demonstrate the implementation and improvement of the levels of service which shall be measured based on table below.

Table 7.

Process	Process Owners	Objectives & Performance Measurement
CIAC Business Processes	CIAC Departments/Offices	Based on GCG-PAN Performance Scorecards and/or Office Performance Review Forms of Departments/Offices

3.5 QMS Duties and Responsibilities

3.5.1 Top Management

CIAC's Top Management is expected to demonstrate leadership and commitment with respect to the quality management system.

3.5.2 QMS Committee

The CIAC QMS Committee was created to effectively implement the Quality Management System of the Corporation. The President & Chief Executive Officer has appointed the members of the Internal Quality Audit Committee (QMS Committee), which shall include but not limited to the following positions:

a. Strategy and Corporate Management
    Department Head — Quality Management Representative
b. Management Systems Officer IV — IQAC Chairperson
c. Lead Auditor and Internal Quality Auditors
d. Quality Workplace Representatives
e. Document Controller

3.5.3 **Quality Management Representative (QMR)** assumes the following authority, duties and responsibilities:

  a. Ensures that the processes of the quality system are established, implemented, reviewed, maintained and improved;

  b. Reports the performance and status of the quality system to top management, including the needs and opportunities for continual improvement;

  c. Ensures that the knowledge, awareness and adherence to the requirements of the quality system are imbibed in the organization;

  d. Supervises the QMS team to ensure all activities relating to quality system improvements and compliance are addressed;

  e. Acts as a liaison with external parties, including customers, on matters relating to CIAC's quality management system.

3.5.4 The **Management Systems Improvement Division Head** assumes the following authority, duties and responsibilities:

  a. Monitors compliance of process owners to the quality management system;

  b. Coordinates with quality workplace representatives regarding quality programs, plans and activities;

  c. Assists the QMR in the performance of tasks.

3.5.5 **Internal Quality Auditors (IQA)**

The Internal Quality Auditors are responsible for conducting internal quality audits, assess conformity to the QMS, monitor completion of outstanding non-conformities and identify opportunities for improvement. Only those who underwent and passed the Internal Quality Audit Training and Examination shall qualify as Internal Auditors. The President & CEO shall confirm their appointments prior to discharge of assigned duties. Evaluation of Internal Quality Auditors shall be in accordance with ISO 19011.

The IQA assumes the following authority, duties and responsibilities:

  a. Ensure that the QMS is monitored and measured for compliance according to defined policies and programs;

  b. Manage the effective execution of the audit program;

  c. Ensure that the competency gaps and strategies for development of Internal Auditors are in place and fulfilled;

  d. Establish documented procedures to define internal quality audit controls;

  e. Set out audit criteria that will be used as audit reference, i.e., review, update, and re-approve documents;

  f. Determine whether the quality management system conforms to the requirements set out by ISO certifying body;

  g. Submit non-conformance & observations reports when necessary;

  h. Evaluate audit results to determine the extent to which the QMS criteria/requirements are fulfilled;

  i. Maintain systematic records of audit evidence and information and ensure availability of relevant version of point of use.

3.5.6 **Quality Workplace Representative (Department Heads)** assumes the following authority, responsibilities and duties:

a. Ensures that processes related to fulfillment of quality policy and quality objectives are established at the operational level;
b. Reviews the effectiveness of the implementation of the QMS at the workplace and shall provide clear direction, resources and visible management support for quality improvements;
c. Works closely with the Quality Representatives of other departments and agencies in realizing the overall objective of the QMS.

3.5.7 **Quality Document Controller (QDC)** assumes the following authority, duties and responsibilities:
a. Establishes & maintains the documents required for compliance of QMS to ISO 9001:2015;
b. Monitors control of quality documents & records at the workplace.

3.6 Documentation

The QMS baseline documents are the following:

3.6.1 *Directive Control.* Policies, procedures, work instructions, forms and standards used by CIAC to serve the organization's need to comply with various regulatory demands. All policies and procedures relating to the scope for implementation are subject to document control procedure.

3.6.2 *Quality Manual.* The Quality Manual is a controlled directive approved by Top Management, which serves as the documentation of the CIAC QMS. It contains the scope, description of the QMS, and its integration or reference to policies and procedures.

3.6.3 *Department/Office Plans (Office Performance Commitment & Review Form).* All CIAC departments & offices shall formulate their respective plans in order to identify and measure their respective internal functions or processes and the resulting outcomes or accomplishments.

3.6.4 *Control of Documented Information.* This covers all records generated from the course of implementing the QMS. Records are identified, protected and retrievable whether in electronic or paper form. A system of documented procedure for the control of records is established and maintained for:
a. Performance reports, collection reports, statistical monitoring reports;
b. Data records, such as quality control, calibration reports from equipment
c. Employee qualification records related to quality such as training records, position descriptions;
d. QMS records such as reports regarding non-conformities/ observations, audit corrective actions, risk treatment plans and management review.

OPR shall ensure that records contain sufficient information to establish audit trails for the activity as needed to ensure quality. Auditors and others authorized by the Quality Office may be furnished a copy of QMS records for evaluating the effectiveness of the quality management system. QMS shall ensure that records are supplied consistent with CIAC's information disclosure requirements.

3.6.5 *Forms and Templates.* Forms and templates support the compliance and information collection of QMS. For controlling the processes, QMS shall maintain manuals of work instructions and internal standard operating procedures. These documents are a mixture of procedural and instructional information and are controlled within the QMS.

QMS shall maintain strategic plans and work plans which specifies and implements quality objectives. These documents are controlled within the QMS.

> *Supporting Information:*

Document Control Procedure	*SCMD-MSID-SOP-001*
Control of Records	*SCMD-MSID-SOP-002*
Control of Non-Conforming Services	*SCMD-MSID-SOP-003*
Corrective Action Procedure	*SCMD-MSID-SOP-004*
Procedure for Addressing Observations & Opportunities	*SCMD-MSID-SOP-005*
Internal Audit Procedure	*SCMD-MSID--SOP-006*
Processing of Incoming and Outgoing Documents	*SCMD-MSID--SOP-007*

4.0 Leadership

4.1 Leadership and Commitment

4.1.1 Top Management demonstrates leadership and commitment to the development, implementation, maintenance and improvement of its quality management system to meet customer (locators/external providers) needs pursuant to regulatory and statutory requirements. This is evidenced by the following:

a. Taking accountability for the effectiveness of the quality management system;

b. Ensuring that the Quality Policy and Quality Objectives are established for the quality management system and are 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. Ensuring that the resources needed for the quality management system are available;

f. Communicating the importance of effective quality management and of 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;

j. Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

> *Supporting Information:*

Quality Policy
Quality Objectives
Documented Procedures
Minutes of Management Review Meetings
Control of Records　　　*SCMD-MSID-SOP-002*

4.1.2 OPR demonstrates their commitment by:

a. Creating quality plans for work activities through formal recording of operations and system failures;

b. Communicating the importance of customer satisfaction when fulfilling quality requirements;

c. Ensuring proper understanding and implementation of the standards by employees within the work unit;

d. Participating in the reviews of their unit's quality system and corrective actions undertaken to address issues involving non-conformities

e. Creating an action plan to elevate the causes of failures to the QMR or top management.

➤ *Supporting Information:* *Quality Policy*
Control of Records *SCMD-MSID-SOP-002*

4.2. Customer Focus

4.2.1 Top Management shall ensure that customer *(locators, etc.)* requirements are determined and satisfactorily provided. The risks and opportunities that can affect conformity of services and the ability to enhance customer satisfaction shall also be determined and addressed. As such, it shall institute the appropriate mechanism for gathering feedbacks and complaints, including the closure of these complaints. Concerned departments, offices or agencies shall be informed promptly on either positive or negative comments.

➤ *Supporting Information:* *Procedure for Addressing Stakeholders' Feedback*
Annual Customer Satisfaction Survey

4.3 Quality Planning

4.3.1 Top Management shall ensure that strategic plans and objectives are developed and aligned with the vision, mission, and quality policy of CIAC.

4.3.2 The organization shall consider the internal and external issues/ risks and opportunities when conducting planning activities and shall afterwards plan for the actions to address the identified risks and opportunities.

4.3.3 QMS planning is done at least once a year. Quality Planning outputs may be stated on the quality objectives or as inputs for developing management's strategic direction. When carrying out planning activities, management ensures the following are considered:

a. Presentation of quality performance metrics against corresponding targets by the OPR;

b. Review of CIAC's Vision, Mission, Quality Policy and Quality Objectives;

c. Setting of quantifiable quality performance targets and review of measurement techniques;

d. Confirmation of the quality audit schedules;

e. Proposals for amendments or changes to the QMS;

During the planning activity, the organization shall determine what will be done; what resources will be required; who will be responsible; when it will be completed; and how the results will be achieved.

> ➤ Supporting Information: CIAC Strategic/Internal Planning Documentation
> Corporate Scorecard
> Office Performance Commitment & Review Form

4.3.4 Attendees of the following IQAC members to the QMS Planning are mandatory:
a. Quality Management Representative
b. Management Systems Head
c. Quality Workplace Representatives

4.3.5 Quality Planning shall be recorded thru reports or Strategic Planning Manual
> ➤ Supporting Information: CIAC Strategic/Internal Planning Manual

5.0 Support

5.1 Resources

Required resources shall be provided to support and improve the effectiveness of the QMS to meet customer expectations within the budgetary and other resource constraints by the CIAC and participating agencies. Resources for quality system activities are determined and shall include the following:
a. People that are necessary for the effective implementation of the quality management system;
b. Infrastructure that are necessary for the operation of processes;
c. Environment for the operation of processes;
d. Monitoring and measuring resources that are necessary to ensure valid and reliable results;
e. Organizational Knowledge.
> ➤ Supporting Information: Preventive Maintenance Program
> Results of Calibration
> CIAC Intranet
> Job Descriptions/ Detail Assignments/ Reassignments

If resources are inadequate to maintain QMS activities, it may not be able to ensure full implementation of certain aspects of the QMS processes. In cases when shortfall in resources arises, QMS shall document these resource issues and elevate the same to Top Management. Management shall establish priorities for allocating resources based on CIAC's strategic priorities.

5.2 Competence

All department heads shall ensure that assigned personnel are aware of the relevance and impact of their activities to the quality policy, objectives, passenger requirements and QMS development. Personnel may report any quality problems and initiate action to prevent the occurrence of non-conformities.
OPR shall ensure that personnel are aware of the significance of the personnel's activities in relation to QMS, to the CIAC mission and vision, and quality objectives. Employees' specific position descriptions are maintained and available.

Individual performance objectives shall be established and agreed upon at the start of the year and

performance assessments and evaluation conducted every middle and end of the year.

OPR shall ensure that employees (i.e., contracted personnel, project employees or service providers) are equipped with correct work attitude, relevant training and skills development to increase their productivity potentials.

> *Supporting Information:*   *HRD Processes on Recruitment and Selection*
> *Training Plan/Calendar*
> *Performance Assessment Process*

5.3   Awareness

CIAC employees including outsourced and project personnel shall be aware of the organization's Quality Policy, relevant Quality Objectives, their contribution to the effectiveness of the quality management system, and the implications of not conforming with the quality management system requirements.

Awareness is being done through the conduct of Company Orientation, ISO Orientation, Flag-raising Ceremonies, and Management Reviews.

5.4   Communication

CIAC has determined the internal and external communications that are relevant to the quality management system as presented in Table 2.

Other QMS communication tools include:
a.   quarterly/ semestral performance reports
b.   document change requests and transmittal regarding changes to directives;
c.   periodic top management meetings; and
d.   QMS Reports.

Coordination with non-CIAC stakeholders is also essential for achieving quality objectives through feedback, suggestions and complaints procedures.

> *Supporting Information:*   *Procedure for Addressing Stakeholders' Feedback*
> *CIAC Website (ciac.gov.ph)*

6.0 Operation

6.1   Control of externally provided processes and services

CIAC shall conduct evaluation, selection, monitoring of performance, and re-evaluation of external providers.

> *Supporting Information:*   *Contracts/ Terms of Reference*
> *Results of Performance Evaluation*

6.2   Service Provision

6.2.1   *CIAC's Business Processes*

This involves the processes of the different CIAC organizational units. The

Department/Office Plans shall be used to determine the targets or activities of each department and office. It shall also serve as an instrument to monitor and measure their respective performance.

6.2.2 The processes, which are described in detail in the procedures, shall be verified and evaluated based on documented procedures, to wit:

    a. Processes and service parameters;

    b. Quality objectives and requirements for the service documents needed (e.g., procedures, work instructions, operating manuals, standards, forms);

    c. Resources (e.g., hardware, software, personnel, or decision makers) and records required to provide evidence that the realization processes and the resulting product meet the requirements.

6.2.3 CIAC shall validate any service process where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies become apparent only after the service has been delivered. Validation demonstrates the ability of these processes to achieve planned results.

    ➤ *Supporting Information:*   *Results of Audit Activities*

7.0 Performance Evaluation

7.1 Monitoring, measurement, analysis and evaluation

7.1.1 Customer/Stakeholders' Feedback

The methodology for receiving, processing, and resolving stakeholders' feedback is indicated in the Procedure for Addressing Stakeholders' Feedback of the CIAC's Strategy and Corporate Management Department – Public Relations Division.

As for the feedback of CIAC's locators, CIAC conducts Annual Customer Satisfaction Survey using the Standardized Survey Methodology prescribed by the Governance Commission for GOCCs.

7.1.3 Department/Office Plans (Corporate Scorecard & Office Performance Commitment & Review Form)

Compliance with service level standards by various CIAC departments and offices involved in the QMS shall be measured vis-à-vis their respective commitments indicated in their respective plans. The Strategy and Corporate Management Department – Corporate Planning Division shall monitor the compliance status of each CIAC department/office. The departments/offices shall also analyze the data and submit a quarterly/semestral report to the Corporate Planning Department.

7.2 Internal Quality Audit

The IQA is a system for examining conformance to baseline quality processes, for determining if requirements are effectively implemented and maintained, and for assessing the fulfillment of the objectives set by the organization. A formal IQA Program shall be established, maintained and implemented by CIAC through the QMR and the Internal Quality Auditors. The IQA Program shall serve as a guide for scheduling audits, following up on open items, assessing and enhancing auditor competence, and scheduling trainings for internal auditors.

The Internal Quality Audit Plan supports the IQA Program with the schedule of audit activities, scope, areas to be audited, responsible auditees and Internal Quality Auditor(s).

Internal Quality Audit shall be conducted at least once a year by qualified Internal Quality Auditors in accordance with the IQA Program prepared by the Quality Audit Chairperson and IQA Lead Auditor confirmed during the QMS Planning.

To ensure impartiality, the assigned Internal Quality Auditor shall be independent and shall have no direct responsibility for the activity being audited.

Requests for Internal Quality Audit may be initiated by any member of the IQA Committee, subject to the approval of the QMR.

The results of the audits shall be based on objective and factual evidence that are material and critical in measuring the conformity and effectiveness of a process or activity. Results of the Internal Quality Audit shall be clearly documented in the Audit Report.

The OPR shall be informed of any non-conformity raised, investigate the cause of the non-conformities and take timely and appropriate corrective actions to rectify the non-conformities, and risk treatment plans to address opportunities for improvement.

The assigned Internal Quality Auditor shall follow up on the closure of the audit findings and verify the corrective actions taken and risk treatment plans. The corrective actions and risk treatment plans taken shall be recorded in the Audit Report.

> *Supporting Information:*   *Internal Quality Audit Procedure   SCMD-MSID -SOP-006*
>   *Department/Office Plans (Office Performance Commitment & Review Form)*

7.3   Management Review

Management Review shall be undertaken at least once a year to ensure continuing suitability, adequacy and effectiveness of the QMS. This regular review is also the source of inputs for Quality Planning at the corporate level. However, other management meetings such as Strategic Planning and Management Committee Meetings are also considered as Management Review.

Management ensures that their review of the QMS results in action plans to improve: (a) the QMS and service-related quality processes; (b) facilities and equipment; and (c) resource manpower allocations.

Inputs to the Management Review shall include:
a.   status of actions from previous management reviews;

b. changes in external and internal issues that are relevant to the quality management system;
c. information on the performance and effectiveness of the quality management system, including trend in:
   - customer satisfaction and feedback from relevant interested parties;
   - the extent to which quality objectives have been met;
   - process performance and conformity of services;
   - nonconformities and corrective actions;
   - monitoring and measurement results;
   - audit results;
   - performance of external providers;
d. adequacy of resources
e. effectiveness of actions taken to address risks and opportunities;
f. opportunities for improvement.

The Management Review shall be recorded in the minutes of the meeting.

➢ *Supporting Information:*   *Minutes of Management Review*
                               CIAC Strategic Planning Documentation
                               Minutes of Management Committee Meetings

8.0 Improvement

8.1 Non-conformity and Corrective Action

Where deficiencies are identified within the quality system, processes need to be in place to provide for their swift rectification. Setting up of effective corrective actions necessitates the identification of the root causes for these non-conformities.

As a general guideline, the following steps shall be undertaken in initiating corrective actions:

a. Identify the problem
b. Verify and evaluate causes, if possible root causes
c. Investigate and determine control action
d. Establishment of the corrective actions
e. Implement corrective actions
f. Review effectiveness of corrective action
g. Update risks and opportunities identified during planning
h. Institutionalization

Summary of the Internal Quality Audit results and the effectiveness of corrective actions taken shall be reported during the QMS Review.

➢ *Supporting Information:*   *Corrective Action Procedure*   *SCMD-MSID-SOP-004*
                               Control of Non-Conforming Services   *SCMD-MSID-SOP-003*
                               Non-Conformity Report Form   *SCMD-MSID-F-009*
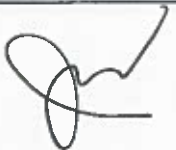
8.2 Continual Improvement

CIAC shall contribute to the continual improvement of the Quality Management System through the following:

8.2.1	Procedure for Addressing Stakeholders' Feedback
8.2.2	Annual Customer Satisfaction Survey
8.2.3	Performance Assessment Review (OPCR and GCG-PAN)
8.2.4	Management Review (CIAC Processes)
8.2.5	Internal Quality Audit Activities (CIAC Processes)
8.2.6	Audits conducted by the Internal Audit Department

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			60-MC-2023-16 **MASTER DOCUMENT** SIGNED: ____ JUL 2 6 2023