

Productivity and Development Center
Technology Management Office
2024 Project Accomplishment Report

Project Information

Project Code	QEGZN
Project Title	GQMP 2024: Technical Assistance on Service Quality Improvement for the Philippine Sports Commission
Project Start	1 March 2024
Project End	31 December 2024
Project Price	PHP 736,250.00
Client Organization	Philippine Sports Commission
Status	Closed

II. Project Team:

Project Manager	Maria Veronica P. Angeles
Team Members	Hazel Anne V. Baure
Supervising Fellow	Samuel C. Rosal
Consultants/Resource	Janina Angeli M. Ferrer
Persons	Victoria S. Endaya

III. Project Details

A. Project Description:

Service quality is a measure of how an organization delivers its services compared to the expectations of its customers.¹ Improving service quality can enhance an organization's reputation and have a direct impact on the satisfaction of customers. With this in mind, the Philippine government has prioritized service quality improvement (SQI) towards citizen-centric public service to bring the government closer to the people.

Philippine government agencies should be responsive to the needs of their intended beneficiaries by improving productivity, in line with the Administration's thrust for a *Matatag, Maginhawa at Panatag na Buhay*. Furthermore, the Administration is committed to achieving economic and social transformation for a prosperous, inclusive, and resilient society as detailed in the Philippine Development Plan 2023-2028.

This clear and compelling direction of the Administration further strengthens the need for government agencies to comply with Executive Order No. 605, *Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program (GQMP)*, which was issued to all executive branch departments and agencies, government-owned and controlled corporations, and government financial institutions, state universities and colleges,

¹ Indeed Editorial Team, 'Service Quality: Definition, 5 Dimension and Implementation', www.indeed.com, June 17, 2022, <https://www.indeed.com/career-advice/career-development/service-quality>, 28 July 2022.

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and local government units to effect public sector performance by ensuring the consistency of products and services through quality processes;

The DAP, as a member of the Technical Working Group on Advocacy and Capability-Building of the Government Quality Management Committee (GQMC), and as the National Productivity Organization, spearheads the development of productivity consciousness and promotes the principles, techniques, and practice of productivity and quality in key sectors of the economy. In line with this, the DAP aims to strengthen and expand the implementation of the Government Quality Management Program (GQMP) through effecting service quality improvement interventions for the GQMP Beneficiary Agencies.

Thus, the DAP has developed the *Policies and Guidelines on the Provision of Technical Assistance on Strengthening Risk Management (SRM), SQI, and Capability-Building Intervention on QMS* which details the scope and coverage of the technical assistance, eligibility requirements for program participation, including the screening and selection process.

The Technical Assistance on SQI focuses on effecting actual, measurable improvements in the quality of public service delivery, through the conduct of service quality assessment and provision of assistance in the implementation of appropriate actions to address areas for improvement.

The Philippine Sports Commission (PSC) was created through Republic Act No. 6847 in 1990 to serve as the sole policy-making and coordinating body of all amateur sports development programs and institutions in the Philippines. Its primary function is to provide the leadership, formulate the policies and set the priorities and directions of all national sports promotion and development, and development, particularly giving emphasis on grassroots participation.

Signifying its interest and commitment, the PSC was selected to become one of the GQMP Beneficiary Agencies that received technical assistance from the DAP for SQI, in line with its mission to serve as the prime catalyst and advocate for the propagation and development of Philippine sports by helping shape policies and setting priorities.

B. Project Objective:

The project aims to effect actual, measurable improvement in the quality of frontline service delivery through the implementation of quick solutions within the project duration.

Specifically, it shall:

- a. Determine service quality gaps based on process performance and feedback of key stakeholders/customers, and provide practical solutions to address the identified priority areas for improvement of frontline service delivery;

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- b. Enhance problem-solving capabilities, refine critical thinking skills, and adopt effective decision-making frameworks;
- c. Increase awareness on SQL; and,
- d. Guide the implementation of agency action plans to effect actual, measurable improvement in the quality of frontline service delivery through the implementation of quick solutions within the project duration and through planning for implementation of long-term solutions.

C. Focus Area: Public Sector Productivity

D. Project Type: GAA

E. Project Beneficiary:

F. Coverage: NCR

IV. Project Accomplishments

A. Key Activities Implemented:

Date of Implementation	Activity
23 April 2024	• Project Briefing with Executive Director Paulo Tatad and Ms. Abigail Rivera. • Identification by PSC of focus areas for Service Quality Assessment and Service Quality Improvement
10-11 June 2024	Orientation to Service Quality Assessment The DAP Project Team conducted a meeting to help the PSC finalize the identified and shortlisted critical process/es to be assessed based on the ranking for prioritization (bottlenecks, low rating by customers, noncompliance and weakness). The service quality assessment requirements and methodology were also discussed. • National Sports Association Affairs Office (NSAAO) ○ Receipt of request from the National Sports Association (NSAs) ○ Evaluation of request ○ Approval of request • Sports Facilities Division (SFD) ○ Availability of venue ○ Availability of dormitory ○ Repair and maintenance

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Date of Implementation	Activity
	• Procurement Office ○ Conduct of market research ○ Request for quotation ○ PhilGeps posting ○ Evaluation of quotation ○ Bids and Awards Committee resolution ○ Notice of awards ○ Contract preparation ○ Funding availability ○ Contract signing
13 to 14 June 2024	Training Course on Problem Solving and Decision Making This activity equipped the participants with practical skills to identify and sort work concerns, to analyze problems in a logical and creative way, to use a decision analysis process, to identify potential problems and to analyze opportunities in the workplace. The course focuses on enhancing critical thinking, analyzing root causes, and applying structured approaches to improve problem-solving and decision-making proficiency.
19 to 20 June 2024	Service Quality Assessment • Document Review and Validation Interviews The DAP Project Team conducted the Service Quality Assessment (SQA) through a walkthrough of the processes performed by the agency, focusing on the selected frontline service delivery. This was done through the following activities conducted online on-site: Onsite Observation, KIIs, FGDs and Validation of SQA. Relevant documents, including QMS Manual, Citizen's Charter, client feedback, and other existing documented information, to serve as an initial reference for the process walkthrough. Baseline data gathered were evaluated by the DAP Project Team. The activity validated and analyzed information gathered during the document review. Additional documents/information were requested from process owners, as necessary.

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Date of Implementation	Activity
9 to 12 July 2024	SQL Workshop and Technical Guidance Workshop on SQL The DAP Project Team presented the SQA findings, highlighting issues which may be prioritized. Recommendations were provided, covering both quick-fix solutions and long-term solutions. Based on the results of the SQA, the SQL Core Team and identified personnel from involved process/es reviewed the results and recommendations, looked into baseline data, and determined key performance indicators to be monitored. The PSC Team developed the Priority Improvement Action Plan, to implement the quick solutions to effect actual, measurable improvements in service quality during the project duration. A Long-Term Improvement Action Plan, to implement the long-term solutions may also be developed, for further improvement after the project duration.
July to October, November, December 2024	Technical Guidance on SQL Implementation of Quick-Fix Solutions Based on the Priority Improvement Action Plan and the Communication Plan, the Process Owners were given almost 3 months to implement the agreed quick-fix solutions. The progress of the participants' action plan implementation was reviewed. This may include the measurement, monitoring, and evaluation of SQL implementation, wherein tools and mechanics were discussed and agreed upon. The DAP Project Team gave further recommendations of the DAP based on the progress report.
1 October 2024	Orientation and Update on the Implementation of SQL Initiatives The DAP Project Team conducted a session that provided an opportunity for the frontliners to appreciate the basic concepts of service quality, service quality dimensions, productivity, and improvement approaches, as well as their roles and responsibilities in the SQL implementation. An update on the implemented quick solutions were also presented by the Process Owners (NSAAO

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Date of Implementation	Activity
2 to 3 October 2024	and Procurement) for the appreciation of the participants. Workshop on Organizational and Personal Change Management The workshop was designed to equip participants with insights for successfully managing and navigating both organizational and personal changes. It also aimed to empower participants to embrace change, whether at the organizational or personal level, and turn it into an opportunity for growth and success.

B. Major Outputs:

- Assessment results and SQA solutions
- Enhanced version of the identified processes for improvement
- Priority Improvement Action Plan, including a Communication Plan
- Progress Report on the SQI implementation (baseline data vs. current status)
- Recommendations for improvements or enhancements from DAP Project Team based on Progress Report

C. Project Impacts:

For the Philippine Sports Commission (PSC), the project impact of Service Quality Improvement comprises a range of results in line with its aims and objectives.

- By standardizing and improving processes, inefficiencies were reduced. There is also an improvement in the efficient use of resources (material, human and financial) to provide services.
 - For Procurement the measurable improvements on the simple SQI, specifically the fewer number of times that the checklist for receiving documents is returned to the end user may be determined after about 2 months of implementation.
 - For NSAAO, assessment for NSA Financial assistance request for sports development
 - ✓ Two (2) process steps from three (3) process steps
 - ✓ TAT was lessened by 30 minutes upon implementation
- Improved services including facilities (venues, dormitories, training facilities) and allowances lead to greater satisfaction among coaches, athletes and other stakeholders.
 - NSAAO Customer satisfaction survey: A survey was conducted among 50 NSAs to measure customer satisfaction using the old and new forms on documentary checklist requirements. The survey showed that customer satisfaction had an incremental improvement when the new form was used, This may not be considered a quick win as only 14 or 28% responded.

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However, it is worth noting that survey companies consider *a good survey with a response rate that ranges between 5% and 30% of the population and an excellent survey with a response rate of 50% and above.*²

- ✓ Overall customer service experience very satisfied/satisfied to 100% from 92.9%
- ✓ NSAAO's process of receiving NSAs requests very satisfied/satisfied to 92.9% from 85.7%
- ✓ Duration of the process of NSAs' request very satisfied/satisfied to 78.6% from 64.3%
- ✓ Result of NSAs' requests very satisfied/satisfied to 92.9% from 85.7%
- For SFD, the measurable improvements on the simple SQL solutions can be determined if and when these solutions and action plans are implemented.

Lessons Learned:

1. Ensuring that services meet real needs and expectations requires active participation from athletes, coaches, employees, and outside partners throughout the improvement process. The conduct of general orientation by NSAAO on the revised checklist to the NSAs was vital in the process. Collaboration with different stakeholders fosters ownership and practical suggestions/solutions which increases the sustainability of the changes.
2. To guarantee consistency, effectiveness, and quality in service delivery, standardizing workflows and procedures is essential. Maintaining excellence over time, measuring success, and identifying gaps are all made easier with a well-defined set of standards and performance indicators.
3. Managing resistance and cultivating an organizational culture of continuous improvement are essential to implementing service quality improvements. To assist staff and stakeholders in adjusting to new procedures and technology, training, communication, and leadership support are essential.

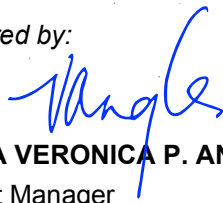
² Survicate (n.d.) *Survey response rates: What's a good response rate?* Available at: <https://survicate.com> (Accessed: 9 January 2025).

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V. Attachments

- Summary of Evaluation for Course and Resource Person (for training program)
- Certificate of Project Closure

Prepared by:


MARIA VERONICA P. ANGELES
Project Manager

Noted / Approved by:


ARNEL D. ABANTO
Acting Vice President, PDC

Notes:

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data.