





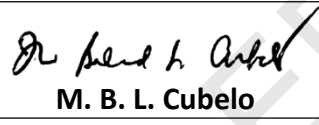

	Title of Manual	Document No.	
	SYSTEM PROCEDURES MANUAL	QMS-03F3	
	Department/ Process Owner	Effective Date	
	SMO- CORPORATE PLANNING	August 31, 2021	
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SMO-02F2	OPCR Template	0	September 30, 2020
SMO-02F3	Report on OPCR Accomplishment Form Template	0	September 30, 2020
SMO-03	MONITORING OF DEPARTMENTS' PLAN	1	August 31, 2021
SMO-03F1	Consolidated Accomplishments	0	September 30, 2020
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SMO-04	CONDUCT OF SATISFACTION SURVEY	1	August 31, 2021
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SMO-05	ENGAGEMENT OF CERTIFYING BODY FOR ISO CERTIFICATION	0	August 31, 2021
SMO-05F1	CB Terms of Reference	0	August 31, 2021
SMO-05F2	CB Certificate of Completion	0	August 31, 2021

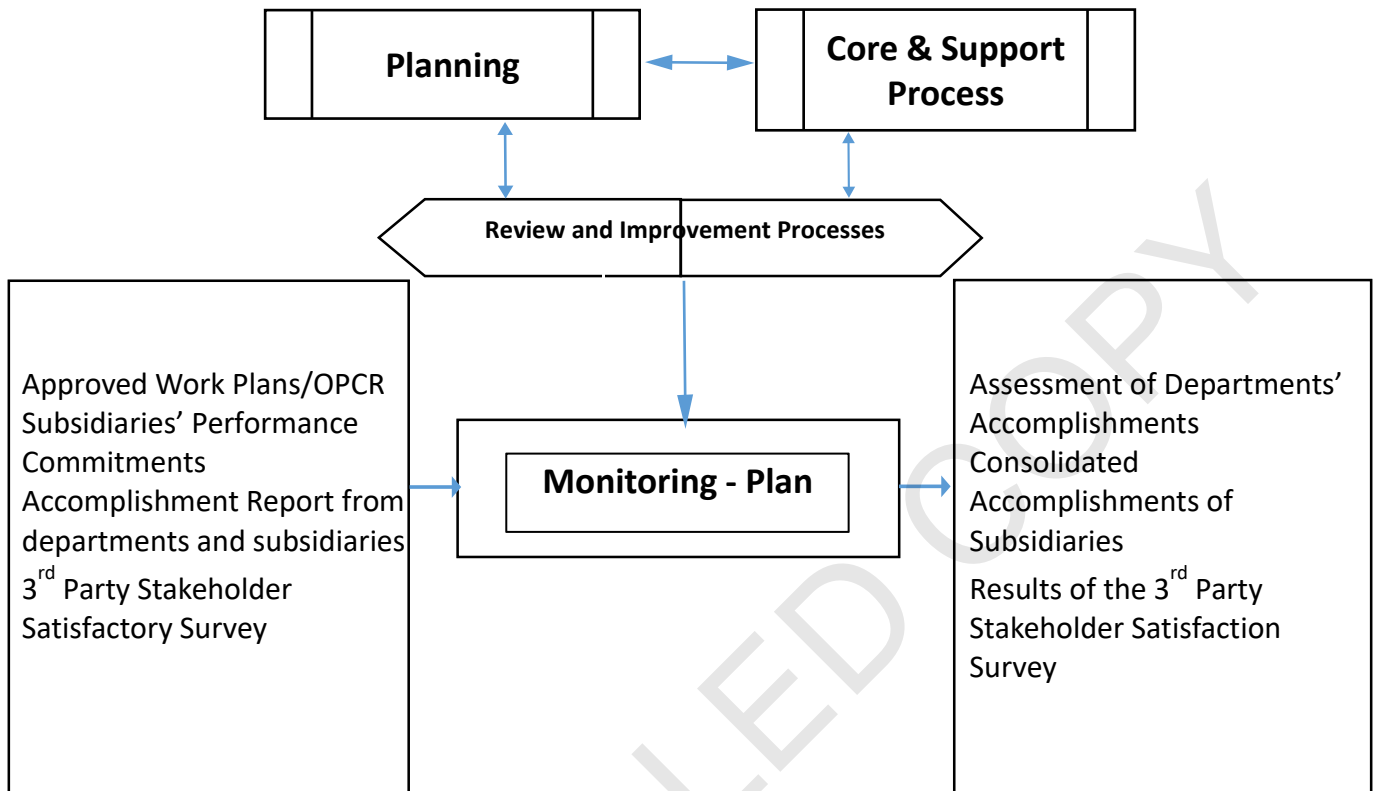
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0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
2	Page 1	Delete the item SMO-01F1 "Powerpoint Presentation Template to the Board"
		Insert SMO-05 - "Engagement of Certifying Body for ISO Certification"
	All	Change in effectivity date

Prepared by	Reviewed by	Approved by
 H. M. Alfonso	 M. B. L. Cubelo	 E. B. Albaytar
OIC, Corporate Planning Division	OIC Manager - Strategy Management Office	SVP Finance and Administrative Services

Context Diagram Corporate Planning Division



Plan Monitoring:

Plan Monitoring is done to ensure that corporate plans are being implemented as targeted. This covers the monitoring of plans/targets or commitments set by the company and of the departments and subsidiaries. The accomplishments are reviewed against set plans/targets. The reviewed accomplishments are consolidated and reported to management for information and appropriate action especially when deviations are identified. The consolidated accomplishments of the departments are presented during the Midyear Assessment and the Planning and Budgeting Session. The consolidated accomplishments of concerned departments based on the Performance Evaluation System/Scorecard are endorsed to the President for his approval and is released to concerned parties when approved. A customer satisfaction survey is also being conducted by a 3rd party to monitor and evaluate PNOC's annual performance.

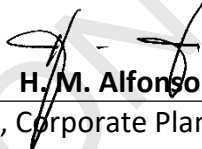
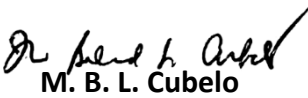

1. Accomplishments from departments and subsidiaries are received by the department.
2. The accomplishments are reviewed vs. plans/targets. If there are unmet targets, reasons are indicated in the remarks portion of the report; if no reasons are reported, this is verified with the concerned department or subsidiary. When verified, the accomplishments are finalized for departments and consolidated for subsidiaries.
3. The consolidated accomplishments are presented during the midyear assessment (July) and planning & budgeting workshop during the 1st quarter.



Context Diagram Corporate Planning Division

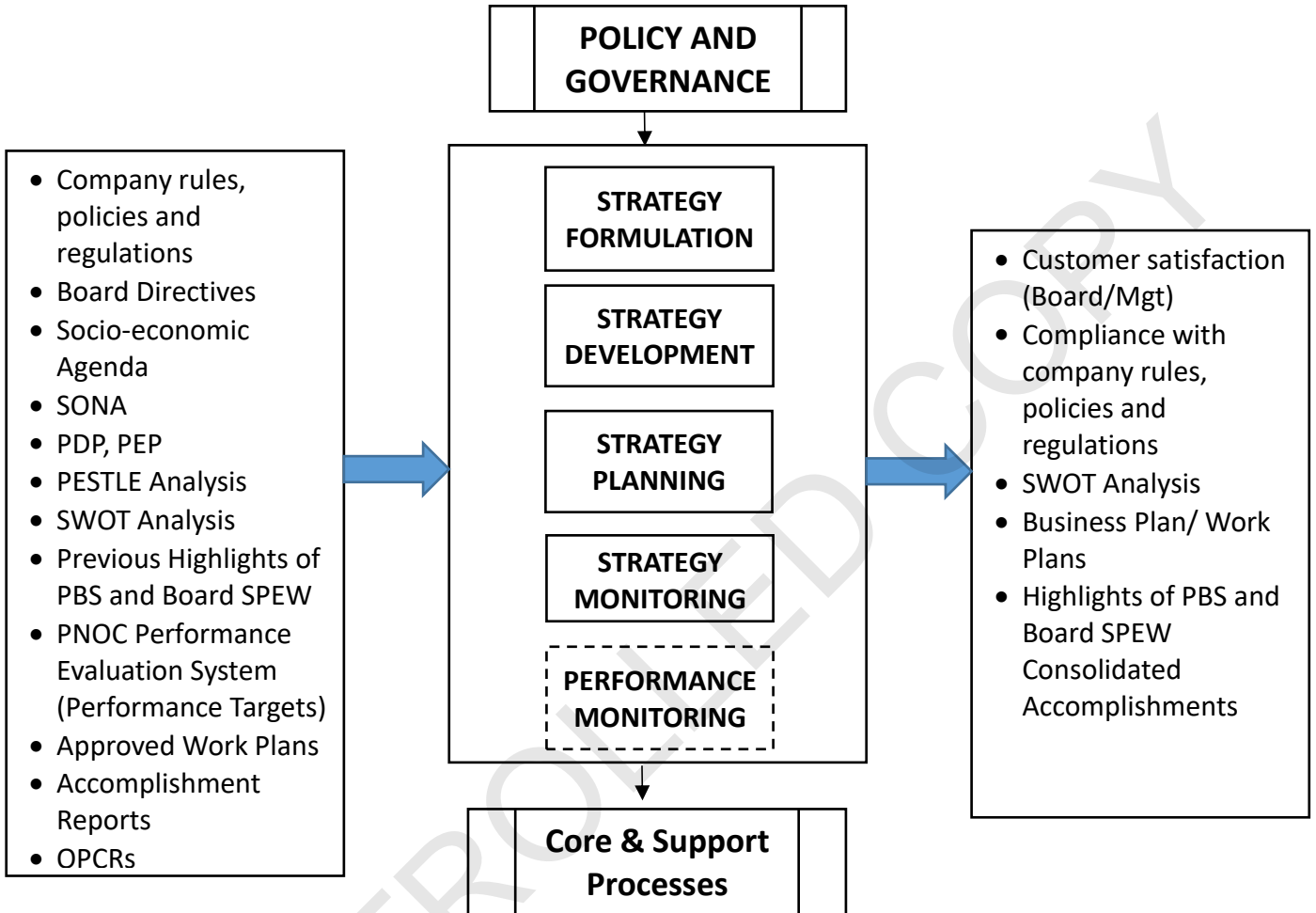
4. In compliance with the GCG as their additional measure for monitoring and evaluating PNOC’s annual performance under the Performance Evaluation System (PES) or Performance Scorecard, the consolidated accomplishments are endorsed to the President for approval. This is accompanied by a cover memo addressed to the President. When the report is approved by the President, this is released to the GCG. A receiving copy should be made as evidence of the submission. Reporting is done quarterly and at the end of each year.
5. To determine the level of satisfaction of all PNOC’s customers in terms of the conduct of its projects, activities, and day-to-day operations, PNOC engages a 3rd Party Consultant to conduct a Customer Satisfaction Survey.
6. The Corporate Planning Division has the following as its internal and external stakeholders: MANCOM, and Board Members (internal), and GCG/IATF, DOE, NEDA, Senate LBRMO and House Committee on Appropriation (external).

Rev. No.	Affected pages/ section	Revision History
0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
1	Page 2	Added No. 6 CPD’s Internal and External Stakeholders; Change name of process owner

Prepared by	Reviewed by	Approved by
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**Context Diagram
CORPORATE PLANNING DIVISION**









Context Diagram CORPORATE PLANNING DIVISION

STRATEGY MANAGEMENT is done to craft corporate goals and priorities for the Company. It starts with conducting an environmental scan whereby the strengths, opportunities, weaknesses and threats are identified to identify risks and come up with a business plan that would yield results in terms of investment returns. The crafting of the plan is always in support of national goals. Thus, related information such as the Socio-economic agenda, Philippine Development Plan, Philippine Energy Plan, and SONA inputs are gathered to come up with these goals or plans. The plans of the company are then translated into departments' plans or strategies for implementation.

Rev. No.	Affected pages/ section	Revision History
0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
1	Pages 1,2,4	Revised title to Corporate Planning Division; change name of process owner

Prepared by	Reviewed by	Approved by
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OIC, Corporate Planning Division	OIC Manager - Strategy Management Office	SVP Finance and Administrative Services

	Title of Manual		Document No.	
	SYSTEM PROCEDURES MANUAL		SMO-01	
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STRATEGY FORMULATION AND DEVELOPMENT		2	1 of 4	

1.0 Objective

To formulate strategies through an assessment of the environment that affects the company's business, whether internal or external. The identified strengths will lead to opportunities that can be developed in the course of the business. The identified weaknesses of the company will help eliminate threats that could affect the company's plans. PESTLE and SWOT analysis is used to identify possible operational plans and strategies for the upcoming year for consideration of the Board in its planning workshop.

2.0 Scope

This involves gathering of information from various sources and documents such as the Philippine Energy Plan, the Philippine Development Plan, the President's SONA and the Socioeconomic Agenda. The information is processed into a presentation that will provide information necessary for the Board in crafting its Business Plan.

3.0 References

- 3.1 Philippine Energy Plan
- 3.2 Philippine Development Plan
- 3.3 Socio-economic Agenda
- 3.4 SONA
- 3.5 Board resolution on previous year's board directives

4.0 Definitions and Abbreviations

SWOT - Strengths, Weaknesses, Opportunities, Threats


PESTLE – Political, Economic, Social, Technological, Legal and Environmental

SONA - State of the Nation Address

5.0 Policies and Guidelines

It is inherent in a business to undertake an assessment of its internal and external environment in order to be relevant. As such, it is conducted as often as there are changes in the environment where the company operates.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis is a simple but useful framework for analyzing the company's strengths and weaknesses, and the

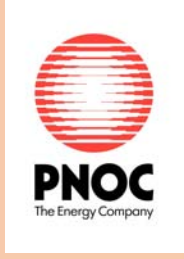
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opportunities and threats that it faces. It helps the company focus on its strengths, minimize threats, and take the greatest possible advantage of available opportunities.

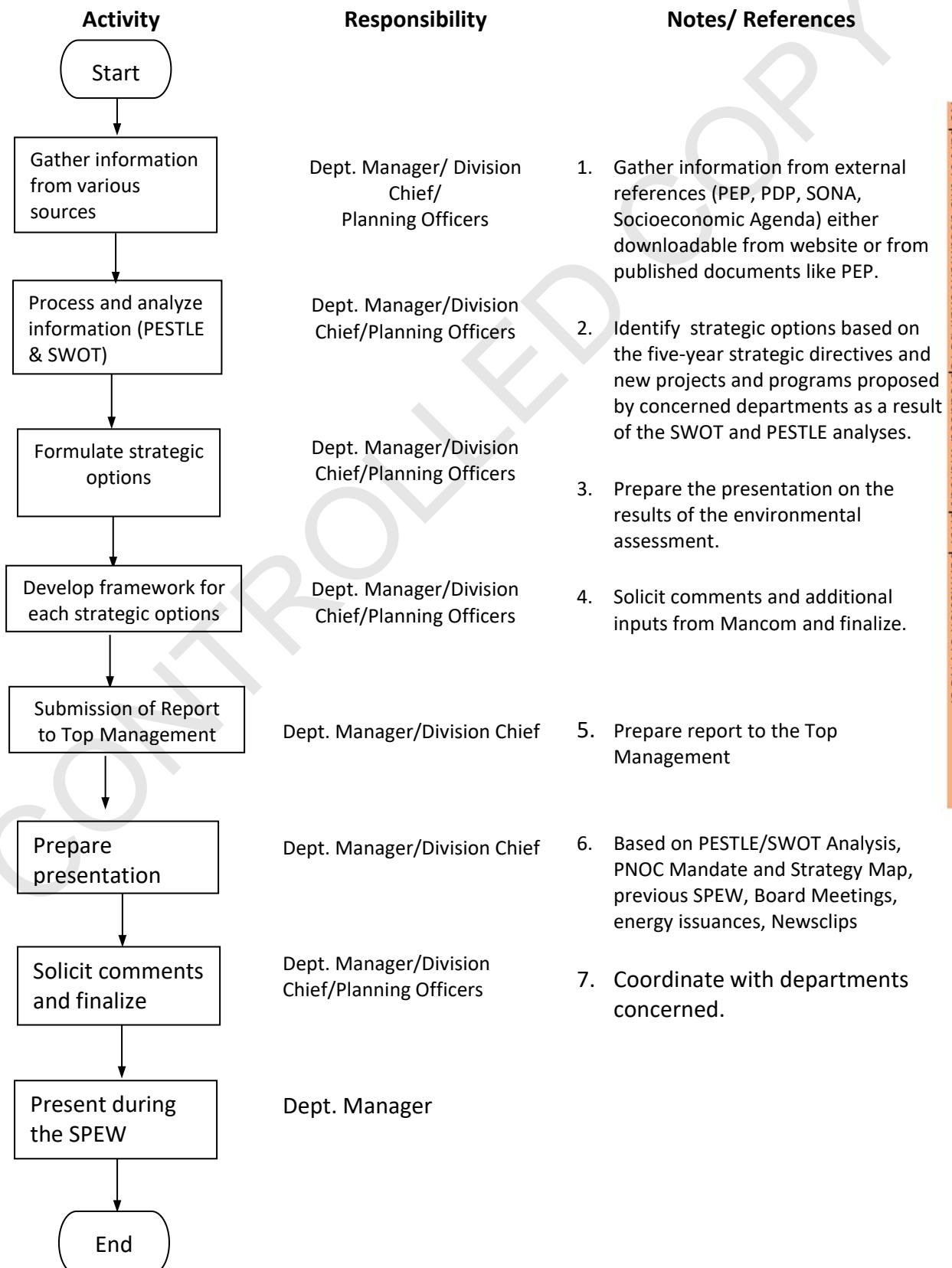
The SWOT and PESTLE analysis also serve as basis for risk management or for assessing possible risk in the future. The presence of risk may mean a threat or opportunity for the company as a whole or for a particular project/program/activity of the company.


Aside from indicating major external factors influencing the operation of the company, resources needed for this process are existing national and sectoral plans, e.g. Philippine Development Plan, Philippine Energy Plan, and the President's Socio-economic Agenda, etc. as well as the company's internal strengths and weaknesses.

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6.0 Details



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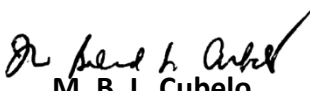

7.0 Records and Files Generated

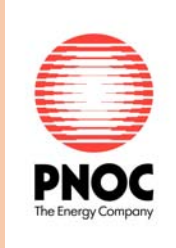
- 7.1 SWOT Analysis Report
- 7.2 PESTLE Analysis Report
- 7.3 Presentation for Board Planning Workshop

8.0 Attachments

SWOT Matrix
PESTLE Matrix

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0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
1	Page 3	Added activity "Submission of report to Top Management"
2	Page 3 Page 4 All	Revision of Item 1 and Item 2 in the Notes and References; Change of process owner Change in effectivity date

Prepared by	Reviewed by	Approved by
 W. M. Alfonso OIC, Corporate Planning Division	 M. B. L. Cubelo OIC Manager - Strategy Management Office	 E. B. Albaytar SVP Finance and Administrative Services

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	SYSTEM PROCEDURES MANUAL		SMO-02	
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1.0 Objective

To prepare strategic plans and score card, to align departments' work plans/ OPCR with the Board approved strategic plans and scorecard, and identify strategies for the said plans.

2.0 Scope

This covers the conduct of annual Board Strategic Planning and Execution Workshop (SPEW) and Planning and Budgeting Session (PBS)

3.0 References


- 3.1 Highlights/Terminal Report of Board Planning Workshop
- 3.2 Business Plan/Scorecard
- 3.3 Departments' Accomplishments
- 3.4 Departments' Work Plans/OPCR
- 3.5 Proposed cash budget

4.0 Definitions and Abbreviations

- 4.1 SPEW
- 4.2 PBS
- 4.3 OPCR - Office Performance Commitment Review
- 4.4 Strategic Plans or Scorecard – This contains the set of metrics and performance indicators that will measure progress and guide the decision- making of the GOCC towards its vision.

5.0 Policies and Guidelines

- 5.1 Aside from being inherent in an organization to come up with an annual Work Plan, the Civil Service Commission also mandates the adoption of a company Strategic Performance Management System (SPMS) that makes use of the prescribed OPCR forms.
- 5.2 Resources needed for this process are the Board-approved Business Plan/Scorecard and previous year's accomplishments.

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5.3 The departments' workplans/strategies are also aligned to the proposed cash budget. This process also determines the targets that are not met by each department and addresses underlying problems that caused the unaccomplished targets.

5.4 For the Board SPEW:

5.4.1 Present to the Board:

- status updates of previous Board Directives
- identified gaps
- results of environmental assessment and strategic options

5.4.2 Record the entire proceeding, including the decision of the Board.

5.4.3 SMO shall prepare the Board Directives for approval.


5.4.4 Board SPEW is held in October or as scheduled by Board of Directors.

5.5 For the PBS, the participants are the SVPs and Managers and one-downs.

5.5.1 SMO Manager shall present workplans versus accomplishments. The Treasury Department shall present each department/division's budget utilization.

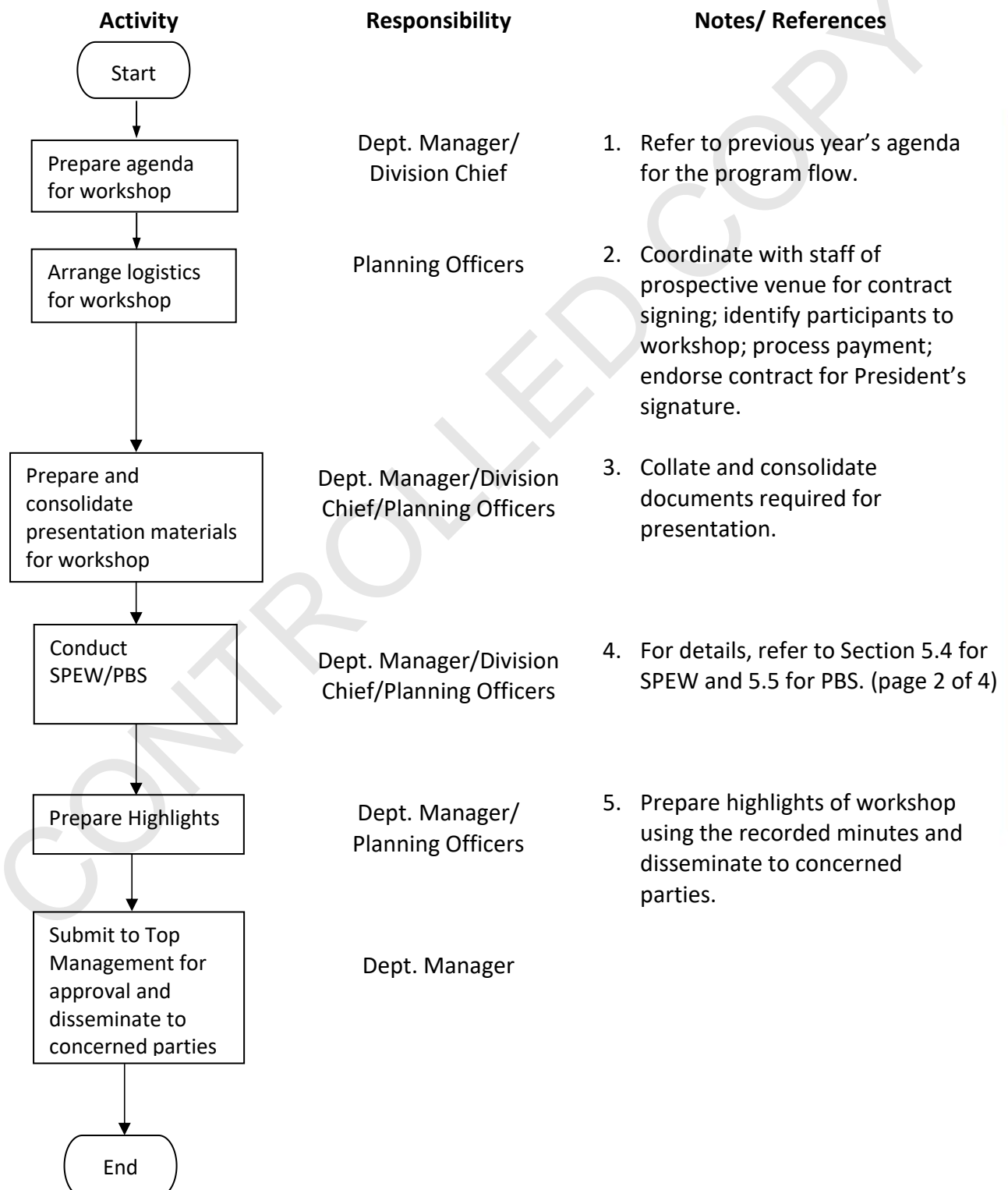
5.5.2 Each department will present changes in their current workplans, their respective requests for budget realignment, and next year's proposed workplans and budget.


5.5.3 5.5.3 PBS is held in February or as scheduled by the ManCom.

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6.0 Details

6.1 Conduct of SPEW



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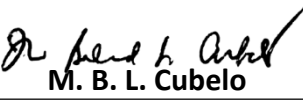

7.0 Records and Files Generated

- 7.1 Report on workplans vs. accomplishments of departments (OPCR)
- 7.2 Highlights/Terminal Report of Planning & Budgeting Workshop
- 7.3 Recordings of SPEW proceedings

8.0 Attachments

Work Plans/OPCR Forms Template
Report on OPCR Accomplishment Form Template

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0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
1	Page 4	Included recordings of SPEW proceedings in the records and files generated
2	Page 2 Page 4 All	Added schedule of SPEW in 5.4 and PBS in 5.5 Deletion of 7.3 and revision of Recordings of SPEW Proceedings to 7.4 Change in effectivity date

Prepared by	Reviewed by	Approved by
 W. M. Alfonso OIC, Corporate Planning Division	 M. B. L. Cubelo OIC-Manager - Strategy Management Office	 E. B. Albaytar SVP Finance and Administrative Services

PHILIPPINE NATIONAL OIL COMPANY
_____ WORKPLANS
DEPARTMENT/ OFFICE:
SMO-02F1

PROGRAM/PROJECT/ACTIVITY	TARGET			
	TIMELINE	QUANTIFIABLE DELIVERABLES		
MFO 1: MFO 2: MFO 3:				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none; vertical-align: top;"> Prepared by: Department Manager Date: </td> <td style="width: 50%; border: none; vertical-align: top;"> Approved by: Supervising SVP Date: </td> </tr> </table>			Prepared by: Department Manager Date:	Approved by: Supervising SVP Date:
Prepared by: Department Manager Date:	Approved by: Supervising SVP Date:			

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OFFICE PERFORMANCE COMMITMENT REVIEW (OPCR) FORM

SMO-02F2

I, NAME, POSITION AND DEPARTMENT, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.

RECOMMENDING APPROVAL:	
Name :	
Position :	
Date :	

NAME

Date : _____

APPROVED BY:	
Name :	
Position :	
Date :	


5 - Outstanding
4 - Very Satisfactory
3 - Satisfactory
2 - Unsatisfactory
1 - Poor

MAJOR FINAL OUTPUT	Wt Per Success Indicator	SUCCESS INDICATORS (Targets + Measures)	Allotted Budget	Individual Accountable	AccomplishmeJAAR	Rating				Remarks
						Q	E	T	Ave.	
MFO1:	%	1. XXX A. XXXX Quantity - XXX 5 = 4 = 3 = 2 = 1 = Timeliness - XXX 5 = 4 = 3 = 2 = 1 = (User/Rater: _____)								
FINAL AVERAGE RATING										
Assessed by PMT Secretariat:			Reviewed by PMT Chairman:			Final Rating by:				
Start of rating period	End of rating period	Start of rating period	End of rating period							
Position :	Position :	Position :	Position :	Position :						
Date :	Date :	Date :	Date :	Date :						

PHILIPPINE NATIONAL OIL COMPANY
Approved Work Plan for the Year _____
DEPARTMENT/ OFFICE:
ACCOMPLISHMENTS FOR _____
SMO-02F3

PROGRAM/PROJECT/ACTIVITY	TARGET		ACCOMPLISHMENTS	
	TIMELINE	QUANTIFIABLE DELIVERABLES	TIMELINE	QUANTIFIABLE DELIVERABLES
MFO 1:				
MFO 2:				
MFO 3:				

<p>Prepared by:</p> <p>Department Manager</p> <p>Date:</p>	<p>Approved by:</p> <p>Supervising SVP</p> <p>Date:</p>
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MONITORING OF DEPARTMENTS' PLANS		1	1 of 4	

1.0 Objective

Monitoring is done to ensure that corporate plans are being implemented as targeted. This is a tool that can be used to determine if the company is working towards achieving the set objectives.

2.0 Scope

This covers the monitoring of plans and targets set by the company as a whole as well as the departments.

3.0 References

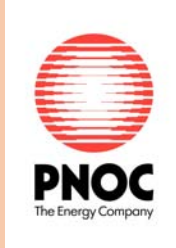
- 3.1 ISO 9001:2015 Quality Management System
- 3.2 Performance Scorecard
- 3.3 Departments' Work Plans
- 3.4 Departments' Accomplishments
- 3.5 Performance Evaluation System
- 3.6 Republic Act (R.A.) No. 10149

4.0 Definitions and Abbreviations

Performance Scorecard – This contains the set of metrics and performance indicators that will measure progress and guide the decision making of the GOCC towards its vision.

Departments' Work Plans and Accomplishments – The Work Plans contain the major final outputs for programs/activities/projects committed to be accomplished or performed by the departments during the year. It establishes the key performance indicators and targets that will measure the departments' progress and guide them in their decision making towards the achievement of plans. Their accomplishments are reported to Corporate Planning Division for review against their work plans.

Performance Evaluation System (PES) – It is the PNOC's annual targets for the year as negotiated and agreed upon with the Governance Commission for GOCCs (GCG). The PES serves as the PNOC's performance scorecard with the GCG that shows the company's strategic objectives with corresponding strategic measures and performance targets for the year.

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Republic Act (R.A.) No. 10149 mandates the GCG to establish a performance evaluation system (PES), including performance scorecards, which shall apply to all GOCCs in general. The PES is intended to set the organizational targets of the GOCCs.

5.0 Policies and Guidelines

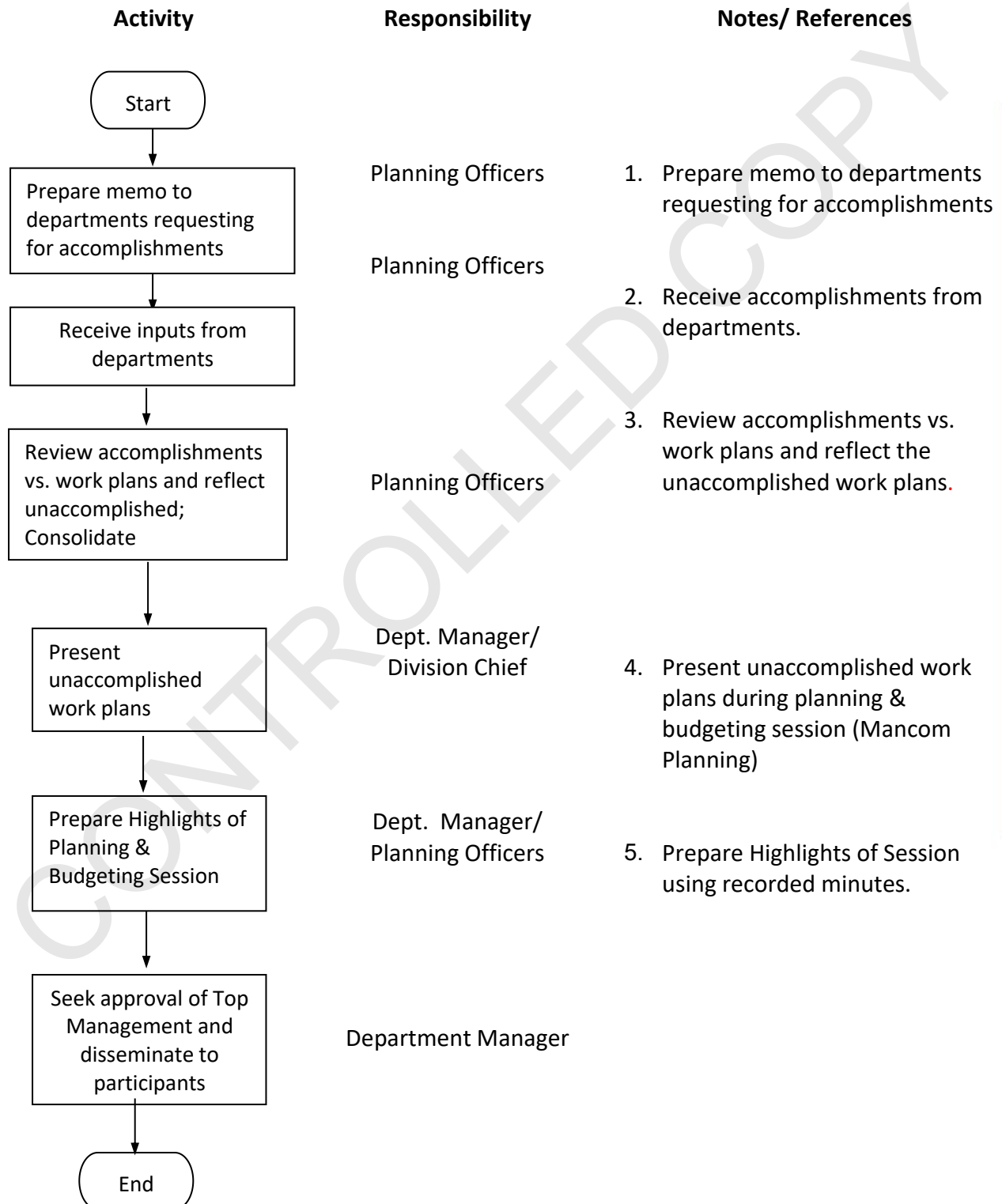
For monitoring of departments' accomplishments against their work plans, departments are mandated to submit their accomplishments, and these are reviewed vis-a-vis their set work plans and budget. These are summarized into a report where unaccomplished work plans are identified. The report is presented during the Planning and Budgeting Workshop and the Midyear Assessment. Management discusses the unaccomplished tasks with the concerned departments and finds out why these were not accomplished.


Reviewing accomplishments vis-a- vis work plans and budget is also a form of cascading mechanism to Management that organizational goals set were achieved using the available resources. If not achieved, Management should take necessary measures that this does not recur.

For monitoring of the annual Performance Evaluation System (PES) or performance targets set by the company for the year, the performance scorecard of the company shall be monitored and reported to the GCG on quarterly and annual basis. This is to ensure that timely and appropriate steps can be taken to keep the targets on track, and that the company's strategic objectives are met in the most effective manner.

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6.0 Details



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7.0 Records and Files Generated


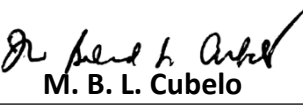

- 7.1 Consolidated report of Accomplishments of Departments
- 7.2 Quarterly Monitoring Report of Performance Targets
- 7.3 Annual Performance Scorecard

8.0 Attachments

Sample Forms

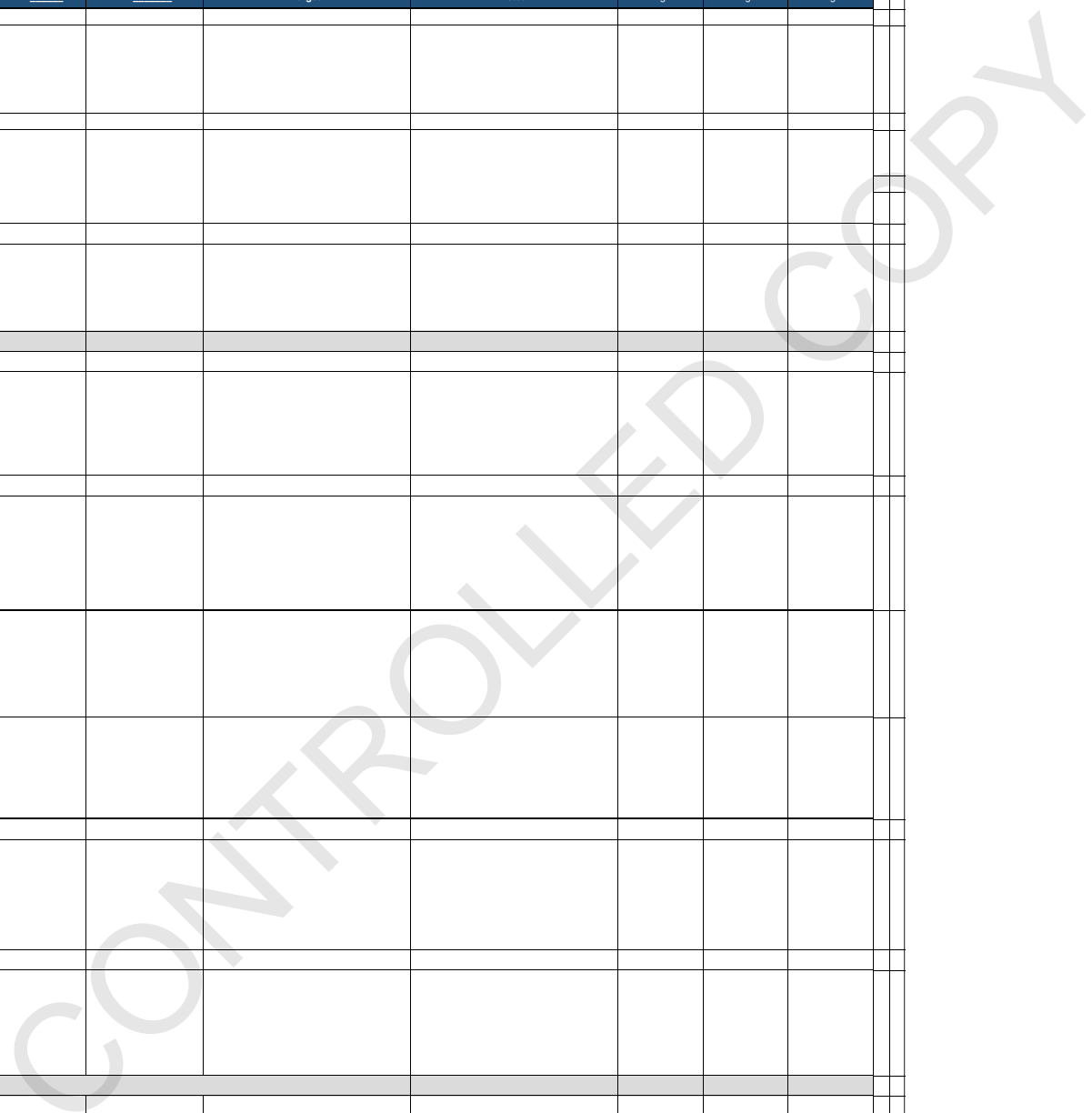
Consolidated Accomplishments (Departments)
 Quarterly Monitoring Report of Performance Targets
 Annual Scorecard

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1	Page 4 All	Change of process owner Change in effectivity date

Prepared by	Reviewed by	Approved by
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OIC, Corporate Planning Division	OIC Manager - Strategy Management Office	SVP Finance and Administrative Services

PHILIPPINE NATIONAL OIL COMPANY
MONITORING REPORT OF CY _____ PERFORMANCE TARGETS


	Strategic Objective	Formula	Weight	Rating System	Baseline	GCG-Approved Targets	1 st Quarter		2 nd Quarter	3 rd Quarter	4 th Quarter
					FY _____	FY _____	Target	Actual	Target	Target	Target
SOCIAL IMPACT	SO 1										
	SM 1										
STAKEHOLDERS	SO 2										
	SM 2										
FINANCE	SO 3										
	SM 3										
	SO 4										
	SO 5										
	SM 4										
	SO 6										
	SM 5										
INTERNAL BUSINESS PROCESS	SM 6										
	SM 7										
	SO 7										
LEARNING AND GROWTH	SM 8										
	SO 8										
	SM 9										
	SO 9										
	Total Weight		%								



PHILIPPINE NATIONAL OIL COMPANY
ANNUAL SCORECARD MONITORING REPORT OF CY _____

SMO-03F3

Strategic Process	Strategic Objective	Formula	Weight	Rating System	Baseline	GCG-Approved Targets	Accomplishments	Rating
					FY _____	FY _____		
SOCIAL IMPACT	SO 1							
	SM 1							
STAKEHOLDERS	SO 2							
	SM 2							
FINANCE	SO 3							
	SM 3							
INTERNAL BUSINESS PROCESS	SO 4							
	SO 5							
	SM 4							
	SO 6							
	SM 5							
	SM 6							
	SM 7							
	SM 8							
LEARNING AND GROWTH	SO 7							
	SM 8							
	SO 8							
	SM 9							
	SO 9							
	Total Weight		%					

	Title of Manual		Document No.	
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	STRATEGY MANAGEMENT OFFICE		August 31, 2021	
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CONDUCT OF SATISFACTION SURVEY		1	1 of 5	

1.0 Objective

To undertake Customers Satisfaction Survey (CSS) which aims to determine the level of satisfaction of all PNOC customers on the company's conduct of projects, activities and its day-to-day operation.

2.0 Scope

This covers the policy, guidelines and procedures in the conduct of CSS by securing the services of a consulting firm or third party agency and monitoring the latter's compliance to the Terms of Reference (TOR) and contract for conduct of satisfaction survey.

3.0 References


GCG-Approved Questionnaires for PNOC
GCG-Approved PNOC Performance Scorecard

4.0 Definitions and Abbreviations


ABC	Approved Budget for the Contract
BAC	Bids and Awards Committee
CSS	Customer Satisfaction Survey
DV	Disbursement Voucher
FCE	Final Contract Endorsement
GCG	Governance Commission for GOCCs
MOA	Memorandum of Agreement
NTP	Notice to Proceed
PCM	Procurement Management Division
PPS	PNOC Performance Scorecard
SSD	Support Services Division
SMO	Strategy Management Office
TOR	Terms of Reference
WOR	Work Order Requisition

5.0 Policies and Guidelines

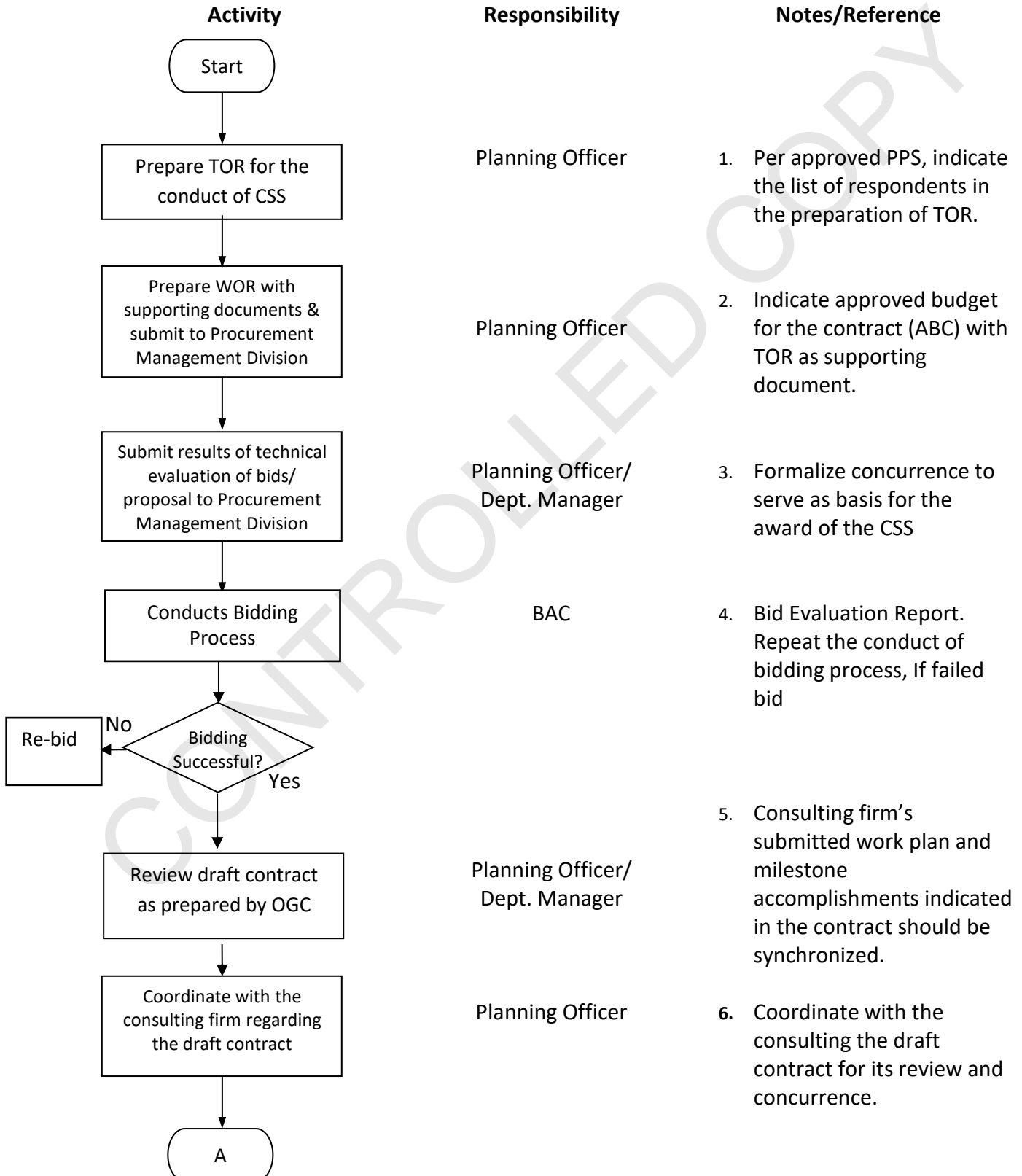
5.1 As part of the approved work plans, SMO shall contract the services of a consulting firm or third party agency to undertake the company's CSS for the year.


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- 5.2 Securing the services of a consulting firm or third party agency shall be through the conduct of public bidding by Procurement Management Division/BAC.
- 5.3 Identification of respondents for the CSS shall be based on the approved PNOC Performance Scorecard (PPS) for the year.
- 5.4 Evaluation of the technical qualification, requirements and experience shall be undertaken to ensure that the consulting firm or third party agency is capable of undertaking the CSS.
- 5.5 Provisions/requirements of the contract between PNOC and the consulting firm or third party agency shall be strictly implemented.
- 5.6 Members of PNOC Management Committee (ManCom), in particular those who have targets included in the approved PPS, are always engaged in the design and finalization of the survey tools.
- 5.7 Continuous monitoring of the consulting firm or third party agency's compliance to the contract and the TOR shall be conducted.
- 5.8 Undertake review of all reports, in particular the revised sets of questionnaires submitted by the consulting firm or third party agency as part of their deliverables in the contract, shall also be conducted.


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6.0 Details



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Activity	Responsibility	Notes/Reference
<p>A</p> <p>Confirm with Procurement Management Division the issuance of NTP for the conduct of CSS</p>	Planning Officer	7. Confirm with Procurement Management Division the issuance of NTP.
<p>Coordinate with the Consulting Firm</p>	Planning Officer	8. Commence coordination with consulting firm for the submission of its detailed work program for the conduct of CSS.
<p>Conduct monitoring & review of consulting firm's revised survey tools, progress reports, preliminary & final reports</p>	Planning Officer/ Dept. Manager	9. Conduct review of revised survey tools and all reports submitted by the consulting firm. Members of Mancom are enjoined to review the survey tools.
<p>Revised & Acceptable</p>	Planning Officer/ Dept. Manager	10. Review submitted reports and return to consulting firm for revision & finalization.
<p>Prepare certificate of completion for accomplished targets</p>	Planning Officer/ Dept. Manager	11. Prepare certificate of completion
<p>Prepare DV for payment based on the schedule provided in the contract</p>	Planning Officer/ Dept. Manager	12. Check for completeness and accuracy of consulting firm's statement of account and supporting documents.
<p>End</p>		

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7.0 Records and Files Generated

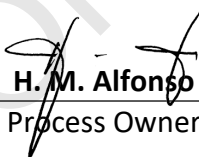
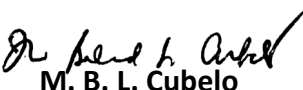

Terms of Reference
 Work Order Requisition
 Certificate of Completion
 Disbursement Voucher
 Consultant Performance Monitoring Report

8.0 Attachments

Sample Forms

1. Terms of Reference
2. Certificate of Completion

Rev. No.	Affected pages/ section	Revision History
0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.
1	Page 3 All	Added decision and action boxes if bidding failed Change in effectivity date

Prepared by	Reviewed by	Approved by
 H. M. Alfonso Process Owner	 M. B. L. Cubelo OIC-Manager - Strategy Management Office	 E. B. Albaytar SVP Finance and Administrative Services

PHILIPPINE NATIONAL OIL COMPANY
CUSTOMERS SATISFACTION SURVEY FOR _____

TERMS OF REFERENCE

A. BACKGROUND

The Philippine National Oil Company (PNOC) was created on November 9, 1973 as a government-owned and controlled corporation to supply oil to the Philippines. Since then, its charter has been amended several times to include exploration, exploitation and development of all energy resources in the country.

In September 2014, the Governance Commission for GOCCs (GCG), citing rational and economic principles, directed the PNOC to transform itself from a mere holding company to an operating company as well. Thus, effective January 1, 2018, the PNOC assumed the operation of the Energy Supply Base (ESB) in Batangas. It is also looking at a number of potential projects to develop. Today, PNOC continues to act as the Mother company to its two (2) remaining subsidiaries, i.e., the PNOC Exploration Corporation and PNOC Renewables Corporation, which are working together to realize the PNOC's vision. PNOC has likewise taken over the programs and functions of its two (2) other abolished subsidiaries i.e., the PNOC Development and Management Corporation and PNOC Alternative Fuels Corporation (PAFC).

Since 2012, PNOC's performance has been under the monitoring and evaluation of the GCG. From time to time, several documents are being required by GCG to come up with their evaluation of PNOC's performance each year.

In its 25 June 2014 memo, GCG required the adoption of additional measures for the 2015 Performance Agreement Negotiation (PAN). One of them is the conduct of a survey to measure stakeholder satisfaction to be conducted by a third party. This is to reflect the assessment of the agency's performance on the perspective of its stakeholders and customers. PNOC achieved a consistent rating of "very satisfactory" from the stakeholders' satisfaction surveys conducted from CY 2015 to CY 2017 by the Philippine Information Agency (PIA), UP Los Baños – Department of Social Development Studies (DSDS) and University of the Philippines Foundation, Inc. (UPLBFI), respectively.

In 2018, GCG prescribed a standard survey instrument and methodology which PNOC adopted and used for its conduct of the 2018 Customer Satisfaction Survey (CSS). The company elicited a satisfactory rating from its lessees, PAFC (now called as PNOC Industrial Park or PIP) and ESB customers using the said prescribed survey instrument and methodology.

In _____, using the same survey instrument and methodology, PNOC achieved a very satisfactory rating from the customers satisfaction survey conducted by _____.

Since the conduct of survey or assessment of the company's performance will be done on a yearly basis already, there is a need to secure the services of a surveying or consulting firm anew to develop a sound and independent survey for PNOC to measure the quality of its engagement and services with its customers.

B. OBJECTIVES OF THE SURVEY

PNOC aims, through the conduct of this survey, to:

- Quantify the customer-specific and overall satisfaction level.
- Determine factors and relationships affecting customers' satisfaction.
- Identify opportunities for improvement to enhance the customers' satisfaction.
- Compare the results of the PNOC CSS _____ with the results of the _____ survey.
- Provide recommendations and determine next steps to address identified problems and improve the company's provision of service to its customers.

The overall objective of this survey is to determine the level of satisfaction of PNOC's customers on the conduct of its projects, activities, as well as its day-to-day operation for **(current year)** relative to its engagement with its lessees, PIP locators and ESB customers.

C. SCOPE OF WORK

The tasks to be carried out by the Consulting Firm in order to achieve the objectives of the project shall include, but not be limited to the following:

- Identify the services that PNOC offers to its PIP and ESB customers as well as its lessees.
- Conduct research on the pre-identified customers by PNOC through interview
- Identify areas in PNOC's commitments where ratings should be based.
- Use the GCG-prescribed survey methodology and questionnaires to accurately measure the level of customers' satisfaction
- Identify and append additional questions, as deem necessary, to the GCG-prescribed questionnaires
- Develop a detailed work program for the conduct of the survey.
- Conduct actual survey **(via telephone or online meeting/survey)**
- Analyze and interpret survey results.
- Formulate recommendations to enhance customers' satisfaction.
- Present results and recommendations to Management.
- Prepare documentation to include among others:
 - Revised / Updated Survey Questionnaires/Instrument
 - Proposed Work Program for the duration of the activity
 - Final report to be submitted within two weeks after completion of survey and presentation to the PNOC Management.

D. DURATION OF THE PROJECT

The project shall be effective for a period of three (3) months commencing from the signing of the contract and receipt of the Notice to Proceed.

E. PNOC'S CUSTOMERS

As approved by GCG, the Company considers the following as its customers:

- PNOC Lessees
- PNOC Industrial Park Locators
- Energy Supply Base Customers

Note: Based on the new GCG standardized methodology for the conduct of customer satisfaction survey for _____, the survey instrument shall cover primary customers only. Customers can be categorized as primary or secondary. Primary customers are those with direct economic transactions with the GOCC, while secondary customers are external customers who are or may be affected by business, though they are not directly engaged with the economic transactions of the GOCC. Further, the respondents should satisfy at least one of the criteria below:

- (a) Are current / on-going customers of the GOCC*
- (b) Has a current / active account with the GOCC*
- (c) Had at least one transaction with the GOCC during the time of visit*

F. METHODOLOGY

The GCG Guidelines for Enhanced Standard Methodology for the Conduct of Customer Satisfaction Survey for _____ shall be used together with the prescribed questionnaires provided by the Commission to the company in _____. Since the country is currently facing the COVID 19 pandemic, conduct of actual survey or data gathering will be done through telephone and/or online meeting.

G. DELIVERABLES OF THE CONSULTING FIRM

The following outputs are to be accomplished by the Consulting Firm:

Upon receipt of the Notice to Proceed (NTP), the Consulting Firm shall conduct an orientation to PNOC on the satisfaction survey methodologies, analysis and interpretation that it intends to use based on the GCG prescribed methodologies and standards. Within 7 days, a **Detailed Work Program** must be submitted for review and approval of PNOC. Said Work Program shall include, but not be limited to the following:

- Description of the appropriate methodology and tools to be used in carrying out the survey including sample sizes, templates, survey approach, among others.
- The GCG standardized methodology and questionnaire applicable to the company.
- Identification of the specific respondents from ESB, PIP and PNOC lessees to be surveyed / interviewed.
- A detailed timeline for the execution of the survey, and the corresponding necessary support from PNOC. The Consulting Firm shall, in all matters, work in close coordination with the PNOC.

The conduct of survey and analysis of results shall be completed based on the agreed schedule. The Consulting Firm, upon completion of the survey, shall submit a Preliminary Report to the PNOC for review. The Preliminary Report shall include, but not be limited to:

- Executive Summary
- Introduction and Background of the Survey
- Methodology – shall include, but not be limited to, sample size, survey instruments, data collection, among others
- Summary of _____ Survey Results – including quantitative and qualitative analysis
- Comparison of _____ vs _____ CSS Results
- Schedule of Customers' Verbatim Comments and Suggestions and Consulting Firm's Recommendations
- Conclusion and Recommendation – includes the implementation program to improve customer satisfaction

After the review of the PNOC, the Final Report shall be submitted and presented to the PNOC Management within two (2) weeks.

In addition to the printed Final Report, the following shall be submitted:

- A soft copy in MS Word Format (.doc, .docx);
- A soft copy in MS PowerPoint Format (.ppt, .pptx);
- A soft copy in MS Excel Format (.xls, .xlsx) of the raw dataset and Consulting Firm's statistical project files and
- A soft copy in Excel Format (.xls, .xlsx) of the verbatim commentary or open-ended responses of the stakeholders

All reports shall be submitted in five (5) printed copies (A4 size). The reports shall also include digital / scanned copies, in PDF format, of all supporting documents, pictures and information gathered in the course of the survey in an electronic storage media (Thumb Drive). **All filled out survey questionnaires shall also be submitted.**

H. REPORTING

The Consulting Firm shall make a progress report on its weekly fieldwork activities and shall submit the same directly to the Head of the Strategy Management Office (SMO) on a fortnightly (every two weeks) basis through email. Any and all other concerns of the Consulting Firm shall be directly communicated to the SMO Head by any mode of communication as the Consulting Firm may deem appropriate.

After completion of the actual survey, the Consulting Firm shall submit the **Preliminary Report to PNOC on or before _____**.

The **Final Report shall be submitted on or before _____** or two weeks after the presentation of the final survey results to the PNOC Management.

I. CONTRACT

Upon signing of the contract between PNOC and the Consulting Firm and receipt of the Notice to Proceed, the schedule of payment shall be in accordance to the following schedule:

Schedule of Payment	
35%	Payable upon submission of accepted and approved Detailed Work Program
25%	Payable upon submission of the Preliminary Report
40%	Payable on the satisfactory completion of the work required under the Contract

The contract amount is inclusive of VAT and other applicable taxes, and likewise inclusive of all travel, accommodation and all other expenses of the Consulting Firm and its team during the conduct of the survey.

Funding for this customers satisfaction survey shall be sourced from PNOC Budget under "Other Services – Professional Fees".

J. CONSULTANT AND TEAM QUALIFICATIONS

The Consultancy Firm should conform to the Minimum Technical Requirements, to wit:

- Has considerable and extensive experience in conducting social surveys particularly customer / client / stakeholder satisfaction surveys. With at least five (5) customer /client / stakeholder satisfaction surveys completed.
- Must have experience in conducting survey in the energy sector and be familiar with the PNOC operations/government services as well as the government procurement policy (RA-9184).
- Must have specific knowledge in qualitative and quantitative methods and customers satisfaction survey methodologies in particular the GCG standardized methodology and tool for the conduct of the customer satisfaction survey.
- With access to sufficient and working office and field equipment and software necessary for the prompt completion of the survey.
- Can commit to the timely submission of reports and project monitoring.
- Can submit the Final Report two weeks after completion of survey and presentation to the Management.

K. CONFIDENTIALITY AGREEMENT

All information obtained in the course of the survey shall be considered confidential and shall not be divulged by the Consulting Firm to any person, firm or corporation other than PNOC. The obligation under this clause shall continue notwithstanding the completion or termination of the engagement.



CERTIFICATE OF COMPLETION
SMO-04F2


Project Description: _____ PNOC Customers Satisfaction Survey
Location (Dept. / Div.): _____ Strategy Management Office
Contractor / Supplier: _____
Date(s) of Service: _____

This is to Certify that the _____
has been complied and/or completed in accordance with PNOC's specifications and instructions.

Prepared by: _____ Date: _____

Certified by: _____ Date: _____

CONTROLLED COPY

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ENGAGEMENT OF CERTIFYING BODY FOR ISO CERTIFICATION		0	1 of 5	

1.0 Objective

To ensure the timely engagement of Certifying Body to conduct certification audit and surveillance audits which aims to confirm the continued conformity, development and effectiveness of the Quality Management Standards ISO 9001:2015, and its continued relevance and applicability to PNOC's Strategic Objectives.

2.0 Scope


This document outlines the procedure in the process of securing the services of a Certifying Body to conduct the third party certification audit and surveillance audits for the ISO Certification.

3.0 References

Bid Proposals
Terms of Reference


4.0 Definitions and Abbreviations

ABC	Approved Budget for the Contract
BAC	Bids and Awards Committee
CB	Certifying Body
DV	Disbursement Voucher
GCG	Governance Commission for GOCCs
IATF	Inter-Agency Task Force
NTP	Notice to Proceed
PCM	Procurement Management Division
SMO	Strategy Management Office
OGC	Office of the General Counsel
QMR	Quality Management Representative
TOR	Terms of Reference
WOR	Work Order Requisition

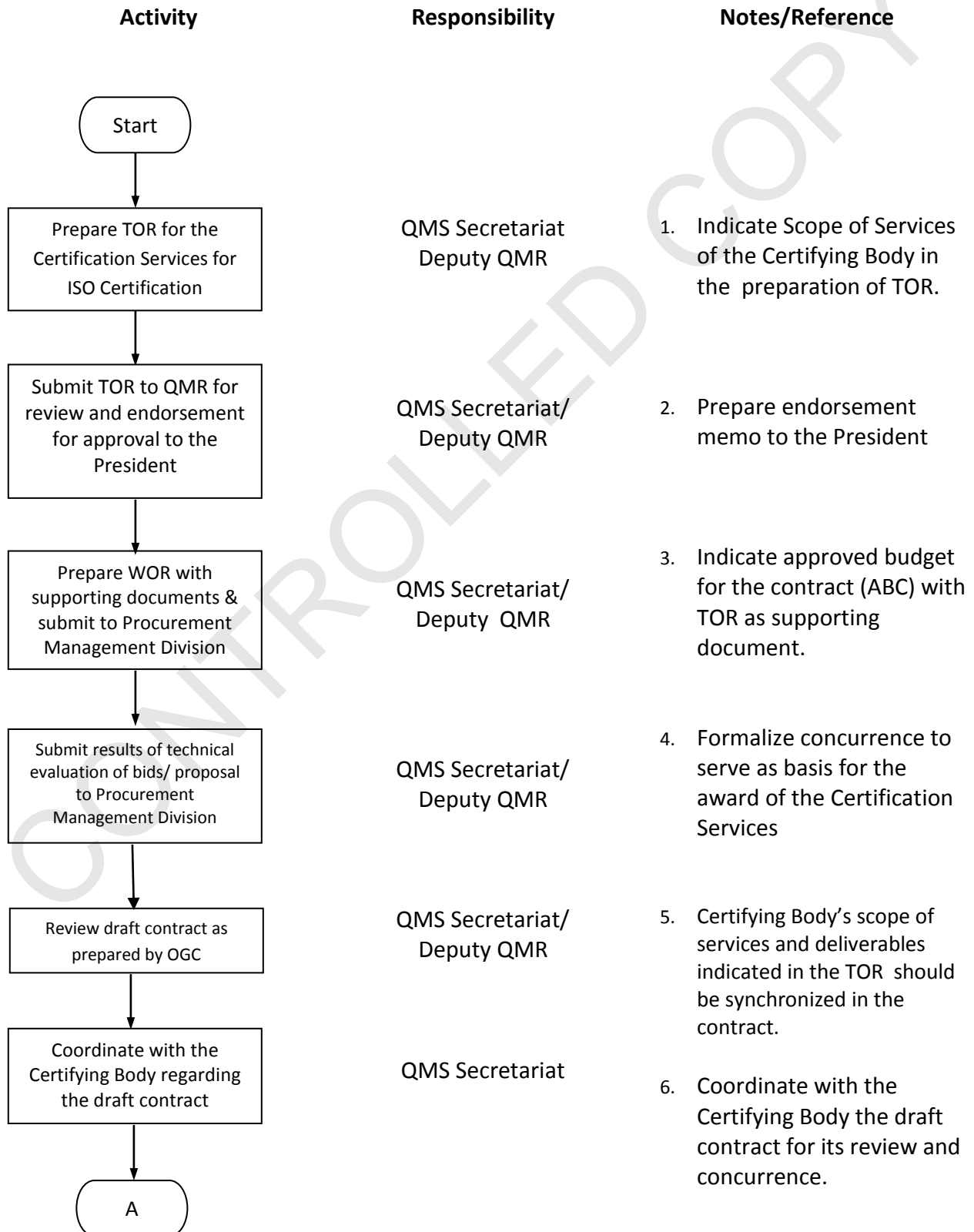
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5.0 Policies and Guidelines

- 5.1 As part of the commitment to the Inter-Agency Task Force (IATF) for the Harmonization of the National Government Performance Monitoring, Information and Reporting Systems and Governance Commission on GOCCs (GCG), SMO shall contract the services of a Certifying Body to undertake the company's certification audit and surveillance audits for three years.
- 5.2 Securing the services of a Certifying Body shall be through the conduct of public bidding by Procurement Management Division/BAC.
- 5.3 Evaluation of the technical qualification, requirements and experience shall be undertaken to ensure that the Certifying Body is capable of undertaking the audit.
- 5.4 Provisions/requirements of the contract between PNOC and the Certifying Body shall be strictly implemented.
- 5.5 Monitoring of the Certifying Body's submission of full report on the operations audited consistent with the content of the approved scope of work/deliverables to PNOC shall be conducted.


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6.0 Details



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ENGAGEMENT OF CERTIFYING BODY FOR ISO CERTIFICATION		0	4 of 5	

Activity	Responsibility	Notes/Reference
A		
Confirm with Procurement Management Division the issuance of NTP for the Certification Services for ISO Certification	QMS Secretariat	7. Confirm with Procurement Management Division the issuance of NTP.
Coordinate with the Certifying Body	Deputy QMR	8. Commence coordination with Certifying Body for the submission of Certification Audit Plan
Certifying Body conducts Certification Audit and Surveillance Audits, whichever is applicable	QMR/Deputy QMR/ Lead Auditor	9. Certifying Body submitted Audit Plan, Audit Checklist, and Audit Record in the conduct of Certification Audit and Surveillance Audits
Certifying Body submits (a) Audit Findings and Report, and (b) QMS Certification and/or Certificate of Attestation	QMS Secretariat/ Deputy QMR	10. File submitted Audit Findings and Audit Report. Post in the PNOC Website QMS Certification and Certificate of Attestation
Prepare certificate of completion	QMS Secretariat/ Deputy QMR	11. Prepare certificate of completion
Prepare DV for payment	QMS Secretariat/ Deputy QMR	12. Check for completeness and accuracy of Certifying Body's statement of account and supporting documents.
End		

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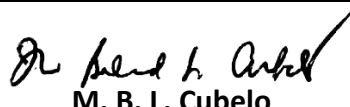

7.0 Records and Files Generated

Terms of Reference
 Work Order Requisition
 Certificate of Completion
 Disbursement Voucher

8.0 Attachments

1. Sample of Terms of Reference
2. Certificate of Completion

Rev. No.	Affected pages/ section	Revision History
0	-	New version of PNOC QMS; to include PNOC Energy Supply Base and PNOC Industrial Park.

Prepared by	Reviewed by	Approved by
 H. M. Alfonso DIC, Corporate Planning Division	 M. B. L. Cubelo Deputy QMR	 SVP G. M. Barleta Quality Management Representative

TERMS OF REFERENCE
PROJECT: CERTIFICATION SERVICES FOR PNOC QMS ISO 9001:2015

I. SCOPE OF SERVICES

The Certifying Body (CB) shall provide the following services:

1. Prepare and submit certification audit plan;
2. Conduct certification audit within _____;
3. Issue ISO 9001:2015 certificate valid for three (3) years;
4. Conduct surveillance audit on the succeeding years: _____;
5. Provide a full report on the operations audited consistent with the content of the approved scope of work/deliverables to PNOC within five (5) working days after conduct of certification audit and surveillance audits, unless otherwise agreed by PNOC. The report should include suggestions and/or recommended courses of action on how to address the audit findings.
6. PNOC shall be entitled to regular updates to relevant system standards as they become available.
7. The CB must provide complementary company logo (soft copy to be sent through e-mail) which can be affixed by PNOC on its business cards, letter heads, marketing materials, etc.)
8. The CB must provide a set of stickers for ISO 9001:2015.

II. CONTRACT DURATION

Contract duration should be three (3) years from signing the agreement or validity of the ISO certification, which comes later.

III. REQUIRED QUALIFICATIONS

The Certifying Body (CB) must comply with the following qualifications:

1. The CB should be duly accredited for ISO 9001:2015 certification activities by the Philippine Accreditation Bureau (PAB) under the Department of Trade and Industry; and the Philippine office of such CB must be accredited internationally by the ANAB Accreditation or Joint Accreditation System of Australia and New Zealand (JAS-ANZ);

2. The CB must not have provided Quality Management System consulting services or any other training related to ISOs to be certified for the company within two (2) years prior to the audit;
3. The CB must consist of auditors with actual hands-on experience on ISO 9001:2015 and are qualified to conduct audit in the name of the CB;
4. The CB must have a good track record of certifying government and private agencies on the ISO standards;
5. At least one (1) auditor of the initial team should participate in all audits of the three-year cycle;
6. Replacement of any team member shall require prior written approval from PNOC.
7. The CB must abide and strictly comply with the auditing principles, terminologies and guidelines as specified in the ISO 19011:2011 - Guidelines for Quality and/or Environmental Management System Auditing.

IV. CONDITIONS OF ENGAGEMENT

1. The Certifying Body (CB) must provide its company profile highlighting related projects, scope of work and implementation methodology. The curriculum vitae of the proposed certification team should also be submitted.
2. All information reviewed and recorded by the certification body audit team should be treated with the strictest confidentiality at all times.
3. The certifying body should adhere to the agreed scope of work and deliverables as approved by PNOC.
4. The CB should include in their audit activities, a procedure for client appeals. Any dispute which may arise between PNOC and the CB shall be resolved amicably and in good faith. If resolutions for disputes cannot be made, PNOC shall be afforded the right to lodge appeals about the decisions of the audit team through any legal remedy that maybe available to them.

V. ENGAGEMENT FEE

_____ Pesos (Php _____) to cover the 3-year period of engagement, inclusive of all taxes, duties, fees, levies and other charges imposed under applicable laws. This shall also include the CB's cost of transportation, lodging and other incidental expenses.

Payments shall be based on the completion of the following activities as evidenced by the submission and acceptance of the required deliverables for the identified business process:

- Certification Audit Plan;
- Certification Audit;
- Issuance of ISO 9001:2015 Certificate valid for three (3) years; and
- Two (2) succeeding years surveillance audits (_____)

APPROVED:

President / CEO

CONTROLLED COPY



CERTIFICATE OF COMPLETION

Project Description: _____
Location (Dept. / Div.): _____
Contractor / Supplier: _____
Date(s) of Service: _____
Purchase Order / Contract No.: _____

This is to Certify that the PNOC Recertification Audit has been completed in accordance with the company's specifications and instructions.

Prepared by: _____

Date: _____

Certified by: _____

Date: _____