Module VII: QMS Requirements

Clause 9:

Performance Evaluation
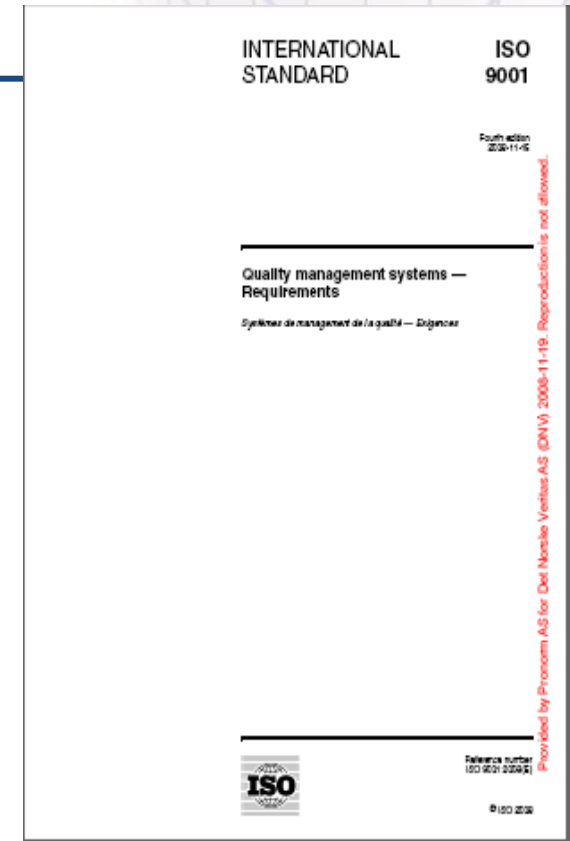
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Clause 9: Performance Evaluation

9 **Performance Evaluation**

9.1 Monitoring, measurement, analysis and evaluation

9.2 Internal Audit

9.3 Management Review

PDC

Clause 9: Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General

The organization shall **DETERMINE:**

WHAT needs to be monitored and measured

HOW (Methods) to ensure valid results

WHEN the monitoring measurement shall be performed

WHEN the results to be analyzed and evaluated

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General

- The organization shall **EVALUATE** the performance and effectiveness of the QMS.

- The organization shall **RETAIN** appropriate documented information

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

What can an organization utilize/apply to determine what to monitor and measure?

- **PROCESS MAP or MODEL**
  this provides the highest level of illustrating the organization's processes

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

What can an organization utilize/apply to determine what to monitor and measure?

- **PROCESS MATRIX**
Illustrates the basic components of an organization key processes such as the inputs, outputs, key responsibilities, process controls, etc.

- **Documented procedures & work instructions** also provide information on M and M.

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

FUNCTION	PROCESS CONTROL METHOD / MECHANISM	MONITORING TOOL	FREQUENCY OF MONITORING	UNIT RESPONSIBLE
•Compensation and Benefits	•Verification of attendance (hours worked, leave taken) • Review of compliance to government regulations	•Attendance sheet, leave ledgers, payslip •Government communication/ circulars	•Every payroll	•Personnel Section
•Training and Development Plan Formulation	•Training Needs Assessment •Competency Identification	•Training & Development Plan •Performance Evaluation System	•Quarterly •Semestral	•Personnel Section

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.2 Customer Satisfaction

- **Monitor information** relating to **customers' perception** of the degree to which their needs and expectations have been fulfilled.

- **Determine the methods** for obtaining, monitoring, and reviewing the information.

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9.1.2 Customer Satisfaction

This requirement can be demonstrated through the following examples:

Structured Approach:
- Training/program evaluation
- Project /program evaluation
- Client satisfaction/dissatisfaction survey
- Project deliverable acceptance

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.2 Customer Satisfaction

- Regular meetings (briefings/debriefings/assessment) with clients
- Website feedback tab/window
- Suggestion box
- Focus Group Discussions (FGD)

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.2 Customer Satisfaction

This requirement can be demonstrated through the following examples:

Unstructured Approach:
- Complaints Management Process/Unit
- Public Affairs

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Clause 9: Performance Evaluation
9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.3 Analysis and Evaluation

- The organization SHALL **analyse and evaluate appropriate data and information** arising from monitoring and measurement.

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9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.3 Analysis and Evaluation – Application

The results of analysis **SHALL** be used to evaluate:

ISO 9.1.3 Sub clause	Analyze and Evaluate	Documented Information to be used for Analysis and Evaluation *(including but not limited to Summary, Analysis, and Trending statistics)*

REQUIREMENT

HOW TO ADDRESS

NOTE: Methods to analyze data CAN include statistical techniques.

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9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.3 Analysis and Evaluation – Application

ISO 9.1.3 Sub clause	Analyze and Evaluate	Documented Information to be used for Analysis and Evaluation *(including but not limited to Summary, Analysis, and Trending statistics)*
9.1.3 a	Product and service conformities	• Course Evaluation; Pre/Post Test • Product / Service Inspection Report
9.1.3 b	Degree of customer satisfaction	• Customer satisfaction/dissatisfaction report • Customer complaints/feedback • Training /Program Report
9.1.3 c	Performance & effectiveness of QMS	• Performance Accomplishment Report • Internal /external audit report

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.3 Analysis and Evaluation – Application

ISO 9.1.3 Sub clause	Analyze and Evaluate	Documented Information to be used for Analysis and Evaluation *(including but not limited to Summary, Analysis, and Trending statistics)*
9.1.3 d	Effective plan implementation	• Action plan monitoring (corrective action) • Performance analysis (organization-wide and group wide level)
9.1.3 e	Effectiveness of actions taken to address risks and opportunities	• Monitoring and evaluation results of risk management plan • Potential Problem Analysis (PPA), Logframe (identification only), • Work plan
9.1.3 f	Performance of external providers	• Suppliers/consultants evaluation
9.1.3 g	Need for improvement to the QMS	• Analysis and conclusion of a-f • Suggestion box, Management Review

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Clause 9: Performance Evaluation
9.2 Internal Audit

9.2.1 The organization **shall conduct internal audit at planned intervals** to provide information on whether the quality management system:

a. conforms to:
- The organization's own requirements for its QMS;
- The requirements of this International Standard;
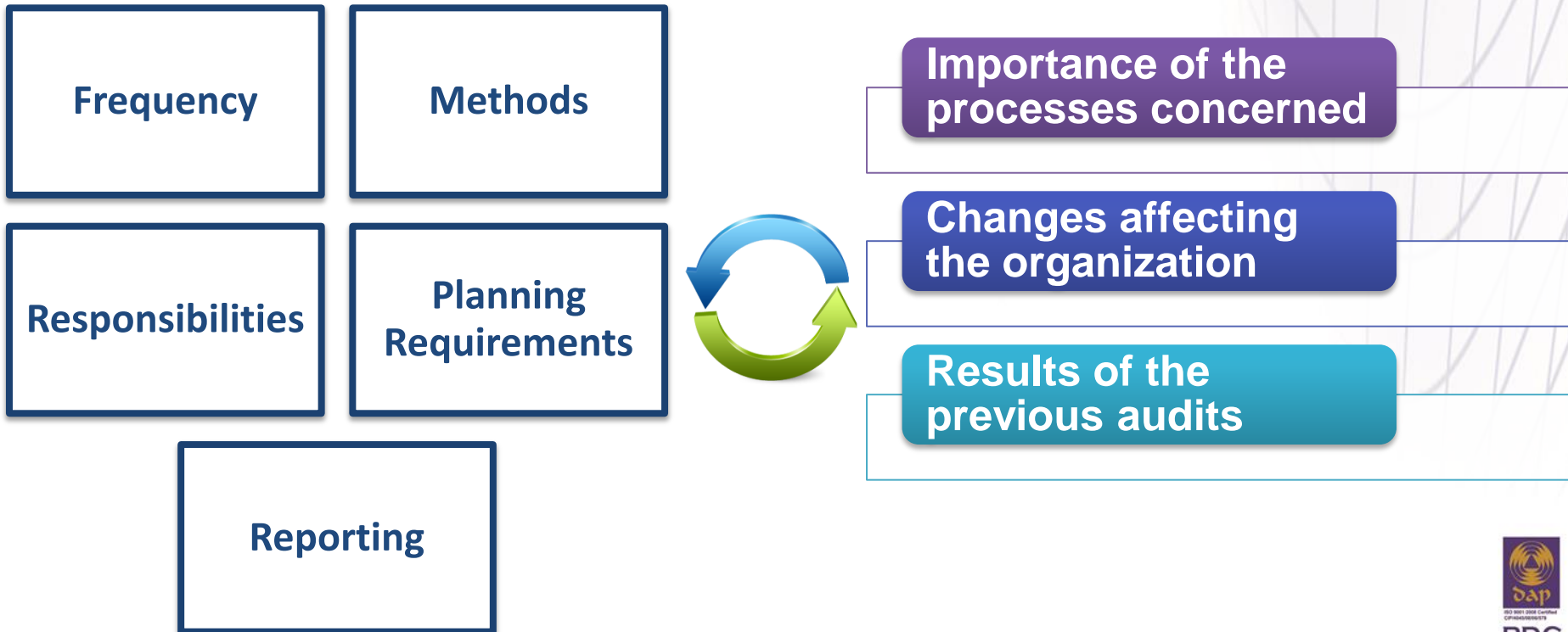
b. is effectively implemented and maintained.

Clause 9: Performance Evaluation
9.2 Internal Audit

9.2.2 The organization **SHALL**
a. Plan, establish, implement, and maintain an audit programme(s) including the:

Frequency	**Methods**
Responsibilities	**Planning Requirements**
Reporting	

Importance of the processes concerned

Changes affecting the organization

Results of the previous audits

Clause 9: Performance Evaluation
9.2 Internal Audit

9.2.2 The organization **SHALL**:

c. Select auditors and conduct audit to ensure **objectivity and impartiality**

d. **Report audit results** to relevant management

e. Take appropriate correction and corrective action **without undue delay**

b. Define **scope and criteria**

f. **Retain documented info** as evidence of audit programme Implementation and audit results

AUDIT

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Clause 9: Performance Evaluation
9.3 Management Review

9.3.1 General

Top management shall **review** the organization's QMS, **at planned intervals**, to ensure its **continuing suitability, adequacy, effectiveness, and alignment** with the **strategic directions** of the organization.

Clause 9: Performance Evaluation
9.3 Management Review

9.3.2 Inputs

01 **Status of actions from previous Management Reviews**

02 **Changes in QMS-relevant internal and external issues**

03 **Information on the performance And effectiveness of the QMS**

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Clause 9: Performance Evaluation
9.3 Management Review

9.3.2 Inputs

04 Adequacy of resources

05 Effectiveness of actions taken to address risks and opportunities

06 Opportunities for improvement

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Clause 9: Performance Evaluation
9.3 Management Review

9.3.2 Inputs

03

*Information on the performance
And effectiveness of the QMS*

- **Customer satisfaction and feedback from stakeholders**
- **Quality objectives attainment**
- **Process performance and conformity of products & services**
- **Nonconformities and corrective actions**
- **Monitoring and measurement results**
- **Audit results**
- **Performance of external providers**

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Clause 9: Performance Evaluation
9.3 Management Review

9.3.3 Outputs

The outputs of the management review **SHALL** include decisions and actions related to*:*

Opportunities for improvement

Any need for changes in the QMS

Resource needs

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Clause 9: Performance Evaluation
9.3 Management Review

9.3.3 Outputs
The organization **SHALL** retain documented information as evidence of the results of management reviews.

Examples of Documented Information

- Minutes of Meeting (MOM)
- Action Plan
- Resolutions

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- END -

Module II: QMS Requirements
Clause 9:
Performance Evaluation

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