



Factors	Internal Issues	Risk	Opportunity	Action Plan to Address R/O	Implementation & Integration in the QMS/IMS Processes	Evaluation of Effectiveness
Overall Performance of the organization	Implementation of the GCG-approved PNO reorganization plan	Difficulty in hiring new employees (technical employees) considering the CSC required QS and implementation of CBHRS in recruitment.	Eventual Employment of Qualified Employees	Appointment of Qualified Personnel to the approved Table of Organization	Hiring and Placement Procedure Implementation of CBHRS	IQA/OPCR/IPCR
Resource	Insufficient justification for budget submitted to DBM Low budget utilization	Reduced budget Deferred consideration of proposed budget by Board Non implementation of proposed projects/programs, failure to achieve the commitments submitted to GCG.	Adoption of accurate budgetary assumptions during the preparation of work plans and budget	Strict implementation of planning and budget guidelines as provided by SMO and Treasury Dept. (budget division) Issuance of PPMP guidelines	Budget Planning Procedure Budget Utilization Monitoring, Planning Guidelines	IQA/OPCR/IPCR
	Unserviceable IT equipments, obsolete, ageing IT equipments, for purchase and upgrading Inability to purchase/upgrade due to the absence of DICT approved ISSP.	Impact on employee productivity and work efficiency	Timely and strict implementation of IT preventive maintenance schedule Virtual troubleshooting	PM of HO - August to Sept 2021 PM of ESB - Jan21-22, 2021 PM of PIP - Mar 11-12, 2021 Installation of Any Desk	strict implementation of the IT systems and procedures	IQA/OPCR/IPCR
			Submission of revised ISSP to DICT V1 - April 28 V2 - June 22 V3 - July 28	Orientation on Any Desk and other platforms/applications by MIS		
	Upgrading of PNO infrastructure, refurbishing / repairs of equipment and building facilities considering the age of the building.	Impact on employee work environment.	Improvement on the existing employee work environment	GSD to include the plans and programs in their work plans to address this issue.	GSD procedures	IQA/OPCR/IPCR
	Tedious procurement process under RA9184	Unnecessary delay in the implementation of plans/programs and projects, resulting in the failure to meet company commitments.	strict implementation of the annual procurement plan (APP), submission of complete documents i.e TOR, ABC and other pertinent documents.	All concerned departments to strictly observe deadline and timelines Procurement planning briefing	Procurement and procurement planning procedures	IQA/OPCR/IPCR

Human Aspects	Customer Feedback Rating to PNOC employees.	Potential personnel conflict among concerned employees	Review feedback mechanism process	QMS Team to be the central repository of all customer feedback, reports. Results to be discussed during QMS Meeting.	Operational Control and Monitoring Procedure (Customer Satisfaction Survey)	QMS Team
	Employees leaving the company due to resignation, retirement, etc.	Inability of concerned departments to achieve their targets resulting to non-conformity, due to lack of employees to perform the functions.	Implementation of employee cross posting and training for employees with potential.	Implementation of the Employee succession plan.	Admin PSD recruitment processes.	IQA/OPCR/IPCR
	Monitoring of effectiveness of trainings	Inability of concerned departments to achieve their targets resulting to non-conformity, due to lack of qualified employee to perform the functions.	Strict implementation of the Employee Competency Assessment, IDP, Employee Competency Gap Monitoring Report	Accurate analysis of the Employee Competency Assessment and strict implementation of the employee IDP & ECGMP	Admin Learning and development processes.	IQA/OPCR/IPCR
Operational	Misplaced and missing official original documents	Potential COA finding Delay in processing of documents Potential personal liability	Implementation of the routing slip requirement	Strict imp and monitoring of log in log out system	Communication Procedure e.g. Immediate reporting to Mgr, conduct of investigation and tracing, escalation to SVPs	IQA/OA/OPCR/IPCR
	Decline in the Operational efficiency of machines /equipment/facilities/ ie. efficiency rating etc. (submersible pump/elevators)	Inefficient and ineffective delivery of services	Improved efficiency (if not 100%) delivery of services	Upgrade of equip/facilities	Equipment Maintenance	IQA/OA/OPCR/IPCR
Governance	Inconsistency in implementation of PNOC Policies on Personnel, Procurement, and Accounting	Delay in processing of relevant documents	Re orientation on policies e.g. depts systems and procedures, approvals manuals, processing of documents, etc.	Schedule the briefing on depts systems and procedures, approvals manuals, processing of documents, etc.	Support Services Manual Operations Meeting every other month	IMS Team

- Notes:
- Internal context can be facilitated by considering issues that are related to:
- Overall performance of the organization
 - resource factors, such as infrastructure, environment for the operation of the processes, organizational knowledge
 - human aspect such as competence of persons, organizational behaviour and culture, relationships with workers association
 - operational factors such as process and service provision capabilities, performance of the QMS, monitoring customer satisfaction