



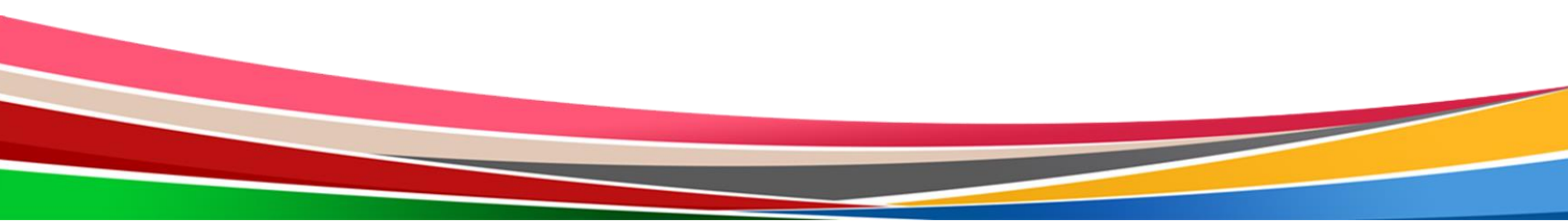
DON MARIANO MARCOS MEMORIAL STATE UNIVERSITY

Client Satisfaction Measurement Report

2023 (1st Edition)

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I. Overview:

As established by Presidential Decree No. 1778 signed by former President Ferdinand E. Marcos on January 15, 1980, the Don Mariano Marcos Memorial State University (DMMMSU) is the lone state university in the province of La Union, Philippines. Pursuant to its charter, the University is mandated to provide advanced instruction in the arts, agriculture, fishery, engineering and natural sciences, as well as in other technological and professional fields; promote research and engage in extension work.

Currently, DMMMSU has seven (7) operating units, namely: (1) Central Administration (CA); (2) North La Union Campus (NLUC); (3) Mid La Union Campus (MLUC); (4) South La Union Campus (SLUC); (5) Open University System (OUS); (6) Sericulture Research and Development Institute (SRDI); and (7) National Apiculture Research Training and Development Institute (NARDTI). That said, DMMMSU offers quality instruction, research, and extension services across the province of La Union such as Agoo, Sto. Tomas, Rosario, Bacnotan, Balaoan, Naguilian, and in the City of San Fernando. Additionally, DMMMSU's reach extends beyond its immediate vicinity, as it also provides its services to neighboring provinces and regions, and even internationally through its distance learning modalities.

Anchored on seven core values namely service, productivity, excellence, commitment, innovativeness, advocacy, and leadership, DMMMSU envisions to become a globally competitive University, and is mandated to provide high quality instruction, research, and extension. Its undiminished goal is to lead in transforming human resources into productive, self-reliant citizens, and responsible leaders.

Living with its mantra of embracing world-class standards, the spirit of continual improvement ultimately aimed at client satisfaction compellingly surrounds the University. This commitment to client satisfaction is evidenced in the University's quality policy statement, that is., to achieve high level of clientele satisfaction; and is further quantified in the University's quality objectives, that is, to achieve at least 80 percent client satisfaction. To verify that the said target is achieved at all times, the University crafted and implemented a Standard Operating Procedure (SOP) on Client Feedback. The purpose of this SOP is to standardize the process of determining client satisfaction and handling client complaints in the DMMMSU Quality Management System and to ensure that client complaints are being handled correctly until appropriate action is made.

Table 1 shows the summary of results for salient quantitative parameters regarding Citizen's Charter questions as well as client satisfaction with respect to the eight (8) service quality dimensions (SQDs) expressly identified in the survey questionnaire prescribed by the Anti-Red Tape Authority (ARTA) which are to be discussed in detail in the subsequent sections of this report.

Table 1. Summary of Results: Citizen’s Charter Questions, Response Rate, and Client Satisfaction, January-December 2023

	Score
CC Awareness:	90.54%
CC Visibility:	93.90%
CC Helpfulness:	97.50%
Response Rate:	4.50%
Overall Score:	99.52%

II. Scope:

The University, through its Quality Assurance Unit, conducted a Client Feedback Survey covering all the services offered by DMMMSU from January to December 2023. As previously mentioned, the DMMMSU is a multi-site University as its operating units are sprawled across multiple towns in the province of La Union. That said, the table below shows the external services that each operating unit is offering and, consequently, the said table attributes the source of data per service used in this analysis.

Table 2. List of External Services Offered by DMMMSU's Operating Units

EXTERNAL SERVICE	CA	SLUC	MLUC	NLUC	OUS	NARTDI	SRDI
Application for Final Defense	N/A	✓	✓	✓	✓	N/A	N/A
Application for Thesis Proposal	N/A	✓	✓	✓	✓	N/A	N/A
Enrolment Procedure	N/A	✓	✓	✓	✓	N/A	N/A
Practice Teaching/On-The-Job Training/Capstone	N/A	✓	✓	✓	✓	N/A	N/A
Adding/Dropping of Subjects	N/A	✓	✓	✓	✓	N/A	N/A
Admission, Registration, and Enrolment	N/A	✓	✓	✓	✓	N/A	N/A
Application for Graduation	N/A	✓	✓	✓	✓	N/A	N/A
Certification, Authentication, and Verification of School Credentials/Documents	N/A	✓	✓	✓	✓	N/A	N/A
Completion of Grades	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Application form for Shiftee/Re-enrollee	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Certificate of Enrolment/Grades/ Graduation/Units Earned	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Official Transcript of Records/Diploma of Graduates	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Permit to Cross-enroll	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Second Copy of Official Transcript of Records/ Diploma of Graduates	N/A	✓	✓	✓	✓	N/A	N/A
Request for Certificate of Transfer Credentials (CTC)	N/A	✓	✓	✓	✓	N/A	N/A
Accreditation of Student Organizations	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Permits for Student In-Campus Activities	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Permits for Student Local Off-Campus Activities	N/A	✓	✓	✓	✓	N/A	N/A
Management of Student Discipline	N/A	✓	✓	✓	✓	N/A	N/A

Application for College Admission Test	N/A	✓	✓	✓	✓	N/A	N/A
Counseling Services	N/A	✓	✓	✓	✓	N/A	N/A
Information Services	N/A	✓	✓	✓	✓	N/A	N/A
Testing Services-Administration of Psychological Test	N/A	✓	✓	✓	✓	N/A	N/A
Circulation of Books and Other Library Materials	N/A	✓	✓	✓	✓	N/A	N/A
Multimedia/Internet Services	N/A	✓	✓	✓	✓	N/A	N/A
Referral Service	N/A	✓	✓	✓	✓	N/A	N/A
Signing of Clearances	N/A	✓	✓	✓	✓	N/A	N/A
Admission of New Students	N/A	✓	✓	✓	✓	N/A	N/A
Application for Comprehensive Examination	N/A	✓	✓	✓	✓	N/A	N/A
Application for Final Oral Presentation	N/A	✓	✓	✓	✓	N/A	N/A
Application for Proposal Presentation	N/A	✓	✓	✓	✓	N/A	N/A
Application for Qualifying Examination	N/A	✓	✓	✓	✓	N/A	N/A
Completion of Grades	N/A	✓	✓	✓	✓	N/A	N/A
Enrolment	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Certificate of Grades	N/A	✓	✓	✓	✓	N/A	N/A
Issuance of Transcript of Records (TOR)	N/A	✓	✓	✓	✓	N/A	N/A
Approval of Request for Presentation in a Regional, and National Scientific Forum	✓	✓	✓	✓	✓	✓	✓
Approval of Request for Presentation in International Scientific Forum	✓	✓	✓	✓	✓	✓	✓
Request for Assistance on Intellectual Property Registration	✓	✓	✓	✓	✓	✓	✓
Publication in DMMMSU Research and Extension (R&E) Journal	✓	✓	✓	✓	✓	✓	✓

Request for Assistance in the Submission for Publication in (WOS and SCOPUS Indexed) Scientific Journals	✓	✓	✓	✓	✓	✓	✓
Request for Assistance in the Revision and Re-submission of “Conditionally Approved” Articles for Potential Publication in WOS and SCOPUS Indexed Scientific Journals	✓	✓	✓	✓	✓	✓	✓
Request for Assistance in the Financing and Submission of “Approved” Articles for Publication in WOS and SCOPUS Indexed Scientific Journals	✓	✓	✓	✓	✓	✓	N/A
Request for Assistance in the Development of IEC Materials	✓	✓	✓	✓	✓	✓	N/A
Responses to Notices and Decisions of the Commission on Audit	✓	✓	✓	✓	✓	N/A	N/A
Procurement of Civil Works/Supplies/Consultancy using Alternative Mode of Procurement	✓	✓	✓	✓	✓	N/A	N/A
Sale of Bidding Documents	✓	✓	✓	✓	✓	N/A	N/A
Assessment of Fees for Other Payors	✓	✓	✓	✓	✓	N/A	✓
Pre-audit of Payroll/ Disbursement Vouchers	✓	✓	✓	✓	✓	N/A	✓
Verification and Adjustment of Student Fees/Account Balances	✓	✓	✓	✓	✓	N/A	N/A
Allocation of Fund	✓	✓	✓	✓	✓	N/A	✓
Collection of Fees from Other Payors	✓	✓	✓	✓	✓	N/A	✓
Payment of Payroll/ Disbursement Vouchers	✓	✓	✓	✓	✓	N/A	✓
Medical Clearance of New Entrants and Transferees	N/A	✓	✓	✓	N/A	N/A	N/A

Medical Clearance of New Entrants and Transferees - Covid Management of Emergency Cases	N/A	✓	✓	✓	N/A	N/A	N/A
Management of Infectious or Contagious Disease	✓	✓	✓	✓	N/A	N/A	N/A
Medical and Dental Consultation and Treatment	✓	✓	✓	✓	N/A	N/A	N/A
Medical and Dental Consultation and Treatment - Covid	✓	✓	✓	✓	N/A	N/A	N/A
Medical and Dental Clearance for School-Related Activities	N/A	✓	✓	✓	N/A	N/A	N/A
Medical and Dental Clearance for School-Related Activities-Covid	N/A	✓	✓	✓	N/A	N/A	N/A
Client Satisfaction Survey	✓	✓	✓	✓	✓	✓	✓
Receipt of Deliveries of Supplies, Materials and Equipment	✓	✓	✓	✓	✓	✓	✓
Receiving of Externally Generated Documents	✓	✓	✓	✓	✓	✓	✓

Meanwhile, Table 3 expressly provides the number of total transactions per external service as well as the number of clients who responded to the Client Feedback Survey administered by the University.

Table 3. DMMMSU's External Services and their Corresponding Number of Responses and Total Transactions, January- December 2023

OFFICE/UNIT RESPONSIBLE	External Services	Responses	Total Transactions
Instruction	Application for Final Defense	305	1,481
	Application for Thesis Proposal	315	1,731
	Practice Teaching/On-The-Job Training/Capstone	335	4,774
Registrar	Adding/Dropping of Subjects	294	1,238
	Admission, Registration, and Enrolment	381	46,078
	Application for Graduation	354	4,470

	Certification, Authentication, and Verification of School Credentials/Documents	326	2,150
	Completion of Grades	363	6,506
	Issuance of Application form for Shiftee/Re-enrollee	186	358
	Issuance of Certificate of Enrolment/Grades/ Graduation/Units Earned	375	14,028
	Issuance of Official Transcript of Records/Diploma of Graduates	362	6,153
	Issuance of Permit to Cross-enroll	147	238
	Issuance of Second Copy of Official Transcript of Records/ Diploma of Graduates	342	3,043
	Request for Certificate of Transfer Credentials (CTC)	283	1,070
Student Affairs and Services	Accreditation of Student Organizations	89	114
	Management of Student Discipline	17	18
Guidance Counseling	Application for College Admission Test	370	9,354
	Counseling Services	348	3,523
	Information Services	378	17,098
	Testing Services- Administration of Psychological Test	356	4,910
Library	Circulation of Books and Other Library Materials	382	56,122
	Multimedia/Internet Services	379	27,168
	Referral Service	67	81
	Signing of Clearances	377	17,600
College Graduate Studies	Admission of New Students	181	339
	Application for Comprehensive Examination	118	169
	Application for Final Oral Presentation	102	138
	Application for Proposal Presentation	81	101
	Application for Qualifying Examination	45	52
	Completion of Grades	38	41

	Enrolment	325	2,038
	Issuance of Certificate of Grades	172	311
	Issuance of Transcript of Records (TOR)	169	302
Research	Approval of Request for Presentation in a Regional, and National Scientific Forum	241	605
	Approval of Request for Presentation in International Scientific Forum	66	80
	Request for Assistance on Intellectual Property Registration	81	100
Publication	Publication in DMMMSU Research and Extension (R&E) Journal	1	1
	Request for Assistance in the Submission for Publication in (WOS and SCOPUS Indexed) Scientific Journals	28	29
	Request for Assistance in the Revision and Re-submission of “Conditionally Approved” Articles for Potential Publication in WOS and SCOPUS Indexed Scientific Journals	23	23
	Request for Assistance in the Financing and Submission of “Approved” Articles for Publication in WOS and SCOPUS Indexed Scientific Journals	42	42
	Request for Assistance in the Development of IEC Materials	33	36
Legal Services	Responses to Notices and Decisions of the Commission on Audit	47	54
Bids and Awards Committee (BAC)	Procurement of Civil Works/Supplies/Consultancy using Alternative Mode of Procurement	287	1,121
	Sale of Bidding Documents	63	75
Accounting	Assessment of Fees for Other Payors	175	202
	Pre-audit of Payroll/ Disbursement Vouchers	351	2,837
	Verification and Adjustment of Student Fees/Account Balances	247	3,285

Budget	Allocation of Fund	360	5,138
Cashier	Collection of Fees from Other Payors	382	12,103
	Payment of Payroll/ Disbursement Vouchers	266	775
Medical Services	Medical Clearance of New Entrants and Transferees	368	8,498
	Management of Infectious or Contagious Disease	331	1,047
	Medical and Dental Consultation and Treatment	404	16,596
	Medical and Dental Clearance for School-Related Activities	466	5,987
Quality Assurance	Client Satisfaction Survey	336	2,609
Supply	Receipt of Deliveries of Supplies, Materials and Equipment	327	1,851
Records	Receiving Externally Generated Documents	366	7,841
	TOTAL	13,653	303,736

DMMMSU's Response Rate

As can be gleaned from the table above, the University had a total of 303,736 completed transactions with respect to its sixty-three (63) external services in 2023. Among the said figure, 13,653 clients responded to the administered Client Feedback Survey. As such, the response rate of DMMMSU's clients or stakeholders in terms of the University's external services is calculated as follows:

$$\mathbf{RESPONSE\ RATE} = \frac{\mathbf{Number\ of\ Surveyed\ Responses}}{\mathbf{Total\ Number\ of\ Transactions}} * 100$$

$$\mathbf{DMMMSU'S\ RESPONSE\ RATE} = \frac{13,653}{303,736} * 100 = \mathbf{4.50\%}$$

In retrospect, the University considers the response rate of only 4.50% as relatively low. This low response rate among clients availing of the DMMMSU's external services is attributed to the following reasons: (1) transition to a new Client Feedback Form; (2) incomplete data entry; and (3) shift in preferences for accessing the service.

Transition to a New Feedback Form. In 2023, the University revised its Client Feedback Form (CFF) twice, i.e., in March and in October. The first CFF revision was the outcome of the benchmarking activity participated by the University personnel designated in the Quality Assurance office in 2022. In particular, the first CFF revision expressly incorporated the eight (8) service quality dimensions (SQDs) reflected in the guidelines for the grant of Performance-Based Bonus (PBB) in the preceding years. Meanwhile, the second CFF revision drew from the recommended survey questionnaire by the Anti Red Tape Authority (ARTA). More specifically, the second CFF revision included the questions related to Citizen’s Charter.

This change has prompted a learning curve for faculty, staff, and clients alike. During this transition, there may have been a temporary decrease in survey participation as individuals familiarize themselves with the new feedback form.

Incomplete Data Entry. Corollary to the foregoing, the rollout of a new Client Feedback Form following two cycles of revision throughout the year may have caused confusion or difficulties in data entry for clients, resulting in incomplete surveys. It bears stressing that accomplished CFFs wherein the client ticked two boxes corresponding to different ratings for the same SQD are considered null and, therefore, excluded from the total number of surveyed responses. Upon perusal of the CFFs accomplished by the University’s clients, it was discovered that the aforesaid scenario happened to a significant number of the surveyed responses; hence, contributing to a relatively lower response rate.

Further, some clients may have chosen not to disclose or respond to certain sections of the survey due to privacy concerns or time constraints; thus, further exacerbating the survey participation rate.

Shift in Preferences for Accessing the Service. Aside from the traditional paper-based conduct of the Client Feedback Survey and considering that a great number of external services are also being delivered online, DMMMSU provided its clients an alternative way to accomplish the same through online means. However, some online clients failed to accomplish the survey after accessing the service. It is highly likely that clients availing services virtually may perceive less necessity to provide feedback compared to those who have in-person interactions.

External Services with Low Response Rate

Out of the sixty-three (63) external services of the University, **nineteen (19) of which registered relatively lower response rates**, i.e., below 10%, in the Client Feedback Survey administered in 2023. Table 4 lists down the said external services.

Table 4. DMMMSU's External Services with Response Rate Below 10%, January - December 2023

OFFICE/UNIT RESPONSIBLE	External Services	Response Rate
Instruction	Practice Teaching/On-The-Job Training/Capstone	7.02%
Registrar	Admission, Registration, and Enrolment	0.83%
	Application for Graduation	7.92%
	Completion of Grades	5.58%
	Issuance of Certificate of Enrolment/Grades/ Graduation/Units Earned	2.67%
	Issuance of Official Transcript of Records/Diploma of Graduates	5.88%
Guidance Counseling	Application for College Admission Test	3.96%
	Counseling Services	9.88%
	Information Services	2.21%
	Testing Services- Administration of Psychological Test	7.25%
Library	Circulation of Books and Other Library Materials	0.68%
	Multimedia/Internet Services	1.40%
	Signing of Clearances	2.14%
Accounting	Verification and Adjustment of Student Fees/Account Balances	7.52%
Budget	Allocation of Fund	7.01%
Cashier	Collection of Fees from Other Payors	3.16%
Medical	Medical Clearance of New Entrants and Transferees	4.33%
	Medical and Dental Clearance for School-Related Activities	7.78%
Records	Receiving Externally Generated Documents	4.67%

Cross-referencing to Table 3 would yield the conclusion that the services listed in the table above are those with high-volume transactions, i.e., those with thousands of completed transactions. That is, it is precisely the high-volume transactional nature of these services that led to the relatively low response rates since these often involve brief and routinary interactions focused on completing a transaction rather than providing feedback. Further, clients who engage frequently with these services may

become fatigued by the sheer volume of surveys they receive leading them to develop a tendency to ignore or overlook survey requests. Hence, the relatively lower response rates.

It is worth noting, however, that although these services have registered response rates below 10%, the minimum number of responses generated using the sample size calculator prescribed by the Anti-Red Tape Authority have nevertheless been complied with. Thus, statistically sound results may be culled out from the surveyed responses.

External Services with Zero Transactions

The services listed in Table 5 had zero transactions for the entire period covered by this report. Firstly, as to Enrolment Procedure, this service was duplicated in the University’s Citizen’s Charter as this is necessarily absorbed by the service titled Admission, Registration, and Enrolment under the Office of the Registrar.

Table 5. DMMMSU’s External Services with Zero Transactions, January - December 2023

OFFICE/UNIT RESPONSIBLE	External Services	Responses	Total Transactions
Instruction	Enrolment Procedure	0	0
Student Affairs and Services	Issuance of Permits for Student In-Campus Activities	0	0
	Issuance of Permits for Student Local Off-Campus Activities	0	0
Medical Services	Medical Clearance of New Entrants and Transferees - Covid Management of Emergency Cases	0	0
	Medical and Dental Consultation and Treatment - Covid	0	0
	Medical and Dental Clearance for School-Related Activities-Covid	0	0

Secondly, as to Issuance of Permits for Student In-Campus Activities, the Student Affairs and Services (SAS) units in the University declared zero transaction in 2023 because

their offices only issue endorsements for valid in-campus activities to be approved by the Chancellor.

Thirdly, as to Issuance of Permits for Student Local Off-Campus Activities, there were no transactions in 2023 because the SAS units only check the requirements and certify the completeness and compliance of the said requirements through a Report of Compliance which is then submitted by the concerned college or organization for the issuance of Certificate of Compliance by the CHED-R01.


Finally, as to the three (3) services related to COVID-19 under the Medical Services Unit, there were no transactions in 2023 following the lifting of pandemic-related restrictions. Given the reversion back to normal due to significant improvements in the situation, there was no demand for COVID-related medical services in the University. Thus, it logically follows that there was no completed transaction for these services in 2023.

To address these concerns, DMMMSU has included in its Continuous Agency Improvement Plan FY 2024 strategies to thoroughly review its Citizen’s Charter and make the necessary revisions for the streamlining of the same thereafter.



III. Methodology:

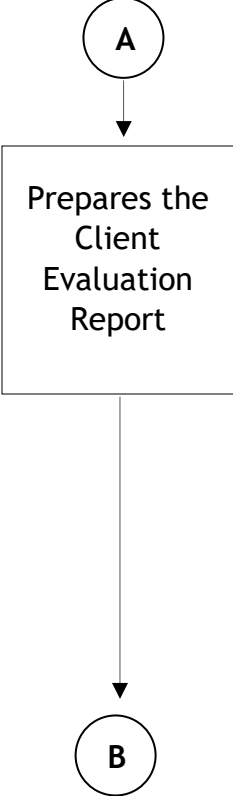
To ensure the standardized and efficient implementation of the Client Feedback Survey in the DMMMSU, the University’s Quality Assurance Unit crafted a standard operating procedure (SOP) titled DMMMSU-QA-SOP-002: Client Feedback Procedure. This outlines the steps commencing from the handing out of client feedback forms or providing the QR code to clients to generating monthly reports until the submission of quarterly analysis of client evaluation reports.

Figure 1. DMMMSU-QA-SOP-002: Client Feedback Procedure

FLOWCHART	RESPONSIBLE	DETAILS	INTERFACE DOCUMENTS
	Process Owners Academic/ Support Unit Staff	Each academic/support unit shall provide a printed Client Feedback Form to their clients subsequent to the delivery of their services.	Client Feedback Form QR Code



		<p>Alternatively, process owners or their staff may direct their clients to use the QR code posted in conspicuous places in the University to access the online Client Feedback Form.</p>	
<div data-bbox="222 457 472 695" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Collects accomplished Client Feedback Forms</p> </div>  <div data-bbox="306 1016 391 1100" style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <p>A</p> </div>	<p>QA Staff</p> <p>Internal Quality Management Audit Coordinator</p> <p>Operating Unit Internal Quality Management Auditors</p>	<p>Every month, the University/Operating Unit Quality Assurance (QA) Office spearheads the collection of accomplished paper-based Client Feedback Forms from drop boxes of units/offices in the University. Further, the responses in the online Client Feedback Form shall be extracted from the online tally sheet for inclusion in the processing and analysis of client satisfaction survey results.</p> <p>In collating the accomplished Client Feedback Forms, the following are strictly observed:</p> <ol style="list-style-type: none"> (1) only Client Feedback Forms from official and sealed drop boxes located in the designated areas around the University shall be collected; and (2) Collection, revision, filtering, trolling, and/or any form of mutilation of Client Feedback Forms by any unauthorized personnel is strictly prohibited. The tampered Client Feedback Form shall be considered null and void and shall be excluded from the processing and analysis of client satisfaction survey results. 	<p>Client Feedback Form</p>

 <p style="text-align: center;">A</p> <p style="text-align: center;">↓</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Prepares the Client Evaluation Report </div> <p style="text-align: center;">↓</p> <p style="text-align: center;">B</p>	<p style="text-align: center;">Internal Quality Management Audit Coordinator</p> <p style="text-align: center;">Operating Unit Internal Quality Management Auditors</p>	<p>The Internal Quality Management Audit (IQMA) Coordinator and Operating Unit Internal Quality Management Auditors (IMA) are in charge of the preparation of the monthly Client Evaluation Reports.</p> <p>In preparing the Client Evaluation Report, QA may resort to random sampling in cases where the number of collected accomplished Client Feedback Forms from the drop box of a unit/office exceeded two hundred fifty (250). To ensure the representativeness of the random sample obtained from the pool of accomplished forms, the following shall be observed:</p> <ol style="list-style-type: none"> (1) the 250 paper-based samples to be processed shall be culled from each client group (i.e., parents, students, faculty & staff, and other stakeholders) in equal proportion, if possible; and (2) for each client group with accomplished client feedback forms exceeding the determined proportion, sampling shall be done until the maximum proportionate number is drawn. <p>Moreover, to ensure fair representation of clients, a client shall only fill out a Client Feedback Form for the same unit/office thrice at the maximum in a client evaluation cycle.</p>	<p style="text-align: center;">Client Evaluation Report</p>
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		<p>As for units/offices that maximized the utilization of the online Client Feedback Survey, all feedback entries shall be counted on top of the valid and processed manual/paper-based forms subject to the guidelines mentioned above.</p> <p>Finally, commendations/suggestions/comments expressed by clients are also summarized by the University/Campus/Operating QA Office and are included in the Client Evaluation Report.</p>	
	<p>QMR University/ Operating Unit QA</p>	<p>The results of the Client Satisfaction Survey are submitted to the head of the operating unit on or before the 5th day of the month after the client evaluation cycle.</p> <p>Further, QA units of all operating units in the University shall furnish the Quality Management Representative (QMR) with a copy of the monthly Client Evaluation Reports.</p>	<p>Client Evaluation Report</p>
	<p>QMR/ Operating Unit Authorized Representative (OUAR) University/ Operating Unit QA</p>	<p>In the event that a unit/office obtains a below satisfactory performance index, i.e., below 80% , the University/Operating Unit QA Unit shall prepare a Nonconformity Report which is to be issued by the QMR/OUAR to the said unit/office.</p> <p>The concerned unit/office shall then craft a Corrective/Improvement Action</p>	<p>Nonconformity Report Corrective/ Improvement Action Plan</p>

		Plan in response to the issued Nonconformity Report.	
	<p>Internal Quality Management Audit Coordinator</p> <p>Operating Unit Internal Quality Management Auditors</p>	<p>At the end of every quarter, the IQMA Coordinator and his/her counterparts in the operating units shall craft an analysis of Client Evaluation Reports for their respective operating units. The said analysis shall include, but are not limited to, the following: (1) a description of the distribution of clients according to type, gender, and point of origin; and (2) a discussion of the sub-section index per service quality dimension, i.e., process, personnel, and facilities.</p> <p>The IQMA Coordinator shall also be responsible for crafting the Quarterly Analysis of Client Evaluation Reports encompassing the entire University.</p>	Quarterly Analysis of Client Evaluation Report
	<p>QMR</p> <p>University/ Campus/ Operating Unit QA</p>	<p>The Campus/Operating Unit Quarterly Analysis of Evaluation Report is submitted to the head of the concerned operating unit. Meanwhile, that which encompasses the entire University is submitted to the President.</p>	Quarterly Analysis of Client Evaluation Report

The table below shows the 5-Point Likert Scale as well as their corresponding qualitative interpretation that clients use as a reference in rating the University’s service delivery.

Table 6. 5-Point Likert Scale and Survey Scoring System

Scale	Rating
5	Strongly Agree
4	Agree
3	Neither Agree nor Disagree
2	Disagree
1	Strongly Disagree

The overall score for the eight (8) service quality dimensions (SQDs) reflected in the University’s Client Feedback Form (see Annex A) were computed based on the following formula:

$$\text{Overall Score} = \left(\frac{\text{Number of Strongly Agree answers} + \text{Number of Agree answers}}{\text{Total Number of Respondents} - \text{Number of N/A answers}} \right) * 100$$

The interpretation of the Overall Score calculated using the above equation is shown in Table 7.

Table 7. Interpretation of Overall Score

Percentage	Rating
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

IV. Data and Interpretation

A. DEMOGRAPHIC PROFILE

This section discusses the demographic profile of DMMMSU’s external client base in 2023. In particular, distribution of clients according to age, gender, region, and type are subsequently discussed in detail.

A.1. Age

Table 8. Distribution of External Clients According to Age, January to December 2023

Age	External
1. 19 or lower	173
2. 20 - 34	902
3. 35 - 49	208
4. 50 - 64	57
5. 65 or higher	2
6. Did not specify	12,311
TOTAL	13,653

Table 8 provides the breakdown of DMMMSU’s external clients with respect to age. The figures indicated therein show that **90.17%** (12,311/13,653) of clients **did not disclose their age**. Since many deem age as a personal information, this high percentage of non-disclosure of age in the survey reflects the general preference for confidentiality among the surveyed clients. Further, it is to be underscored that the University’s Client Feedback Form expressly indicated age as optional, allowing respondents to skip it if they preferred not to provide that information. Notwithstanding, the availability of other sources of demographic information in this report, e.g., type of external client such that the majority of the clients are students (*see Table 11*), gives the University an alternative means of inquiring about the age of its clients and, consequently, to form a conjecture about its clients’ preferences.

Meanwhile, excluding clients belonging to the age group of 20-34 years old which comprise 6.61% (902/13,653) of the University’s client base, there is no significant difference in the percentage of age groups among DMMMSU’s surveyed clients. This suggests that the University’s external client base is evenly distributed across different age groups, thereby reflecting a broad representation of stakeholders with varying needs, backgrounds, and experiences.

A.2. Gender

Understanding the gender demographics of the University’s clientele base allows the DMMMSU administration to make informed decisions that reflect the needs and interests of its stakeholders. Table 9 presents the gender breakdown of DMMMSU’s external clients in 2023. It suggests that **41.18%** (5,622/13,653) of the client base is comprised of females, while **32.02%** (4,372/13,653) consists of males. Although there are differences in the reported figures, the variance is not significant; hence, indicating that DMMMSU’s clients appear to have a relatively balanced representation between males and females.

Table 9. Distribution of External Clients According to Gender, January to December 2023

Gender	External
1. Male	4,372
2. Female	5,622
3. LGBTQ+	222
4. Prefer not to say	3,437
TOTAL	13,653

Meanwhile, a quarter of the surveyed clients, i.e., **25.17%** (3,437/13,653) did not disclose their gender. This suggests that a huge number of clients skip, deliberately or not, to answer this portion of the Client Feedback Form. The University considers this proportion significant in terms of gathering needed information, and so initiatives will be taken to address this matter.

Finally, a small portion, i.e, **1.63%** (222/13,653) of the surveyed clients belongs to the LGBTQ+ Community. It bears stressing that this low percentage could be attributed to clients preferring not to disclose their identity due to privacy concerns. Looking at it from another perspective, however, suggests that the University provides an inclusive environment evidenced by its engagement with the LGBTQ+ community.

In sum, the gender groups are well-represented in the University’s external clientele base; hence, further proving the validity and accuracy of the findings herein.

A.3. Region

Table 10. Distribution of External Clients According to Region, January to December 2023

Region	External
1. Region I	9,063
2. Region II	1
3. Region III	3
4. Region IV-A	7
5. Region IV-B	0
6. Region V	10
7. Region VI	0
8. Region VII	1
9. Region VIII	0
10. Region IX	0
11. Region X	0
12. Region XI	0
13. Region XII	0
14. Region XIII	0
15. NCR	0
16. CAR	5
17. BARMM	0
18. Did not specify	4,563
TOTAL	13,653

The table above shows the breakdown of the University’s external clients on the basis of the region where they came from. A quick glance at Table 10 suggests that the majority, i.e., **66.38%** (9,063/13,653) of the clients are from **Region I**. This figure indicates that DMMMSU has a strong presence and influence in Northern Luzon and that the University serves the communities within the region it belongs to. In turn, this information further validates and highlights opportunities for collaboration, regional development, and strategic planning to further enhance DMMMSU’s role as a leading higher educational institution in Northern Luzon.

Moreover, similar to the demographic characteristics discussed above, a huge chunk, i.e., **33.42%** (4,563/13,653) of the clients **did not disclose their region of residence** ultimately because it was expressly indicated as optional in the survey questionnaire, as well as due to clients’ general preference for confidentiality.

Apart from Region 1, Table 10 suggests that DMMMSU also served clients from Regions II, III, IV-A, V, VII, and CAR.

A.4. Type of External Client

True to its nature as an educational institution, Table 11 shows that **71.24%** (9,726/13,653) of the surveyed clients served by DMMMSU are **students**. The dominance of students in the University’s external clientele base underscores the importance of maintaining a student-centric approach in DMMMSU’s operations and delivery of services. On the flipside, the University also gains from feedback coming from students as their responses in the Client Feedback Survey can be used as inputs in shaping DMMMSU’s policies, programs, and services which will redound to the benefit of both the University and the transacting public.

Table 11. Distribution of External Clients According to Type, January to December 2023

Type of External Client	External
1. Student	9,726
2. General Public	1,362
3. Government Employee	2,269
4. Businesses/Organizations	296
TOTAL	13,653

Next to the students, **government employees** formed part of **16.62%** (2,269/13,653) of the University's surveyed clients. This suggests that DMMMSU's services have relevance or impact on other government agencies as well as their personnel; hence, this engagement can signify potential partnerships or collaborations with these governmental bodies. More importantly, the survey responses from this group can provide valuable insights into how DMMMSU can align its programs or services with government priorities, regulations, and activities.

Following the government employees are the **general public** who comprise **9.98%** (1,362/13,653) of external clients surveyed by DMMMSU. The presence of individuals from the general public among the survey respondents indicates that the University's activities, services, or programs have relevance beyond its immediate stakeholders. Further, the responses of general public evidence the accessibility and inclusivity of DMMMSU's client feedback mechanisms as the manner of gathering feedback extends not only to its direct stakeholders, but also to the wider community it serves.

Finally, **2.17%** (296/13,653) of the responses in this survey came from **businesses/organizations**. On first glance, the fact that clients from the private sector only minimally form part of DMMMSU's external clientele base yields the conclusion that the University has limited interactions with this group. However, their participation in the feedback survey still provides the University insights such that by understanding their needs and experiences in transacting with offices in DMMMSU, the University can tailor its programs, services, and strategies in meeting the demands of the private sector.

Overall, upon analyzing the demographic characteristics of DMMMSU's external client base in 2023, the University deems that the surveyed respondents are representative of the population of clients that it serves since it is reflective of the University's mandate, i.e., to provide instruction services as a leading higher educational institution in Northern Luzon.

B. COUNT OF CC AND SQD RESULTS

B.1. CC Results

Pursuant to the prescribed instrument for Client Satisfaction Measurement issued by ARTA, three metrics were used to evaluate the satisfaction and positive perception among clients regarding the Citizen's Charter (CC), to wit: (1) CC1: Awareness; (2) CC2: Visibility; and (3) CC3: Helpfulness. Table 12 illustrates the responses given by

DMMSU’s external clients with respect to the University’s Citizen’s Charter and the figures therein are discussed in the subsequent sections.

Table 12. Citizen’s Charter Awareness, January to December 2023

Citizen’s Charter Answers	Responses	Percentage
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this office’s CC.	1,350	90.54%
2. I know what a CC is but I did not see this office’s CC.	71	4.76%
3. I learned of the CC only when I saw this office’s CC.	50	3.35%
4. I do not know what a CC is and I did not see this office/s CC.	20	1.34%
CC2. If aware of CC, would you say that the CC of this office was...?		
1. Easy to see	1,448	93.90%
2. Somewhat easy to see	79	5.12%
3. Difficult to see	6	0.39%
4. Not visible at all	9	0.58%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	1,483	97.50%
2. Somewhat helped	37	2.43%
3. Did not help	1	0.07%

CC1: Awareness. An overwhelming supermajority of 90.54% of the University’s external clients answered that they know what a CC is and that they saw the CC of the office delivering the service they availed of; hence, indicating that a significant proportion of the clients are aware of the CC. Drawing from the definition given to Citizen’s Charter as a contract between the government and the client, this result is

crucial because awareness is the first step towards utilizing the services outlined in the charter.

CC2: Visibility. With respect to this metric, 93.90% of the University's external clients responded that the CC of offices across the University are easy to see. Thus, it follows that the CC is effectively communicated and made accessible to clients further indicating that the CC is prominently displayed in conspicuous places, easily accessible, and actively promoted through various channels.

CC3: Citizen's Charter Helpfulness. Out of all the three metrics regarding CC questions in the survey form, helpfulness was rated highest by the University's external clients. In particular, 97.50% of the respondents answered that the DMMMSU's CC helped them very much in relation to their transactions with the University. This, therefore, indicates that clients perceive the CC as not a mere scrap of paper, but a valuable resource for understanding their rights in relation to the services provided by DMMMSU.

Table 12 also shows that only approximately 10% of the surveyed clients answered the survey questions related to Citizen's Charter. This is because DMMMSU incorporated these questions in the Client Feedback Form in October, following the orientation conducted by ARTA on September 22, 2023 as regards guidelines on the Harmonized Client Satisfaction Measurement (CSM). Considering that the implementation of the revised CFF was done in the last quarter of the year and taking into account the learning curve experienced by clients in accomplishing the new form, only the responses of approximately 10% of the surveyed clients were included in the analysis of results in this section. The University also made earnest efforts in backtracking those clients who have availed of services in the previous months; however, DMMMSU faced great difficulty in such undertaking.

Notwithstanding, these results reflect positively on the University's effort to implement and communicate the Citizen's Charter. They indicate a strong foundation for transparency, accountability, and client-centric manner of service delivery. Moving forward, the University will continue to include these three CC questions in the CFF so as to emphasize the importance of Citizen's Charter in the aspect of service delivery.

B.2. SQDO Results

This parameter measures the overall satisfaction of the University's external clients with respect to their experiences in availing of DMMMSU's services. Table 13 indicates that DMMMSU's clients gave an overall rating of **99.79%** for SQDO. This impressively high

percentage translates to **outstanding** pursuant to the interpretation of quantitative results earlier discussed in Table 7.

Table 13. SQDO Results, January to December 2023

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
SQDO	5,018	291	4	2	5	8,333	13,653	99.79%

More importantly, the remarkably high overall satisfaction rating of 99.79% reflects that an overwhelming majority of the DMMSU’s clients are highly satisfied with the quality of services, programs, and support provided by the University. This means that the purposes of their visits have been satisfactorily met, and that they had a holistically positive experience in transacting with various offices in the University.

On the part of the University administration and personnel, this high overall satisfaction rating is a testament to their commitment to excellence in service delivery and their strong dedication to meeting the needs and expectations of stakeholders. It affirms DMMSU’s conquest to live up to its mantra of embracing world-class standards.

B.3. SQD1-8 Results

This section of the report provides the results for the eight (8) service quality dimensions specified in the prescribed survey questionnaire issued by ARTA. Based on Table 14, DMMSU received an **outstanding rating in all of the SQDs** from its external clients, with **outcome** being rated highest at **99.62%** and **costs** being rated lowest at **99.20%**.

Table 14. SQD1-8 Results, January to December 2023

Service Quality Dimensions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total Responses	Overall
Responsiveness	12,835	752	50	5	7	4	13,653	99.55%
Reliability	12,727	846	52	6	10	12	13,653	99.50%
Access and Facilities	12,719	834	57	5	6	32	13,653	99.50%

Communication	12,809	741	53	6	8	36	13,653	99.51%
Costs	9,652	712	51	4	29	3,205	13,653	99.20%
Integrity	12,899	668	42	5	9	30	13,653	99.59%
Assurance	12,921	661	40	9	7	15	13,653	99.59%
Outcome	12,907	621	39	7	6	73	13,653	99.62%
Overall	99,469	5,835	384	47	82	3,407	109,224	99.52%

Achieving outstanding ratings, i.e., ranging from 99.20% to 99.62%, across all service quality dimensions signifies DMMMSU’s holistic approach to client satisfaction. That is, the University imbibes a client-centric culture where the needs and preferences of clients are prioritized in all aspects of service delivery.

More importantly, it is to be underscored that the University was able to receive remarkably high ratings from its clients because of its well-defined policies, clear procedures, and standards to ensure consistency, efficiency, and excellence in service provision. For instance, although DMMMSU operates as a multi-site university, the manner of service delivery including, but not limited to, processing time and transactional requirements are uniform across its seven (7) operating units given the established Standard Operating Procedures (SOPs) and manuals in place which serve as a general framework for personnel when it comes to responding to both the needs and expectations of their clients. Moreover, quality assurance mechanisms such as internal quality audits and various monitoring strategies are routinely being conducted to ensure the consistency of service delivery and to address gaps or discrepancies, if any.

As mentioned above, clients rated **outcome** the highest among the eight (8) SQDs with a rating of **99.62%**. This implies that DMMMSU personnel are highly effective and competent in-service delivery such that the expectations of clients have been necessarily met, and even exceeded. Meanwhile, albeit outstanding, the service quality dimension of costs have been rated lowest at **99.20%** by the University’s clients. To explain this, it is important to note that most of the University’s services are free of charge as evidenced by 3,205 clients answering that this dimension is not applicable in evaluating the particular service that they have availed of.

Now, with respect to the six other SQDs, i.e., responsiveness, reliability, access and facilities, communication, integrity, and assurance, clients gave a rating of approximately **99.50%** translated as **outstanding**. This consistently high rating in all service quality dimensions again reflects that DMMMSU personnel have a deep

understanding of client expectations and strives to exceed them in every facet of service delivery.

C. OVERALL SCORE PER SERVICE

This section of the report provides an analysis of the overall score per service taking into account the eight (8) SQDs. Table 15 summarizes the overall rating of sixty-three (63) external services specifically listed in DMMMSU Citizen Charter 2023. A perusal of the table below suggests that with the exception of six (6) services with zero declared transactions in 2023 (please refer to Table 5), all services were rated as outstanding by the University’s clients in 2023, with eighteen (18) services even getting a perfect rating of 100%.

Table 15. Overall Score per Service, January to December 2023

External Services	Overall Rating
Application for Final Defense	98.85%
Application for Thesis Proposal	99.42%
Enrolment Procedure*	N/A
Practice Teaching/On-The-Job Training/Capstone	100.00%
Adding/Dropping of Subjects	99.92%
Admission, Registration, and Enrolment	99.87%
Application for Graduation	99.27%
Certification, Authentication, and Verification of School Credentials/Documents	99.93%
Completion of Grades	99.60%
Issuance of Application form for Shiftee/Re-enrollee	99.74%
Issuance of Certificate of Enrolment/Grades/ Graduation/Units Earned	100.00%
Issuance of Official Transcript of Records/Diploma of Graduates	99.33%
Issuance of Permit to Cross-enroll	99.34%
Issuance of Second Copy of Official Transcript of Records/ Diploma of Graduates	99.71%

Request for Certificate of Transfer Credentials (CTC)	99.66%
Accreditation of Student Organizations	99.58%
Issuance of Permits for Student In-Campus Activities*	N/A
Issuance of Permits for Student Local Off-Campus Activities*	N/A
Management of Student Discipline	100.00%
Application for College Admission Test	95.86%
Counseling Services	100.00%
Information Services	99.21%
Testing Services- Administration of Psychological Test	98.53%
Circulation of Books and Other Library Materials	100.00%
Multimedia/Internet Services	100.00%
Referral Service	100.00%
Signing of Clearances	100.00%
Admission of New Students	99.86%
Application for Comprehensive Examination	99.70%
Application for Final Oral Presentation	98.91%
Application for Proposal Presentation	97.47%
Application for Qualifying Examination	100.00%
Completion of Grades	99.70%
Enrolment	98.94%
Issuance of Certificate of Grades	100.00%
Issuance of Transcript of Records (TOR)	99.85%
Approval of Request for Presentation in a Regional, and National Scientific Forum	99.24%
Approval of Request for Presentation in International Scientific Forum	100.00%
Request for Assistance on Intellectual Property Registration	98.94%

Publication in DMMMSU Research and Extension (R&E) Journal	100.00%
Request for Assistance in the Submission for Publication in (WOS and SCOPUS Indexed) Scientific Journals	100.00%
Request for Assistance in the Revision and Re-submission of “Conditionally Approved” Articles for Potential Publication in WOS and SCOPUS Indexed Scientific Journals	100.00%
Request for Assistance in the Financing and Submission of “Approved” Articles for Publication in WOS and SCOPUS Indexed Scientific Journals	100.00%
Request for Assistance in the Development of IEC Materials	100.00%
Responses to Notices and Decisions of the Commission on Audit	100.00%
Procurement of Civil Works/Supplies/Consultancy using Alternative Mode of Procurement	99.91%
Sale of Bidding Documents	100.00%
Assessment of Fees for Other Payors	99.94%
Pre-audit of Payroll/ Disbursement Vouchers	99.26%
Verification and Adjustment of Student Fees/Account Balances	100.00%
Allocation of Fund	100.00%
Collection of Fees from Other Payors	99.84%
Payment of Payroll/ Disbursement Vouchers	99.91%
Medical Clearance of New Entrants and Transferees	99.71%
Medical Clearance of New Entrants and Transferees - Covid Management of Emergency Cases*	N/A
Management of Infectious or Contagious Disease	99.59%
Medical and Dental Consultation and Treatment	99.46%
Medical and Dental Consultation and Treatment - Covid*	N/A
Medical and Dental Clearance for School-Related Activities	99.75%
Medical and Dental Clearance for School-Related Activities-Covid*	N/A

Client Satisfaction Survey	99.69%
Receipt of Deliveries of Supplies, Materials and Equipment	99.39%
Receiving Externally Generated Documents	99.64%

**These services declared zero transactions for 2023. Please refer to Table 5.*

As previously mentioned, **28.57%** (18/63) of the DMMMSU’s external services were given a **perfect rating of 100%** by clients. Aside from this impressive overall client satisfaction rating, it is worth noting that these services with perfect ratings are those which are directly related to the University’s frontline services, i.e., those expressly provided in its charter. For instance, services such as Practice Teaching/On-The-Job Training/Capstone, Issuance of Certificate of Enrolment/Grades/Graduation/Units Earned, Management of Student Discipline, Counseling Services, Circulation of Books and Other Library Materials, among others, are all necessary to the provision of instruction services to the studentry.

Meanwhile, services including Approval of Request for Presentation in a Regional, and National Scientific Forum, Publication in DMMMSU Research and Extension (R&E) Journal, inter alia, are all pursuant to the obligation of DMMMSU as a research university to produce scholarly works in contribution to the knowledge pool of the academic community both locally and internationally.

Also, administrative/support services such as Sale of Bidding Documents and Allocation of Fund are crucial to the functioning of the University for without these, the frontline services will not be able to be provided with utmost efficiency.

Furthermore, aside from the services given a perfect rating being crucial in the operations of the University, these services are also the ones with high-volume transactions serving thousands of clients in a year. Hence, these services getting a perfect client satisfaction rating of 100% is a testament to the University’s commitment in ensuring the smooth, effective, and efficient running of its operations.

On the flip side, although its quantitative rating translates to outstanding, the service titled Application for College Admission Test was rated **lowest** at **95.86%** by clients. Despite the high rating in absolute terms, these results suggest that there may be specific areas within this service that could benefit from closer attention and improvement. With its commitment to client satisfaction, the University shall address difficulties faced by clients with respect to this service, if any.

Now, with respect to the rest of the services, ratings ranging from **99.21% to 99.94%** were given by the University's external clients. Conformably with the foregoing sections, these figures lead to the general impression that DMMMSU has consistently demonstrated its commitment in achieving client satisfaction across all external services.

CONCLUSION

DMMMSU has accomplished a great feat, as evidenced by the client feedback satisfaction report, which shows that all external services have produced client satisfaction levels above **95%**. This result demonstrates the University's steadfast commitment to quality and highlights how well its services perform in exceeding the expectations of its clients.

The results support the coordinated efforts and unwavering commitment of the DMMMSU faculty and staff, who always go above and beyond to guarantee that every encounter and service meet the greatest standards of professionalism and quality. It is an indication of their dedication to comprehending and meeting the particular requirements and tastes of the wide range of clients.

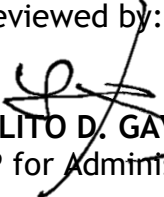
The overarching goal of DMMMSU has evolved beyond mere customer satisfaction to the grander aspiration of customer delight. While client satisfaction remains a crucial metric of success, the University now seeks to exceed expectations and create moments of genuine delight for its clients.

The University is motivated to intensify its efforts in the quest of excellence as it considers these remarkable outcomes. Understanding that sustaining such exceptional levels of client satisfaction necessitates constant attention to detail and a dedication to continual development, DMMMSU promises to utilize these results as a basis for additional improvements in every area of its service provision.


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RESULTS OF AGENCY ACTION PLAN REPORTED IN FY 2022 PBB

SERVICE PARAMETERS	PLAN	ACTIVITIES CONDUCTED	ACCOMPLISHMENT	STATUS	REMARKS
PROCESS	Update/Revise DMMSU Citizen’s Charter as the need arises specifically in relation to the implementation of NBC No. 589	<p>The University conducted a training titled “Roadmap to Service Excellence: A Seminar-Workshop on Citizen’s Charter Enhancement” on August 31, 2023. Officers from the Anti-Red Tape Authority (ARTA) Northern Luzon Regional Field Office served as learning service providers, and the said event was participated by the Top Management as well as the key implementers of the University’s services across all seven (7) operating units. Through this activity, ARTA officers provided guidance to DMMSU personnel in ensuring that the University’s Citizen’s Charter is compliant with Republic Act No. 11032 and other issuances from the Authority.</p> <p>DMMSU Citizen’s Charter was updated to reflect changes in processing time as well as transactional requirements following the observations during the monitoring and evaluation of service delivery of various offices in the University. Further, the University’s Citizen’s Charter was updated to incorporate the services offered by additional offices created as a result of the revision of the University’s organizational structure in anticipation of the implementation of NBC No. 589, i.e.,</p>	<ul style="list-style-type: none"> Updated DMMSU Citizen’s Charter and posted the same in conspicuous places in all operating units of the University; and DMMSU Citizen’s Charter was likewise uploaded in the DMMSU official website for transparency, better visibility, as well as for easy access of potential clients. 	Implemented	The DMMSU Citizen’s Charter will be updated should the need arises, e.g., when there are changes in transactional requirements as well as improvements in processing time.





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		Revised Organization and Staffing Standards (ROSS) for SUCs - Phase I.			
	Spot-checking of service delivery time of units	DMMSU’s Top Management composed of the President, Vice Presidents, Chancellors, and Executive Directors directed the University’s Committee on Anti-Red Tape (CART) to conduct unscheduled and random monitoring activities to evaluate whether or not the offices are compliant with the processing time indicated in the Citizen’s Charter in the delivery of their services. Thereafter, DMMSU CART adhered to such directives and conducted periodic reviews.	Results of the periodic review conducted by DMMSU CART were reported to the Top Management and were used as inputs in updating the University’s Citizen’s Charter.	Implemented	The DMMSU CART shall continue to conduct periodic reviews to ensure compliance of offices with the prescribed processing time indicated in the Citizen’s Charter.
	Quality Audit	The University’s Internal Quality Audit (IQA) Team composed of the Quality Management Representative (QMR), Quality Assurance (QA) units, and a pool of internal quality auditors conducted a first-party audit in all operating units of the University in April to June 2023 and follow-up audits in September to October 2023, pursuant to its standard operating procedure (SOP) titled DMMSU-QA-SOP-001: Internal Quality Audit.	There has been a significant reduction in the number of audit observations reported by internal quality auditors in relation to the instruction, research, extension, and support services of the University. More specifically, in 2022, a total of 1,055 audit observations were reported. Meanwhile, in 2023, only 517 audit observations were made in	Implemented	The University’s IQA Team shall continue to conduct a first-party audit in 2024 to evaluate the implementation of DMMSU’s Quality Management System.





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		<p>Further, the University procured the services of Macro Vision Consultancy to conduct a second-party audit covering instruction, research, extension, and support services of all operating units of DMMMSU in November 2023.</p>	<p>all operating units in the University. Comparing the figures in 2022 and 2023, there has been a 50.99% decline in reported audit observations. Hence, it can be concluded that significant improvements were made in implementing the University's Quality Management System.</p> <p>In their final audit report, the auditors from Macro Vision Consultancy commended the University for its established Quality Management System as well as the commitment of the Top Management and the entire DMMMSU community in maintaining the same. The second-party auditor, however, pointed out areas of improvement regarding documentation of risks</p>	<p>Implemented</p>	<p>The University shall again engage the services of a Second-Party Auditor to further improve the University Quality Management System and in order to evaluate the areas that were missed and overlooked by</p>
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			which may potentially affect the realization of the University's goals. They also suggested that all offices and units must establish their specific objectives based on their functions and processes.		the Internal Quality Auditors.
Digitalization of records and online transaction starting in offices with heavy transactions (Registrar, HR, SAS)	<ul style="list-style-type: none"> University-wide digitization of pertinent documents/records have been implemented. DMMMSU established the University Systems Development Office (USDO) whose primary responsibility is to develop systems/software to implement transactions of offices with a large number of clients and are considered as frontline 	<ul style="list-style-type: none"> Relevant records and documents of the University were subjected to digitization and were thereafter uploaded to the online data bank of all operating units of the University. The DMMMSU USDO, developed a system called Human Resource Information System (HRIS) to improve the efficiency of delivery of services of the 	Implemented	Implemented	<p>This activity shall be continued in 2024 to ensure the accessibility of pertinent documents/records.</p> <p>The DMMMSU USDO continues to develop systems aimed at further enhancing the service delivery of offices in the</p>





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		services of the University.	University' s Human Resource Management Office (HRMO). In particular, services such as leave administration and generating service records and certificates of employment are now fully-digitalized following the implementation of the HRIS.		University. In particular, the development of a system tailored for the management of files of the Office of the University and Board Secretary (OUBS) is currently underway.
	Partnership with forwarders for shipping documents	Considering the multi-site nature of the University and to fast-track delivery of services, a plan to establish a partnership with courier services in the province is being considered to ensure secured delivery of documents requested by various clients.	A meeting among concerned process owners was conducted as regards the realization of this plan.	Continuing	The necessary steps to actualize this plan will be taken in 2024 which include presenting the proposal to the University Administrative Council as well as adding the procurement of courier services to





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					the Annual Procurement Plan of the University.
	Subject the proposed revisions of the Client Feedback Form to the approval of the University Administrative Council	The University’s Quality Assurance unit crafted the revised Client Feedback Form taking into consideration the Client Satisfaction Measurement (CSM) questionnaire prescribed by ARTA. The proposed revisions of the Client Feedback Form were later presented to the University Administrative Council and were subsequently implemented University-wide upon the approval of the body.	DMMSU implemented the utilization of a Client Feedback Form which includes questions related to Citizen’s Charter awareness, demographic characteristics, and client satisfaction with respect to eight (8) service quality dimensions.	Implemented	The QA unit shall continue to use its existing Client Feedback Form in 2024, and online means of accomplishing the survey will be made available to the clients. More specifically, QR codes shall be posted in conspicuous places in the University, a link to the survey will be incorporated in the email correspondences of offices with clients. Moreover, kiosks shall be procured for





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					clients to accomplish the survey.
	Job Competency Training	The Top Management provided opportunities for University personnel to upgrade their professional competencies by conducting in-service trainings and seminars.	The University conducted the following trainings to facilitate the future-proofing of skills and competencies of its personnel: (1) Productivity Challenge Workshop: Designing and Designing Productivity Solutions, whereby experts from the Development Academy of the Philippines served as learning service providers; (2) Roadmap to Service Excellence: A Seminar-Workshop on Citizen’s Charter Enhancement, with officers from the Anti-Red Tape Authority serving as resource speakers; (3) Physical Activities Towards Health and Fitness Training	Implemented	Additional trainings will be programmed in 2024 to further capacitate the University personnel and to keep abreast with recent developments.





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			Course; (4) CE on WHEELS (Witnessing, Harnessing, Enhancing, Elevating and Leveraging Status); (5) Exploratory and Collaborative Learning; (6) Exploratory, Collaborative and Experiential Learning of Faculty, Staff and Guidance Counselor; (7) R-DUINO: Robotics Programming With Raspberry Pi & Arduino Technology; and (8) ADA-U (Academic Distance Adventure of the University): Pathways to Education Exposure and Bench Learning.		
	Designing quality control checklist	The University’s QA unit has developed a quality control checklist to be utilized by the internal quality auditors in the conduct of first-party audits.	A comprehensive and consolidated quality control checklist is currently being used by the internal quality auditors to standardize the conduct of first-party audits across all offices in the seven	Implemented	The quality control checklist will undergo a reevaluation process to incorporate areas





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			(7) operating units of the University.		previously overlooked.
	Assignment of one personnel in the unit for quality control	The University has already secured a Notice of Organization, Staffing, and Compensation Action (NOSCA) from the Department of Budget and Management (DBM) to start the implementation of NBC No. 589.	The University HRMO commenced the selection and recruitment process for the plantilla positions under the Quality Assurance office expressly specified in the NBC No. 589.	Continuing	The University HRMO shall facilitate the implementation of NBC No. 589 in the University.
PERSONNEL	Customer service training	The Top Management provided opportunities for University personnel to upgrade their professional competencies by conducting in-service trainings and seminars.	The University conducted the following trainings to facilitate the future-proofing of skills and competencies of its personnel: (1) Productivity Challenge Workshop: Designing and Designing Productivity Solutions, whereby experts from the Development Academy of the Philippines served as learning service providers;	Implemented	Additional trainings will be programmed in 2024 to further capacitate the University personnel and to keep abreast with recent developments.
	Public service training				
	Job Competency Training				





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			<p>(2) Roadmap to Service Excellence: A Seminar-Workshop on Citizen’s Charter Enhancement, with officers from the Anti-Red Tape Authority serving as resource speakers; and other trainings conducted by the academic units which include (a) Physical Activities Towards Health and Fitness Training Course; (b) CE on WHEELS (Witnessing, Harnessing, Enhancing, Elevating and Leveraging Status); (c) Exploratory and Collaborative Learning; (d) Exploratory, Collaborative and Experiential Learning of Faculty, Staff and Guidance Counselor; (e) R-DUINO: Robotics Programming With Raspberry Pi & Arduino Technology; and (f) ADA-U</p>		
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			(Academic Distance Adventure of the University): Pathways to Education Exposure and Bench Learning.		
	Enforcement of the No Noon Break Policy	The University HRMO monitored the compliance of offices in the University, specifically those providing frontline services, with the No Noon Break Policy. Corollary to the foregoing, the HRMO units crafted a schedule for shift assignments of personnel stationed in offices providing frontline services to further ensure compliance with the No Noon Break Policy set forth by RA 11032.	Offices in the University, especially those offering frontline services, are manned by competent personnel even during noon breaks.	Implemented	The University HRMO shall continue to enforce shift assignments of University personnel in 2024.
	Shift assignments of personnel				
	Preparation of IEC materials/video presentations for basic services/FAQs	The University’s official social media platforms, specifically the Official DMMMSU Facebook page and the DMMMSU Website, were extensively utilized for the posting of pertinent materials/video presentations for basic services/FAQs to inform both internal and external stakeholders about University activities and services.	Important announcements including but not limited to student admission requirements, process, and schedule; midterm and final examination dates; DMMMSU Quality Management System Primer, and achievements of and events in the University are posted both in the	Implemented	The University, through its Strategic Communications (StratComm) Office in coordination with its Information, Communications, and Technology (ICT) Office and DMMMSU CART, shall





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			Official DMMMSU Facebook page and in the DMMMSU Website. Concerns of clientele, if any, are also addressed through the said platforms.		craft video primers/FAQs relating to the implementation of salient features of RA 11032 in the University. These IEC materials shall, therefore, tackle Citizen’s Charter, Client Satisfaction Measurement, Zero Backlog Program, and No Noon Break Policy, among others.
FACILITIES	Constant monitoring and inspection activities to ensure proper maintenance of facilities in the University	The University implements the 7 Standards of Good Housekeeping (7S) in order to create and maintain an organized, clean, safe, and high performance workplace.	The pool of 7S auditors conducted a quarterly 7S audit wherein compliant workplaces were identified, non-compliant facilities and equipment were red-tagged and countermeasures were identified and communicated to the	Implemented	The University shall continue to implement the 7 Standards of Good Housekeeping in order to ensure the safety of the



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		<p>The University, through its Auxiliary Services Unit, periodically conducted inspection of facilities and made the necessary repairs.</p>	<p>concerned officials. Also, an awareness training was conducted in order to enhance the understanding of the employees of the benefits and advantages of adapting 7S in the workplace.</p> <p>The University’s Auxiliary Unit assessed or inspected services, as the case may be, upon request of end-users. Further, the Auxiliary Unit repaired and/or installed air conditioning units, electronic pumps, and other equipment. Repairs and periodic maintenance service (PMS) of vehicles are likewise conducted.</p>	<p>Implemented</p>	<p>personnel in the University.</p> <p>The University shall continue to conduct routinary assessment or inspection of facilities to ensure that the same remain to be in serviceable condition.</p>
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CONTINUAL IMPROVEMENT ACTION PLAN FOR FY 2024

SERVICE PARAMETERS	SERVICE QUALITY DIMENSIONS	STAKE HOLDERS AFFECTED	DESIRED OUTCOMES	STRATEGIC ACTION (strategies, activities, tasks to achieve the outcome)	PERSON/ DEPT. RESPONSIBLE	RESOURCES REQUIRED	CONSTRAINTS	METRIC/ SUCCESS INDICATOR	IMPLEMENTATION PERIOD	STATUS (Percent Completed)	REMARKS
Process	Reliability	All Clients	Reduced transactional time/period and requirements/steps in the delivery of service	Update/Revise DMMMSU Citizen's Charter taking into consideration the latest advisory of the Anti-Red Tape Authority.	All Units	Citizen's Charter	Lack of personnel Level of awareness of personnel	At least 80% of the clients rated the dimension VS or better Transactional time as well as requirements/steps are within the information provided in the Citizen's Charter for each service delivery.	Jan- Dec 2024		
				Spot-checking of service delivery time of units	Top Mgmt CART Members	Funding	Lack of policy on spot checking	80% of the spot-checked service are within the declared transactional time of the unit	May - Dec 2024		
				Quality Audit	IQA Team		Frequency of audit		June-Oct 2024		





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SERV ICE PARA - METE RS	QUALITY SERVICE DIMENSI ONS	STAKE HOLDE RS AFFECT ED	DESIRE D OUTCOM E/S	STRATEGIC ACTION (strategies, activities, tasks to achieve the outcome)	PERS ON/ DEPT. RESP ON- SIBLE	RESOUR CES REQUIR ED	CONSTRAIN TS	METRI C/ SUCCES S INDICAT OR	IMPL EM ENT ATI ON PERI OD	STAT US (Perc ent Comp let ed)	REMARK S
	Costs	All Clients	Standardized rates of fees and charges.	Establishment of uniform rates of fees.	Top Mgmt All concer ned offices	Person nel	Governme nt regulations	Transaction cost is within the declared service delivery cost.	Jan- Dec 2024		
			Reduced transaction cost	Digitalization of records and online transaction starting in offices with heavy transactions	Top Mgmt	Hardw are and Softwar e System Liaison	Dedicated personnel for design & developme nt	At least one (1) unit with high volume transactions have digital/ online transaction system	Jan- Dec 2024		





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			Reduced travel time and expenses of clients	Partnership with forwarders for shipping documents	Top Mgmt	Memorandum of Agreement	Shipping fee outside of DMMMSU's control	Clients availing the service receive the documents at their doorsteps.	Jun-Dec 2024		
Outcome	All clients	Services rendered are within standards Documents released/ outputs pass quality control	Job Competency Training Designing quality control checklist Assignment of one personnel in the unit for quality control	Top Mgmt HRMO Academic Units	Funding	Lack of training fund	At least 80% of the clients rated the dimension Very Satisfactory or better Zero returns	Jan-Dec 2024			



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Personnel	Responsiveness	All clients	Services rendered are within standards	Customer Service Training Public service training Job Competency Training	Top Mgmt HRMO All units	Funding	Lack of/ Unprogram- med training fund	At least 80% of the clients rated the dimension VS or better Zero complaints	Jan-Dec 2024		
	Communication	All clients	Continuous service delivery	Availability of latest Citizen’s Charter in conspicuous places.	Top Mgmt CART Members	Funding	Lack of funds	Kiosks or similar equipment is installed and available for use in all	Jan-Dec 2024		





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				Purchase of kiosks or similar equipment for easier access of information and client feedback/complaint forms.	HRMO All units		Limited suppliers of kiosk/similar equipment	operating units			
			Well-informed clients on processes and requirements	Preparation of IEC materials/video presentations for basic services/FAQs	All units Strategic Communications Office	Computer Printing equipment & materials TV Monitor	Expertise of personnel in preparing print and AV IECs	Prepared at least two IEC materials/video presentations	Jan-Dec 2024		





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	Integrity	All clients	Services rendered are within standards	Customer Service Training	Top Mgmt.	Funding	Lack of/ Unprogrammed training fund	At least 80% of the clients rated the dimension VS or better	Jan-Dec 2024		
	Assurance			Public service training	HRMO						
				Job Competency Training	All units						



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Facilities	Access and Facilities	All Clients	Comfortable, safe, satisfying and hassle-free experience during visits and transactions	Periodic monitoring and inspection activities to ensure proper maintenance of facilities and equipment in the university.	Top Mgmt. Planning All Units	Funding	Unprogrammed expenditures	At least 80% of the clients rated the dimension Very Satisfactory or better	Jan-Dec 2024		
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