Level of Preparedness of the Personnel for 7's Implementation towards ISO Certification of Schools Division of Batangas

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ABSTRACT

This study aimed to design a work plan to enhance the level of preparedness of the personnel for 7S implementation towards ISO certification of schools division of Batangas. This study also covered the attributes of the schools division personnel in terms of attitude and behaviors and interest and creativity. It specifically looked into the involvement of the schools division's personnel in each phase of 7s such as sort, straighten, scrub, standardize, sustain, safety, and spirit. Descriptive method of research was used in this study utilizing a researcher-made questionnaire. One hundred forty-four (144) division employees were utilized as respondents of the study. Based on their assessments, checking on the effectiveness of 7S implementation was among the steps offered by the SDO top management to attain total quality management to determine the relevance and significance of the implementation of 7S in achieving the ISO certification of DepEd, Batangas.

The study revealed that positive attitude and behavior of the schools division personnel were very evident. The preparation for 7S implementation in terms of sorting, straighten, standardize, sustain, safety and spirit was done by the respondents always. Results also revealed that the preparedness for 7S implementation of SDO personnel of DepEd, Batangas Province was highly manifested. The researchers recommended that enhancement program and activities may be done to maintain the positive and high performance of the schools division employees in extending service to the customers.

Keywords: 7S implementation, ISO certification, schools division office, Preparedness, personnel.

INTRODUCTION:

In today's world, quality may be defined as the level of acceptance of good services and the delivery of quality products from efficient and effective public servants. It is even considered as a global phenomenon for organizations which result in customer satisfaction. Moreover, management of the organization is particular to quality are high quality outputs resulting to customer satisfaction. Moreover, management of the organization is particular to quality output to gain competitive advantage, continuity, and stability which enable the organization to compete locally and globally. Thus, lots of companies even government agencies strive hard to attain total quality management system which is a complicated process. The quality service serves as the instrument in attainment the common good within the organization. Hence, enhancing personnel quality ranks foremost in many work reform efforts toward quality service. As remarked by (Schroeder,2008), ISO 9001 certification has a major impact on worldwide quality practices. Many companies demand for ISO certification from their supplier as a condition for doing business. This situation has pushed many organizations to register for ISO certification. ISO management systems have gained prominence in the field of managing quality since two decades.

The primary point to be considered in the improvement of every organization is the familiarization of all the

processes of the services to be provided for customers' satisfaction. Service with quality is the firsthand obligation of all the members of the organization as well as those in the position. Quality service through improvement of the processes determines the organization's operation and control of all the procedures in implementing the quality management system of the organization. Ideally, leading the organization in the right direction should be the highlight in adopting the International Organization Standardization (ISO). Hence, every employee should work with dignity and pride as a real public servant. The ISO 9000 QMS standards are not specific to products or services alone. They are rather applied to the processes that create products and services. These standards are generic in nature so that they can be used by manufacturing, service industries and organizations anywhere in the world to continually improve the effectiveness of the quality management system through use of the quality objectives, audit results, analysis of data, corrective and preventive actions and management review (Gryna,2007).

The organization's compliance with the standard of ISO is the created condition in which people are engaged in achieving the quality objectives of the organization. Understanding current and future needs of customers and other interested parties contribute to the success of the organization. The Schools Division of Batangas as big organization under Department of Education is not an exception in the dilemma of having customers who observed to be dissatisfied . The Schools Division of Batangas observed it necessary to employ ISO 9000:2015 as a great help to the department to meet legal and regulatory requirement to improve the operational output consequently replace the current practices that are found inefficient standards aligned to quality management system and impractical. As stipulated in Division Memorandum No. 234 s. 2018, can reduce, re work, increase employee motivation and participation, increase profit margins and promote continual improvement as what schools division superintendent discussed in the management committee meeting among the schools division personnel. He mentioned that like the other large divisions in the entire region IV-A the Schools Division of Batangas also needs to be accredited.

The preparation for ISO 9001:2015 accreditation has become one of the priorities of the Schools Division Office of Batangas since its awareness training was conducted. All the needed trainings for the employees have been conducted for the improvement of the processes as well as for the readiness of each employee. All the SDO personnel were trained in different aspects providing quality service particularly in the implementation of the 7S in their respective unit and section because they are expected to perform specific job for better outcomes. It goes beyond the combination of abilities, competencies, motivation and effort since it focuses more on the quality outcomes for customers satisfaction (Bernardin and Russel 2013). This is one of the reasons why the researchers wanted to evaluate the level of preparedness of the personnel for 7S implement towards ISO certification of the schools division of Batangas Province. The researchers being highly engaged in the process would like to find out how the implementation of 7S could help the division personnel for the ISO certification which will eventually become their way of life. The study of (Quinia, 2015) which is entitled Readiness of Batangas State University for International Organization for Standardization (ISO) Accreditation for Continuous Quality Improvement concluded that undergoing the process of ISO certification to attain quality management system can add credibility for the institution by demonstrating that their product or service meets the expectation of the customers and it can really help one company or institution to obtain recognition globally and become competitive worldwide.

In the light of the aforementioned, it is believed that preparation for ISO certification should be prioritized by the schools division because this will be the best avenue to address the issues in extending services to others. Thus, it is the interest of this study to determine the level of preparedness of the personnel of 7S implementation towards ISO certification of the schools division of Batangas Province. This study sought answers to the following questions What are the attributes of the schools division personnel as assessed by themselves in terms of attitude and behavior, interest and creativity? How do the schools division personnel get involved in each phase of 7S for ISO certification such as: sort, straighten, scrub, standardize, sustain, safety, and spirit ? What plan of work may be proposed to achieve ISO certification to 7S implementation ?

LITERATURE REVIEW:

ISO 9001 helps one organization ensure that customers consistently receive high quality products and services. It also brings competitive advantage and benefits to customers, management, and employees. Organizations use standard to demonstrate the ability and consistently provide products and services that meet customer and regulatory requirements. It is the most popular standard in the ISO 9000 series and the only standard which organization can certify. The standards provide a new approach to quality management and human resources issues to achieve critical goals by applying a systematic approach to external and internal branding and culture,

leadership, communication, learning, job design, innovation and collaboration, community building, rewards and recognition, and analytics that often are required in organization(Bolger,2018).

The purpose of applying for accreditation of ISO 9001:2015 is to provide the schools division with quality management system for a clear direction of the department. Adoption of such system focuses mainly on improving all the section/unit processes to achieve customer satisfaction. Leaders with good management skills are able to see how the organization's processes affect every section/unit. They use conceptual skills to diagnose and assess different types of management problems and issues that might arise in one organizations and they would able to lead their employees in delivering quality service in their respective departments(Jackson & Slocum 2015).

Service to the clients or any interested parties should be in accordance with 7S principles which improve that no time shall be wasted. There is a saying which states that if you always do what you have always done then you will always get what you always got. Relating this to management systems that are currently in place, the organization is likely to produce that same results that it has been getting. In many cases, the problems that management tries to deal with over and over again are function of the management system in place, not the employees themselves (Liff 2007).

Creating better work atmosphere and having standardization are the priorities of the organization undergoing ISO journey the reason why it is important that every step in the procedures and processes are aligned to the requirements of the top management of certain organization. Strict compliance with the quality policy helps achieve the quality objectives of each section. Most of the time, the employees in an organization analyze the status of the organization and they define organizational and staff needs in terms of skills and technological updating as well as health and safety initiatives. The job concerned with identifying the gaps in performance, monitoring staff and management requests for education and training and determining priorities (Hargreaves 2000).

Quality Management System covers the concern about sustainability of the improved policies and procedures for customer satisfaction. Taking into account, it is important to note the elements of a quality management system to sustain the interest and satisfaction of the customers such as; organizational structure, responsibilities, method, data management, process, resources, customer satisfaction, continuous improvement,product quality, maintenance, sustainability, transparency and independent audit. When members of the organization undertake work, there is a series of actions they need to do, tools and equipment to be used, energy and materials they will consume, information that they need and decisions they need to make from the beginning until the end. This progression is a process, it has the beginning and an end, The organization begins to move its focus firmly in the direction of its customers(Hoyle 2009).

The study of (Santouridis & Trivellas 2010) showed that the appropriateness of system and processes was highly influential in the quantification of customer loyalty and satisfaction. The research results indicated that there was a link between customer satisfaction and customer loyalty. They think that this relationship between customer satisfaction and loyalty is explicitly expected especially if the work organization is continually improving its quality management system by implementing corrective and preventive action procedures. (Drew & Healy 2006) discussed in their study related to quality management approaches in Irish Organization that an organization with quality management system should perform better in assuring effective relations with customers and employer. According to (Batt 2002,) performance is absolute when work objectives are met by the employees.

In the study of (Agena et al 2016), they mentioned that to assure a stable quality management system for the companies they should implement ISO certification to strengthen their relationship with their customers from public and private sectors to satisfy them. They also proposed solution to the problems of the top management that is to periodically review the quality management system performance to ensure its continuing suitability, adequacy and effectiveness. It was also recommended by (Naden 2018) that producing a product, service, process or project always involves a series of interconnected or complementary processes and tasks that have to be performed as well as planning them effectively to get better results. A quality plan helps organizations to attain quality objectives which includes a specification of the actions, responsibilities and associated resources that are needed to achieve the desired outcomes. It is also useful to an organization as it may harmonize other processes and procedures which have an impact on other parts of the business or transactions. Likewise, preparation of audit checklist during the planning stage is crucial in validating new products, services or processes in demonstrating to stakeholders how their requirements would be met.

An organization can no longer think of ISO 9001 as simply a means to control documents determine product nonconformities conduct internal audits, and take preventive and corrective actions. The revision of ISO 9001 focuses on an organization's leadership, planning, support operations, performance evaluation, and

improvement. Any organization which engage in the global marketplace must set standard to attain quality management system. One of the most powerful benefits of the setting international standard is the principle of employing the process approach. By implementing the process approach, the work process will lead to a systematic method of identifying and controlling anticipated issues and problems to ensure that the requirement would be satisfied (Combs 2013).

Meanwhile, (Lussier 2005) stressed the need for the employees to be familiar with the quality objectives of their organization and that their service should be accordance with the expectations of the customers. For the procedures to be effectively carried out, premium must be given by the management for the support and commitment of all the employees in the organization.Cognizant of its goals, every employee at every level must set his or her eyes upon his or her contribution and must be willing to constantly receive feedbacks. To achieve the motivational benefits of goal setting, leaders and staff must work with others to set the right goals in the right ways.Adequate knowledge and understanding of one's duties and functions facilitates the goal-setting activity between the top management and its subordinates. The latter becomes more enthusiastic and committed to work toward the target.Understanding one's personality offers clues about how that person is expected to act and feel in a variety of situation. In order to successfully manage organizational behavior,understanding of the employees different types of personality is useful. Having this knowledge is also practical for placing people in the right jobs and organizations (Serrano et.al 2016).

 Furthermore, the organization shall identify the activities that are associated with the identified significant environment aspects in line with its policy, objectives and targets. The organization shall plan these activities including maintenance in order to ensure that they are carried out under specified conditions by establishing and maintaining documented procedures, stipulating operation criteria in the procedures, and establishing and maintaining procedures related to the significant environment aspects of goods and services used by the organization (Cascio 2000).

Good housekeeping as applied in the organization is system helps achieve total quality management.Good housekeeping-procedures can be developed, followed, and integrated into the daily operations of the company. It is also related to changing behavior and creating a culture of productivity. Involvement and motivation of personnel at all levels of the company can significantly enhance the implementation process (Patrick 2013).

ISO 9000:2005 defines work environment as a set of conditions under which people operate and include physical, social and psychological environment factors. The work environment must be appropriate to the products and to the people producing the products. It is also critical to the product and to workers' performance and extends beyond the visible and audible factors commonly observed in a workplace (Hoyle 2009).

 Truly the greatest challenge to the employees in the SDO is to achieve the set quality policy.The success of the SDO operations depend on how the division processes are effectively implemented to satisfy applicable requirement and achieve customers satisfaction. The implementation of good housekeeping greatly helps in the attainment of the quality objectives towards ISO certification

In the light of the aforementioned, it is believed that the preparation for the ISO accreditation should be prioritized because this will address the issues in extending services to all the interested parties. Thus, this research proposed work plan to enhance the capabilities of the SDO personnel in the implementation of 7S in their respective units/sections.

METHODOLOGY:

The study employed the descriptive (quantitative) type of research. This is also an action research since it is a form of investigation designed for use by the researchers which, according to (Parson and Brown,2002), is an attempt to solve problems and improve professional practices. The study's main source of data was researcher-made questionnaire which was validated by experts and tried out. The study made use of Likert Scale to obtain the rating of the respondents on the level of preparation of the personnel for 7S towards ISO certification of the Schools Division of Batangas. The research instrument consisted of two parts.Part 1 dealt with the attributes of the respondents such as attitude, behavior,interest and creativity. Part II dealt with the involvement of the schools division personnel in the preparation of activities relative to 7S implementation.

Frequency, ranking and weighted mean were used in the study to interpret and analyze the data. The research locale was the schools Division Office of DepEd Batangas located at Provincial Sports Compound, Barangay Bolbok, Batangas City.The participants of the study were one hundred forty four (144) schools division personnel.The researchers sought permission from Schools Division Superintendent to conduct the study about 7S implementation which is a very important part of ISO 9001:2015.

FINDINGS AND DISCUSSIONS:

This section shows the presentation, analysis, and interpretation of the data gathered following the procedures of its own research design.

Table 1 shows the attributes of the schools division personnel in terms of attitude and behavior towards their clients for excellent service. As DepEd personnel they need to possess good character, commitment and competence. They should also manifest warn personality, interest in working with others, emotional stability and emphatic understanding to others which are pre-requisites in dealing with customers and co-workers. All these qualities which are necessary when with transacting the clients in different processes and procedures certainly serve as key towards the attainment of quality service. It is important to assess the attributes of the employees as these reflect on their job as public servants.

Table 1: Attitude and Behavior of the SDO Personnel

	Items	Weighted Mean	Verbal Interpretation
1.	dedicated and committed to his/her job	3.90	Always
2.	responsible SDO employee with high respect for others	3.86	Always
3.	willing to take active part in improving their organization image and competitiveness	3.82	Always
4..	approachable and accommodating	3.81	Always
5.	sensitive to the clients' needs and demonstrate integrity and honesty	3.81	Always
6.	always understanding to the needs of the customers	3.79	Always
7.	cheerful and like to have conducive and orderly office and surroundings	3.76	Always
8.	willing to create conditions in which people are engaged in achieving the quality objectives of the organization	3.70	Always
9.	ready to provide world quality service with international standards	3.67	Always
10.	confident and able to manage stressful situations calmly	3.49	Often
	Composite Mean	**3.76**	**Always**

Table 1 shows the respondents' attitude and behavior with respect to their personal attribute.

Based on the obtained mean, dedicated and committed to their job with an average of 3.90 also, they were always responsible schools division employees with high respect for others, willing to take active part in improving their organization image and competitiveness and approachable and accommodating with weighted means of 3.86,3.82 and 3.81, respectively.These results indicate that the trainings on ISO 9001:2015 were internalized by the SDO personnel. This is also a manifestation that most of the employees at the Schools Division Office were of the code and conduct of the government employees as stipulated in the Civil Service Manual.Employees with high committed and high respect for others contribute much in the attainment of quality objectives of the schools division.They set good examples to other employees by showing commitment and dedication to their job.

However, the schools division personnel were often confident and able to manage stressful situation calmly as revealed by a weighted mean of 3.49.This goes to show that despite stressful situation the SDO personnel still manage to work dutifully for the attainment of the goals of ISO.As to attitude and behavior, the respondents could be described as having positive indicated by a composite mean of 3.76 which was described as always. Serrano et.al (2016) cited that in order to successfully manage organizational behavior, an understanding of different employees' personality is useful. Having this knowledge of personnel's attribute is also practical for placing people in the right jobs and positions in an organization.

Table 2 shows the personnel's interest and creativity manifested by SDO employees towards ISO activities.

Table 2: Interest and Creativity of Schools Division Personnel

	Items	Weighted Mean	Verbal Interpretation
1.	willing to satisfy the importance of the needs and expectations of the interested party	3.79	Always
2.	aware of observing official time and ready to serve beyond the call of duty when needed	3.74	Always
3.	a part in maintaining positive atmosphere and attitude in their office.	3.73	Always
4.	after to general cleanliness and housekeeping in their work environment	3.73	Always
5.	willing to understand current and future needs of the customers and other interested parties contribute to the success of the organization	3.72	Always
6.	nature lover and has great concern for the environment	3.69	Always
7.	aware on the basic principles of ISO 9001:2015 QMS and its requirements that their interest to world class work environment should be one of their priorities to strengthen their skills and knowledge	3.67	Always
8.	ready to use my special talent in creative work	3.65	Always
9.	willing to create new opportunities	3.65	Always
10.	innovative and willing to transform for the demands of the organization	3.58	Always
	Composite Mean	**3.70**	**Always**

The data in the table show that schools division personnel were always creative and have positive attitude with a composite mean of 3.70.

As contented in the table, willingness to assist the needs and expectations of the interest party obtained the highest weighted mean of 3.79. Santouridis (2010) cited that the relationship between customer satisfaction and loyalty is explicitly expected when the organization is continually imporving its quality management system by implementing corrective and preventive action procedures. The respondents were always aware of observing official time and ready to serve beyond the call of duty when needed with a mean of 3.74.

The schools division personnel always take part in maintaining positive atmosphere and attitude in their office,they were always after the general cleanliness and housekeeping in their work environment which both obtained weighted means of 3.73.Hargreaves (2000) cited most of the time the employees in an organization served as needs analyst.

Apparently, the data from the respondents were found at the lower portion of the rank under distribution.It may be inferred that the schools division employees are willing to create new opportunities and ready to use special talent in creative work with the same weighted means of 3.65 and ranked 8.5. Last in ranked was the innovative and willing to transform to the demands of the organization with a weighted mean of 3.58. This result could be attributed to the fact that most of the employees in the schools division office are exposed to bulk of paper works. This indicates that the SDO personnel always show creativity and interest in utilizing their skills for the improvement of their organization.

The schools division employees could be characterized as having positive interest and creativity. According to Sunga (2013), school personnel have obligation right in accordance with existing laws, regulations and policies of the DepEd. They also have duties and responsibilities in line with the philosophy, goals and objectives of the organization.

Table 3 shows how SDO personnel do sorting in the working area which contribute to making every section a pleasant workplace. One sorting is done, only useful items remain in the area so that all will be set in order.

Table 3: Sorting

	Items	Weighted Mean	Verbal Interpretation
1.	aware of the importance of all records and files in their office	3.68	Always
2.	prioritize making all things in order in their office through segregation and proper arrangement of things	3.66	Always

	Items	Weighted Mean	Verbal Interpretation
3.	after the sorting out of the needs and the not needed items in their office	3.65	Always
4.	conscious of identifying aisles, equipment, and materials in their organization	3.56	Always
5.	Form a big part in making all things easily identified and located for immediate access and fixtures assigned a visible location	3.54	Always
Composite Mean		**3.62**	**Always**

Based on the assessment of the respondents, they always do all the activities relative to sorting as reflected by a composite mean of 3.62. Hoyle (2009) explained that work environment is critical to the product and to workers performance and extends beyond the visible and audible factors commonly observed in a workplace.

From the table, it can be noted that the SDO personnel were always aware of the importance of all records and files in their office with a weighted mean of 3.68. Also, they always prioritize making all things in order in their office through segregation and proper arrangement of things with a weighted mean of 3.66. They secure likewise after the sorting out of the needs and the not needed in their office. They were conscious of identifying aisles, equipment and materials in their organization and they form a big part in making all things easily identified and located for immediate access and fixtures assigned a visible location with weighted means of 3.65,3.56, and 3.54 respectively.

Howard (2013) emphasizes that the elements of quality management system such as, data management, process, methods and sustainability should be maintained to sustain the interest and satisfaction of the customers. Extending services to the clients in the schools division is basically observed and witnessed in sorting the records, documents, and files forwarded to the top management for the approval hence every employee must be conscious about the importance of such pertinent documents.

Generally, it can be inferred that the SDO employees served as models, good examples and inspiration to their peers in sorting out the things to maintain the orderliness in the office where they belong. This has connection to the discussion of Hargreaves (2000) that most of the time the employees in a well service organization serve as analysts who are concerned about defining organizational and staff needs in terms of skills and technological updating as well as health and safety initiatives.

Table 4 shows the SDO personnel's practice of straightening as part of the implementation of 7s in the schools division to maintain improvement of all procedures/processes in their respective section/unit.

Table 4: Straightening

	Items	Weighted Mean	Verbal Interpretation
1.	place all the documents in proper place	3.66	Always
2.	show awareness of the contingency plan of their office in case of co-worker's absence	3.50	Always
3.	have the knowledge in reducing time for searching things needed	3.50	Always
4.	possess the skills and knowledge in making their office always prepare for audit checklist	3.48	Often
5.	familiar with quality management principle	3.48	Often
Composite Mean		**3.52**	**Always**

Table 5 presents the skills and knowledge of the schools division personnel in straightening. From the table, it is reflected that the respondents always exhibited their function in placing all the documents in proper places with weighted mean 3.66. This is a good indication that they manifest the characteristics of being careful and practice orderliness that makes document easy to locate every transaction with the clients. The respondents always show awareness of the contingency plan of their office in case of co-workers absence with a weighted mean of 3.50. They also have the knowledge of reducing time for searching things needed which also obtained weighted mean of 3.50. This revealed that SDO personnel knew know what to do and how to do it and they used varied of strategies in this important aspect.

On this note, this finding is in conformity to what Cascio (2000) stated that the organization should identify the operational activities that are associated with the identified significant environmental aspects in line with its

policy, objectives and targets. The organization should plan these activities, including maintenance, in order to ensure that they are carried out under specified conditions by establishing and maintaining documented procedures, stipulating operation criteria in the procedures and establishing and maintaining procedures related to the significant environment aspects of goods and services used by the organization.

It can be inferred from this assessment that the respondents always perform the activities relative to straightening as one of the important indicators in 7S with a composite mean of 3.52. This result supports Bernardin's and Russel's (2013) idea that everything should go beyond the combination of abilities, competencies, motivation and effort since it focuses more on the resulting outcomes in terms of the opportunities performed by those who extend services to others. Aside from that, responsibility of the employees are reflected in the way they utilize their skills and resources in providing quality service for the customers and maintaining good work conditions for the entire organization where they belong. Table 5 shows how SDO personnel performed scrub in preparation for 7S implementation in the schools divisions.

Table 5: Scrub

	Items	Weighted Mean	Verbal Interpretation
1.	have the ability to consistently deliver quality services/product to the interested party	3.65	Always
2.	know the obligation to make their workplace cleaner and healthier	3.64	Always
3.	Ensure that everything is in perfect condition and in order before and after their working hours	3.58	Always
4.	evaluate the process and implement any changes needed in their respective section/office	3.57	Always
5.	maintain the habit of eliminating workplace hazards and reducing waste of materials and resources	3.48	Often
Composite Mean		**3.58**	**Always**

As contained in the table, the SDO personnel always manifest their ability to consistently deliver quality services/product to interested party, with the highest weighted mean of 3.65. Lussier (2005) cited the need for the employees to be very particular to the objectives of the organization. Their service should be in accordance with the expectation of the customers as indication that the objectives are met. It is good to note that most of the employees in the schools division office are after the quality service that they would like to provide to their customers. This is an indication that they are prepared for ISO certification. They also know their obligation to make their workplace cleaner and healthier with a weighted mean of 3.64. This finding can be attributed to the fact that every section is required to have conducive, clean and safe surroundings which is the basic requirement for ISO 9001:2015 certification. The top management discussed the importance of housekeeping during the Management Committee Meeting of the schools division.

Last in rank was maintaining the habit of eliminating workplace hazards and reducing waste materials and resources with weighted mean of 3.48. This revealed that most of the personnel of the SDO often exhibited the said practice because this is part of their maintenance services. The composite mean of 3.58 implies that the SDO personnel had shown great consideration for scrub as one of the requirements to comply with 7S requirement.

The physical aspect of the working environment as well as the resources are the basic instruments to attain the atmosphere conducive to working in their respective sections/offices. These facts are truly aligned with the obtained composite mean. Goulding (2018) cited that sweeping, mapping, dusting, putting materials, supplies, tools and other objects away are the essence of the shine phase since cleaning is everyone's responsibility. When people spend in cleaning their own area, they take more ownership.

Table 6 shows the level of preparedness of SDO personnel for 7S implementationin terms of standard.

Table 6: Standard

	Items	Weighted Mean	Interpretation
1.	make themselves aware of the standards of the procedures in their organization	3.61	Always
2.	demonstrate knowledge of making all things visible and accessible	3.57	Always

	Items	Weighted Mean	Interpretation
3.	evaluate the effectiveness of their actions in every situation	3.57	Always
4.	determine the best method to be used	3.55	Always
5.	visualize controls in ensuring that anyone in their office can find what they need quickly	3.49	often
Composite Mean		**3.56**	**Always**

This data in the table reveal that most of the SDO employees were always aware of the standardization by making themselves aware of the standards of the procedures in the organization which obtained the highest weighted mean of 3.61. This result substantiated what Combs had cited that one of the most powerful benefits of the standard is the principle of employing the process approach. Focusing on implementing a process approach will lead to a systematic method of identifying and controlling processes to ensure that requirements are understood.

The respondents always demonstrate knowledge of making all things visible and accessible and evaluate the effectiveness of their action in every situation which both obtained weighted mean of 3.57. They also determine the best method to be used with a weighed mean of 3.55. This has similarity to the findings of Agena (2016) when they proposed solution to conduct periodic review on quality management to ensure its continuing suitability, adequacy and effectiveness. Based on the statements above, the SDO personnel may be described as effective since the staff of an organization should have motivating skills to win the hearts of their clients.

Moreover, it can also be noted that the respondents often visualize controls in ensuring that anyone in their office can find what they need quickly with a weighted mean of 3.49. This obtained the lowest weighted mean of 3.46 which implies that the SDO personnel could feel that this concern is one of the hard tasks in the filing of records and documents. Summarizing the data, the respondents may be said as always very particular with the standardization in their respective office as revealed composite mean of 3.56. This implies that as far as standardization is concerned the SDO personnel are aware of their part in making their section compliant the standard of ISO 9001:2015. Lewis (2016) cited that work practices should be consistent and standardized. Everyone should make sure what his or her responsibilities adhere to the first 3S. During this step, the organization will create standard operating procedures to ensure that new habits are established and that work places will remain in good shape.

Table 7 shows how the SDO personnel sustain the continuous improvement in their respective section to make their customers satisfied with the services they are expecting.

Table 7: Sustain

	Items	Weighted Mean	Interpretation
1.	take accountability for the effectiveness of their service to the interested party and co-employees	3.67	Always
2.	maintain the suitability of their processes/procedures and implement changes for improvement	3.66	Always
3.	improve their system that will affect the ability to achieve the intended results	3.65	Always
4.	help sustain the objective of QMS of the organization	3.53	Always
5.	attend and complete the training about ISO 9001:2015 Quality Management System	3.50	Always
Composite Mean		**3.60**	**Always**

From the table, it can be noted that the SDO personnel were fully aware of the importance of sustain in the 7S. The employees always took accountability for the effectiveness of their service to the interested party and co-employees with the highest weighted mean of 3.67. Drew (2006) cited that quality assurance will be attained through having good relationship with the customers and employer. This is a manifestation of what they have learned in the training and seminars in connection with ISO. Striving for excellence is the common goal of the schools division office personnel as reflected in the Quality Policy that is anchored on the ISO 9001:2015. Their level of performance is the measurement of how effective and efficient the service they provide to their

customers hence there is a need to check their level of preparedness for the 7S implementation. Competent and dedicated schools division employees are the strengths of the DepEd in delivering quality service to customers. On the other hand, the SDO personnel always try to attend and complete the training about ISO 9001:2015 Quality Management System which served as their guide in the continuous improvement of their sections.This result could be attributed to the fact that there are other personnel who fail to attend some seminars and training related ISO The composite mean of 3.60 indicates that the SDO personnel always performs activities related to sustain.The finding strengthens the claim of Bolger(2018) that standards provide a new approach both to quality people management and human resources issues to achieve critical goals by applying a systematic approach to external and internal branding and culture, leadership, communication, learning,job design, innovation and collaboration, community building, rewards and recognition, and analytics that often are required in the organization to sustain the needed procedures and processes which have a great impact in extending services to the clients.

Table 8 shows the expected precautionary measure that should be observed to eliminate hazards and practice the observance of safety and orderliness.

Table 8: Safety

	Items	Weighted Mean	Interpretation
1.	aware of safety procedures and conditions in their office to prevent human error	3.70	Always
2.	always identify, verify, protect and safeguard all documents/products for their customers and co-workers	3.69	Always
3.	ensure the availability personal protective equipment in the office / workplace	3.61	Always
4.	take control of property belonging to customer or external providers	3.57	Always
5.	ensure reporting of property, protective equipment or signage if lost, damaged or found unsuitable for use and retain documented information on what occurred	3.55	Always
Composite Mean		**3.62**	**Always**

Table 8 shows the level of preparedness of schools division personnel in terms of safety.Result shows that the schools division personnel were always of the safety procedures and conditions in their office to prevent human error with a weighted mean of 3.70. They always identify, verify, protect and safeguard all documents/products for their customers and co-workers with a weighted mean of 3.69.

It can also be noted that the SDO personnel always ensure the availability of personal protective equipment in the office or workplace with a weighted mean of 3.61.They take control of property belonging to customer or external providers with a weighted mean of 3.57 and ensure reporting of property, protective equipment or signage lost,damaged or found unsuitable for use and retain documented information on what occurred with a weighted mean of 3.55. Looking at the assessment of the schools division personnel, the composite mean of 3.62 indicates that the level of preparedness of the schools division personnel on safety is highly manifested, Jackson and Slocum(2015) noted that managers use conceptual skills to diagnose and assess different types of management problems and issues that might arise in one organization and they also lead their employees in managing their respective department.

Table 9 shows how the spirit of collaboration brings harmonious working condition in every organization. The respondents level of preparedness for 7S implementation relative to spirit is manifested in the table.

Table 9: Spirit

	Items	Weighted Mean	Interpretation
1.	believe in their strength and God will use them in delivering excellent services to others	3.79	Always
2.	ensure that operations in their office provide opportunities for them to improve	3.66	Always
3.	show improvement in their action which contributes to the success of	3.60	Always

Items	Weighted Mean	Interpretation
the organization		
4. apply 6S to eliminate waste	3.60	Always
5. aware that 6S should be maintained without supervision	3.55	Always
Composite Mean	**3.64**	**Always**

Based on the obtained mean, the respondents always believe in their strength and God will use them in delivering excellent services to others. It received the highest weighted mean of 3.79. Also, they always ensure that operations in their office provide opportunities for them to improve with a weighted mean of 3.66. They also show improvement in their section which contributes to the success of the organization and apply 6S to eliminate waste which both obtained a weighted mean of 3.60.Least rated among the indicators was SDO personnel were aware that 6S should be maintained without supervision with a weighted mean of 3.55. Summing up, the composite mean of 3.64 indicates that the level of preparedness of the school division office personnel was always manifested in terms of spirit.This is in conformity to the concept of Naden (2018) when she recommended that producing something-whether it be a product, service, process or project-always involves a series of interconnected or complementary processes and tasks that have to be performed, and planning them effectively often leads to better results.

Proposed Work Plan:
In the light of the findings, the researcher proposed a work plan for the schools division that can help sustain the good practice and improve the processes of the respective sections of the schools division personnel.The proposed work plan focused on the areas which are subject to continuous improvement towards customers satisfaction.

Proposed Work Plan

Attitude and behavior	Objective	Strategy	Activity
1.Confident and believe that they can manage stressful situations easily	Strengthen the schools division personnel's confidence and beliefs that they can manage stressful situations easily	Encouraging them to apply best practices in every situation in dealing with customers to sustain the culture of excellence	• Conducting seminars and workshops to refresh the employees in managing and dealing with people. • Conducting quarterly organization team building and other activities that will make every employee overcome stressful activities
2.Ready to provide quality service to all customers	Create a culture and climate conducive to excellent performance through educational programs, projects, innovations, and initiating best practices	Strengthen the culture of excellence among schools division personnel	• Implementing programs for service improvement such as; Personality Development, one-on-one mentoring with the employee on how to deal with customers and coaching of the section heads to their staff as they observe their weaknesses in serving people in their work environment • Mainstreaming / benchmarking of best practices of the other organizations
Interest and Creativity			
1.Innovative and willing to transform for the demand of the society	Create a network of service and leadership that will guide the schools division personnel to achieve its goal	Develop collaboratively the Schools Division Development Plan for ISO (SDODP-ISO) by the top management and assign leaders for ISO accreditation	• Promoting the concept of working together and point out that every step/program is for the welfare of the customers specifically in innovative way

Attitude and behavior	Objective	Strategy	Activity
2.Willing to create new opportunities and ready to use their special talent in creative work	Establish sustainable linkages/partnership with fellow workers and other organization to upgrade their working competencies	Establish interactive linkages, like established/ISO accredited organizations, civic-spirited individuals who are willing to take part in the schools division employee development	• Recognizing the schools division personnel who show exemplary service and support to the organization • Creating a social club for schools division employee, section heads and top management that will promote camaraderie among them like Zumba Dancing and Health Care monitoring etc. • Applying the creative way in welcoming the customers and utilizing the talent of those personnel who exhibit potential in cultural presentation
Sorting	Create an environment that is motivating and customer-friendly towards better working environment	Systematically push higher levels of practice in sorting of things in every section	• Optimizing the utilization of sorting in improving access and services to the customers
Straighten	Develop highly motivated staff for customers' welfare	Devise organizational structure that will seriously provide technical, administrative, and moral support to the organizational team	• Developing and promoting the practice of giving rewards to recognize the exemplary services of the staff • Set monthly/quarterly meeting and reporting on the status of quality management system • Displaying a bulletin board for employee-achievers/best performers or best employee/s of the month
Scrub	Create a working environment that is safe, motivating and customer-friendly towards better service	Systematically push higher levels of observance to orderliness and safety in the workplace	• Conducting quarterly assessment with analysis of the result on the performance of the schools division employees in connection to scrub • Assessing the situations in every workplace and identifying actions needed to put in place an enabling environment for schools division populace and customers • Establishing discipline in housekeeping
Standardize	Create a network of leadership and governance that will guide the system to achieve its goal	Develop collaboratively specific guide/principle in making all things in order	Defining the organizational structure and the roles and responsibilities of the employees in providing technical and administrative support to the organization • Involve every employee in Program Implementation Review at the end of every year to document significant gains and backlogs and identify the root causes of such issues collaboratively • Instilling upon each employee how they can contribute to the organization • Promoting the concept of working together and point out that every step/program is for the welfare of the customers

Attitude and behavior	Objective	Strategy	Activity
Sustain	Develop functional program of activities for trainings	Monitoring religiously the needed trainings for the personnel	• Allocating enough funds for trainings and seminars
Safety	Develop house roles that will remind all employees on safety in the organization	Devise organizational structure that will seriously provide technical and administrative roles in safety and orderliness in the organization	• Developing and promoting the practice of orderly and safety
Spirit	Develop highly motivated schools division personnel	Devise organizational structure that will seriously provide moral, social and spiritual support to the organizational team	• Conducting quarterly contest for best 7S implementers with significant theme in every event that will motivate employees the spirit of team work.

CONCLUSIONS AND RECOMMENDATIONS:

The study looked into the level of preparedness of the personnel for 7S implementation towards ISO certification in the schools division of Batangas. Data gathered revealed that positive attitude, behavior, interest and creativity are always manifested among the schools division personnel as their personal and professional attributes. The level of preparedness of the schools division employees in terms of sorting, straightening, scrub, standardizing, sustaining, safety and spirit is always manifested among them. The proposed work plan which focused on the weak areas of 7S can be tried out to achieve the expected level of preparation among SDO personnel towards ISO certification in the schools division of Batangas.

In the light of the findings, some recommendations or initiatives are solicited to intensify the preparation of the schools division personnel towards ISO certification in the schools Division of Batangas Province. Enhancement programs for the schools division personnel may be implemented to increase their level of preparation towards ISO certification in the Schools Division of Batangas Province.Enhancement programs for the schools division personnel may be implemented to increase their level of preparedness towards ISO certification. The Schools Division Office may continuously organize enhancement trainings for the employees to update their existing knowledge on sorting, straightening, scrub, standardizing, sustaining, safety and spirit, The proposed work plan may be presented to schools division office top management for their review and suggestions before it could be used for implementation. A similar study may be conducted tracing the effectiveness of the proposed activities on 7S implementation and other related programs designed for the improvement of the organization.

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