

ŠIAULIAI STATE UNIVERSITY OF APPLIED SCIENCES

Quality Manual



Šiauliai State University of Applied Sciences Quality Manual (hereinafter – Quality Manual) has been implemented under the European Social Fund and the Lithuanian state budget-funded project “Šiauliai State University of Applied Sciences Internal Study Quality Management System Improvement” No. VP1-2.1-ŠMM-04-K-02-009. The document regulating the quality management system of Šiauliai State University of Applied Sciences – Quality Manual – defines continuous and systematic improvement of operational processes. Quality Manual has been developed considering strategy and in accordance with BS EN ISO 9001: 2015 standard requirements, integrating part of the principles of the European Foundation for Quality Management (EFQM) performance excellence model into the performance quality assessment process, maintaining compliance with the quality assurance provisions and guidelines of the European Higher Education Area (2015, Yerevan Communiqué).

Continual maintenance of the Quality Manual is pursued by the Šiauliai State University of Applied Sciences Management Representative for quality.

9 Edition (approved by Šiauliai State University of Applied Sciences Academic Council on 14 April 2021 Resolution No. ATN- 14).

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INTRODUCTION

DATA ABOUT THE ORGANIZATION

Šiauliai State University of Applied Sciences

Aušros al. 40, LT-76241 Šiauliai

Tel. (8 41) 52 37 68.

E-mail: administracija@svako.lt

Website <http://www.svako.lt>

Institution code 111968241

History of the organization

- Šiauliai UAS was established in 2002 after reorganization of higher education medical and technical schools.
- Šiauliai Higher Medical School story began in 1 July 1946 after the establishment of nursing school. In 1991 the School of Medicine was re-organized into a Higher School of Medicine, and on 1 September 2002 into Šiauliai UAS Faculty of Health Care;
- Šiauliai Higher Technical School began its history in 1959 after the establishment of Šiauliai Agro-zoo-technical School. In 1961 it became Šiauliai Polytechnic and from 1991 the school functioned as Šiauliai Higher Technical School. On 1 September 2002 Šiauliai Higher Technical School became the Faculty of Business and Technologies of Šiauliai UAS.
- On 12 July 2010 budgetary institution Šiauliai UAS was transformed into a public institution - Šiauliai State University of Applied Sciences.

Šiauliai State University of Applied Sciences Quality Policy

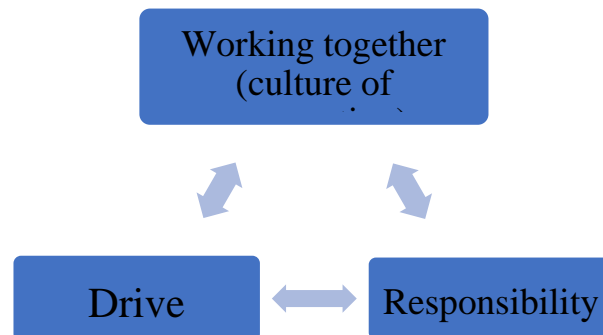
Vision:

We are a socially responsible and progressive higher education institution, recognised for our innovative approach to science-based studies and our impact on the growth of the smart region.

Mission:

We create personality developing experiences in the higher education area through multi-directional practical activities and future competence-oriented studies accessible to current and future professional activities leaders. Our community – students, teachers, staff, graduates, partners – contribute to the creation and transfer of knowledge by empowering the perspectives of lifelong learning and innovation development.

Values of the institution:



Working together (culture of cooperation) is a key drive for us to improve our activities and achieve our goals and objectives. Working together with the community and partners, we share experiences and ideas, foster mutual respect, and cultivate critical thinking and creative personalities. A culture of cooperation strengthens our potential to grow, create and improve.

Drive helps us rise community motivation, focus on opportunities and the future. Aware of the need to act in changing and uncertain conditions, we boldly accept challenges as an opportunity to initiate and implement sustainable changes and to take the lead in our areas of activity.

We understand **responsibility** as a right and a duty to understand how our decisions and actions can affect colleagues, friends, partners and society as a whole. We each take responsibility for yourself, others and the community by constantly learning and trying to turn obstacles into success.

Foreword

In the context of the European Higher Education Area (EAME), the Bologna reforms have contributed to progress by enabling students and graduates to move around the EAME and to recognise their qualifications and partial studies. Quality assurance plays a key role in ensuring that students' acquired qualifications and their higher education experience remain a cornerstone of institutional missions in higher education systems and institutions responding to changes in the EAME. A key goal of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) is to contribute to the common understanding of quality assurance for learning and teaching across borders and among all stakeholders. The ESG reflects the agreement between all interested parties involved in higher education on the principles of internal and external quality assurance and the design of the national quality system as a whole.

Šiauliai State University of Applied Sciences implements the requirements of the LST EN ISO 9001:2015 European Standard in its quality management system in accordance with ESG regulations, integrating part of the principles of the European Foundation for Quality Management (EFQM) performance improvement model into the performance quality assessment process.

Application area

In order to ensure that the services provided meet the requirements of the legislation and the expectations of interested parties, Šiauliai State University of Applied Sciences' internal quality management system is applied to all carried out activities. The effective application of the quality management system, including the continuous improvement of the system, aims to increase the satisfaction of interested parties.

In the case of certification, the scope of the standard LST EN ISO 9001:2015 application – *Development and execution of higher education college studies, other study programmes, applied scientific research, and projects implementation.*

Normative references

EUROPEAN STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN HIGHER EDUCATION

- https://www.skvc.lt/uploads/documents/files/Kita_infromacija/Leidiniai/ESG_vertimas.pdf

THE BOLOGNA PROCESS

- <https://www.smm.lt/web/lt/smm-studijos/studiju-tarptautiskumas/Bolonijos-procesas/1998-2018>

EUROPEAN STANDARDS

- LST EN ISO 9001:2015 LT, EN, “Quality Management Systems. Requirements”
- LST EN ISO 9000:2015 LT, EN, “Quality Management Systems. Fundamentals and Vocabulary”,
- EFQM Excellence Model, 2010, ISBN 9789052365015, ENGLISH.

All documents governing and ensuring the quality of the UAS' activities have been prepared and updated in accordance with legislation and legislative initiatives. External and internal legislation and documented activities information relevant for organisation's activities are available in the database of the documents regulating the activities of the UAS (DRAC) (<http://kvrđ.svako.lt>).

Terms and definitions

Sources: LST EN ISO 9000:2015 LT, EN, "Quality Management Systems. Fundamentals and Vocabulary" and Study Vocabulary: <http://www.skvc.lt/default/lt/kita-information/publications>

Compliance – meeting requirement (attestation of compliance with objective evidence: verification, validation).

Information – relevant data, facts about the object, activity.

Documented information - information that an organization needs to manage (in any format, medium, including documentation and evidence of results achieved: records, reports).

Inputs – objects and / or information received at the beginning of the process and used to achieve results.

Customer – a person or organization that receives the service (product) or benefit from carried out activities.

Quality culture – development of a high level of internal quality evaluation mechanism of the organization and continuous implementation of the results. Quality culture can be seen as an organization's ability to fully perform quality assurance in the organization's daily work and is described as the move from periodic evaluation to continuous quality sponsorship.

Quality policy - the overarching intentions of the organisation's top management with regard to quality, which form the basis for setting quality objectives.

Quality objectives – strivings related with the quality. Šiauliai State University of Applied Sciences quality objectives are promulgated in the quality policy.

Quality management – management from a quality point of view (setting quality policies and quality objectives and processes for achieving quality objectives through quality planning, quality assurance, quality management and quality improvement).

Quality management system – entity of coordinated, interrelated and interacting activities, establishing quality policy and objectives and directing and managing an organization to achieve its objectives. It is a part of the overall management.

Non-conformity – failure to fulfill needs or expectations (of an organization, its customers and other interested parties).

Organization – a group of people with established responsibilities, authorizations and interrelationships for achieving intended objectives.

Service – an action or sequence of actions, manifesting itself by people's interaction, providing a consumer with a product or benefit and satisfying his/her expectations.

Procedure – established order of activity or process performance.

Owner of the procedure – an employee who is responsible for the coordination / outcome of a certain process.

Process – entity of related or interacting activities which transforms inputs into result.

Product – result of the process, derivative (intellectual products – study or other training programme).

Effectiveness - extent to which planned activities are realized and planned results are achieved.

Indicator – a qualitative or quantitative datum describing the measured attribute.

Self-evaluation - the process of collecting information and other factual material, data about the quality of one's / organization's activities, being implemented field of study / study programme, highlighting their strengths and weaknesses, opportunities and threats.

Quality of studies – eligibility of the conditions given to expand personal self-development and acquire qualification in a higher school.

Interested party – a person or group of persons interested in the organization's outcomes and success: organization's staff, students, alumni, listeners, sponsors, social partners, employers, and society.

Management – a person or group of persons who manage the organization. *The sole governing body* – Director, collegiate advisory body of the Director – Directorate. Directorate consists of Director, his/her deputies, departments/units/offices heads and a member designated by the Student Representative.

Top management - a group of people who direct and manage an organization at the highest level – Šiauliai State University of Applied Sciences' collegiate management bodies – Academic Council and the UAS Council.

Evaluation – collection of information in the form of measurements / determination of conformity.

Evaluation criterion – a feature, characteristic under which something is evaluated, quality of the evaluation object is determined, classified and solution taken (evaluation).

Evaluation area – performance area freely chosen by the UAS when developing the organization's self-evaluation to achieve comparability with other higher schools.

Explanations of the abbreviations used in the Quality Manual of the organization are given in Table 1.

Fig. 1

Abbreviations and their explanations

Abbreviations	Explanations
DDB "DRAC"	Document database "Documents Regulating the Activities of the UAS"
DMS "KONTORA"	Document management system "Kontora"
EFQM	European Foundation for Quality Management Excellence Model
ESG	European Higher Education Quality Assurance Standards and Guidelines
ISO	International Organisation for Standardisation
UAS	Šiauliai State University of Applied Sciences
Committee	Field of Study / Programme Committee
QM	Quality Manual

Abbreviations	Explanations
QMS	Quality Management System
PR	QMS procedure
QMR	Quality Management Representative
MR	Management review

4 CONTEXT OF THE ORGANIZATION

4.1 UNDERSTANDING THE ORGANIZATION AND ITS CONTEXT

The UAS determines external and internal factors that are relevant to its strategic direction which affect its ability to achieve the intended results.

The UAS draws up strategic action plans every three years in accordance with the Šiauliai State College of Applied Sciences Development Strategy 2021-2030. The strategic provisions are formulated taking into account the essential provisions of the international agreements and declarations of the European Higher Education Area (EAME) and Lithuania's strategic documents (e.g. "Europe 2020"; ESG (2015); Lithuania's Progress Strategy "Lithuania 2030", Lithuania's vision for the future of science and studies: "Scientific Lithuania 2030"; State Education Strategy 2013–2022).

The strategy is aligned with the analysed operational context: surveys of interested parties, strengths, weaknesses, threats and opportunities of the UAS in recent years (all described in the Annual Performance Reports). These actions are carried out in accordance with the Strategic Management and Management Evaluation Procedure (PR_1) and the quality assurance requirements in accordance with the requirements laid down in the international documents are set out in the matrix in Annex 1.

4.2 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

Due to the actual or potential impact on the UAS' ability to continuously provide services in line with interested parties' expectations, parties interested in high-quality performance are identified: employees, students and listeners, society, employers and founder – the Government. Both the analysis of the year's performance and the activities of the departments provide for regular communication and cooperation with interested parties. Studies carried out by the Government Strategic Analysis Centre and by other institutions are considered as well as formalized periodic surveys of interested parties are conducted by the UAS (see Regulations, Annex 2). The findings of the studies and surveys are discussed in the MR, departments, Committees, and opportunities for improvement are formulated to meet the needs and expectations of the parties concerned.

4.3 DETERMINING THE SCOPE OF THE QUALITY MANAGEMENT SYSTEM

The QMS of the UAS is implemented in accordance with the principles of the ESG, ISO and EFQM, taking into account internal and external factors and interested parties' requirements. Although the QMS in the UAS applies to all activities, the focus is on the core activities of collegiate studies: development of study programmes (PR_5), study implementation (PR_6) and quality assurance of study programmes (PR_7).

According to the College and the nature of its services, an exception is applied to the requirements of the 7.1.5. item (Monitoring and Measuring Resources) of the LST EN ISO 9001:2015 standard.

4.4 QUALITY MANAGEMENT SYSTEM AND ITS PROCESSES

4.4.1. General provisions

The QMS is established, implemented, maintained and continuously improved in the UAS, including the necessary processes and their interaction, in accordance with the requirements of the CCS EN ISO 9001:2015 standards.

The UAS describes 14 processes, the owners of the procedures designated to be responsible for the results of these processes (see Table 2):

Fig. 2

List of the processes, procedures and the staff in charge

No. No.	Process title	Procedure / document	Name	Owner of the procedure
1.	Strategic management and management review process	QM	Quality Manual	QMR
		PR_01	Strategic management and management review process	Director
		PR_02	Performance management of the departments, centers and units.	Head of Studies and Science Coordination Unit; Head of Activities Planning and Management Unit Dean
2.	Career management process	PR_03	Student enrollment management	Student enrollment specialist
		PR_04	Career management	Head of the Student Admission and Career Center

No. No.	Process title	Procedure / document	Name	Owner of the procedure
3.	Educational management process	PR_05	Management of the study programmes	Deputy Director
		PR_06	Educational process management	Deputy Director
		PR_07	Educational quality evaluation	Head of Studies and Science Coordination Unit
		PR_08	Student support management and administration	Dean; Study Record and Student Support Office
4.	Academic mobility and project management process	PR_09	Academic mobility management	Head of International Relations Office
		PR_10	Project Management	Deputy Director
5.	Scientific applied research activity management process	PR_11	Scientific applied research activity management	Deputy Director
6.	Center services management process	PR_12	Center services management	Head of Knowledge and Technologies Transfer Center, Head of the Hospitality Services Centre, Head of the Library and Self-study Center
7.	Document and data records management process	PR_13	Document and records management	Head of the Activities Administration Office
8.	Human resources management process	PR_14	Human resources management	Head of Personnel
9.	Infrastructure and work environment management process	PR_15	Occupational safety and healthcare management	Staff Occupational Safety and Healthcare Specialist
		PR_16	Infrastructure maintenance management	Head of the Infrastructure Office
10.	Information technologies management process	PR_17	Information technologies management	Head of the Information Technologies Center
11.	Purchasing management process	PR_18	Purchasing management	Head of the Procurement Office
12.	Financial management process	PR_19	Financial management	Chief Accountant
13.	Internal audit management process	PR_20	Internal audit management	QMR
14.	Non-conformities, corrective and preventive actions management	PR_21	Non-conformities, corrective and preventive actions management	QMR

The UAS has set up and regularly reviews an organisational structure to manage and effectively implement processes, provides the necessary resources for the processes (PR_19) and monitors risk management on an ongoing basis.

The quality assurance of all the activities of the UAS in the PDCA (plan-do-check-act) cycle is shown in Annex 3, and the UAS' procedural approach to quality assurance of studies is presented in Annex 4.

The PDCA cycle is briefly described as follows:

Plan - defines the objectives and results of the activities, assessing the potential risks and opportunities and compliance with the requirements set for the activities.

Do - implement what was planned.

Check - verification consisting of periodic monitoring of the processes and their results is carried out.

Act – measures are taken to improve the quality and effectiveness of the activity or product (e.g. study programme).

4.4.2. Management of documented information on the operation of processes

The PDCA cycle in the UAS is reflected in documented information: plans, performance reports, minutes of department and committee meetings, MR resolutions (stored in DMS “Kontora” and DBB “DRAC”) and published on the website www.svako.lt.

5. LEADERSHIP

5.1. LEADERSHIP AND COMMITMENT

5.1.1. General provisions

Top management has assumed responsibility for the implementation of the QMS in the UAS and confirms the leadership position by demonstrating its position towards the highest quality of operations. Quality Management Representative (QMR) has been appointed by order of the Director, Head of the Quality Management Office, is directly responsible for the installation, implementation, maintenance and improvement of the QMS. He/She has the authority to direct the activities of the structural units on QMS issues (ESG - evaluation criterion 1.10 – Cyclical external quality assurance. .

A study quality specialist has been appointed to be responsible for the supervision of studies quality, who looks after processes of external and internal monitoring of study programmes (ESG - evaluation criterion 1.9 – On-going monitoring and periodic review of programmes. .

Documented information on these evaluation criteria is stored in the files according to the documentation plan and published in the DMS "KONTORA" and DDB "DRAC".

The quality objectives of the UAS are integral to the strategic objectives and fully depend on the performance of the QMS, therefore the QMS is implemented and improved in all operational processes related to the procedural approach and the management of potential risks. All necessary resources (people, tools) are provided for the maintenance of the QMS. The leader, by example, brings together the community, involving not only individuals, but also collegiate institutions, in the improvement of QMS and the pursuit of set quality results: UAS Council, Academic Council, Faculty Councils; Academic Ethics Committee, Dispute Settlement Commission, etc.

5.1.2. Customer focus

According to the ESG the evaluation criterion 1.3 – *Student-centered learning, teaching and evaluation* is implemented in the studies at the UAS. The UAS ensures that the programmes are implemented in a way that encourages students to take an active role in creating the study process, and that the assessment of students reflects this approach.

Student-focused studies in the UAS are based on knowledge, skills, values and attitudes that correlate with current and future needs for the development of the labour market and democratic society, and are therefore are organised on the basis of: (a) principles of responsibility, accountability, independent study, respect, cooperation, commitment to development and other higher education organisation principles; (b) study objectives that are based on study outcomes that correlate with national and European

qualifications frameworks; (c) specific tools for achieving the objectives: development of mobility, support of the ECTS system, active teaching and study methods, quality assurance systems based on the concept of study outcomes, recognition of qualifications and non-formal and self learning outcomes, etc.; (d) study related processes: involvement of social partners in the organisation and realization of study process, support for students planning careers, necessary social support for students, etc.

The "student-focused studies" aspect prevails in the UAS' strategy and all internal documents describing the study processes.

5.2. POLICY

5.2.1. Establishing the quality policy

ESG guideline 1.1 *Policy for Quality Assurance* stipulates that a higher education institution must have its own quality policy that reflects its mission and vision, is linked to the management and administration of the institution, and is developed together with the social partners. The UAS decides what is important for it in terms of quality assurance and how exactly this will be achieved.

Top management of the organization has established organizational quality policy. (see *INTRODUCTION*). Management is guided by the requirements of LST EN 9001:2015 standard and ensures that the quality policy:

- is consistent with the strategic direction of the organisation;
- provides a framework for setting quality objectives;
- attests to an undertaking to comply with the requirements laid down;
- bears witness to the commitment to continuous improvement of the QMS.

The organization's management reviews the quality policy at least once a year so that it continuously complies with the goals and customer expectations.

5.2.2. Communicating the quality policy

The effectiveness of the implementation of the quality policy is confirmed by the internal audit of the quality management system and the final evaluation analysis is carried out by the Directorate.

Quality policy, i.e. a part of the Quality Manual approved by the Academic Council. Quality policy is published on the website www.svako.lt.

Quality policy can be managed as a single QMS document in accordance with the PR_01 "Strategic management and management review" procedure.

5.3. ORGANIZATIONAL ROLES, RESPONSIBILITIES AND AUTHORITIES

Staff Regulations, students' and listeners' rights and obligations are set out in agreements, *Study Regulations* and other internal documents.

UAS staff carries out the functions provided for in the documents governing the work in units, offices and departments in accordance with the Staff Regulations. Ongoing accountability for performance results is provided for in the internal documents governing activities of the UAS. Staff is appointed by order of the Director or Dean for the implementation of the collective actions or individual projects, together with their powers and responsibilities.

The implementation of the activities of the QMS is the responsibility of the owners of the procedures or persons appointed by order for the specific activities. They consult the QMR during quality assurance and risk management.

Documents relating to the assignment of duties, responsibilities and powers are constantly reviewed, updated and approved; stored in the DMS "KONTORA" and DDB "DRAC" and published on the website www.svako.lt.

6. PLANNING

6.1. Actions to address risks and opportunities

6.1.1. General provisions

In the design of the QMS (see Annex 5), the UAS takes into account the operational context and legal requirements, identifies the risks and opportunities that require action to achieve the effectiveness of the QMS, improve performance, preventing or reducing undesirable effects: i.e.: turning weaknesses in the operation of the UAS into benefits, seizing opportunities and effectively managing threats.

6.1.2. Efficiency assessment

The following documents have been prepared and kept up to date by the UAS for risk management: *Risk Management Plan, Corruption Prevention Programme, Corruption Prevention Programme Action Plan*. The documents are monitored, the effectiveness of their implementation are assessed once a year, and the results are published in the activity reports of the structural units and in the Annual Activity Report of the UAS. The results are discussed and the resolutions are formulated in the MR.

6.2. Quality objectives and planning to achieve them

6.2.1. Setting objectives

Šiauliai State University of Applied Sciences enshrined the principles of the operational strategy in the Development Strategy of Šiauliai State University of Applied Sciences for 2021–2030 (approved by the UAS Council, Resolution No. KTN-6).

Strategic pillars and action guidelines are envisaged taking into account the essential provisions of the European Higher Education Area, international agreements and declarations and Lithuanian strategic documents (such as: National Progress Strategy “Lithuania 2030”, Vision for the Future of Lithuanian Science and Studies "Scientific Lithuania 2030", Strategic Action Plan of the Ministry of Education, Science and Sport of the Republic of Lithuania 2021–2023, Šiauliai City Strategic Development Plan 2015–2024 , Šiauliai City Economic Development and Investment Attraction Strategy 2018–2024, etc.).

6.2.2. Conditions for achieving the objectives

The implementation of *the Strategic Action Plan* is foreseen.

Strategic pillars directs the UAS's integrated efforts for sustainable development over the next decade (up to 2030), and in the long term justifies the integration of various activities of the UAS, the alignment of development directions with the horizontal goals of the field of higher education, and trends of integration into the European Higher Education Area.

6.3. Planning of changes

How the UAS prepares, amends and updates the Strategic Action Plan are provided for in the *Strategic Planning Procedure of the Šiauliai State University of Applied Sciences* (2017). Operational changes are managed in a way that does not violate the interests of interested parties, preserves the integrity of operations, the adequacy of resources and the allocation of responsibilities.

Changes to the QMS are regulated by re-approving system documents: QMR carries out annual maintenance of QM. An electronic version of the Quality Manual and operational procedures is provided in the DRAC (<http://kvrd.svako.lt>).

Changes to the Quality Manual are prepared, formalized and published in QMR. Printed copies of the QM are not issued to personnel involved in the implementation of the QMS. New edition of the Quality Manual is approved and the original version of it is stored by the Academic Council. Document users follow electronic version of the Quality Manual.

7. SUPPORT

7.1. Resources

7.1.1. General provisions

In order to ensure the smooth implementation of quality objectives and continuous improvement of activities, the UAS foresees resource supply processes. The resources required to adequately perform the activities are identified when planning. The top management approves the appropriations in the Strategic Action Plan based on tools, after which the resources are allocated to the units in accordance with the priorities laid down.

Resource management is provided in the following procedures:

- PR_02 "Performance management of the Faculties, departments, centers, and units".
- PR_14 "Human resources management";
- PR_16 "Infrastructure maintenance management";
- PR_17 "Information technologies management";
- PR_19 "Financial management".

Resources to be purchased are purchased under PR_18 "Purchasing Management" provisions.

Resources needed to implement QMS effectively are established when developing MR.

Quality of the staff (qualifications required, competences), appropriate study material supply and quality of infrastructure have significant impact on service quality.

Modern computer systems and social networking possibilities are used and continuously improved to manage communication within the UAS.

Management of all forms of support are described in PR_08 "Student support management and administration".

Compliance with the ESG evaluation criterion is maintained - 1.6 *Learning resources and student support*.

7.1.2. People

The UAS establishes and maintains the necessary academic, studies servicing and maintenance staff at all times prior to the provision of services. This staff and administration, together with students and listeners, form a community that together pursues quality objectives.

The necessary staff planning processes are described in PR_6 "Management of study progress", measures are foreseen so that academic staff turnover does not adversely affect the quality of the implementation of the study process.

The effectiveness of the QMS is directly the responsibility of the QMR and the persons responsible for the individual activities of the UAS have been appointed to bring the system to fruition.

7.1.3. Infrastructure

The UAS provides the resources necessary for the effective implementation of the activities. For the Founder on whose initiative the institutional assessment of the UAS is carried out, the adequacy and sufficiency compliance indicator is of particular relevance. The UAS monitors the efficient management of material resources.

Maintenance of the infrastructure is carried out in order to ensure safe work and qualitative operation of the processes.

Infrastructure maintenance is managed in accordance with the procedures set out in the following procedures:

- PR_16 "Infrastructure maintenance management";
- PR_17 "Information technologies management".

7.1.4. Environment for the operation of processes

The operating environment within the UAS is managed in such a way as to achieve the consistency set for the activities of the UAS. The right environment consists of a combination of human and physical factors:

- social (communication culture);
- psychological (e.g. emotional safety);
- physical (e.g. temperature, light).

To meet the needs of students and listeners and to achieve better results, a favourable adaptation system and a wide range of support is provided.

Management of needed support is described in PR_08 "Student support management and administration".

Every year, the UAS' community surveys are conducted to determine the suitability of the processes environment, the results of which are discussed in the MR.

Due to the specificity of the UAS performance, the customer is not only the person who has signed the contract with it, but also other interested parties (alumni, sponsors, social partners, employers, society). Customer communication processes help to ensure that the organization adequately evaluates customer needs and expectations and treats them as the requirements raised to the organization.

Information required to maintain customer communication is obtained in the following ways:

- carrying out market research;

- analyzing competitor activities;
- collecting and analyzing organization's customer feedback.
- developing a strategic partnership.

Involvement of the interested parties into the UAS activities is foreseen in these processes that need to identify customer needs and expectations and find out their views on the quality of studies or other teaching services when investigating satisfaction about the received services.

The UAS carries out market research, the results of which are used for developing new and updating existing study programmes, in non-formal teaching; the management of actions is provided for in following procedures:

- PR_05 "Management of the study programmes";
- PR_06 "Educational course management";
- PR_12 "Center services management".

Enquiries, agreements and orders are governed in accordance with the PR_02 "Performance management of the faculties, departments, centers, and units".

Feedback from the customers is maintained and their satisfaction with the quality of the services is evaluated by the owners of the procedures. Claims received from the customers are accepted and analyzed in accordance with PR_21 "Non-conformities, corrective and preventive actions management" provisions.

7.1.5. Monitoring and measuring resources

In the activities of the UAS, measuring equipment is used for educational purposes only and therefore does not require metrological verification. This standard chapter has EXCEPTION applied.

7.1.6. Organizational knowledge

The UAS has the knowledge, competence and experience necessary to carry out its activities, establish compliance and achieve the objectives of the organisation. Higher education institutions are subject to a large number of international and national agreements, based on which the UAS' activities are regulated. Operating procedures provide for regular examination of the operating environment in a specific area, sharing of organisation news and insights. The new requirements are validated by the responsible persons through document editions, while knowledge that does not require document changes is disseminated at community meetings (in department meetings, deanery, directorate).

7.2. Competence

The UAS has identified and made publicly available what competences are needed to be recruited to the relevant positions (for example, the necessary education and experience); wherever possible, action is taken to acquire the necessary competences or mentors are appointed.

In order to continuously improve the service (product) quality, to meet changing expectations of the customer as well as changing legal requirements, the UAS has continuous staff training and skills development system. To manage the system, the activities have been indicated in the PR_14 "Human resources management" procedure, which include:

- staff searching, selection, employment and adaptation actions;
- planning of training and qualification improvement;
- management of documented information;
- sharing of competences among themselves.

The UAS ensures that all employees are sufficiently skilled and instructed according to the specifics of their work. Occupational safety and health security are carried out in accordance with PR_15 "Occupational safety and healthcare management" provisions.

Teachers' professional development is planned in their tenure workload plan. Employees are interviewed about the training needs and a training plan is drawn up annually. Specific employee requirements associated with qualification related to maintenance of special competences (electricity sector professionals and so on) are taken into account when planning trainings. Staff administration specialist makes the appropriate database records about employee training, received certificate / license. The effectiveness of employee training is discussed in the organization's annual performance analysis.

The UAS needs to be confident about the competences of its teachers, therefore internal legislation defines requirements, qualification improvement processes and carried out assessment.

The ESG criterion of 1.5 Teaching staff is considered to be met.

7.3. Awareness

The UAS ensures that the community understands the common ambitions of the organization. All social stakeholders are involved in the formulation and maintenance of the Quality Policy, i.e. the mission, vision, values, in the preparation of the strategy and in its implementation.

On the basis of the evaluation criteria, those responsible for the activities concerned assess the relevance of the results by analyzing the results achieved during the individual stages and bring together the community to increase efficiency.

7.4. Communication

The UAS distinguishes between internal and external communication fields. The electronic means used for internal communication (DMS "KONTORA", distance learning(teaching) systems, etc.) are authorised, i.e. employees and students use identification codes. A *svako* email is created for everyone, which is used both to communicate for members of the UAS community among themselves as well as to show their association with the organization externally. Communication is based on ethical standards and internal documents governing the handling of personal data and confidential information. Any non-compliance with the established requirements is submitted to the Director, heads of units or the Academic Ethics Committee for resolution in accordance with the procedures set out in *Description of Procedure for Awarding Incentives and Imposing Disciplinary Measures to Students and Regulations of Academic Ethics Committee Activities*.

These principles maintain compliance with the assessment criteria under ESG 1.7 Information management .

7.5. Documented information

7.5.1. General provisions

The UAS regulates the collection and storage of documented information. The process steps and procedures are set out in the "Document and Data Record Management" procedure (PR_13). The persons responsible for the relevant registers, document files and their management are specified in *Documentation Plan*.

The documents governing the quality management system are the Quality Manual and descriptions of procedures. The operation of the QMS is supported by documented information: MR protocols, minutes of departments, committees, councils, researchers, internal audit reports of the QMS, risk assessment, analysis of the implementation of the SOP, etc. This documented information reflects the level of effectiveness of the QMS.

7.5.2. Creating and updating

Preparation of the documents is initiated by the persons responsible for the activities concerned. The preparation, coordination and approval is carried out in accordance with the documents governing external and internal activities. The documents are updated in order to maintain their relevance and compatibility within the general framework. Updated documents are drawn up, adapted and approved in accordance with the same procedures as the new drafting. In order to allow users of documents to

easily identify and follow the relevant document, the documents get versions and the dates of their adoption and new editions are indicated. DMS "KONTORA" tools allows to see the sequence of document changes and updates. Other DBs are filled in on the basis of the DMS "KONTORA", the corresponding data entries are made by the staff responsible for the DB <https://estud.svako.lt/dokumentai/duomenu/bazes>.

These principles maintain compliance with the assessment criteria under ESG 1.7. *Information management*.

7.5.3. Control of documented information

7.5.3.1. General provisions

Documented information is provided in such a way as to be accessible and properly protected where necessary. The UAS specifies what information is confidential (<https://estud.svako.lt/dokumentai/vidiniai/bendrieji>; D_12_11); regulates the actions of those who work with personal data. Employees sign a commitment to act in accordance with established procedures.

Documented information in the UAS' operations documentation (DRAC) base is protected: it is only available to staff with a password or to database administrators (with defined rights). The correctness of the records is checked periodically and the information is updated.

7.5.3.2. Principles to ensure proper management of documented information

Documents governing the activities of the UAS are approved by order of the Director and accepted by decisions of the Academic or UAS Council. It is described what information to be made available to whom and the level at which the document is made available. The presentation of approved operational documents is carried out by means of the DMS "KONTORA" in the UAS. The DMS "KONTORA" uses the functionality to maintain the management of documented information. Exchange of relevant information is carried out during the meetings of community, Directorate, Deaneries and Departments. The latest version of the documents is available in the DDB "DRAC", where references to external documents, internal databases are additionally uploaded, and relevant data records are made public. This database contains all documents and data records of the Quality Management System.

Relevant information of the departments is made available on the website. The UAS ensures that the information contained in the external documents governing the activities and guaranteeing the quality of studies is made public. Public information is also published on social networks and shared with the media.

These principles maintain compliance with criteria 1.7 Information management and 1.8 Public information under the ESG. .

8. MAIN ACTIVITIES

8.1. Operational planning and control

The activities planned and carried out within the UAS are managed in such a way as to meet the requirements of the study directions / programmes and their implementation, as well as the actions necessary for risk management, change and achievement of quality objectives. Study programmes descriptions set out the objectives and outcomes of the studies, the resources used and the evaluation criteria to be applied. Procedure PR_06 "Managing the progress of studies" describes how activities are managed in order to meet the expectations of interested parties. Other training procedures are managed in accordance with the PR_12 "Management of the Centre's services" procedure.

The UAS ensures integration of applied scientific research into studies. Activities are carried out in accordance with PR_11 Management of applied research activities.

Academic mobility has been facilitated in order to realise the internationality of studies. Activities are carried out in accordance with PR_09 Academic mobility management.

Study and other training and related processes, their results are documented and stored in accordance with an annually agreed *Documentation Plan* to confirm that the processes have gone as planned and to confirm compliance of the services and products with the established requirements. Similarly, changes in established processes are managed and documented. Appropriate internal documents have been prepared in the UAS to manage the changes in study programmes, the process is described in PR_05 "Management of study programmes".

8.2. Requirements for products and services

8.2.1. Customer communication

The UAS carries out external and internal communication, which includes publicising existing study programmes and other services with a goal to fulfil its mission. The UAS is accountable to the Founder for its activities, provide established reports and make the results of its activities publicly available (ESG evaluation criteria: *1.7 Information management and 1.8 Public information* . The UAS examines the labour market and ensures that the expectations of the client (employer and student) are set and treated as requirements for the service and product provided (for study programme and trained specialist). These requirements are set in programmes descriptions and are known to all employees and therefore focus on fulfilling the requirements.

In order to meet customers' needs and expectations, efforts are being made to understand not only their current needs, but also their potential needs. The procedures have been established to ensure that

customer expectations are ascertained, understood and pursued (PR_05 “Management of the study programmes“, PR_06 “Study process management and PR_12 “Center services management“).

The UAS signs agreements with interested parties which are managed at the appropriate level. In addition to the main obligations specified in the agreement, additional obligations according to the nature of the activity are signed: on academic ethics, on occupational safety, on personal data, confidentiality, etc.

Feedback is received during the processes at the UAS – satisfaction of all the interested parties with the services (product) provided is tested in order to improve the quality and to establish long-term relationships with the customer based on mutual trust and benefit.

The UAS has discussed how to deal with deviations from established requirements. The actions are described in the documents regulating internal actions and the order is set out in the procedure PR_21 “Management of non-conformities, corrections and preventive actions“.

8.2.2. Determining the requirements for products and services

The UAS ensures that offered services and study programmes comply with the documents and requirements governing external actions, provide the necessary conditions and resources for their implementation. This assurance takes several forms: informal (through the involvement of all interested parties); formal internal (validation of study programme quality and qualifications provided); formal external (accreditation of study programmes) established by legal acts.

8.2.3. Review of the requirements for products and services

According to followed ESG evaluation criterion 1.9, *On-going monitoring and periodic review of programmes*, faculties set up study fields / programme committees by the Deans in the UAS. The committee monitors the quality of the study fields / programme and carries out procedures for analysing legislation, the labour market, the working environment, the various types of feedback, which ensure the continuous quality of the study programmes. Committee meetings are minuted. The results of the implementation of the formulated resolutions are controlled by the deans, exercising the responsibility set in the Staff Regulations to ensure the quality of the study programmes implemented in the faculties.

8.2.4. Changes to requirements for products and services

Changes in study programmes, both in response to changes in requirements and other initiatives, can be made at different levels: objectives and outcomes of subject, study plan, study programme, etc. Depending on the level and scope of the change, there are different procedural steps under the responsibility of teachers, the committee, the department, the dean, the faculty and the academic council respectively. Procedures are carried out in accordance with PR_05 "Management of study programmes".

8.3. Design and development of products and services

8.3.1. General provisions

The UAS follows the procedure PR_07 "Assessment of Study Quality", which defines the circumstances and actions for the development / updating of study programmes, how and at what levels the quality of the products is validated. The provisions set out in this section reflect compliance with the ESG evaluation criterion 1.2 *Design and approval of programmes*. .

The UAS is actively involved in project activities and has a procedure PR_10 Project management. Projects are tailored to individual requirements, developed and submitted to the provider of financing for evaluation. Approved projects are implemented, evaluation of the targeted use of the funding received and achievement of results is performed.

8.3.2. Design and development planning

In the absence of factors having a direct impact on changes in the programme, the UAS carries out an internal evaluation of the quality of the study programme on an annual basis in accordance with the criteria set out in the methodology for external evaluation of study areas. The Committee discusses its conclusions in accordance with PR_07 "Assessment of the quality of studies".

In line with the UAS' strategy and when needed, the development of new study programmes is planned. The development / updating is carried out in accordance with the procedure PR_05 "Management of study programmes", which provides for the responsibility of the participants in the process. The procedure defines a process for documenting the proceedings.

8.3.3 Introductions to design and improvement

As foreseen in the procedure PR_05 "Management of study programmes", special importance is given to environmental analysis and identification of needs to start development / updating. The risk factors,

the future outlook for the product envisaged and the consistency with the UAS' strategy is analysed as necessary. The decision is based on a reasoned assessment of all the information gathered.

8.3.4. Design and development controls

The development / updating is carried out in accordance with the procedure PR_05 "Management of study programmes", which provides for all stages of preparation, defines the respective responsibilities, decision-making, provision of the necessary resources and involvement of interested parties. Evaluation of the product prepared at the stages of the process is directed to the procedure PR_07 "Evaluation of the quality of studies". Depending on the results, the product may be returned to the developer for improvement. The result of the procedure is achieved only after final approval of the quality. All process steps are documented and documented information is stored in DMS "KONTORA".

8.3.5. Design and development outputs

Only accredited study programmes are carried out in the UAS and the renewal procedures are completed with a conformity clearance in accordance with the procedure PR_07 "Evaluation of the quality of studies". Other teaching programmes for which the relevant requirements require the approval of an external body are managed in accordance with the procedure PR_12 "Management of the Centre's services". The UAS monitors the validity of study and other teaching programmes in order to organise the timely review and validation of study programmes conformity.

These principles maintain compliance with the assessment criteria under the ESG 10 *Cyclical external quality assurance*. .

8.3.6. Changes in design and development

Changes in study and other programmes are made while maintaining compliance with the established requirements and are managed and documented as updates in accordance with procedures PR_05 "Management of study programmes", PR_07 "Evaluation of the quality of studies" and PR_12 "Center services management".

The changes take into account an assessment of identified and other potential risk factors.

8.4. Control of externally provided processes, products and services

8.4.1. General provisions

Individual requirements are set for areas of activity where there are externalities. These principles maintain compliance with the evaluation criteria according to the ESG. 1.4 *Student admission, progression, recognition and certification* and 1.5 *Teaching staff* .

The UAS ensures the quality of the goods and services used in its activities in accordance with the procedure PR_18 "Procurement Management". Quality assurance activities in this area are documented.

8.4.2. Type and extent of control

The external provision of processes, products and used resources related to the UAS' activities are aimed at meeting the UAS' requirements. Threats are investigated and actions are planned to minimise the risk of adverse effects on performance. With this objective in mind, the operational environment (legal framework, demographic situation, labour market, regional development) is periodically analysed. Admission of students is managed in accordance with procedure PR_03 "Student enrollment management", teachers are admitted and their competences maintenance is managed in accordance with procedure PR_14 "Human Resources Management". Studies are planned, carried out, the results of studies are evaluated and documents certifying completion of studies are issued in accordance with the procedure - PR_06 "Educational course management". The recognition of competences acquired informally and as self-study through other training, or formal education in other educational institutions is managed and the results are counted in accordance with the procedure PR_12 "Center services management" or, in accordance with legislation, directly in faculties when the client is studying or applying to study in the UAS.

8.4.3. Information for external providers

All information that needs to be known externally is published on the website *svako.lt* and otherwise made public in the UAS. The compliance with following ESG assessment criteria is maintained: 1.7 *Information management* and 1.8 *Public information* .

8.5. Service provision

8.5.1. Control of service provision

The UAS undertakes to make public and to make customers aware of the terms of future services, i.e. studies, other training or other services, terms, and to document agreements on future outcomes. The customer is always provided with access to documented information about the services, both at the beginning and at other stages of the service (information of assessment). The provision of service is provided with resources that meet the set requirements.

Service provision processes continually assess and prevent risks in order to meet customers' expectations. The procedure PR_06 "Management of Study Process" is followed and compliance with the evaluation criterion according to ESG 1.3 is maintained, *Student-Centred Learning, Teaching and Assessment*.

8.5.2. Identification and traceability

Consistent documentation of the services provided is carried out in the UAS to ensure their identification and traceability. Documented information is structured in accordance with *the Documentation Plan*, uploaded and published in the DMS "KONTORA" and stored in the archive for a set time. Data records are available in the DDB "DRAC and other electronic DBs and systems. Procedures define operational procedures to ensure that documented information reflecting processes remains relevant and traceable both now and at a later stage.

8.5.3. Property belonging to customers or external providers

The client's assets are usually intellectual property and personal data in the UAS. The circumstances in which intellectual property is used are discussed in agreements with customers and the definition of confidential information is established.

The study process carries a high risk of plagiarism. Preventive measures are taken to reduce this risk: declarations of honesty, electronic means of match-finding, and Academic Code of Ethics. Possible cases of plagiarism are discussed, and offenders are punished in accordance with the relevant documents regulating internal actions.

The protection of the misuse of personal data is signed by the employees who work with the data, the management of electronic data is set out in the procedure PR_17 "Information Technologies Management".

8.5.4. Preservation

Student diplomas with annexes, information about the results of studies and other training are the property of the customer and is kept for the intended time. Assets are transferred to the customer in accordance with the procedures PR_06 "Educational course management" and PR_13 "Document and data records management".

8.5.5. Post-delivery activities

The UAS ensures that after the provision of studies and other services the customer will receive an appropriate form of proof (diploma, appendix, certificate) that meets the set requirements, and is understood and recognized by other organizations. Compliance with the assessment criterion under the ESG is maintained 1.4 *Student Admission, Progression, Recognition and Certification*. The preparation and further management of evidence of formal qualifications is regulated by external legislation and compliance is continuously monitored within the UAS. The graduate's diploma supplement structure is consistent with the Diploma Supplement model prepared by the European Commission, the Council of Europe and UNESCO/CEPES, which in Lithuanian and English languages and describes the essence, content and the higher education system of completed studies necessary for international recognition.

8.5.6. Change Management

Any changes to the UAS' service process is managed in such a way as to ensure continued compliance with the established requirements. The reasons for the changes, the evaluation analysis and the results are documented accordingly. The following provisions are implemented in accordance with the procedures: PR_05 "Management of the study programmes", PR_06 "Educational course management", PR_07 "Assessment of study quality". Undertaken actions confirm compliance with the ESG provision aimed at continuous quality assurance, which is formally endorsed by the UAS or by external experts.

8.6. Release of products and services

The UAS ensures, by providing confirmation of the services provided, that an assessment of the quality and results achieved has been carried out at all stages of the service. The UAS ensures that all relevant

documented information is, and remains, confirming compliance with the established requirements, and will be easily traceable to the recipient of the service.

8.7. Control of nonconforming outputs

The UAS ensures that the service (product), which does not conform to the requirements is identified and controlled to prevent its issue or use.

Assuming that the non-compliant product of UAS studies or other teaching services is understood as a student or listener who had all the appropriate conditions but was negatively assessed or otherwise dissatisfied with expectations, does not obtain a diploma or certificate of education / competences. He/she may receive a document on the part (subjects) of his/her studies for which he/she was positively assessed or a certificate on the course which he/she has attended.

The UAS ensures that a student or a listener tries to achieve the established learning outcomes and will be positively assessed in accordance with the PR_06 “Educational course management” procedure. In the procedures mentioned above achievement criteria for the learning outcomes have been defined and it is being monitored if all the participants of the process follow them (PR_02 “Performance management of the units, departments, sections, services and centers”).

If there are students who are unable to find employment after their studies, or employers who do not find the right specialists for themselves, their expectations are apparently partly not met. Analysis in this area helps to reduce this situation.

In the absence of the product that has been ordered by the applied research customer or in case of recognizing it as failing to meet the requirements (for example, scientific and methodological publications were not approbated), the nonconforming product is controlled in accordance with the agreed terms.

Preventive measures are managed by the UAS for non-compliance, cases of non-compliant product – incomplete studies or other training, plagiarism – complaints, claims, etc.

Records about the cases of non-conformities in the study process are monitored (PR_02 “Performance management of the units, departments, sections, services and centers”).

Management order of non-conformity services, products is set out in the PR_21 “Non-conformities, corrective and preventive actions management” procedure.

9. EFFICIENCY ASSESSMENT

9.1. Monitoring, measurement, analysis and evaluation

9.1.1. General provisions

The performance is assessed at levels in the UAS: monitoring the implementation of the long-term strategy; implementing the three-year strategic action plan, the faculty strategy, the department's activities and the teachers' workload plans. The process is described in procedure PR_01 "Strategic Management and Management Review".

In addition to monitoring the implementation of the strategy, monitoring actions are foreseen in the individual activities: internationalisation development, development of research activities, project management, risk factor management, implementation of the QMS and in the core activity – study process. The frequency of measurement, analysis and documentation is set out in the QM Regulation (Annex 2).

9.1.2. Customer satisfaction

The UAS' strategy is coherent in all activities and is kept under constant review and updated in the light of feedback from interested parties. Their opinion is collected periodically (QM Regulation, Annex 2). Satisfaction of expectations of interested parties are central to the UAS' work.

9.1.3. Analysis and evaluation

The analysis of the effectiveness of the UAS' activities are reflected in the Annual Activity Report, which is approved by the UAS Council.

The evaluation of studies, i.e. the main activity, is carried out in several respects. The UAS assesses at the highest level the conformity of study directions / programmes by the Academic Council (ESG - 1.9 evaluation criterion – *On-going monitoring and periodic review of programmes*).

The meetings of the Directorate analyse and evaluate the implementation of all activities of the UAS, their developments and potential for improvement; an analysis of operational risks and feedback of interested parties is carried out.

The adequacy of the quality management system is assessed by the Directorate and the UAS Academic Council.

9.2. Internal audits

The internal audit is directed in several directions in the UAS. The internal audits carried out by the Quality Management Department focuses on a systematic and comprehensive evaluation of the UAS' management, risk management and control processes and the effectiveness of the QMS. The internal audit of the QMS ensures that the quality management system complies with the international standard LST EN ISO 9001: 2015 requirements, ESG and EFQM principles.

The suitability of the financial management of the UAS is assessed by an external audit, other activities are periodically audited by the appropriate authorities (occupational safety, energy, etc.).

Internal audits are carried out on a planned, periodic basis, with knowledge of the evaluation criteria and the scope of the audit, with guarantee of objectivity and impartiality. The results of the internal audits are made available to the heads concerned with the audited activities, corrective and adjusting actions are taken. Internal audit processes are documented and the implementation of previous audit recommendations are monitored, the results of which are discussed in the MR and are presented in the UAS' Annual Report.

9.3. Management review

9.3.1. General provisions

The UAS commits to analyze the QMS once a year to ensure its continuing suitability, sufficiency (adequacy) and effectiveness (PR_01 "Strategic management and management review"). MR includes the ability to improve and the need to change the organization's QMS, quality policy, quality objectives and their evaluation criteria.

In order to ensure the continued effectiveness of the QMS, the UAS draws up a Directorate Meeting Plan, which include, but not be limited to once a year, a management review of all activities and QMS. MR includes all past, present and future activities, establishes QMS effectiveness, compliance with the requirements and provides actions for its potential improvement. If necessary, the UAS Director may initiate an unplanned MR.

QMR is responsible for organising the submission of information to the MR meeting.

Members of the Directorate participate In the MR meeting. Other participants related to the issues discussed may be invited to the meeting as well. Appointed persons are responsible for the implementation of the MR decisions, the effectiveness of the implementation is supervised by QMR. MR meetings are minuted (managed under the PR_13 "Document and data records management" procedure).

9.3.2. Management review inputs

The MR is planned in the UAS for the academic year, is carried out once a month to cover all areas of activity. The following is analyzed:

- feedback from the interested parties;
- level of achievement of performance;
- the progress, efficiency and compliance with the requirements;
- the state of risk factors, corrections and preventive actions;
- results of audits;
- the actions foreseen in the previous MR;
- changes that could affect the QMS;
- recommendations for improvement of the organization's performance;

The Directorate decides on the changes required as a result of changes in external requirements and on other matters requiring swift decisions.

9.3.3. Management review outputs

The MR decisions cover actions relating to:

- QMS and its processes performance enhancement;
- opportunities for improvement;
- need for the resources.

The actions foreseen are delegated to the heads of the structural units or included in the relevant action plans under the time of their implementation, scope and importance (PR_01 "Strategic management and management review" procedure).

MR is documented, the responsible employees are familiarized with the tools of DMS "KONTORA".

10. IMPROVEMENT

10.1. General provisions

The use of reconciliation options to meet and increase interested parties satisfaction is envisaged at several levels and within the limits of competences. The improvement of the study programmes is ensured by teachers, committees, Academic Council and faculty councils; the process is organised by teachers, departments, deans, faculty administration; the general aspects of the improvement of the organization's processes are managed by the UAS administration. The quality management system is monitored and improved by the QMR.

10.2. Nonconformity and corrective action

Preventive measures are taken in case of risk of non-compliance: academic support for students (PR_08 "Student support management and administration"), promotion of financial support opportunities, mentoring. The PR_04 "Career management" provides for research of student wastage, the conclusions of which are directly presented to the provider of the studies and to the MR to develop possible performance improvement actions.

If a nonconforming service or actions are identified as a non-conformity (claims, complaints and so on received) they are managed in accordance with the PR_21 "Non-conformities, corrective and preventive actions management" provisions.

If it happens that the activities are being carried out according to the course documented in the procedure and the customer receives inadequate or delayed service (product), such a case is identified as a non-conformity of the process. The owner of the procedure investigates the case and may initiate a revision of the procedure description in order to prevent non-compliance.

10.3. Continuous improvement

Quality assurance of the UAS' activities is based on the principle of continuous improvement. In the light of the results of the analysis and various evaluations and management quality review, it is determined whether there is a need to take into account the scope for improvement.

QUALITY MANAGEMENT SYSTEM MATRIX OF COMPLIANCY

Quality objectives and priorities for action	ESG (in line with the Jerevan Communicate)	EFQM principles	ISO principles
1. To meet the higher college education-related expectations, personal and social needs.	1.1. <i>Policy for Quality Assurance</i>	3. Leadership and consistent striving to achieve the goals. Perfect management – inspiring leadership having a clear vision of the future and consistently striving to achieve the set goals.	2. Leadership. Leaders establish common goals and direction of the performance of the organization. They have to create an internal environment in which all employees are fully involved in the organization's goals achievement process.
2. Properly implement the mission and vision of the UAS	1.3. Student-Centred Learning, Teaching and Assessment	2. Customer-focus. Perfect management – continuous creation of added value for customers.	1. Customer-focus. The organization depends on its customers, so it must understand their current and future needs, meet their requirements and strive to exceed their expectations.
		8. Social responsibility. Perfect management – when the minimal boundaries regulating the activities of the organization are transcended and it is aimed to understand the groups interested in the activities of the organization and respond to their expectations.	
	1.4. Student Admission, Progression, Recognition and Certification	1. Focus on the results. Perfect management aims to achieve the results that would satisfy all the groups interested in the activities of the organization (employees, customers, suppliers, society and so on).	1. Customer-focus. The organization depends on its customers, so it must understand their current and future needs, to meet their requirements and strive to exceed their expectations.
3. Ensure the quality of all the activities, their interaction and coherence	1.9. On-going Monitoring and Periodic Review of Programmes	6. Continuous learning, innovation and performance improvement. Perfect management – courage to question the current situation and actuation of changes through learning, which opens opportunities for innovations and more efficient work.	7. Continuous improvement. Continuous improvement of the general organizational performance results should be a continuous goal of the organization.

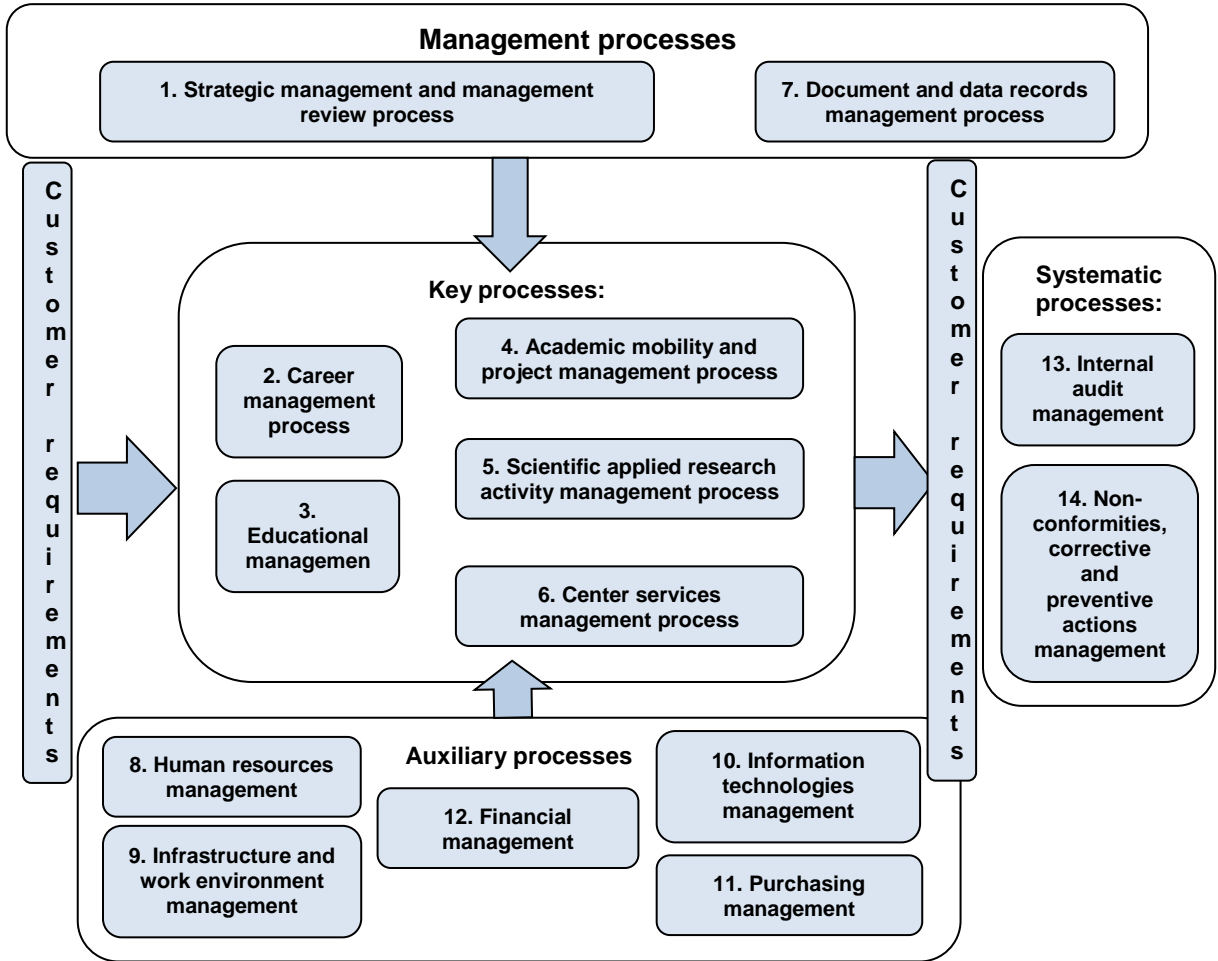
Quality objectives and priorities for action	ESG (in line with the Jerevan Communicate)	EFQM principles	ISO principles
	1.7. Information Management	4. Process and evidence-based management. Perfect management – management of the organization using interdependent and related processes, systems and facts.	7. Evidence-based decision making. Resulting solutions are based on the analysis of the data and information.
	1.10. Cyclical External Quality Assurance	1. Focus on the results. Perfect management aims to achieve the results that would satisfy all the groups interested in the activities of the organization (employees, customers, suppliers, society and so on.).	5. Systemic approach to management. Identification and understanding of the related processes as a system and their management help the organizations to improve efficiency and effectiveness when achieving its goals.
Strengthening the distinctive features of existing study programmes	1.2. Design and Approval of Programmes	2. Customer-focus. Perfect management – continuous creation of added value for customers.	1. Customer-focus. The organization depends on its customers, so it must understand their current and future needs, to meet their requirements and strive to exceed their expectations.
Effective development of strategic partnerships	1.8. Public Information	8. Development of partnerships. Perfect management – development and maintenance of value-adding partnerships.	8. Mutually beneficial contacts. The stakeholders are interdependent, thus mutually beneficial relationship help the both parties to increase the opportunity for value-creation.
Mobilising the community for the development of cultural, social and economic partnerships	1.5. Teaching Staff	5. Staff development and involvement into the organization's management. Perfect management aims to maximize employee contributions – by developing them and involving into the organization's management.	3. Employee involvement. Employees at all levels are the basis of the organization and their full involvement into its performance allows using the abilities of the employees in favor of the organization.
Improving study conditions and opportunities for self-employment	1.6. Learning Resources and Student Support	2. Customer-focus. Perfect management – continuous creation of added value for customers.	4. Process approach. The desired result is achieved more efficiently when activities and the resources related with them are managed as a process.

Quality management system regulations

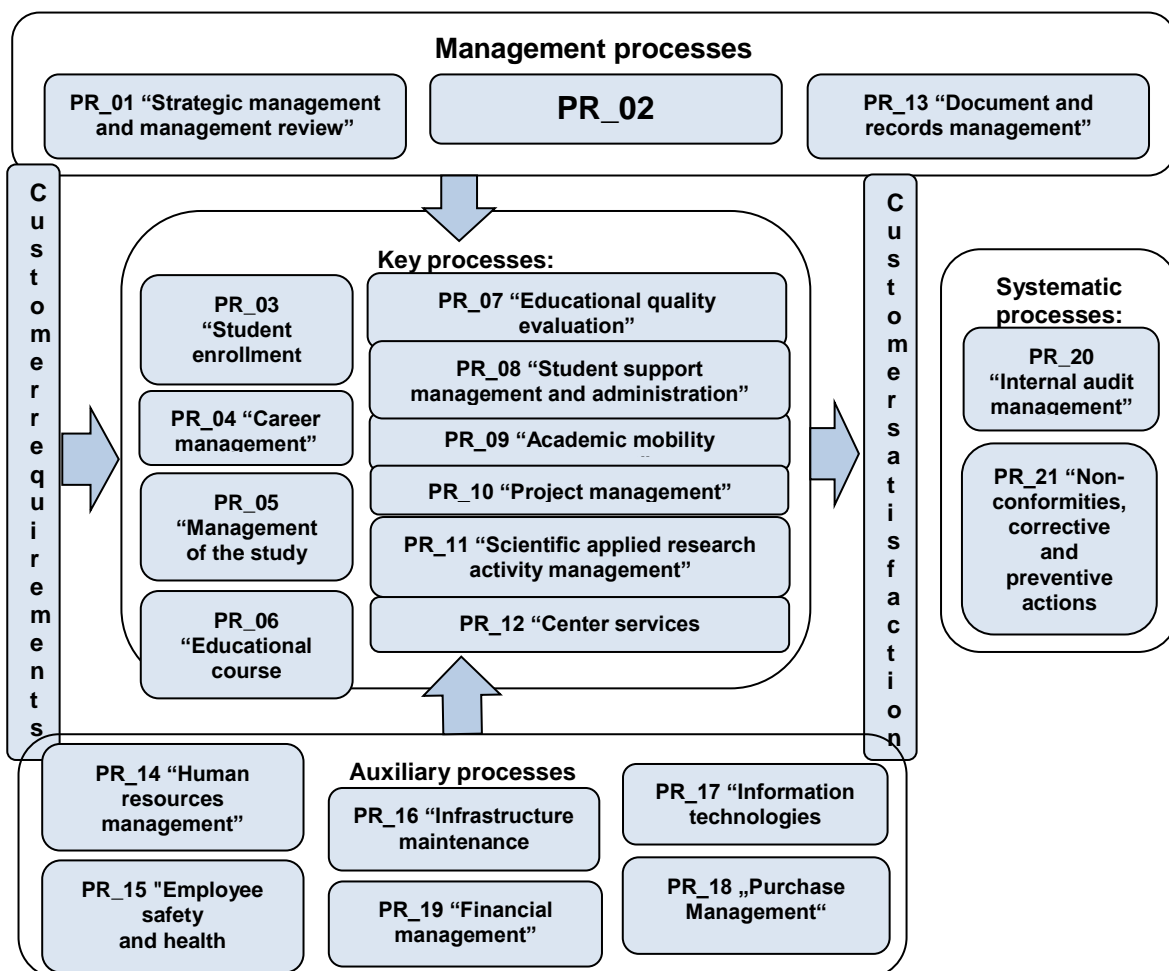
	Planning and presentation of data	Monitoring of performance implementation
THE UAS	Strategic Action Plan (every 3 yr. until 1st March)	Report on implementation of the measures of the strategic plan The strategic planning procedures (D_02_6) (annually until 31st Jan and 30th Sept)
	Self-assessment of the UAS Performance Evaluation based on quality objectives and operational priorities (see Appendix 1 of the Quality Manual), (before 1st February each year.)	Self-assessment Report of the UAS Performance (prior to the external evaluation)
	Plan of the UAS Council Meetings (annually until 20th Sept)	UAS Council Annual Performance Report (annually until 1st April)
	Plan of the Academic Council Meetings (annually until 15th Sept)	Academic Council Annual Performance Report (annually until 31st August)
	Feedback from the Interested Parties (every 2 years (or if necessary) until 31st January)	UAS Annual Performance Report (before 1st April each year))
	Plan of the UAS Directorate Meetings (annually until 5th September)	UAS Performance Management Review in accordance with the LST EN ISO 9008:2015 (annually after the QMS audit)
	Plan of the UAS Events for the Academic Year (annually until 15th September)	Report on the UAS Public Relations Activities QMS_Form 4.9-C (annually until 31st December)
FACULTY	Annual Performance Report of the Faculty (annually until 1st April)	Report on implementation of the measures of the strategic plan The strategic planning procedures (D_02_6) (annually until 31st January and 30th September)
	Plan of the Faculty Council and the Deanery Meetings (annually until 10th Sept)	Analysis of the faculty council performance (annually by 30th January)
	Faculty Council Data for the Performance Annual Report (annually until 31st December)	Annual Performance Report of the Faculty QMS_Form 2-F (annually until 1st March)
CENTER / UNIT	Feedback from the Interested Parties (annually (or if necessary) until 31st January)	"Student Admission Report" QMS_Form 4.6-C (annually until 1st December)
	Centre/Department Annual Activity Data to DDB "DRAC", CMS_Form 4n-C (annually until 15 January)	Report on the Annual Performance of the Center / Unit QMS_Form 4n-C (annually until 20th January)
DEPARTMENT	Annual Performance Plan of the Department QMS_Form 1.1-K (annually until 5th February / 1st October)	Report on the Annual Implementation of the Plan of the Department Performance QMS_Form 1.1-K (annually until 1st January / 30th June)
	Feedback from the Interested Parties (every semester, after practices, after graduation or, if necessary, until 31st January).	Report on the Annual Performance of the Department QMS_Form 2-F (annually until 1st January.)
	Self-assessment of the Field Study / Programme (annually in accordance with the performance plan)	Self-assessment Report of the Study Field (prior to the external evaluation)
TEACHER	Teacher Tenure Workload Plan for the Academic Year QMS_Form 1-D (annually until 12th Sept)	
	Teacher Performance Data for the Annual Report QMS_Form 2-D (annually until 15th December)	Report on Teacher Academic Year Performance Implementation QMS_Form 4-D (annually until 30th June)

PROCESS MAP. PROCESS SEQUENCE AND INTERACTION SCHEME

QMS PROCESSES

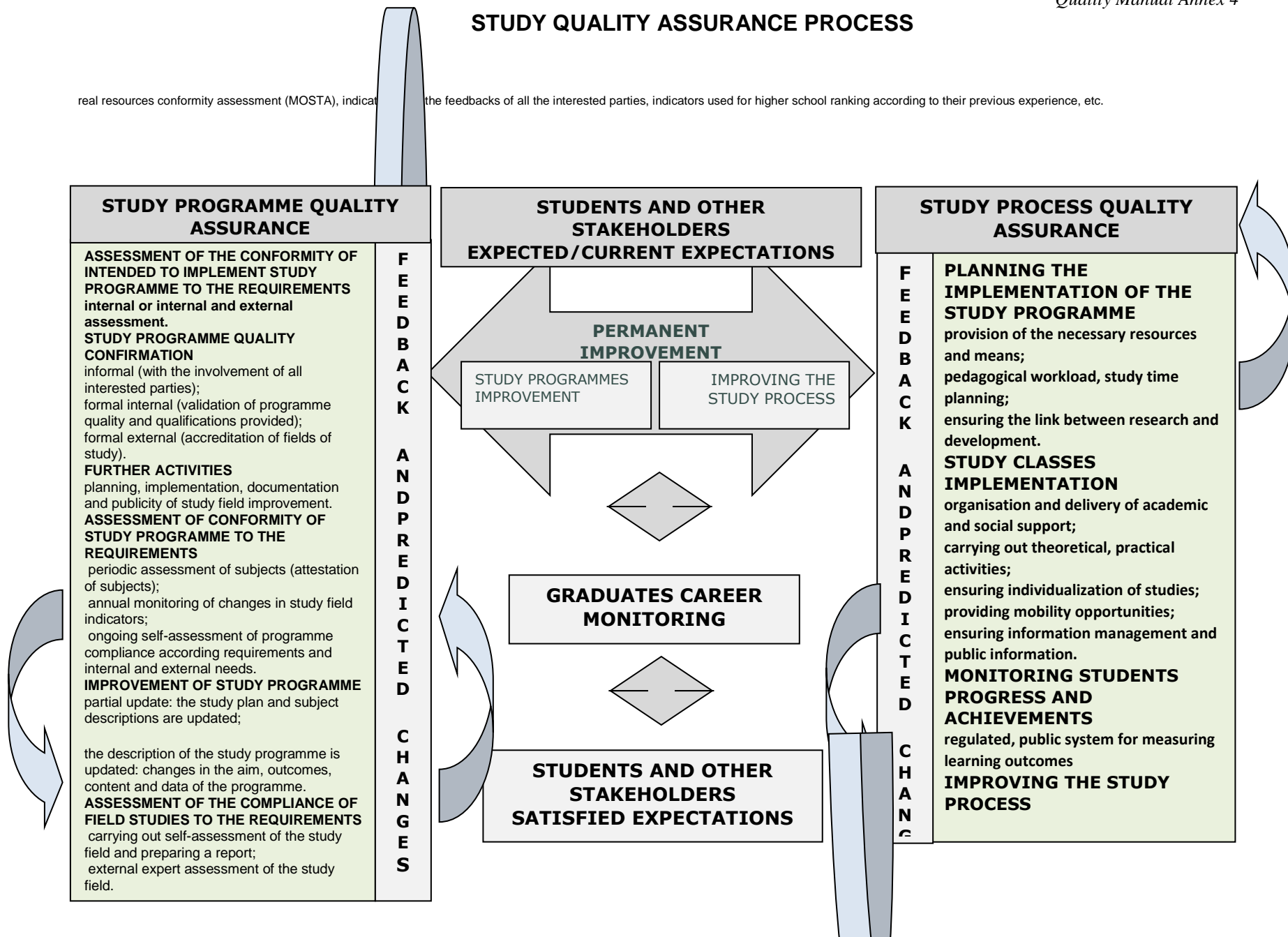


QMS PROCEDURES



STUDY QUALITY ASSURANCE PROCESS

real resources conformity assessment (MOSTA), indicators of the feedbacks of all the interested parties, indicators used for higher school ranking according to their previous experience, etc.



Quality management system implementation plan

Measure	Executor	Year cycle											
		01	02	03	04	05	06	07	08	09	10	11	12
Quality policy review	Director		x		x								
Quality objectives settlement and implementation	Director		x										
Customer satisfaction survey	QMR		x				x					x	
Monitoring of QMS processes	QMR		x		x								
Monitoring of services	Deputy Director	x					x					x	
Planning of services realization	Director			x						x			
QMS internal audit	Manager of the QMS internal audit team				x								
MR	QMR	x	x	x	x	x	x	x	x	x	x	x	x
Training of employees	Head of the Personnel Department				x								
QMS document management (review and change)	QMR					x							
QMS records management	QMR	x	x	x	x	x	x	x	x	x	x	x	x
Management of service provision	Dean	x	x	x	x	x	x	x	x	x	x	x	x
Management of a nonconforming product	QMR	x	x	x	x	x	x	x	x	x	x	x	x
Implementation of corrective and preventive actions	QMR	x	x	x	x	x	x	x	x	x	x	x	x

x - measure to-be-implemented

QMR

Silva Adomavičienė

01/03/2022