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### HISTORICAL BACKGROUND

#### *Humble Beginnings*

The Don Honorio Ventura Technological State University (DHVTSU) started when an Augustinian friar, Fr. Juan P. Zita, dreamed of helping young lads of Bacolor. Aided by equally benevolent civic leader Don Felino Gil, the school was officially founded on November 4, 1861 upon the approval of its statutes by Governor-General Lemery as "Escuela de Artes y Oficios de Bacolor" and built it on a lot donated by Suarez sisters of Bacolor.

From the date of its founding to the present, the school was burned five times. The first of unknown origin, was in April, 1869 and it was reconstructed in 1892 but was burned again for the second time in 1896 when the school was used as quarters and barracks of the "Voluntarios Locales de Bacolor" (native soldiers under the Spanish Army) who were the first to revolt against Spain. The third fire caused by the explosions of shells occurred in 1898. The school then was made as Maestranza (ordinance in the manufacture of bullets and cannon balls) by the Amobilizadores (native soldiers of Spanish Government). The fourth fire occurred during Japanese Occupation from 1941 to 1944 when the Japanese occupied the school and burned it in the course of their retreat from the American Forces of Liberation in December 1944. It was rebuilt again with the aid of the American people under the Philippine Rehabilitation Act of 1946 only to be burned once more on July 7, 1958 when the school was already serving as a regional school of arts and trades.

The school was made the seat of one of the conferences of the powerful Taft Commission, composed of Governor-General Howard Taft, Dr. Trinidad Pardo H. de Tavera, Jose Luziaga, Benito Legarda and other prominent Filipinos who proclaimed Ceterino Joven, a native son of Bacolor, as the first civil governor of Pampanga and of the Philippines on February 13, 1901. The school also served as the Provincial Capitol of the Provincial Government of Pampanga from 1901 to 1903. Later on, it was converted into a municipal building of Bacolor from 1903 to 1904, after the transfer of the Provincial Capitol of Pampanga from Bacolor to San Fernando, Pampanga.

Subsequently, this school was converted into a craftsman school with related academic instruction in 1905 and was named Bacolor Trade School. The subject offerings did not deviate much from the former but were upgraded to enrich its curriculum.

In anticipation of the conversion of this school into a secondary trade school, it was renamed Pampanga Trade School in 1909. True to the prediction of its administrator then, this school was authorized to offer a curriculum on the secondary level in 1922. It had its first batch of graduates in 1926. From the roster of these graduates could be found those who have excelled in the field of vocational education. Its curricular offerings included courses in Ironworking, Woodworking, and Building Construction for males and Domestic Science for females. Its academic curriculum included such subjects as English, History, Physics, and Mathematics.

By virtue of Republic Act 1388, the school was converted into a regional school of arts and trades and was renamed Pampanga School of Arts and Trades. Technical Education courses were also offered on October, 1957.

In 1958, the Two-Year Technical Education curriculum was phased out and the Three Year Trade Technical Education was offered instead.

In 1964, the school was renamed Don Honorio Ventura Memorial School of Arts and Trades in honor of Don Honorio Ventura, a prominent son of Bacolor who was a statesman and philanthropist. The renaming was signed by then President Diosdado Macapagal, a protégé of Don Honorio who sent him to school and became instrumental in the former's success, especially during his (Macapagal) struggling years.

The Teacher Education curriculum leading to the degree of Bachelor of Science in Industrial Education (BSIE) was offered in July, 1966 with concentration in Shopwork, Industrial Arts and Mathematics. The first batch of BSIE graduates were conferred their degrees in April, 1969.

#### *Expanding Its Horizons*

Through the priceless assistance of former Solicitor-General, Pampanga Governor and Minister of Justice, Estelito P. Mendoza, the school was converted into a State College on May 5, 1978 by virtue of Presidential Decree No. 1373 and was renamed Don Honorio Ventura College of Arts and Trades (DHVCAT).

Officials envisioned DHVCAT as a center for learning in Central Luzon that will provide highly accessible educational opportunity to its clientele in order to produce continuously improving, better-educated workforce,





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professionals and leaders and thereby contribute to the personal prosperity of the citizens and a strong socio-economic development for the region.

DHVCAT is committed to provide access to higher vocational, professional and technological instruction and training, undertake research and extension services and provide advance studies and leadership in the fields of trade, industrial and technological education to meet the demands of the ever-changing occupation patterns in the country.

In consonance with this new vision and mission, the college broaden its curricular offerings. Among the new degree programs offered from were BS Architecture, BS Civil Engineering, BS Mechanical Engineering, Bachelor of Secondary Education and Two Year Trade Technical Education (Pure Vocational) with varied shop areas. Due to the needs of various schools for more Industrial Education Teachers, of which only DHVCAT is the sole producer, the BS in Industrial Education and BS in Industrial Technology were re-offered.

In 1986, state universities and colleges were exhorted to begin relying less on the government for financial support but more on their own capabilities. DHVCAT gave emphasis on income generation by strengthening its existing income generating projects and embarking on new projects.

### *Weathering Nature's Wrath*

DHVCAT suffered a major setback when Mount Pinatubo erupted in 1991 and the second wave of trial befell on it in 1995. Eruptions and lahar flows rendered Bacolor a ghost town. Amidst extreme grief and confusion over the loss of almost all physical facilities, heavy equipment, machines and other instructional materials of the college, the officials did not lose sight of the mission they vowed to uphold and carry on.

While the main campus remained uninhabited from October 1995 to May 1996, classes suspended temporarily were relocated at Bulaon Resettlement Area, City of San Fernando Pampanga. The non-teaching personnel held office at the Plaza Garcia, Dolores City of San Fernando Pampanga. Amidst the grim forecast of the Philippines Volcanologist and Seismologist that the municipality of Bacolor shall be totally obliterated from the map of Pampanga, College officials led by President Ernesto T. Nicdao decided to look for the long term solutions to the problem by exploring possibilities to establish satellite campuses. Fortunately in 1996, the management was able to purchase a 2.47 hectare lot at San Juan, Mexico, Pampanga where a number of buildings were erected. The DHVCAT, Mexico campus opened its portals to students residing in the municipalities of Arayat, Magalang, Sta. Ana, Candaba, San Luis and Mexico. Courses offered include the two-year basic engineering and education courses as well as tech-voc courses. Furthermore, through the initiative of then incumbent Congresswoman of the Second District of Pampanga, Atty. Zenaida Ducut a five-classroom building was constructed at San Roque Dau, Lubao, Pampanga where two year basic engineering courses were offered from 1997 to 2000. The flame to serve never stopped and the torch of education stayed as warm as ever.

In 1997 the Governing Board of DHVCAT became instrumental in charting new courses especially on efforts to rehabilitate the century-old college. However, the process of rebuilding the institution was greatly hampered by the lack of finances, with the continuing decrease of government subsidy to state colleges and universities. Nevertheless, the ardent optimism to bounce back to normal operations remained unfazed. The management courageously initiated efforts in all phases; on infrastructure, curricular programs, faculty and staff development, research and production. Additional academic programs offered include the Doctor of Education in consortium with Bulacan State University, Master of Arts in Educational Management, Bachelor of Elementary Education, Bachelor of Science in Electrical Engineering and Bachelor of Science in Information Technology. In an effort to strengthen its numerous educational, research and extension programs, the institution established partnerships with various local and foreign schools and agencies.

### *Moving to Greater Heights*

DHVCAT gradually advanced to greater heights from 2006 onwards. More buildings were constructed through the kind assistance of local officials and political leaders. Furthermore, through the assiduous efforts of the academic community led by the College President, Dr. Enrique G. Baking, DHVCAT was able to partake of a substantial amount from the Bacolor Rehabilitation Act for campus development. Under the new faculty and staff development program, instructors and non-teaching staff were given financial support to pursue graduate programs along their respective areas of specialization.

To provide students with a broader and stronger general education that will lay the foundation for critical and analytical thinking in all fields of specialization, the Institute of Arts and Sciences was created. More undergraduate and graduate programs were offered, namely: Bachelor of Science in Business Administration, Bachelor of Science in Entrepreneurship, Bachelor of Science in Industrial Engineering, Bachelor of Science in





Fine Arts and Master of Public Administration. All these undertakings resulted to a steady increased student population.

Because of the collaborative efforts of dedicated officials, faculty members, staff and friends of DHVCAT, many lives continued to be transformed through academic excellence, innovation, research and development and leadership. Former Congressman Aurelio D. Gonzales, Jr. of the Third District of Pampanga as well as municipal and provincial leaders extended full support in the pursuit of the conversion of the College into a state university after two similar attempts failed in the past. A thorough evaluation of the college's performance over the years was conducted by the technical working groups of the Commission on Higher Education, the Senate Commission on Education, Culture and Arts and the House Commission on Higher Technical Education. Finally, DHVCAT was found ready to be bestowed a university status.

On December 9, 2009 at the University Gymnasium, Former President Gloria Macapagal-Arroyo signed Republic Act 9832, an Act converting DHVCAT in Don Honorio Ventura Technological State University (DHVTSU). The change from college to university will enable the institution to live more fully its vision.

## **1.0 PURPOSE**

- 1.1 This describes the overview of the ISO 9001:2015 Quality Management System (QMS) of the Don Honorio Ventura Technological State University (DHVTSU) and demonstrates how the University shall comply with the standard. It is developed to communicate the QMS policies and objectives of the University to clients, personnel, and other stakeholders.

## **2.0 SCOPE**

- 2.1 This covers the development and implementation of an effective QMS for the University Strategic Decision. This also determines the external and internal issues significant to the purpose intended to achieve results through SWOT analysis regularly monitored and reviewed by Management.

## **3.0 ASSOCIATED DOCUMENTS**

- 3.1 Administrative Manual
- 3.2 Civil Service Commission Implementing Rules and Regulations
- 3.3 DHVTSU Code
- 3.4 Faculty Manual
- 3.5 ISO 9001:2015 QMS Standard
- 3.6 Republic Act 9832

## **4.0 DEFINITION OF TERMS**

- 4.1 Audit is the independent, systematic, and documented process of obtaining evidence and objective evaluation to determine the extent to which the criteria are met.
- 4.2 Competence is the ability to apply knowledge and skills to achieve desired results. It is measured by performance, effectiveness, and efficiency of the delivery of service.
- 4.3 Compliance Obligation is a legal responsibility that the University has to abide by to meet the QMS standards.
- 4.4 Conformity is the act of adhering to the mandates of QMS standards.
- 4.5 Continuous Improvement is the progressive enhancement of mandated activities relative to QMS.
- 4.6 Corrective Action is a measure to eliminate the cause of non-conformity to QMS standards in order to prevent its recurrence.
- 4.7 Documented Information is a compilation of printed and digital records to be controlled and maintained by the Document Control Center of the University.
- 4.8 Effectiveness is the extent to which planned activities are realized and planned results are achieved.





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- 4.9 Efficiency is the accomplishment of targeted tasks in the shortest possible time.
- 4.10 Failure Mode Effects Analysis (FMEA) is a specific risk treatment method which ranks risks by probability and consequence.
- 4.11 Indicator is the measurable representation of the conditions, status of operations, or the entire operational process.
- 4.12 Interested Party is any person or group that can affect, be affected by, or perceived to be affected by a decision or an activity.
- 4.13 Management System is the set of interrelated or interacting processes within the University as bases for crafting policies, objectives, and procedures to achieve QMS standards.
- 4.14 Measurement is assessing and evaluating the indicators based on QMS standards.
- 4.15 Monitoring is determining the status of a system, a process, or an activity.
- 4.16 Non-conformity is the non-compliance to a QMS standard.
- 4.17 Objective is the result to be achieved.
- 4.18 Opportunity is a potential beneficial effect.
- 4.19 Organization is a group of interested parties with specific functions, responsibilities, authorities, and relationships to achieve its objectives.
- 4.20 Outsource is the process of making an arrangement where an external organization performs part of the University's functions.
- 4.21 Performance is a measurable result.
- 4.22 Process is a set of interrelated or interacting activities transforming inputs into outputs.
- 4.23 Quality Policy is the intention and direction of the University relevant to QMS standards as formally implemented by its Top Management.
- 4.24 Requirement is any necessary document, form, policy, procedure, human or material resource clearly stated and obligated to comply with QMS standards.
- 4.25 Risk is a threatening effect of uncertainty.
- 4.26 Top Management is composed of the President and Vice Presidents who administer, enforce, and control the policies and processes for the University as approved by the Board of Regents.
- 4.27 Uncertainty is a deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood (not to be confused with measurement uncertainty).

In addition to the aforementioned terms, the Internal and External Contexts of the organization are also hereby defined:

### Internal Context

The Internal Context is the environment within the University which endeavors to achieve its strategic and quality objectives, and manages internal risks and opportunities. It is divided into:

- organizational structure, roles, and responsibilities;
- capabilities in terms of resources (e.g., capital, equipment, time, people, processes, systems, and technologies);





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- capabilities in terms of knowledge of the updated standards, guidelines, practices, and models;
- leadership and loyalty in all levels;
- organizational culture in terms of human rights, ethics, and non-discrimination on gender, religious, or racist bases;
- cooperation (harmony) between all departments;
- information system, information flow process (vertical and horizontal), and decision-making processes (both formal and informal);
- performance evaluation and review system;
- risk assessment thinking method;
- certifications obtained; and
- form and extent of the University's contractual and general relationships.

Note: The University President shall be responsible in identifying and considering internal issues of the University that can affect its ability to achieve the intended QMS standard.

### External Context

The External Context is the environment outside the University which influences the achievement of strategic and quality objectives. It includes external institutions that affect the QMS of the University and its ability to achieve the intended transactions and quality objectives.

The External Context is divided into:

- specific environment which has a direct influence on decisions and activities of the University; and
- general environment which includes economic, political, legal, social, and global conditions that can influence the University.

## 5.0 RESPONSIBILITIES

### 5.1 The Director of Research and Development Services Office (RDSO)

- 5.1.1 supervises and evaluates those in-charge of research and development in the fields of metals and engineering, energy and transportation, environmental management and protection, business and industries, health and health-related disciplines, food technology and security, information and communications technology, social and behavioral sciences;
- 5.1.2 prepares the annual and long-term plans of the RDSO;
- 5.1.3 readjusts and resets annual and long-term plans, if and when conditions warrant so;
- 5.1.4 defines the duties and responsibilities of the RDSO personnel;
- 5.1.5 develops policies and procedures to facilitate the functions of the Research Council, subject to the approval of the Office of the University President;
- 5.1.6 exercises disciplinary powers over officers and employees under the RDSO;
- 5.1.7 programs and implements various stages of all research projects;
- 5.1.8 prepares periodically updated indices of available information stored at the Research Council;
- 5.1.9 receives and reviews research project proposals submitted by the various colleges prior to referral to the Office of the Vice-President for Academic Affairs;
- 5.1.10 prepares and submits to the Office of the Vice-President for Academic Affairs dictionary reports pertinent to the findings of any given research project;
- 5.1.11 conducts consultation session with offices and colleges seeking assistance in research projects;
- 5.1.12 establishes contacts and negotiates for possible project funding;
- 5.1.13 coordinates the publication and dissemination of research materials through teaching materials, textbook and research forum;
- 5.1.14 prepares the budget for the operation of the Office and suggest other plans and activities related to existing programs; and
- 5.1.15 performs other tasks as may be assigned by the University President.



**5.2 The Quality Management System (QMS) Implementation Structure**

- 5.2.1 The Quality Management Representative (QMR) is a member of the Administrative Council designated by the University President to ensure that processes needed for the QMS are established, promoted, implemented, and maintained. He/She submits to the Top Management the performance report and any improvement needed for the QMS.
- 5.2.2 The Quality Management Team (QMT) serves as the technical working group responsible for the improvement of processes and services of the University. It is composed of Internal Quality Audit Team, Document Control Officers, and Process Owners. The Team assists the QMR in the implementation of the QMS.
- 5.2.3 The Internal Quality Audit Team (IQAT) is composed of representatives from the Process Owners. The IQAT adds value to and improves the QMS. It determines whether the University QMS conforms to the planned arrangements, requirements of international standards, and QMS requirements.
- 5.2.4 The Document Control Officer (DCO) is the overall in-charge of all the required documents in the implementation of the University QMS to ensure integrity and adherence to specific rules for use and storage.
- 5.2.5 The Document Control Coordinator (DCCoor) is in-charge of all the required documents within his/her respective college/campus/secondary school/office in the implementation of the University QMS to ensure integrity and adherence to specific rules for use and storage.

**5.3 The University President**

- 5.3.1 carries out the general policies laid down by the Board of Regents and shall have the power to act within the lines of the said general principles;
- 5.3.2 directs or assign the details of his/her executive actions;
- 5.3.3 has the authority and responsibility of maintaining academic standards, professional competence of the faculty, and student discipline;
- 5.3.4 initiates the necessary disciplinary action against any erring personnel based on the findings and recommendations of the Grievance Committee of the University;
- 5.3.5 prepares an annual budget of the University for presentation to the Board;
- 5.3.6 enters, signs, and executes contracts, deeds, and other legal instruments, after due consultation with the concerned offices and the Office of Legal Affairs;
- 5.3.7 modifies or disapproves any action or resolution of any college or school, faculty or administrative body, if the larger interests of the University will be prejudiced;
- 5.3.8 invites, from time to time, scholars of eminence and other prominent persons who have achieved distinction in some learned professions or career, to deliver a lecture or a series thereof;
- 5.3.9 designates any University Official as officer-in-charge during his/her absence; and
- 5.3.10 exercises such other powers deemed necessary for the conduct of business of the University.

**5.4 The Vice-President for Research, Extension and Training Services**

- 5.4.1 supports and encourages the Directors of Research and Extension Services in the achievement of their duties by:
- 5.4.1.1 maintaining continuous communication with the Directors of Research and Extension;
- 5.4.1.2 monitoring all reports and working with the Directors on all problems identified in the reports;
- 5.4.1.3 communicating directly with the other organizations and offices when necessary; and
- 5.4.1.4 functioning as additional resource to projects pertaining to research, extension and training;
- 5.4.2 acts as Chairperson of the Research Council and Community Extension Council;
- 5.4.3 establishes campus-based and community-based extension programs, as well as strong linkages with the alumni;
- 5.4.4 serves as member ex-officio of all extension units and sub-committees;





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- 5.4.5 works in coordination with the other Vice Presidents in carrying out the plans and programs for extension, research and training;
- 5.4.6 coordinates, promotes, and maintains relationships with community, linkages and other stakeholders to strengthen institutional collaborations; and
- 5.4.7 recommends for approval to the Office of the University President policies and extension programs and services as proposed by the Research and Extension Directors.

## 6.0 PROCEDURES

### 6.1 Identification of Interested Parties

#### 6.1.1 The University President shall

- 6.1.1.1 identify and designate the concerned Vice-President who can affect or can be affected by University transactions regarding the quality of service, as well as the needs and expectations of interested parties;
- 6.1.1.2 approve finally the recommended person/s responsible for compliances where interested parties are to be notified should changes occur.

#### 6.1.2 The Executive Vice President (EVP) shall

- 6.1.2.1 review all requirements, interested parties, contractual obligations, and other responsible persons to satisfy QMS standards;
- 6.1.2.2 spearhead the periodic conduct of a QMS conformity;
- 6.1.2.3 recommend finally for the approval of all QMS transactions; and
- 6.1.2.4 make further decisions premised on legal requirements which DHVTSU has not complied with.

#### 6.1.3 The Vice-President for Academic Affairs (VPAA) shall

- 6.1.3.1 review all requirements, interested parties, contractual obligations, and other responsible persons to satisfy QMS standards on academic transactions;
- 6.1.3.2 spearhead the periodic conduct of a QMS conformity;
- 6.1.3.3 recommend initially for the approval of all QMS academic/academic-related transactions; and
- 6.1.3.4 make further decisions premised on legal requirements which DHVTSU has not complied with.

#### 6.1.4 The Vice-President for Administration, Finance and Auxiliary Services (VPAFAS) shall

- 6.1.4.1 review all requirements, interested parties, contractual obligations, and other responsible persons to satisfy QMS standards relative to administrative, finance, and auxiliary transactions;
- 6.1.4.2 spearhead the periodic conduct of a QMS conformity;
- 6.1.4.3 recommend initially for the approval of all QMS administrative, finance, and auxiliary transactions; and
- 6.1.4.4 make further decisions premised on legal requirements which DHVTSU has not complied with.





6.1.5 The Vice-President for Research, Extension and Training (VPRET) shall

6.1.5.1 review all requirements, interested parties, contractual obligations, and other responsible persons to satisfy QMS standards relative to research, extension and training transactions;

6.1.5.2 spearhead the periodic conduct of a QMS conformity;

6.1.5.3 recommend initially for the approval of all QMS research, extension and training transactions; and

6.1.5.4 make further decisions premised on legal requirements which DHVTSU has not complied with.

6.1.6 For determining current and future opportunities and risks emerging from the university's context, the President or his/her duly-designated representative can use SWOT analysis.

6.1.7 The Context of the University shall be taken into account during the definition of the scope of the QMS and the standards set.

## 6.2 Risks and Opportunities

6.2.1 The Top Management shall

6.2.1.1.1 identify risks and opportunities relevant to the issues of concern within the COTO Log;

6.2.1.1.2 note each risk and opportunity along with the primary process involved, priority, and bias. A "bias" is either a risk, an opportunity, or blending of the two.

6.2.1.1.3 determine the treatment via the Failure Mode Effects Analysis (FMEA) style, that needs to be subjected to the Risk Register Tag within the COTO Log.

6.2.1.1.4 manage the opportunities via the Opportunity Register Tab within the COTO Log.

## 6.3 Issues of Concern

6.3.1 The Top Management shall

6.3.1.1 determine the related issues of direct (quality of products or services) and indirect concerns (those that may cause impact on the interested party and/or the University) to be reflected in the COTO Log;

Note: Issues may be either internal or external, depending on whether the interested party is internal or external. In addition, a certain type of party may have both internal and external concerns.

6.3.1.2 identify internal concerns which may be useful for technological and personnel concerns; and

6.3.1.3 list down external concerns which may be useful to address concerns as an outcome of competition, society and culture, labor relations, statutory and regulatory issues, supply chain, and economic issues.

## 6.4 Strategic Direction

6.4.1 The Top Management shall devise a "strategic direction".





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### 6.5 List of Interested Parties for the RDSO

Internal Stakeholders			
STAKEHOLDER	NEEDS (stated services/requirements)	EXPECTATIONS (implied requirements)	DEPENDENCIES
Top Management	<ul style="list-style-type: none"> <li>Perform the mandate of the unit</li> <li>Publish researches based on the planned output</li> </ul>	<ul style="list-style-type: none"> <li>Actively seek opportunities where university research(es) may be published.</li> <li>Produce technologies that may be extended or commercialized.</li> </ul>	<ul style="list-style-type: none"> <li>Change in leadership/ management</li> </ul>
URDC/ Academic Unit Heads	<ul style="list-style-type: none"> <li>Propose policies that will forward the needs of Research and Development</li> <li>Implement policies and procedures as approved by the council</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the integrity of the unit in compliance with the policies and procedures established by the council</li> </ul>	<ul style="list-style-type: none"> <li>Change in leadership/ management</li> </ul>
Coordinators	<ul style="list-style-type: none"> <li>Research Capability Building through Training, Seminars, etc.</li> <li>Facilitate the approval of research and funding</li> <li>Schedule of In-house Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Excellent service</li> <li>Maximization of the potential/s of research output (presentation in external fora and/or publication)</li> </ul>	<ul style="list-style-type: none"> <li>Incompetence</li> <li>Integrity of researches in cases of plagiarism</li> <li>Re-designation</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Timely distribution of Incentives</li> <li>Availability of Consultants (Experts)</li> <li>Research Capability Building through Training, Seminars, etc.</li> <li>Training/Seminars</li> <li>Facilitate the approval of research and funding</li> <li>Schedule of In-house Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Excellent service</li> <li>Maximization of the potential/s of research output (presentation in external fora and/or publication)</li> <li>Good research environment and tools</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contract</li> <li>Integrity of researches in cases of plagiarism</li> </ul>
Student workers (OJT or SPES)	<ul style="list-style-type: none"> <li>Good and safe working environment</li> </ul>	<ul style="list-style-type: none"> <li>Transfer of required knowledge and skills in preparation for a real world work</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contract</li> </ul>

External Stakeholders			
STAKEHOLDER	NEEDS (stated services/requirements)	EXPECTATIONS (implied requirements)	DEPENDENCIES
Government Organizations	<ul style="list-style-type: none"> <li>Research/Project Proposals</li> <li>Output/Deliverables based on the approved proposals</li> </ul>	<ul style="list-style-type: none"> <li>Complete research/project within the specified parameters and time frame</li> <li>Participation in capability building projects</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contract</li> <li>Change of Management/ policies</li> </ul>
Non- Government Organizations	<ul style="list-style-type: none"> <li>Research/Project Proposals</li> <li>Output/Deliverables based on the approved proposals</li> </ul>	<ul style="list-style-type: none"> <li>Complete research/project within the specified parameters and</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contract</li> <li>Change of Management/</li> </ul>





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Industry	<ul style="list-style-type: none"> <li>- Research/Project Proposals</li> <li>- Output/Deliverables based on the approved proposals</li> </ul>	time frame	<ul style="list-style-type: none"> <li>- Complete research/project within the specified parameters and time frame</li> </ul>	<ul style="list-style-type: none"> <li>- policies</li> <li>- Breach of Contract</li> <li>- Change of Management/policies</li> </ul>
Consultants	<ul style="list-style-type: none"> <li>- Competitive incentive packages</li> </ul>	<ul style="list-style-type: none"> <li>- Development of long-term mutual beneficial services relationship</li> </ul>	<ul style="list-style-type: none"> <li>- Breach of Contract</li> </ul>	<ul style="list-style-type: none"> <li>- Breach of Contract</li> </ul>
Technical Experts	<ul style="list-style-type: none"> <li>- Competitive incentive packages</li> </ul>	<ul style="list-style-type: none"> <li>- Development of long-term mutual beneficial services relationship</li> </ul>	<ul style="list-style-type: none"> <li>- Congruence of research priority agenda</li> </ul>	<ul style="list-style-type: none"> <li>- Congruence of research priority agenda</li> </ul>

## SWOT Analysis

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>- There is a strong Top Level Management Support.</li> <li>- There is an increase in the number of researches in the past three years.</li> <li>- There is an increase of Faculty involved in Research in the past three years.</li> <li>- There is an evident improvement in the research process based on the needs of the clients.</li> <li>- There is sufficient budget to support the RDSO Operations.</li> <li>- There is an improvement in the Organizational Structure of the RDSO.</li> </ul>	<ul style="list-style-type: none"> <li>- There is a possibility of designation or re-designation of the staff to other departments.</li> <li>- There is a need for subscription to international Journals/research databases</li> <li>- There is a need for access to research tools such as computer dedicated for faculty research.</li> <li>- There is a need to have more outputs be secured by IP, copyright</li> <li>- There is a need for organic employees.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Engage in collaborative research with other academic institutions, industry and Government and non-government institutions.</li> <li>- Develop National and International Linkages</li> </ul>	<ul style="list-style-type: none"> <li>- Other universities engaged in research</li> <li>- Risk of predatory research organizations</li> <li>- There is a risk of not being able to publish research output [within the academic year</li> </ul>

## 7.0 RECORDS

- 7.1 List of Interested Parties (DHVTSU-QSP-ADMINSO-001-F0001-R00)
- 7.2 SWOT Analysis Form (DHVTSU-QSP-ADMINSO-001-F0002-R00)