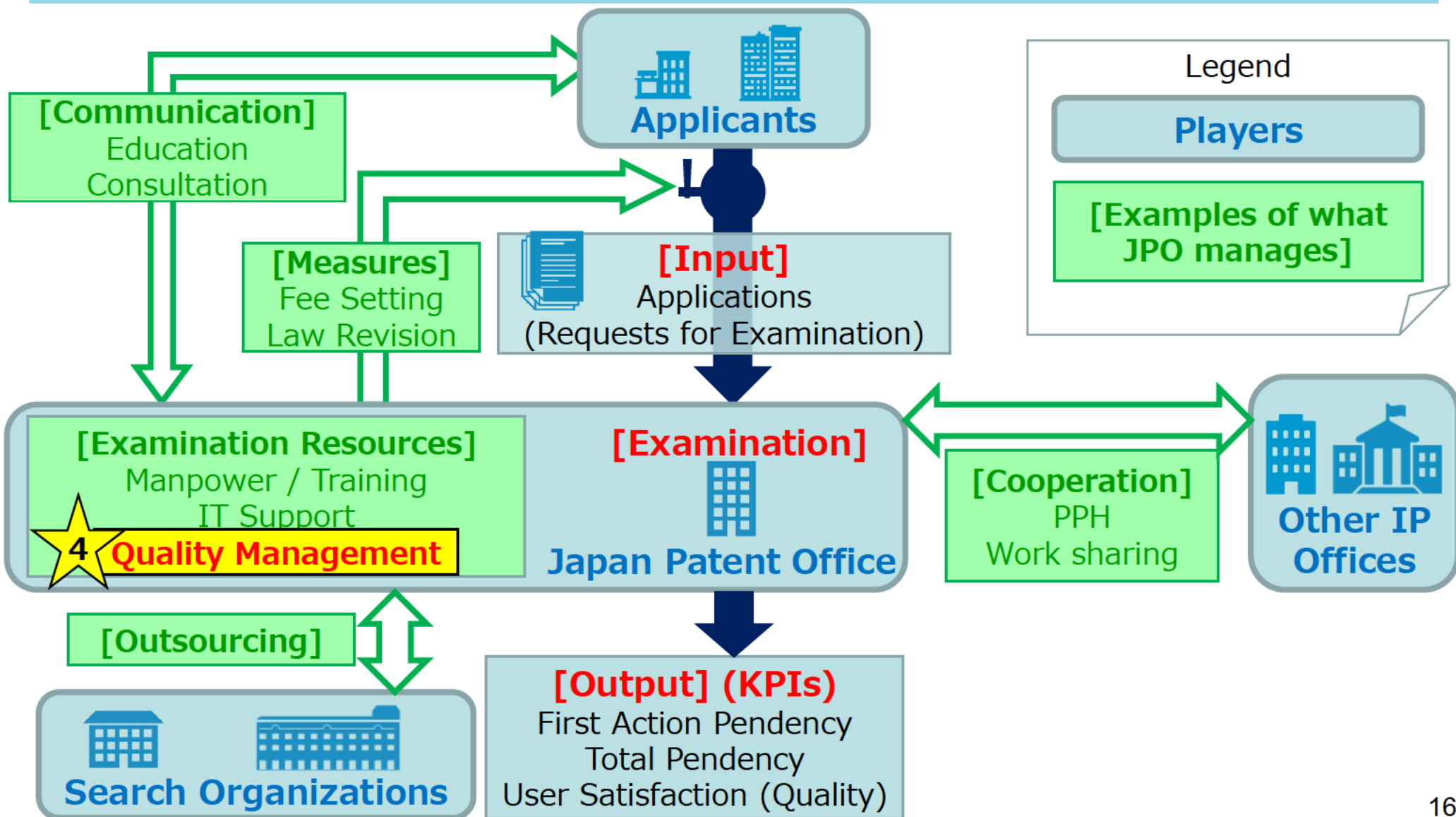


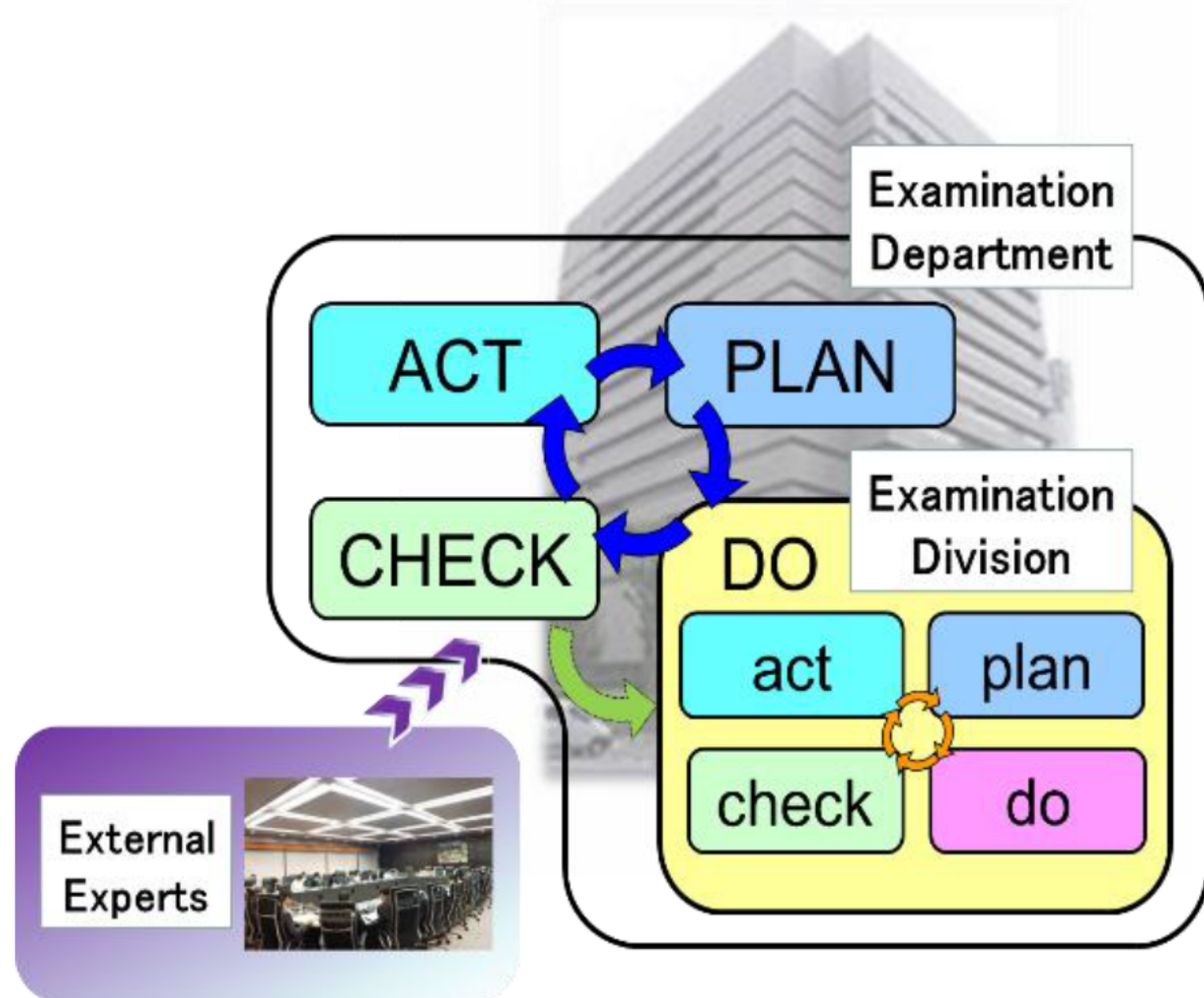
# Substantive Examination

- Quality Management





- Quality Management System in JPO



- Example Activity for Quality Management in JPO

- **The Quality Management Office** compiles a report on "**User Satisfaction Survey**" every year.

Examination  
Department

- **Quality Management Officers** conduct "**Quality Audits**(\*)".

(\*) Randomly selected notices and decisions are audited by a full examination process, including search and determination of "reasons of refusal".

ACT

PLAN

CHECK

DO

Examination  
Division

act

plan

check

do

- **Directors check & approve** all notices and decisions.
- Experienced and **assigned examiners check** some drafts before a director's approval.

External  
Experts



- **The committee evaluates** quality management in JPO every year.