



Annex 6. Quality Manual of Klaipėda State University of Applied Sciences

APPROVED

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Quality Manual of Klaipėda State University of Applied Sciences

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1. INTRODUCTION

The Quality Manual is the main document of a quality management system, which establishes the requirements for the organisation's quality management system. A generic explanation of the implementation of the requirements of the quality management system is provided in the Quality Manual, as well as references to the KVK process descriptions and other documents that specify the processes, responsibilities and powers.

The requirements established in the KVK quality management system are obligatory for all staff engaged in the KVK activities, especially for those employees who have a direct impact on the quality of the services offered.

The management of the Klaipėda State University of Applied Sciences undertakes to demonstrate leadership in terms of the quality management system and ensures the effectiveness of the quality management system.

The KVK Quality Manual is approved by a protocol resolution of the KVK Academic Council.

The edition of the Quality Manual is provided on the title page.

The date of entry into force of the Quality Manual is the date the document was approved as indicated on the title page.

The Head of the Quality Centre is responsible for maintaining and improving the Quality Manual.

Changes to copies of the Quality Manual issued to second or third parties are not documented.

The requirements of the Quality Manual shall only apply to the application areas of the QMS specified therein.

2. DATA ON KLAIPĖDA STATE UNIVERSITY OF APPLIED SCIENCES

2.1. History

On 26 August 2009, Klaipėda University of Applied Sciences was reorganised and merged with Klaipėda Business and Technology University of Applied Sciences pursuant to Article 32 (1) of Law on Science and Studies of the Republic of Lithuania and Resolution of the Government of the Republic of Lithuania. A new name came into force on that day: Klaipėda State University of Applied Sciences.

More information on the KVK history is provided at: <https://www.kvk.lt/kolegija/>

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2.2. Strategy of Klaipėda State University of Applied Sciences

Vision

A modern, open to the public, continuously learning higher education institution, conducting studies recognised in the international environment, developing applied research activities and contributing to sustainable national and regional development.

Mission

To provide high-quality studies in higher education based on professional practice, applied research studies and experimental development, and to create conditions for people to pursue lifelong learning:

- To contribute to sustainable regional development in collaboration with the local community and groups of government representatives;
- To use financial and material resources rationally by bringing together competent staff and fostering the values of the organisation;
- To think creatively and act meaningfully by developing personal and community skills.

Operational Priorities

1. High-quality higher education studies based on practical skills, research and technological progress

- 1.1. To train specialists to meet the needs of the labour market;
- 1.2. To deliver student-oriented studies;
- 1.3. To develop effective cooperation with interested parties to meet their needs, expectations and requirements;
- 1.4. To develop the internationalisation of KVK;
- 1.5. To ensure favourable conditions for lifelong learning.

2. Correspondence of applied research activities to regional and national sustainable development

- 2.1. To ensure unity between research and studies;
- 2.2. To ensure the quality and diversity of applied research studies;
- 2.3. To develop applied research activities with Lithuanian and foreign social partners, spread and commercialisation of the results.

3. Sustainable development of KVK

- 3.1. To develop staff competence, motivation and leadership;
- 3.2. To improve communality and internal communication;
- 3.3. To ensure continual improvement of the Quality Management System;

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3.4. To ensure rational use of material and financial resources;

3.5. To implement the digital transformation of the key business processes of KVK;

3.6. To develop the network of strategic partnerships;

3.7. To improve the KVK brand awareness and reputation;

3.8. To ensure the implementation of the Sustainable Development Goals in the KVK activities.

Strategic Objective

To train highly qualified specialists, develop applied research activities and meet the national and regional developmental needs

Values supporting KVK strategic provisions:

1. Social responsibility
2. Academic freedom
3. Professionalism
4. Collegial relationships
5. Openness to changes.

3. TERMS, ABBREVIATIONS AND DEFINITIONS

ABBREVIATIONS	DEFINITIONS
1	2
EN	European Norm
ISO	International Organization for Standardization
KVK	Klaipėda State University of Applied Sciences
QM	Quality Manual
KVK IS	Information System of Klaipėda State University of Applied Sciences
QMS	Quality Management System
LST	Lithuanian Standard
PR	Process
SQAC	Study Quality Assessment Centre

This Quality Manual employs the terminology of the LST EN ISO 9001:2015 Standard. The table below provides definitions of terms employed in the Quality Manual in relation to the KVK activities.

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TERM	DEFINITIONS
1	2
Quality Management System (QMS)	QMS consists of the activities by which the organisation defines its objectives and establishes processes and resources required to achieve the desired results.
Policy	Intentions and directions formally expressed by the management.
Context of the Organisation	Comprehension of the context of the organisation is a process. During this process, the factors that have an impact on the organisation's purpose, objectives and sustainability are identified.
Interested parties	A person or organisation that can influence a decision or activity, or can be or feel influenced by them. The concept of an interested party is broader than just the beneficiary. Part of understanding the context of the organisation is identifying its interested parties. Important interested parties are the parties who pose a significant risk to the sustainability of the organisation if their needs and expectations are not met. The organisation defines what outcomes need to be delivered to these important interested parties in order to mitigate such risks. For example, learners, the KVK founding body – MESS, employers, KVK staff, suppliers, the accrediting body – SQAC, community, etc.
Learner	A beneficiary who acquires and develops competence through an educational service.
Beneficiary	An individual or group of individuals who benefit from the products and services of an educational organisation, which the organisation is committed to providing due to its mission.
Product	An output of the organisation that can be created without a transaction between the organisation and the learner or other beneficiary. For example, a product can be books, models, films, technical specifications, case studies, etc. The product can be both physical and digital.
Service	An output of the organisation the provision of which necessarily required at least one activity between the organisation and a learner or other beneficiary. For example, the knowledge acquired through study or training and the ability to apply it. Services provided by KVK include: <ul style="list-style-type: none"> ▪ Studies ▪ Applied Research Activities ▪ Adult Education and Training ▪ Consulting Activities
Output	Process result
Process	The totality of related and interacting activities when the desired result is produced by using inputs
Procedure	The established execution flow of the activity or process
Environment for the operation of processes	The entirety of conditions under which work is performed. Conditions may include physical, social, psychological and environmental factors (temperature, lighting, work stress, recognition schemes, ergonomics)
Divisions	Faculties, departments, centres, administration
Requirement	A need or expectation that is expressed, generally implied or obligatory.
Compliance	Fulfilment of a requirement

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Nonconformity	Non-fulfilment of a requirement
Traceability	Ability to trace object history, application or location
Productivity	Degree of implementation of planned activities and achievement of planned results
Efficiency	The ratio of the achieved result to the used resources
Effectiveness	Measurable result. Effectiveness may be related to quantitative or qualitative findings
Evaluative analysis	Determination of the object's suitability, relevance or productivity in achieving the stated objectives
Verification	Confirmation by providing objective data, that the specified requirements have been met
Validation	Confirmation by providing objective data, that the requirements for a specific use and application have been met
Document	Information and its medium. For example, a record, specification, procedure document, scheme, report, standard
Documented information	Information that the organisation needs to manage and maintain its medium. Documented information can be in any format, on any medium and from any source
Record	A document in which the results achieved are listed or evidence of conducted activities is provided. Records can be used to document traceability and to provide evidence for preventive and corrective action.
Monitoring	The determination of the status of a system, process, product, service or activity. When determining a status, an inspection, maintenance or critical monitoring might be required
Preventive action	An action intended to eliminate the cause of potential nonconformity or other potential undesirable situation
Corrective action	An action intended to eliminate the cause of nonconformity and prevent recurrence before, concurrent or after corrective action.
Correction	An action intended to eliminate nonconformity. The corrective action is carried out
Audit	A systematic, independent and documented process for obtaining and assessing objective evidence in order to determine the degree of meeting audit criteria
Audit criteria	A totality of policies, procedures or requirements used as a reference to compare objective evidence
Audit evidence	Verifiable records, fact confirmations or other information relevant to the audit criteria
Audit findings	The assessment results of the audit evidence collected in accordance with the audit criteria
Audit conclusion	The result of the audit, taking into account the audit objectives and all audit findings
Learning outcomes	The entirety of knowledge and skills acquired during studies, the scope of which is defined in credits and the level is evaluated by a grade.
Internal control	A control system designed by the head of an institution to manage its risks that aids in achieving the objectives set out in the Law.
Control actions	Policies and procedures that aid to ensure that management responds to risk. Control activities are carried out throughout the organisation, at all levels and by all positions.

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4. CONTEXT OF THE ORGANISATION

4.1. Understanding the Organisation and its Context

The internal and external factors that are important to the organisation's purpose and strategic direction and that have an impact on its ability to achieve the intended outcomes of the Quality Management System are formally established in the KVK Strategic Action, Plan and evaluative analysis of these factors are conducted using the PEST and SWOT performance assessment models.

The identification, monitoring and evaluative analysis of internal and external factors is the responsibility of the Deputy Director for Strategic Development.

4.2. Understanding the Needs and Expectations of Interested Parties

Due to the current or potential impact on the organisation's ability to provide products and services that meet the requirements of learners and other beneficiaries as well as the requirements of applicable laws and sub-legislative acts, KVK identifies interested parties relevant to the quality management system and the requirements of these interested parties relevant to the quality management system. The requirements of interested parties are established in the KVK legal acts, descriptions of study programmes, cooperation agreements, reports on the studies of needs of interested parties and satisfaction with the services provided, and planning documents.

Information on the fulfilment of the requirements of interested parties is documented in the KVK legal acts, reports on the studies of needs of interested parties and satisfaction with the services provided and summary documents.

The identification of important interested parties and their needs, the monitoring and analysis of information regarding these interested parties and their key requirements is the responsibility of the process owners of the Quality Management System within the limits of the established responsibilities (established in the job descriptions, the QMS process descriptions and orders issued by the Director).

4.3. Scope of Application of the Quality Management System

Scope of Application of the Quality Management System is the preparation, organisation and execution of higher education collegial programmes and adult education and training programmes, the conduct of applied research and the provision of consulting services.

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The following have been taken into account when establishing the scope of application of the Quality Management System:

- the context of the organisation – internal and external factors important to the organisation’s mission and strategic direction and that have an impact on its ability to achieve the intended outcomes of the Quality Management System;
- the interested parties important to the Quality Management System and their key requirements;
- services provided by KVK.

Applicable to the activities carried out in the following divisions:

Administration:

Jaunystės g. 1, LT-91274 Klaipėda, tel. +370 630 077 21, info@kvk.lt

Jaunystės g. 2, LT-91274 Klaipėda, tel. +370 630 077 21, info@kvk.lt

Business Faculty:

Jaunystės g. 1, LT-91274 Klaipėda, tel. +370 630 077 35, vf@kvk.lt

Faculty of Health Sciences:

Jaunystės g. 2, LT-91274 Klaipėda, tel. +370 630 077 52, svmf@kvk.lt

Dariaus ir Girėno g. 8, LT-92255 Klaipėda, tel. +370 630 077 52, svmf@kvk.lt

Gulbių g. 8, LT-42246 Klaipėda, tel. +370 630 077 52, svmf@kvk.lt

Faculty of Technologies:

Bijūnų g. 10, LT-91223 Klaipėda, tel. +370 630 077 43, tf@kvk.lt

KVK applies the applicable requirements of LST EN ISO 9001:2015, the Law on Science and Studies of the Republic of Lithuania, the European Credit Accumulation and Transfer System, and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) in the field of quality management.

Requirements of LST EN ISO 9001:2015 are not applicable – KVK does not use monitoring and measurement resources intended to prove the compliance of services with the established requirements. Therefore, requirement 7.1.5 Monitoring and measurement resources of LST EN ISO 9001:2015 does not apply to the KVK quality management system. This requirement of the standard identified as not applicable does not affect the organisation’s ability and responsibility to ensure the compliance of its services and to improve the learner and other beneficiaries' satisfaction with the services provided.

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4.4. Quality Management System and its Processes

4.4.1. Data on Quality Management System and its Processes

Klaipėda State University of Applied Sciences through the implementation of the mission and strategic objective – to train highly-qualified specialists and to develop applied research activities, has developed, implemented and has been continuously improving the quality management system, which is an integral part of the KVK strategic management and meets the requirements of the LST EN ISO 9001:2015 standard, the Law on Science and Studies of the Republic of Lithuania, the provisions and guidelines of the European Credit Accumulation and Transfer System and standards and guidelines for quality assurance in the European Higher Education Area (ESG).

The KVK QMS compliance with the standards and guidelines for quality assurance in the European Higher Education Area is provided in Annex 1, revealing the coherence between the standards and guidelines for internal quality assurance in ESG and the requirements for a quality management system as defined in the KVK Quality Manual, that details the procedures of the QMS processes and the important documents that integrate the standards and guidelines for internal quality assurance.

The KVK Quality Management System (hereinafter referred to as QMS) is an integral part of strategic management. The relationship between the KVK mission, vision and the elements of the KVK quality management system is provided in Figure 1. The policy of the KVK quality management system is formed under the influence of the principles of the organisational culture and the management system. The key principles of the quality management system are as follows: focus on the learner or beneficiary; leadership implementing the vision; engagement of people; process-oriented approach; continual improvement; evidence-based decision-making; relationship management; social responsibility; accessibility and equality; ethical behaviour; data security and protection. The established QMS policy constitutes the basis for setting the QMS objectives. The systematic review of these objectives ensures the productivity and effectiveness of the implementation of the KVK mission in order to achieve the KVK vision.

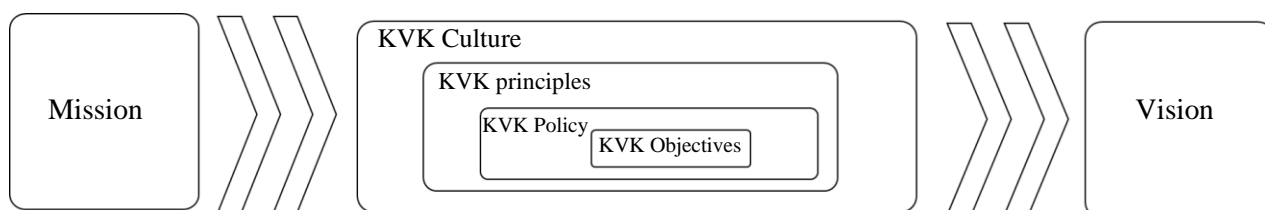


Fig. 1. The relationship between the KVK mission, vision and the elements of the quality management system.

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When implementing the KVK strategy and taking into account the identified risks and opportunities, having assessed the context of the organisation and the needs of the interested parties, the QMS processes and their sequences are systematically updated, inputs required for processes and process outputs are identified, the interaction between the processes is determined, and the criteria for assessing the process productivity and their values are defined.

The QMS processes (their sequences) are designed taking into account the key functions of process management: planning, implementation, control and improvement.

Information related to the objectives of the QMS processes, productivity assessment criteria, activity sequences, deadlines, responsibilities, documents used in the activities and forms of documents, inputs and outputs, and process interactions, are provided in the QMS process descriptions.

The interaction chart of the KVK QMS processes is provided in Annex 3 of the Quality Manual.

Process owners are appointed by the Director to manage the QMS processes, they are responsible for the productive and effective management of the QMS processes.

At KVK, the accommodation of QMS processes with human and material resources, information is ensured, the management structure and job descriptions of employees are reviewed and improved accordingly, and the responsibilities and powers of employees are established (in process descriptions, job descriptions and other internal documents).

At KVK, a systematic evaluation of QMS processes is conducted and the resources and information required to operate and monitor the process are ensured.

The QMS processes and the quality management system are systematically improved to ensure that both the processes and the QMS achieve the desired results.

The KVK management is responsible for the productive implementation of the QMS. It has all the necessary tools required to ensure and improve QMS productivity.

4.4.2. Documents of the Quality Management System

KVK monitors the documented information required for the operation of the QMS processes and keeps it to the extent necessary to provide assurance that the QMS processes are carried out as planned.

Core QMS documents:

- Quality Policy
- Quality Manual

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- Process descriptions

The core QMS documents (e. g. Quality Manual, Quality Policy) are accessible to interested parties on the QMC website. At KVK, employees use the information system (KVK IS), in which current versions of the QMS documents and other relevant information (process descriptions, Director's orders, procedures, protocols, etc.) related to the activities carried out are provided.

5. LEADERSHIP

5.1. Leadership and Commitment

5.1.1. General

Management demonstrates leadership and commitment in regards to quality management:

- by taking responsibility for QMS productivity;
- by ensuring that the quality policy and quality objectives are set for the quality management system and are aligned with the context and strategic direction of the organisation;
- by ensuring that the QMS requirements are included in the organisational processes;
- by promoting a process-based approach and risk-based thinking;
- by ensuring that the quality management system is accommodated with required resources;
- by providing the importance of effective quality management and compliance with QMS requirements;
- by ensuring that the QMS achieves the desired outcomes;
- by including and empowering individuals to contribute to the productivity of the QMS;
- by promoting continual improvement through ensuring that the results of the internal and external evaluation are taken into account.
 - by empowering KVK managers to demonstrate leadership in their areas of responsibility.
 - by ensuring participation of interested parties (social stakeholders) in the KVK activities pursuant to the various documents governing the KVK activities, from the Law on Science and Studies, the KVK Statute to the Regulations of the Study Programme Committee. Interested parties that are important to KVK are the following: learners, teaching and other staff, business and community organisations, public institutions, partners, suppliers, competitors, graduates, entrants and the rest of society.

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5.1.2. Focus on Learners and Other Beneficiaries

The key KVK beneficiaries are the learners, institutions and organisations that benefit from products and services provided by KVK.

The KVK management ensures that:

- the requirements of learners and other beneficiaries, as well as the applicable laws and their sub-legislative acts, are established in business processes and executed;
- risks and opportunities are identified and taken into account that may affect the compliance of products and services and the ability to increase learner and other beneficiary satisfaction;
- the focus on improving learner and other beneficiary satisfaction is maintained.

KVK ensures an engaging learning environment and that the principles of academic honesty, tolerance, non-discrimination and ethical provisions are established and understood. More information is available at: https://www.kvk.lt/wp-content/uploads/2021/10/KVK-Akademes-etikos-kodeksas_2021.pdf

At KVK, the diversity of students and their needs are taken into account, conditions for choosing flexible learning opportunities are created, and various teaching methods are considered and applied according to their suitability. Learner-oriented learning promotes student autonomy and motivation.

The rights and obligations of students and unclassified students and the provisions regulating studies at the KVK are outlined in the core documents of the study process: the Regulations for Studies, the Rules of Distance Learning for Students, the Procedure for the Evaluation of Study Achievements, the Procedure for the Internship Organisation and Evaluation, the Procedure for the Preparation, Defence and Storage of Final Theses, the Appeals and Complaints Procedure, the Rules of Procedure of the Disputes Committee, the Description of the Procedure for the Monitoring of Progress and the Provision of Academic Support, the Description of the Individualization of the Study Process for Students with Special Needs, and the Description of the Procedures for the Provision of Psychological Support. More detailed information is available at: <https://www.kvk.lt/studentams/studiju-dokumentai/>

5.2. Policy

The KVK management sets, implements and monitors the quality policy. The management ensures that the quality policy:

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- is in line with the mission and context of the organisation and supports its strategic direction;
- provides guidelines for setting quality objectives;
- conveys a commitment to meet applicable requirements;
- conveys a commitment to continuously improve the quality management system.
- is communicated, understood and applied within the organisation.

The quality policy is maintained as documented information at KVK. The quality objectives of the KVK management are defined in the KVK Quality Policy (Annex 2).

The Quality Policy is available to Interested Parties on the KVK website and the KVK information system.

5.3. Organisational Roles, Responsibilities and Authorities

The responsibilities and authorities of KVK staff are defined in the process descriptions, job descriptions and other KVK legal acts.

The current KVK organisational structure is provided at:

[Structure - Klaipėda State University of Applied Sciences \(kvk.lt\)](#)

5.3.1. Responsibilities of the KVK Council, Academic Council, Director and Directorate

The KVK Council is the governing body for the KVK strategic matters that ensures its accountability and rapid and effective response to environmental changes. The main functions of the Council are as follows: to submit changes to the Statute to the Government of the Republic of Lithuania for approval; to approve the strategic action plan, to plan the property, financial and human resources for the implementation of the strategic plan; restructuring plans; to establish the procedure for the management, use and disposition of the KVK funds and property managed by property rights; to approve the annual estimate of income and expenditure and its implementation report, as well as the annual activity report in which the implementation of the strategic plan is discussed; to approve the description of the procedure for organising the director's election by public tender; to elect, appoint and dismiss the director; to approve the plans for the reorganisation or liquidation of the KVK and to submit them to the Government of the Republic of Lithuania.

The Academic Council is the governing body of the KVK academic matters whose main functions are as follows: to determine the study procedure; to approve study programmes; to submit

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proposals on the funding of these programmes and on KVK restructuring required for the implementation of these programmes; to evaluate the results, quality and level of applied research activities and experimental development; to approve the internal study quality assurance system and to monitor its implementation; to establish the qualification requirements for the teaching positions and the procedure for organising the certification and tender for positions; to grant honorary and other titles; to consider and provide opinion to the Council on the KVK action plan, changes to the Statute, the suitability of candidates for the Director's position, plans for the reorganisation or liquidation of KVK, and the procedure for the management, use and disposition of the KVK funds and property; to approve the tuition fees and to determine the total number of study places, taking into account the possibility of ensuring the quality of studies and education; to consider the KVK restructuring plans submitted by the Director and provides an opinion to the Council.

The Director is a single-person governing body and acts on behalf of and represents KVK. The Director's main functions are as follows: to manage KVK, to organise its activities, to manage the processes of Strategic Planning, Strategy Implementation, Budget Management, Risk Management, preparation of Operational reports, Evaluation and Improvement of the Effectiveness of the Quality Management System, Management of the Administrative and other staff thus ensuring the implementation of the Strategic Action Plan; to hire and dismiss KVK employees; to admit and withdraw students in accordance with the procedure established in the Statute; to submit to the proposals on the tuition fees to the Academic Council; to approve the amount of fees unrelated to the implementation of the study programmes; to submit an annual activity report on the implementation of the strategic action plan to the Council for approval; to be responsible for the KVK financial activities, the proper management of funds and property and a report on the implementation of these estimates; to make public the KVK annual activity report approved by the Council; to submit the KVK strategic action plan and the restructuring plan to the Academic Council for consideration and to the Council for approval; to consider and adopt decisions in relation to the management, use and disposition of the KVK funds and property; and to approve the KVK internal regulations.

The Directorate is an advisory body to the KVK Director. The Directorate considers draft KVK strategic action plans and draft organisational restructuring plans, as well as issues in relation to studies, applied research activities, finance, organisation of the facilities and other current KVK operational issues, and submits its conclusions and proposals to the KVK Director.

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5.3.2. Responsibilities of the Head of the Quality Centre and Process Owners

The Head of the Quality Centre has been assigned the responsibility and authority for:

- Compliance of the Quality Management System with the requirements of LST EN ISO 9001:2015 Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG);

- Ensuring that the Quality Policy is outlined, implemented and monitored;
- Ensuring that the QMS processes are outlined, implemented and monitored;
- Administration of the risk management process;
- Evaluation of the effectiveness of the quality management system (monitoring, measurement, analysis and evaluation). Organising and ensuring the compliance of the QMS internal audit, ensuring the conduct of the Management Review;

- Provision of information on the effectiveness of the quality management system and improvement opportunities to the management, taking into account the results of the internal and external evaluation;

- Management of nonconformity and evaluation of the effectiveness of corrective actions;
- Assurance that the integrity of the quality management system is maintained when planning and implementing changes to the quality management system;
- Promotion of a learner- and beneficiary-oriented approach throughout the organisation;
- Collection and publication of feedback data of interested parties;
- Administration of the internal control analysis and evaluation process;
- Monitoring of quality management documents;

QMS process owners have been assigned the responsibility and authority for:

- Documentation of the QMS processes (defining the process objectives, process sequences and their interactions, inputs required for the processes and desired outputs, criteria and methods required in order to ensure productive operation and management of the processes, and the responsibilities of the process participants);

- Assessment of risks and opportunities within the processes;
- Process management and assurance that the processes deliver the desired process outputs;
- Identification of opportunities for improvement and implementation of the necessary actions in order to meet the requirements of learners and other beneficiaries and to increase learner and other beneficiary satisfaction, including correction, prevention or reduction of adverse consequences, continual improvement taking into account the results of the internal and external evaluation, implementation of breakthrough changes and innovation;

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- If a nonconformity is identified, the implementation of the necessary actions to eliminate the nonconformity and its cause;
- Accommodation of the process with necessary resources, including the organisational knowledge required for the process performance;
- Integration of the measurement system into the process (by assessing both the process effectiveness and the compliance of products and services to the requirements);
- Process monitoring and elimination of obstacles;
- Maintenance and preservation of the documented information in the scope appropriate to the process performance;
- Monitoring of the process productivity and spread of experience gained during the process.

5.3.3. Responsibilities of the Research Council, the Study Programme Committee and KVK staff

The Deputy Director for Studies and Research manages the processes of the design and development of Study Programmes, management of the Study Process, management of the Applied Research Activities, management of Adult Education and Continuing Education Activities, management of Consulting Activities, management of the Teaching Staff thus ensuring the implementation of the KVK strategic action plan; ensures the compliance of the ongoing study and research activities with the laws of the Republic of Lithuania, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and the requirements of other legal acts; coordinates and controls the preparation and implementation of study programmes, teaching workload plan, study schedules and timetables; ensures the attestation and qualification improvement of the academic staff; coordinates and controls the activities of the faculties, Applied Research Activities, Education and Services, Study and Career Centres and the Library.

The Research Council is a collegiate body that aids KVK in ensuring the quality of applied research activities and carrying out the development of these activities. The Council is composed of nine members of the teaching staff with a degree of a doctor of science (three from each faculty), nominated by faculty Deans. The Research Council advises the management on the issues regarding the applied research activities, participates in ensuring the quality of the KVK applied research activities, addresses current issues on KVK applied research activities, and promotes interdisciplinary cooperation among researchers in order to ensure the development of all planned areas of KVK applied research activities, submits proposals to the KVK administration on the

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development strategy of applied research activities, priorities for applied research activities and experimental development areas, assists the Centre for Applied Research Activities in the evaluation of the KVK applied research activities, consults and makes recommendations to ensure compliance with the principles of ethics in science at KVK.

Head of the Study and Career Centre ensures the quality of collection and systematisation of study information; ensures the provision of career management services to students; ensures the systematic monitoring of graduate careers and employment; collects and publishes statistical information on students and latest information related to studies for the KVK departments and the public; implements the preparation, accounting and issuing of the KVK graduation certificates and their duplicate documents; ensures timely submission of student data to state departmental and inter-departmental registers and databases; administers the support provision processes to students; plans, organises and controls the Centre operation and is responsible for the results of its operation; coordinates the activities of developing study information systems; manages the operation of the Admissions Service and is responsible for the effective organisation of the admissions process; provides study information to interested parties; ensures the preparation of the Centre's documents and their transfer to the archive in accordance with the KVK procedures.

Head of the Centre for Applied Research Activities formulates (modifies) the priorities of the KVK applied research activities; coordinates the planning and implementation of the applied research activities of the teaching staff; prepares the KVK plans and reports of the applied research activities; conducts the quality control of the applied research activities of the teaching staff; conducts the self-evaluation of the KVK applied research activities; submits proposals for the qualification improvement of the teaching staff in the field of applied research activities; coordinates the organisation of applied research events for the KVK teaching staff and students; submits proposals for incentives (penalties) for the teaching staff for the results of applied research activities; cooperates with social partners during the implementation of applied research activities; participates in the search and preparation of outsourced research, national and international projects in relation of applied research activities; publicises the KVK applied research activities.

Head of the Training and Service Centre manages the Training and Service Centre, acts on its behalf and as its representative, closely cooperates with the KVK faculty communities, the Project Department, the Centre for Applied Research Activities; prepares the Centre's action plan and provides reports on the performed activities; conducts a service market analysis; controls the process of determining the need for education services; coordinates the following: the preparation, coordination, registration of new non-formal adult education programmes and training and formal

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continuing vocational training programmes, consulting services and the updating and publicising ongoing programmes; the development of the set of other services related to the delivery of the education programme (renting, organisation of conferences, etc.); manages the formation of groups of education programmes and admissions of participants; approves commercial offers and controls their spread; approves (training, consulting) agreements on vocational training and services and controls their execution; controls the process of issuing documents certifying the completion of education programmes; takes care of the material resources required for the implementation of the education programmes, and the maintenance and development of the educational environment; cooperates with social partners and provides them with the information on the Centre's services; carried out the quality monitoring of the training and other services, analyses feedback and submits proposals for improving services; coordinates and controls the management of documents related to training and the provision of services; initiates the project, consulting, publicising and other activities beneficial to the development of the Centre, supervises and coordinates them.

A faculty Dean manages a faculty, acts as its representative and on its behalf; organises, coordinates and controls academic, international, applied research and project activities at faculties, implements resolutions of the KVK Council and the Academic Council, and executes orders of the KVK Director; ensures the quality of the ongoing study programmes, approves the improved and updated study programmes; conducts continuous monitoring of the study process implementation; prepares the faculty's action plans and reports, as well as development programmes; prepares the draft budget of the faculty's income and expenditure and submits it to the Director for approval; submits draft workload plans of the teaching staff to the Director for approval; approves the Departments' action plans and reports; ensures the qualification improvement of the teaching and other faculty's staff; is responsible for the maintenance and development of the faculty's study environment; is responsible for the accommodation of study programmes with the necessary material resources; submits proposals to the Director for hiring, dismissing and allocating incentives to the staff; initiates and coordinates the execution of cooperation agreements with social partners; prepares student admission plans; manages the activities of Heads of Departments and other subordinate staff, controls the performance of the activities; analyses feedback results from students and other interested parties, evaluates them and ensures the planning and implementation of improvement actions; and performs other activities related to the implementation of the Faculty's goals and objectives.

A faculty Vice-Dean implements resolutions of the KVK Academic Council and executes orders of the Director and the Dean; plans, organises and controls the implementation of the study

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process at the faculty; prepares a draft workload plan of the teaching staff and submits it to the Dean; manages the compiling of study schedules and timetables; prepares proposals for the appointment of group curators and coordinates their activities; manages the processing of the student academic documents; manages the implementation of the Adaptation Programme at the Faculty; conducts monitoring of the student academic performance, learning achievements and attendance; provides reports on student performance, analyses the reasons for dropping out; controls student employment, organisation of independent studies; provides information and consultations to student group representatives, curators and teaching staff; submits proposals for student encouragement; conducts monitoring and control of the quality of work of the faculty's teaching staff and work discipline; carries out the organisation of the student support; prepares a report summary on the execution of the pedagogical workload of the teaching staff.

A Head of a Department manages a department, represents it and acts on its behalf; ensures the planning, implementation and accountability of the department's activities, is responsible for the implementation effectiveness of the plans, and plans the improvement of the department's performance; organises and carries out the development of new study programmes and the improvement of ongoing study programmes; forms the composition of the Study Programme Committee (hereinafter referred to as SPC) and coordinates its activities; organises the preparation of the self-evaluation summary of the study fields and is responsible for the organisation of the external evaluation; is responsible for the high-quality organisation of the implementation of the ongoing study programmes and for the implementation monitoring: prepares study schedules; distribution of the teaching workload to academic groups, submits proposals to the Vice-Dean for forming the workload of the teaching staff; plans and organises student internships according to the study schedules, selects internship bases (companies, institutions, organisations), informs the managers of internship bases; submits the topics of the final theses, as well as supervisors, reviewers, the composition of the qualification committee for the final theses and qualification exams to the faculty's Dean for approval; approves the tasks and evaluation criteria of the subject exams; conducts monitoring of the progress of student learning achievements; ensures the academic support provision to students; ensures systematic cooperation with students; establishes the need for the improvement of the teaching (learning), subject, digital and scientific competences of the Department's teaching staff and prepares a plan for the qualification improvement; submits proposals to the faculty's Dean for hiring of the teaching staff; cooperates with other KVK departments to ensure the implementation of the ongoing study programmes; cooperates with social partners and ensures their development; organises the participation of all social stakeholders in the

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implementation and improvement of study programmes and the organisation of the study process; manages the applied research activities carried out by the Department, carries out continuous control and monitoring of applied research activities in accordance with the indicators of applied research activities set out in the Department's annual plan; organises the development of international and other projects in collaboration with other KVK and faculty departments; develops the Department's international activities; ensures the participation of the Department's students and teaching staff in international mobility programmes; organises and carries out the acceptance of results of partial studies at higher education institutions, evaluation and recognition of learning achievements obtained through formal education and informal learning and self-education as well as self-directed learning; conducts monitoring of graduate employment and careers; provides exhaustive information on the studies to the studies of the ongoing study programmes, the academic community and the public; plans the need for acquiring methodical tools, goods and services required for implementation of the Department's ongoing study programmes; submits applications coordinated with the Dean for the public procurement of goods, services and works.

The Study Programme Committee analyses the quality indicators of the delivery of a study programme: the results of student satisfaction with their studies; the subject, research and didactic competences of the academic staff that delivers the study programme; student workload; material resources of a study programme; the cost-effectiveness of a study programme and other relevant indicators related to the quality of a study programme. Systematically evaluates the content, structure (ratio of contact hours and hours of independent work), subject descriptions, and the coherence of study and assessment methods of the study programme; submits proposals on the content of subject descriptions and study and evaluation methods; initiates the preparation and correction of new subject descriptions; prepares and implements plans for the improvement of study programmes to be approved by the faculty's Dean taking into account the quality indicators of the delivery of the study programme and the results of the internal and external evaluation.

The Head of the Study Programme Committee is responsible for planning, organising, coordinating and controlling the activities of the Study Programme Committee, and, alongside the members of the Study Programme Committee, is responsible for the implementation of the assigned tasks and functions.

An Associate Professor initiates and experts new study programmes, teaching and learning tools or introduces new technologies; participates in expert and applied research activities and international projects and summarises the results of these works; carries out presentations at international and national seminars, conferences, analyses and summarises the information; gives

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lectures to students and performs research and methodological work; publishes the results of applied research activities in publications included in international databases; participates in organising and research committees of international scientific-practical conferences; organises seminars; manages applied research activities of students; cooperates with specialists, practitioners, researchers during the implementation of applied research activities and joint projects; publishes or prepares for publication peer-reviewed methodological tools, textbooks, monographs (or parts thereof) for a higher education institution; and participates in teacher exchange programmes.

A lecturer gives lectures, conducts workshops or supervises internships and final theses of students or provides them with consultations, supervises practical work and professional internships of students; makes presentations at international or national scientific and practical conferences, seminars; participates in international programmes, projects, traineeships; participates in the design and development of study programmes; carries out or participates in applied research activities and publishes their results; manages student applied research activities, projects, and prepares students for competitions; participates in projects and spreads their results; prepares methodological tools for students; continuously develops competences, prepares and improves descriptions of ongoing subjects; publishes and continuously updates teaching and methodological materials in the internal KVK network; at the end of each year, submits a report on their activities to the Department and, at the start of each year, submits an annual action plan to the Department; participates in the implementation of formal and informal adult education activities at KVK; and participates in teacher exchange programmes.

An assistant gives lectures, conducts workshops, supervises internships and final theses of students or provides them with consultations; participates in applied research and consulting activities; prepares and improves descriptions of ongoing subjects; continuously develops competences, and participates in the design and development of study programmes; participates in projects and spreads their results; publishes and continuously updates teaching and methodological materials in the internal KVK network; at the end of each year, submits a report on their activities to the Department and, at the start of each year, submits an annual action plan to the Department; participates in the implementation of formal and informal adult education activities at KVK; and participates in teacher exchange programmes.

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6. PLANNING

6.1. Actions to Address Risks and Opportunities

When planning the quality management system, KVK takes into account the internal and external factors (context) of the organisation that are important to the organisation's mission and strategic direction and affect its ability to achieve the intended QMS outcome and the requirements of interested parties, and identifies the risks and opportunities for achieving the following:

- ensuring the intended QMS outcomes;
- maximising the desired outcomes;
- preventing or reducing undesirable outcomes;
- improvement.

KVK plans actions on the implementation of risks and opportunities in the QMS processes and evaluates the effectiveness of these actions using a risk register in which structured information on identified risks, risk factors, financial/non-financial impact, level of risk, planned risk mitigating measures and the individuals responsible for their implementation, deadlines and a risk response are collected PR_1.4. Risk management.

6.2. Quality Objectives and Planning to Achieve them

Each year, KVK reviews/modifies and approves the KVK quality objectives for the corresponding functions, levels and processes, establishes the evaluative criteria for quality objectives and their values, ensures their compliance with the quality policy and that they are developed taking into account applicable requirements, related to the compliance of products and services and the improvement of the learner and other beneficiary satisfaction.

KVK quality objectives are the objectives of the programmes of the annually updated Strategic Action Plan PR_1.1. Strategic planning, which is later operationalised in the KVK Annual Action Plan and the departmental Annual Action Plans, responsibilities and implementation deadlines are established PR_1.2. Strategy implementation, required processes are established and defined, their performance evaluation indicators, accommodation of processes with resources and information is ensured PR_1.3. Budget management, PR_7. Project management, PR_8. Staff management, PR_10. Infrastructure Management and Safety; PR_11. Procurement management, monitoring and measurement are carried out PR_1.2. Strategy implementation and PR_1.5. Preparation of performance reports, analysis is conducted, decisions on continual

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improvement are adopted PR_1.6. Evaluation and improvement of the performance of the Quality Management System.

6.3. Planning of Changes

Changes to the Quality Management System are implemented in a planned manner, taking into account the objectives and possible consequences of the changes, the consistency of the Quality Management System, the accessibility of resources, and the allocation and reallocation of responsibilities and powers (PR_1.6. Evaluation and improvement of the effectiveness of the Quality Management System).

7. SUPPORT

7.1. Resources

7.1.1. General

KVK systematically carries out activities of identifying and providing resources required in order to create, implement, maintain and continuously improve the quality management system, taking into account the capacities and limitations of available internal resources and planned procurements from external providers: PR_1.1. Strategy planning, PR_1.2. Strategy implementation, PR_1.3. Budget management, PR_7. Project management, PR_8. Staff management, PR_10. Infrastructure management and safety, PR_11. Procurement management.

7.1.2. Human Resources

At KVK, the need for human resources required for the effective implementation of the quality management system and the performance and management of its processes is identified and met PR_8.1 Pedagogical Staff Management, PR_8.2 Management of administrative and other staff.

7.1.3. Facilities

KVK identifies, provides and maintains the necessary facilities in order to achieve compliance of products and services. The KVK facilities consists of buildings, vehicles, equipment, information and communication technologies.

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Facilities management includes procurements required for the maintenance of the facilities, planned and current maintenance. In order to ensure the control of the facilities management, issues/failures are recorded, with the indication of works to be done.

Investments and costs of upgrading and maintaining the facilities are planned in the annual KVK budget.

Facilities management is described in PR_10. Infrastructure management and safety.

7.1.4. Environment for the Operation of Processes

KVK identifies, provides and maintains the environment required for the performance of its processes and for achieving compliance with the requirements of its products and services.

The KVK working environment is understood as a combination of human and physical factors such as social (absence of discrimination), psychological (stress reduction, prevention of exhaustion, emotional safety), physical (temperature, light, air movement, hygiene, noise).

The management of the working environment also includes the organisation of occupational safety and staff health. The management of the working environment is described in more detail in PR_10. Infrastructure management and safety.

7.1.5. Monitoring and Measuring Resources

At KVK, no monitoring and measuring resources for proving compliance of services with the established requirements are used. Therefore, requirement 7.1.5 Monitoring and measurement resources of LST EN ISO 9001:2015 does not apply to the KVK quality management system.

7.1.6. Organisational Knowledge

KVK identifies and maintains the information that is used and shared in order to achieve the organisation's objectives.

The following key methods of information sharing are used at KVK:

- provision of information to staff by email;
- meetings;
- good practice sharing internal seminars;
- notice boards;
- KVK website;
- KVK IS;

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- Virtual meetings on “Ms Teams” and “Zoom” platforms;
- KVK social media accounts.

In response to changing needs and trends, KVK is planning to obtain additional required knowledge. More details are provided in PR_8. Staff management.

7.2. Competence

At KVK, the required competence required for individuals performing work that affects the effectiveness and productivity of the quality management system.

KVK ensures that staff has competence based on appropriate education, training and experience.

At KVK, the development of staff competences and the effectiveness of the actions taken to acquire competences are systematically planned and implemented.

At KVK, documented information required to prove the employee’s competence is stored.

The staff management is described in more detail in PR_8. Staff management.

7.3. Awareness

KVK line managers ensure that individuals (both internal and external) who carry out work managed by the organisation, understand the following:

- Quality Policy;
- The related quality objectives;
- Their contribution to QMS performance, including the benefits of improved performance;
- The consequences of nonconformity with QMS requirements.

7.4. Communication

The receipt and transfer of information related to the quality management system are outlined in process descriptions and related documents that define the responsibility, content, form, method, deadline and information recipient of the transferred information.

KVK provides information on its performance to the community, the public, the government and management bodies through operational documents and publications prepared by KVK, the KVK website (LT/EN language versions), and during events organised by KVK and other organisations.

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Conclusions of the KVK external evaluation and the corrective action plan are publicly available on its website (<https://www.kvk.lt/kolegija/veiklos-dokumentai/strateginiai-dokumentai/>) as well as the results of the evaluation of fields of studies (<https://www.kvk.lt/kolegija/kokybes-politika/>). KVK regularly publishes quality indicators of its performance, information on study programmes, higher education qualifications being awarded (<https://www.kvk.lt/programa/>), and research activities carried out (<https://www.kvk.lt/mokslas/>) and other data required to inform the public about the studies and research activities. Structured and formally required information about the higher education institution and its ongoing study programmes is provided in the AIKOS system (<https://www.aikos.smm.lt/studijuoti/SitePages/Noriu%20studijuoti.aspx?ss=1e74a314-0fc7-4f5e-93f2-2a5d4252f01d>).

7.5. Creating, Updating and Control of Documented Information

KVK documented information is managed in accordance with the Document Preparation Rules, Description of the KVK Document Management Procedure, the KVK Documentation Plan and the List of Document Registers and PR_9 Document Management.

The preparation or updating of main QMS documents is organised and controlled by the Head of the Quality Centre. When QMS documents are updated, their previous versions automatically lose power.

The main QMS documents, such as the Quality Policy, Quality Objectives, QMS process descriptions, are approved by the KVK Director, and the Quality Manual is approved by a protocol resolution of the KVK Academic Council. The Head of the Quality Centre uploads the approved documents to the KVK IS. Printed copies of the main QMS documents are not maintained and are marked as NOT MAINTAINED. The originals of the QMS documents are stored in the Quality Centre in the files outlined in the KVK Documentation Plan.

The current version of the QMS documents is provided on the KVK IS. The Head of the Quality Centre ensures that the current versions of the QMS documents are uploaded to the KVK IS.

The main QMS documents are subject to periodic review. The conclusions of the review are documented in the document review registration sheets.

The responsibility for reviewing and updating process descriptions and related documents lies with process owners. When a need for changes to the Process Descriptions arises, the process owner coordinates the planned change with the Head of the Quality Centre, who verifies that the changes are in compliance with the requirements of LST EN ISO 9001:2015 and compatible with other QMS processes. Upon the KVK Director approving the description of the QMS process, the

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process owner informs the related parties about the changes to the QMS process. After each change is made to the process description, it is to be re-approved.

The responsibility for reviewing and updating the Quality Policy, Quality Objectives and Quality Manual lies with the Head of the Quality Centre.

In case of a need to amend or modify the Quality Policy and Quality Objectives, new documents are prepared.

When a need to modify the Quality Manual arises, Management Representative for Quality (MRQ) adds entries in the Quality Manual Change Registration Log and initiates the release of the new version of the Quality Manual.

MRQ removes an invalid QMS document from the KVK IS and replaces it with a new version of the document. The invalid paper original of the QMS document is marked INVALID by MRQ.

8. OPERATION

8.1. Operational Planning and Control

8.1.1. General

KVK plans, implements and manages the processes required to meet requirements for products and services and implements actions related to risk and opportunity management, planning and implementation of quality objectives through performing the following actions:

- determining requirements for products and services;
- defining criteria for processes, acceptance of products and services;
- identifying the resources required to meet the compliance requirements for products and services;
- implementing process management according to the defined criteria;
- managing planned changes;
- ensuring the management of externally sourced processes;
- identifying, maintaining and preserving the required scope of documented information;
- making sure that the process is running as planned;
- demonstrating the compliance of products and services to requirements.

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8.1.2. Planning and Control of Products and Services

KVK plans, creates and improves the expected outcomes of study products and services, including the following:

- learning outcomes;
- appropriate and accessible study methods and study environments;
- establishment of criteria for the evaluation of studies;
- conduct of evaluation of studies;
- selection of improvement methods;
- provision of support (academic, physical, social, psychological) to learners.

8.1.3. Additional Requirements for Individualization of Products and Services for Learners with Special Needs

KVK assists the learner to plan a learning process in cooperation based on skills, abilities and interests, including measures such as the following:

- recognition of prior learning and experience;
- creation of individualised study conditions, taking into account life circumstances (adaptation of the study environment, study materials, organisation of examinations).

8.2. Requirements for Products and Services

8.2.1. Communication with Learners and Other Beneficiaries

Communication with learners and other beneficiaries at KVK includes:

- Provision of information on products and services PR_2.1. Preparation and improvement of study programmes PR_2.2. Management of the study process, PR_12.1 Management of external communication.

Information for future students includes general information about KVK, admission requirements, programmes (including study programme objectives, learning outcomes, content, evaluation and teaching methods), career monitoring data, and is publicly available on the KVK website, provided in promotional materials, presented at study fairs and exhibitions, and communicated in individual meetings with potential students (<https://www.kvk.lt/stojantiesiems/>, <https://www.kvk.lt/mokykloms/>).

The information for current students about KVK mission, vision, values, strategic objectives, management structure and composition, study regulations, ethical requirements, and all other

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information related to studies and offered services are provided during introductory meetings. Students are informed by e-mail about important KVK issues by the Student Representative Office, the Study and Career Centre, departments and other divisions (all students have a KVK e-mail address). Students are also provided with information about academic events, changes to the study regulations or other important issues related to their studies and KVK through their representatives in the councils, committees and the Moodle system.

- Clarification of enquiries, agreements or orders, including their changes and management, as well as obligations and responsibilities PR_2.2. Management of study processes, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities, PR_13.1. Feedback Assurance.

- Procedures for recognising competences acquired through formal education as part of a Study Programme; PR_2.2. Management of Study Process.

- Learner Support PR_2.2. Management of Study Process.

- Feedback on products and services, including the receipt of complaints from learners and other beneficiaries. PR_2.2. Management of study processes, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities; PR_13.1. Feedback Assurance.

- Handling or Management of Property of Learners and Other Beneficiaries and Communication in Case of Contingencies PR_2.2. Management of study processes, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities.

8.2.2. Determining Requirements for Products and Services

The main learning outcome or outcome of a training process is the knowledge acquired through study or training and the ability to apply it. In each study or training programme, learning outcomes are established (knowledge and skills).

At KVK, during the planning of the service provision, the following service-related requirements are identified:

- requirements of learners and other beneficiaries; (including those that arise from the analysis of the needs of learners and other beneficiaries).

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- the requirements of laws and regulatory legal acts (including Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG);
- Requirements set by KVK for study products and services (including the KVK Quality Policy and Strategic Plan, process descriptions, Director's orders, etc.).

KVK complies with both the study quality requirements set by the legal acts of the Republic of Lithuania and quality requirements for studies and training set by KVK itself (including legal ones). Part of the general requirements for the product is set out in the agreements for the provision of study, training, consulting and outsourced applied research services PR_2.1. Design and Development of study programmes, PR_2.2. Management of Study Processes, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities. Additional requirements for learners and other beneficiaries are established in accordance with process 13.1. Feedback Assurance.

8.2.3. Review of Requirements for Products and Services

KVK, through ensuring that it will be able to meet the requirements of the products and services offered to learners and other beneficiaries, before providing products and services, ensures the compliance of the evaluative analysis, which includes the applicable requirements for learners and other beneficiaries and legal requirements, the organisation's requirements, as well as contractual or ordering requirements as set out in KVK legal acts PR_2.1. Design and Development of study programmes, PR_2.2. Management of Study Processes, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities, preserving documented information on the results of evaluative analysis PR_9.1. Document management.

8.2.4. Changes to Requirements for Products and Services

Changes to the requirements for products and services (study programme, execution of the study process) are defined in the descriptions of study or training programmes and in KVK legal acts that regulate studies, which are established, and re-approved in case of changes, by a protocol resolution of the KVK Academic Council PR_2. Studies. KVK ensures the preservation of documented information on changes to requirements PR_9.1. Document management.

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Changes to requirements related to international activities, consulting and outsourced applied research activities are made by amending the terms of the agreement and saving documented information on the changed requirements PR_9.1. Document management.

8.3. Design and Development of Products and Services

8.3.1. Design and Development Planning

Development in KVK activities is understood as the design and development of the KVK studies and adult education and training programmes, which are regulated by external legal acts that establish the following:

- the nature of design and development activities;
- the necessary process stages;
- applicable design and development evaluative analyses;
- verification and validation activities;
- the responsibilities and powers of the participants in the improvement process;
- the internal and external resources required for the design and development of products and services;
- the need for learners and other beneficiaries to be engaged in the design and development process;
- the preservation of documented information.

More details are provided in PR_2.1. Preparation and improvement of study programmes PR_4.1. Adult Education and Training Management, PR_9.1. Document management.

8.3.2. Design and Development Input

Possible inputs of studies or formal adult training and education programmes being developed:

- purpose, need and legal justification;
- the expected number of students/external students and the current education and education to be acquired;
- suggestions and feedback from interested parties;
- study or training programmes offered by KVK;
- other.

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Possible inputs of studies or formal adult training and education programmes being improved:

- Studies or adult training and education programmes offered by KVK;
- legal requirements;
- learner and other beneficiary needs analysis;
- similar study or training programmes in other higher education institutions (comparison and adoption of best practices);
- results of internal and/or external evaluation of programmes;
- Feedback and suggestions from social partners and other interested parties;
- other.

8.3.3. Design and Development Controls

In the design and development process, KVK applies management tools in order to ensure the following:

- defining outcomes to be achieved;
- conduct of evaluative analyses;
- conduct of verification and validation activities;
- actions are taken due to issues identified during an evaluative analysis and verification and validation activities;
- preservation of documented information.

At KVK, evaluative analysis of both new and ongoing study programmes and programmes of formal adult education and training is organised. The KVK Academic Council decides on the compliance of the planned study programmes with the general and special requirements of study programmes and approves changes to ongoing study programmes PR_2.1. Preparation and improvement of a study programme.

A planned study programme is submitted to SQAC for accreditation. Study programmes are validated by registering them in accordance with the procedure established by the legal acts of the Republic of Lithuania. More details are provided in PR_2.1. Preparation and improvement of a study programme.

Adult education and training programmes are validated by approving them in accordance with the procedures established by the KVK normative legal acts PR_4.1. Adult Education and Training Management.

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8.3.4. Design and Development Outputs

Outputs of study programmes under development are draft study programmes prepared which are approved by the Academic Council, that are submitted to the KVK Academic Council for consideration.

Outputs to ongoing study programmes to be improved – improved ongoing study programmes that have been approved by the KVK Academic Council, except for the cases when changes are less than 20% and are approved by the faculty's dean.

Outputs of adult education and training programmes under development – adult education and training programmes developed and approved by the KVK Director.

Outputs of adult education and training programmes to be improved – improved adult education and training programmes approved by the KVK Director.

8.3.5. Design and Development Changes

KVK ensures the management of changes made during the design and development of a product or service and preserves documented information on changes to design and development, results of evaluative analyses, approval of changes, and actions taken to avoid adverse effects
PR_9.1. Document management.

8.4. Control of Externally Provided Processes, Products and Services

8.4.1. General

KVK ensures that externally provided processes, products and services comply with the requirements they are subject to by establishing controls for externally provided processes, products and services, in the following cases:

- when products and services provided by external suppliers are planned to be included in the organisation's products and services;
- when products and services provided by external suppliers are provided directly to learners and other beneficiaries on behalf of the organisation;
- when an external supplier provides all or part of the process following the organisation's decision.

KVK establishes and applies criteria for the evaluation, selection, performance monitoring and re-evaluation of external suppliers (providers), based on the ability of those suppliers (providers) to carry out processes, and provide products and services in compliance with the requirements

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PR_11.1. Procurement management, PR_6.1. Management of International Activities, PR_4.1. Adult Education and Training Management, PR_2.2. Management of the Study Process The organisation preserves documented information related to these activities and actions required based on the evaluations PR_9.1. Document management.

8.4.2. Type and Extent of Control

KVK ensures that externally provided processes, products and services shall not result in a negative impact on the organisation's ability to continuously provide compliant products and services to its learners and other beneficiaries.

KVK ensures that externally provided processes are managed via its QMS; management tools it intends to use for both external suppliers and outputs provided by the processes are defined; a potential impact of externally provided processes, products and services on the organisation's ability to continuously meet the requirements of learners and other beneficiaries and applicable laws and sub-legislative acts, as well as the effectiveness of the management tools applied by the external supplier/provider, are taken into account; and identification of measures or activities intended to ensure that externally supplied processes, products and services comply with the requirements PR_2.2. Management of study process, PR_4.1. Adult Education and Training Management, PR_6.1. Management of International Activities, PR_11.1. Procurement management.

8.4.3. Information for External Providers

KVK, in order to ensure the adequacy of the requirements, establishes and communicates its requirements to the external supplier (provider) for the following:

- the processes, products, and services provided;
- the release of products and services, methods, processes, equipment, product and services;
- competence, including the required qualification of individuals;
- the interaction of the external supplier (provider) with the organisation;
- the management and monitoring of the performance of the external supplier (provider) by the organisation;
- the verification or validation activities planned by the organisation or its learners and other beneficiaries with the external supplier (provider).

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More details are provided in PR_2.2. Management of study process, PR_4.1. Adult Education and Training Management, PR_6.1. Management of International Activities, PR_11.1. Procurement management

8.5. Delivery of Products and Services

8.5.1. Control of Delivery of Products and Services

8.5.1.1. General requirements

Key KVK QMS activities are as follows: Preparation and Improvement of Study Programmes, Management of Study Processes; Management of the Applied Research Activities, Adult Education and Training Management, Management of Consulting Activities, and Management of International Activities. The management of these processes is described in PR_2.1. Preparation and improvement of study programmes, PR_2.2. Management of Study Process, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities.

KVK ensures that activities are carried out under manageable conditions, including the following:

- accessibility of the documented information;
- implementation of monitoring and measuring activities at appropriate stages;
- use of facilities and environment suitable for the process performance;
- appointment of competent persons;
- validation of the ability of the processes to achieve planned outcomes;
- implementation of actions to prevent human error;
- implementation of the release, follow-up activities after the provision of services.

8.5.1.2. Management of the Study Process

Studies at KVK are planned, organised and conducted and the control and monitoring of the study process are carried out in accordance with the PR_2.2 Study process management procedures.

Planning of studies (preparation of the study schedule, preparation of draft teacher's workload, student admissions, planning of the study environment and the physical facilities for the implementation of study programmes) is implemented in accordance with the Description of the Procedure for Crediting Partial Study Results, Description of the Procedure for Recognising

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Competences Acquired through Formal Education as Part of a Study Programme, the Procedure for Evaluating and Recognising Learning Achievements Obtained through Informal and Self-Education and Self-Directed Learning, the Procedure for the Preparation and Remuneration of the Teacher's Workload, and the KVK Student Admission Rules (for both Lithuanian and foreign students).

The organisation of studies (preparation of schedules of academic classes and examinations, preparation of student consulting schedules, preparation of schedules for the defence of final theses and qualifying examinations, ensuring the provision of the material basis for the implementation of study programmes) is implemented in accordance with the Study Provisions, the Procedure for Evaluating Study Achievements, the Procedure for the Preparation, Defence and Storage of Final Theses.

The studies are carried out (performance of a first-year student adaptation programme, delivery of theoretical and practical classes, organisation and performance of internships, student consulting, performance of examinations, preparation and evaluation of final theses and qualifying examinations, provision of student support) pursuant to Study Provisions, Procedure for the Organisation and Evaluation of Internships, Procedure for the Preparation, Defence and Storage of Final Theses, Procedure for the Evaluation of Student Achievements, Description of the Procedure for Monitoring Student Progress and Providing Academic Support, Description of the Procedure for Providing Psychological Support, Procedure for Submitting and Processing Appeals and Complaints, Description of the Procedure of the Individualization of the Study Process for KVK Students/External Students with Special Needs.

Control, monitoring and continual improvement of the delivery of studies (implementation of the study programme in accordance with the established requirements, implementation of the study process procedures, evaluation of student achievements, continuous collection of feedback through various means from learners and other interested parties, data analysis and evaluation, continuous evaluation of student retention results, identification of improvement measures), are implemented pursuant to Study Provisions, Procedure for the Organisation and Evaluation of Internships, Procedure for the Preparation, Defence and Storage of Final Theses, Procedure for the Evaluation of Student Achievements, Description of the Procedure for Monitoring Student Progress and Providing Academic Support, Description of the Procedure for Providing Psychological Support, Procedure for Submitting and Processing Appeals and Complaints, Description of the Procedure of the Individualization of the Study Process for KVK Students/External Students with Special Needs.

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KVK ensures that all procedures regulating the Studies are accessible to learners and other beneficiaries on the KVK website.

8.5.2. Identification and Traceability

KVK ensures the use of appropriate means to identify process outputs when it is necessary to ensure compliance of products and services.

KVK ensures the ability to identify the status of process outputs, taking into account monitoring and measuring requirements during product development and service provision.

Each learner is accurately identified and their learning achievements are monitored and evaluated during the entire study process (student registration number serves as the identifier) PR_2.2 Management of the Study Process, PR_4.1. Adult Education and Training Management.

The registration data of agreements is used when providing services of applied research activities, international and consulting activities PR_3.1. Management of Applied Research Activities, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities.

8.5.3. Property Belonging to Learners or Other Beneficiaries or External Suppliers (Providers)

During the provision of services, KVK temporarily has confidential information or other intellectual property of learners and other beneficiaries. KVK treats all of this as the property of learners and other beneficiaries and assumes full responsibility for the proper use and protection of this property from damage or interference of unauthorised persons.

Where necessary, the management of the property of the learners and other beneficiaries as well as the property-related responsibility of both parties is outlined in agreements or free-form acts.

In the event of damage or loss of learners' and other beneficiaries' property during the processes, KVK staff in possession of the property immediately informs the heads of the responsible departments, learners and other beneficiaries.

Responsibility for the losses suffered by learners and other beneficiaries as a result of the fault of KVK staff lies with KVK. In the event of disagreements, compensation for damages shall be settled in accordance with the procedure established by the laws of the Republic of Lithuania.

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8.5.4. Preservation

During the provision of services, KVK ensures the preservation of process outputs to the extent required to ensure compliance with requirements.

Data of learners and other beneficiaries and an Intellectual Product created by learners and other beneficiaries are managed and protected through the implementation of management procedures of learners' and other beneficiaries' property and documented information.

8.5.5. Post-Delivery Activities

KVK carries out post-delivery activities in relation to the products and services under development, taking into account the requirements of laws and sub-legislative acts, possible negative consequences related to the product and services, their lifespan, the requirements of the learners and other beneficiaries, and the feedback from the learners and other beneficiaries PR_2.1. Design and Development of study programmes, PR_2.2. Management of Study Process, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities.

8.5.6. Control of Changes

KVK undertakes to conduct an evaluative analysis of the product created and services provided and to manage changes to ensure compliance.

Study programmes are regularly evaluated and reviewed with the engagement of students and other social stakeholders, improvement actions are implemented accordingly, ensuring that study programmes are in line with the latest trends PR_2.1. Design and Development of a study programme.

The organisation maintains documented information describing the results of the evaluative analysis of the changes, the persons who approved the changes and the actions required as a result of this evaluative analysis PR_2.1. Preparation and improvement of study programmes PR_9.1. Document management.

8.6. Release of Products and Services

KVK implements planned measures at appropriate stages to verify that the product and service requirements are met.

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KVK ensures that the services and products provided cannot be launched until the planned measures have been properly implemented. More details are provided in PR_2.1. Preparation and improvement of study programmes, PR_2.2. Management of Study Process, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities.

KVK undertakes to save the documented information on the launch of products and services in accordance with general description PR_9.1. Document Management and the aforementioned process descriptions.

8.7. Control of the Nonconforming Outputs

KVK ensures the identification and control of nonconforming outputs. This applies both to nonconforming products and during and following the provision of services.

Depending on the type of nonconformity and its impact on the compliance of products and services, suitable nonconformity management methods are selected:

- adjustment of nonconforming outputs;
- halting the supply of products and services;
- communication to learners and other beneficiaries
- obtaining an acceptance authorisation under a nonconformity authorisation.

Following the adjustment of the nonconforming outputs, a compliance check is performed.

KVK stores documented information relating to nonconformity, the actions taken, obtained nonconformity authorisations, and data on the persons authorised to make decisions related to nonconformity actions.

9. PERFORMANCE EVALUATION

9.1. Monitoring, Measurement, Analysis and Evaluation

9.1.1. General

KVK systematically evaluates the effectiveness and productivity of the quality management system PR_1.6. Evaluation and improvement of the performance of the Quality Management System. For the performance of the monitoring, measurement, analysis and evaluation of QMS processes and their outputs, the descriptions of QMS processes define the monitoring and measurement points, methods and deadlines, as well as periods for data analysis and evaluation.

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QMS process owners are responsible for integrating monitoring, measurement, analysis and evaluation activities into QMS processes and ensuring that these activities are implemented.

The organisation preserves the documented information related to the results of monitoring, measurement, analysis and evaluation activities in accordance with the KVK documented information management procedures.

9.1.2. Satisfaction of Learners, Other Beneficiaries and Staff

In order to establish how the requirements of learners and other beneficiaries are met, extensive opinion surveys of interested parties are conducted each academic year. Based on the survey data and other objective information, improvement actions are identified and implemented.

The organisation of surveys is described in PR_13.1. Feedback Assurance.

By maintaining regular contact with learners and other beneficiaries, KVK identifies not only current but also future needs and expectations of learners and other beneficiaries.

KVK additionally obtains information on learner and other beneficiary satisfaction from the following sources:

- complaints and requests of learners and other beneficiaries
- direct communication with learners and other beneficiaries.
- media reports.

9.1.3. Analysis and Evaluation

At KVK, data and information obtained from monitoring and measuring are analysed and evaluated, the obtained results are used to evaluate the following:

- compliance of products and services;
- satisfaction of learners and other beneficiaries;
- productivity of the Quality Management System;
- level of achievement of planned QMS results;
- effectiveness of Actions to Address Risks and Opportunities;
- condition and need for improvement of the internal control system;
- the effectiveness of external suppliers (providers);
- needs for improvement of the Quality Management System;

More details are provided in PR_1.2. Strategy Implementation, PR_1.4. Risk Management, PR_1.5. Preparation of Performance Reports, PR_1.6. Evaluation and improvement of the

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effectiveness of the Quality Management System, PR_2 Studies, PR_3.1. Management of Applied Research Activities, PR_4.1. Adult Education and Training Management, PR_5.1. Management of Consulting Activities, PR_6.1. Management of International Activities. PR_11.1. Procurement management, PR_13.1. Feedback Assurance.

9.2. Internal audit

At KVK, internal QMS audits are conducted in accordance with process 14.1. Management of the internal QMS audit in order to determine whether the QMS complies with the planned measures, the requirements of LST EN ISO 9001:2015, applicable legal acts, KVK-established QMS requirements, and whether QMS is being implemented and maintained effectively.

The frequency of the internal QMS audit is planned taking into account the condition and importance of the audited activity or area. All QMS processes are audited at least once a year and KVK departments are audited at least once every three years.

The internal QMS audit is conducted by auditors appointed by the Director's order, ensuring the objectivity and impartiality of the internal QMS audit process.

At KVK, the results of the internal QMS audit are provided to related managers, and appropriate corrective and remedial action are ensured.

KVK stores documented information related to the implementation of the audit plan and audit results.

The responsibility for the QMS audit management lies with the Head of the Quality Centre.

9.3. Management Review

In order to ensure the relevance, adequacy, effectiveness and compatibility of the QMS with the strategic direction of the organisation, the KVK management conducts a review of the quality management system at planned intervals. More details are provided in PR_1.6. Evaluation and improvement of the effectiveness of the Quality Management System.

9.3.1. Management Review Inputs

The Management Review must be planned and conducted by taking into account the following:

- the performance of resolutions of previous evaluative analyses of management;
- changes of external and internal factors important to the quality management system;

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- information on the effectiveness and productivity of the quality management system, including trends related to: satisfaction of learners and other beneficiaries and feedback from important interested parties; the degree of achievement of quality objectives; the effectiveness of processes and the compliance of products and services; nonconformity and corrective actions; monitoring and measuring results; audit results; external evaluation; and the effectiveness of external suppliers;
- adequacy of resources;
- effectiveness of Actions to Address Risks and Opportunities;
- data on the condition of the internal control system and identification of areas for improvement;
- improvement opportunities.

9.3.2. Management Review Outputs

Management Review Outputs include management decisions and actions related to:

- improvement opportunities;
- the need to modify the quality management system;
- resource needs.

Management meetings for evaluative analyses are minuted and the documented information is stored in accordance with established management procedures for documented information. More details are provided in PR_1.6. Evaluation and improvement of the effectiveness of the Quality Management System.

10. IMPROVEMENT

10.1. General

In order to meet the requirements of learners and other beneficiaries and to increase the satisfaction of learners and other beneficiaries, KVK identifies and implements the required actions related to the following:

- improvement of products and services;
- correction, prevention or reduction of adverse effects;
- improvement of the effectiveness and productivity of the quality management system.

More details are provided in PR_1.6. Evaluation and improvement of the effectiveness of the Quality Management System.

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10.2. Nonconformity and Corrective Actions

Identification and management of nonconformity are described in PR_ 15.1. Management of nonconformity.

All identified cases of nonconformity are recorded. Cases of nonconformity (causes) are investigated, decisions on corrective actions are taken and the effectiveness of the corrective actions is evaluated.

Actions taken in the organisation in the event of detected nonconformity, ensuring their suitability:

- response to the nonconformity: actions are taken to manage and correct it; manage the consequences;
- the need to eliminate the cause of the nonconformity is evaluated: nonconformity is reviewed and analysed; the cause of the nonconformity is determined; it is determined whether there is a possibility for similar nonconformity to occur;
 - all required actions are implemented;
 - an evaluative analysis of the effectiveness of the corrective actions is conducted;
 - if needed, risks and opportunities identified during the planning process are supplemented;
 - if needed, adjustments to the quality management system are made

KVK preserves the documented information related to the nonconformity and its nature, all subsequent actions and the results of corrective actions.

10.3. Continual Improvement

KVK continuously improves the suitability, adequacy and productivity of the quality management system. On the basis of the results of the analysis and evaluation as well as the outputs of the evaluative analysis of management, the organisation identifies the needs to be taken into account and the opportunities to be used to carry out continual improvement.

More details are provided in PR_1.6. Evaluation and improvement of the effectiveness of the Quality Management System.

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Annex 1. Compliance of the KVK QMS with the Standards and Guidelines for Quality Assurance in the Higher Education Area

ESG 2015 Standards and Guidelines for Internal Quality Assurance KVK Quality Manual Requirements for the Quality Management System	QMS processes Process requirements	Procedures detailing QMS processes and other important KVK documents in which standards and ESG guidelines for internal quality assurance are integrated
Quality Assurance Policy		
4.1. Understanding the organisation and its context; 4.2. Understanding the needs and expectations of interested parties; 4.3. Scope of Application of the Quality Management System; 4.4. Quality Management System and its Processes; 5.1. Leadership and commitment; 5.2. Policy; 5.3. Duties, Responsibilities and Powers within the Organisation; 6.1. Actions on Risks and Opportunities; 6.2. Quality Objectives and Planning to Achieve them; 6.3. Change planning; 7.3. Awareness.	PR_1.1. Strategic Planning; PR_1.2. Strategy Implementation; PR_1.3. Budget Management; PR_1.4. Risk management; PR_1.5. Preparation of Performance Reports; PR_1.6. Evaluation and improvement of the effectiveness of QMS.	KVK Statute; Quality Policy; Three-Year KVK Strategic Action Plan; KVK Marketing and Communication Strategy, KVK Internationalisation Strategy; Risk and Opportunity Register; KVK Annual Activity Plan; QMS Process Descriptions; Performance Criteria and Indicators of QMS Processes; Quality Manual; Protocol of the Management Review; Minutes of the Consensus Workshop on Evaluation Using the Common Assessment Framework (CAF); Activity Plans of the KVK and Academic and Administrative Divisions, etc.
Development and Approval of Study Programmes		
8.1. Planning and Managing Key Activities; 8.2. Requirements for Study Products and Services; 8.3. Development and Improvement of Study Products and Services; 8.4. Management of Externally Provided Processes, Products and Services.	PR_2.1. Preparation and Improvement of Study Programmes SUB-PR_2.1.1. Description of the Intended Study Programme	A justification report on the need for the planned study programme; the Director's order on the establishment of a working group for the development of a new study programme; minutes of the meetings of the Study Programme Committee and the Department on the updating of study programmes; the Regulations of the Study Programme Committee.
Student-Centred Learning, Teaching and Evaluation		
4.2. Understanding the needs and expectations of interested parties; 5.1.2. Focus on learner; 8.2.1. Communication with the learner; 8.5. Provision of products and services; 9.1.2. Satisfaction of learners, staff and other beneficiaries.	PR_2.1. Preparation and improvement of study programme; PR_2.2. Management of Study Process; PR_13.1. Feedback Assurance.	The Study Provisions, the Rules of Distance Learning for Students; Teacher Consulting Schedules; Procedure for the Evaluation of Study Achievements, the Procedure for the Internship Organisation and Evaluation, the Procedure for the Preparation, Defence and Storage of Final Theses, the Appeals and Complaints Procedure, the Rules of Procedure of the Disputes Committee, the Description of the Procedure for the Monitoring of Progress and the Provision of Academic Support, the Description of the Customisation of the Study Process for Students with Special Needs, and the Description of the Procedures for the Provision of Psychological Support.
Student Admission, Progress, Recognition and Issue of Diplomas		
8.5. Provision of products and services; 9.1. Monitoring, Measurement, Analysis and Evaluation.	PR_2.2. Management of Study Process; PR_6.1. Management of International Activities.	KVK Student Admission Rules; Admission Rules for Persons Intending to Study KVK Study Programmes in Foreign Languages; Description of the Procedure for Recognising

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		Competences Acquired through Formal Education as Part of a Study Programme; the Procedure for Evaluating and Recognising Learning Achievements Obtained through Informal and Self-Education and Self-Directed Learning; Description of the Procedure for Crediting Partial Study Results; Description of the Procedures for the Recognising Education and Qualifications Related to Higher Education Acquired in Educational Programmes of Foreign Countries and International Organisations; Study Provisions; Erasmus+ Mobility Programme Coordination Procedure; Description of the Procedure for Monitoring Progress and Providing Academic Support; Rules for the Preparation and Issue of Duplicate Diplomas and Certificates.
Teachers		
5.3. Duties, Responsibilities and Powers within the Organisation; 7.1. Resources; 7.1.2. Human Resources; 7.1.3 Infrastructure; 7.1.4. Work Environment; 7.1.6. Organisational Knowledge; 7.2. Competence; 8.5. Provision of products and services; 9.1.2. Satisfaction of Learners Other Beneficiaries and Staff.	PR_8.1. Pedagogical Staff Management; PR_2.2. Management of Study Process; PR_3.1. Management of Applied Research Activities; PR_13.1. Feedback Assurance.	Procedure for the Preparation and Remuneration of the Teacher's Workload; Procedure for Certification of KVK Teaching Staff and the Organisation of Competitions for Positions; Description of the Qualification Requirements for KVK Teaching Positions; Description of the Procedure for KVK Staff Qualification Improvement; Erasmus+ Mobility Programme Coordination Procedure; Rules of Procedure; KVK Code of Academic Ethics; Director's Order on Material Motivation Measures for the Promotion of KVK Applied Research Activities.
Study Resources and Student Support		
5.3. Duties, Responsibilities and Powers within the Organisation 7.1. Resources; 7.1.2. Human Resources; 7.1.3. Infrastructure; 7.1.4. Work Environment; 7.1.6. Organisational Knowledge; 7.2. Competence; 7.4. Communication; 8.5. Provision of products and services; 9.1.2. Satisfaction of learners, staff and other beneficiaries.	PR_2.2. Management of Study Process; PR_1.3. Budget Management; PR_8.1. Pedagogical Staff Management; PR_8.2. Management of Administrative and Other Staff; PR_10.1. Infrastructure Management and Safety; PR_11.1. Procurement management; PR_13.1. Feedback Assurance.	Study Provisions; Study Agreement; Regulations of Awarding Scholarships to KVK Students; Description of the Procedure for the Payment, Refund and Recovery of Tuition Fees; Procedure for the Rotation of Students and Filling Vacant State-Funded Study Places; Description of the Procedure for Administration of the Reimbursement of Paid Tuition Fees; Adaptation Programme for First-Year Students; Description of the Procedure for Monitoring Progress and Provision of Academic Support; Description of the Individualization of the Study Process for Students with Special Needs, and the Description of the Procedures for the Provision of Psychological Support; Description of the Procedure for Qualification Improvement of the KVK Staff; other Procedures for Facilities Management and Safety and Procurement Management.
Information Management		
7.1.6. Organisational Knowledge; 7.4. Communication; 9.1. Monitoring, Measurement, Analysis and Evaluation; 9.3. Management Review;	PR_1.1.Strategic Planning; PR_1.2. Strategy Implementation; PR_1.4. Risk management; PR_1.5. Preparation of	Three-Year KVK Strategic Action Plan; KVK Annual Action Plan; KVK Annual Action Report; Risk and Opportunity Register; Performance Criteria and Indicators of QMS Processes; Action Plans of the KVK and

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10. Improvement.	Performance Reports; PR_1.6. Evaluation and improvement of the effectiveness of QMS; PR_2.1. Preparation and improvement of study programme; PR_2.2. Management of Study Process; PR_9.1. Document management; PR_13.1. Feedback Assurance; PR_14.1. Management of the Internal QMS audit; PR_15.1. Management of Nonconformity; etc.	Academic and Administrative Divisions; Protocol of the Management Review; Documentation Plan; Reports on Feedback from Interested Parties; Internal QMS Audit Report; Improvement Action Log; etc.
Publication of Information		
7.4. Communication	QMS process requirements, not limited to those listed PR_1.5. Preparation of Performance Reports; PR_2.1. Preparation and improvement of study programme; PR_2.2. Management of Study Process; PR_12.1. Management of the External Communication; PR_13.1. Feedback Assurance.	KVK Statute; Quality Manual; KVK Marketing and Communication Strategy. QMS process requirements for publication of data and information.
Continuous Monitoring and Periodic Evaluation of Study Programmes		
8.3. Development and Improvement of Study Products and Services; 9. Performance Evaluation; 10. Improvement.	PR_2.1. Preparation and improvement of study programme;	Reports on Feedback from Interested Parties; AC minutes on updating study programmes; Protocols of the Study Programme Committee and Department meetings minutes on updating study programmes; Regulations of the Study Programme Committee; Improvement Plan of the Ongoing Study Programme; Progress Report on the Implementation of Recommendations.
Periodic External Quality Assurance		
QMS principles 5.1. Leadership and commitment; 5.2. Policy; 5.3. Duties, Responsibilities and Powers within the Organisation; 6.2. Quality Objectives and Planning how to Achieve them; 9. Performance Evaluation; 10. Improvement.	PR_1.1.Strategic Planning; PR_1.2. Strategy Implementation; PR_1.5. Preparation of Performance Reports; PR_1.6. Evaluation and improvement of the QMS performance; PR_2.1. Preparation and improvement of study programme; PR_GR_8_Staff Management	KVK Statute; Quality Policy; Quality Manual; Job Descriptions; Three-Year KVK Strategic Action Plan; KVK Annual Action Plan; KVK Annual Action Report; Summary of Performance Criteria and Indicators of QMS Processes; Protocol of Management Review; External Expert Evaluation Conclusion; Report on the Implementation Plan of the Performance Improvement Measures of the Klaipėda State University of Applied Sciences, Taking into Account the Recommendations of the External Evaluation Conclusion; Improvement Plan of the Ongoing Study Programme; Progress Report on the Implementation of Recommendations.

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Annex 2. KVK Quality Policy

APPROVED BY [signature]
 Director of Klaipėda State University of Applied Sciences
 Gražina Markvaldienė
 14/06/2022

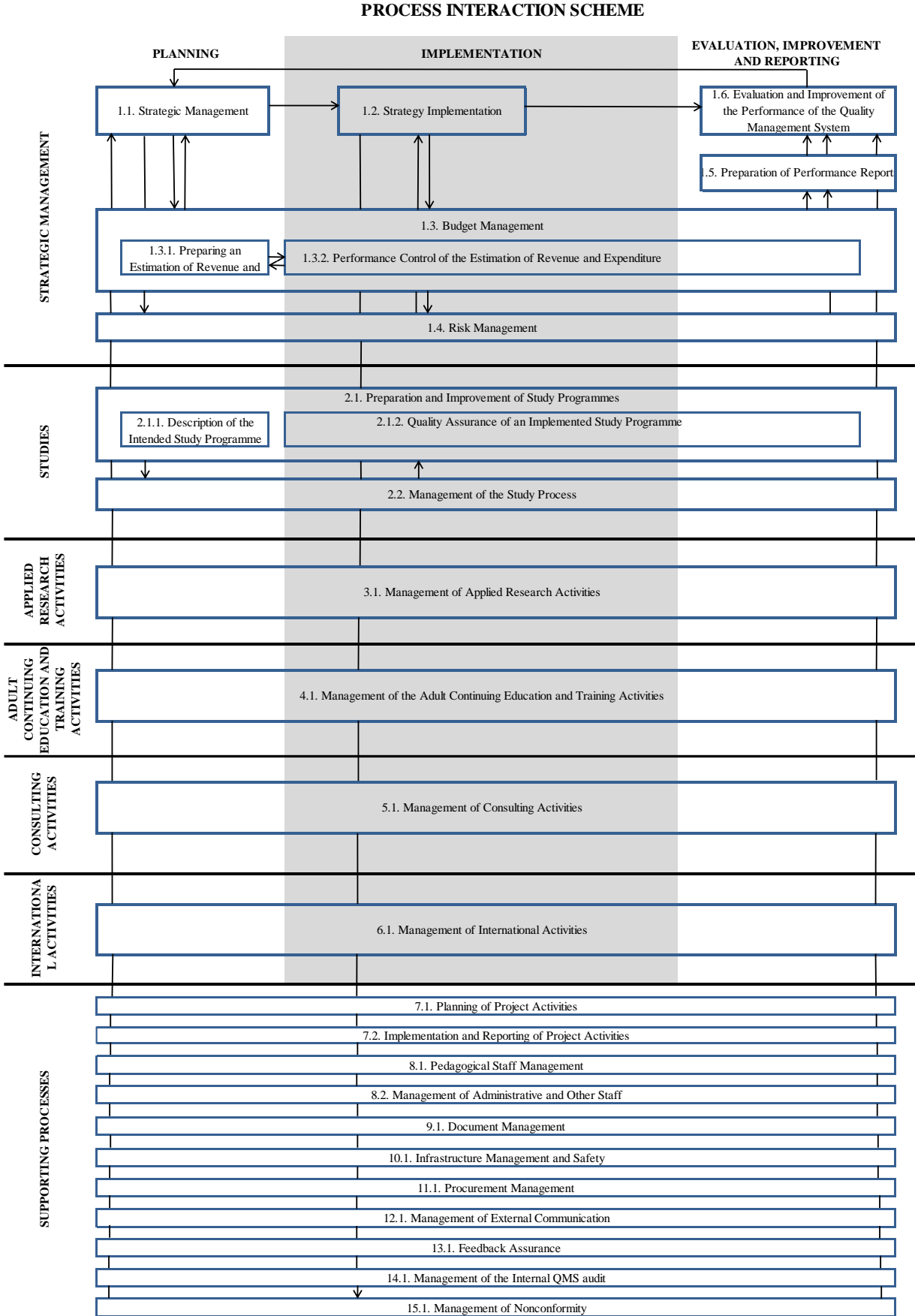
QUALITY POLICY OF KLAIPĖDA STATE UNIVERSITY OF APPLIED SCIENCES

Klaipėda State University of Applied Sciences through the implementation of the mission and strategic objective – to train highly-qualified specialists, develop applied research activities, and meet national and regional development needs has created, implemented, and has been continuously improving the quality management system, which is an integral part of the KVK strategic management and meets the requirements of the LST EN ISO 9001:2015 standard, the Law on Science and Studies of the Republic of Lithuania, the provisions and guidelines of the European Credit Accumulation and Transfer System and standards and guidelines for quality assurance in the European Higher Education Area (ESG).

KVK management and community undertake the following:

- To identify interested parties significant to the quality management system and address the important requirements of these interested parties.
- To ensure that the requirements of laws and sub-legislative acts applicable to the KVK activities are identified, understood, and continuously performed.
- To ensure that the quality policy, coordinated with the mission, context, and strategic direction of the organisation, is known, understood, and applied at KVK, the related quality objectives are set and the processes to achieve the objectives are managed effectively and efficiently.
- To ensure that risks and opportunities that may affect the compliance of products and services and the ability to increase learners and other beneficiaries' satisfaction are identified and taken into account.
- To develop a modern research and study environment by optimising and updating available resources.
- To ensure the development of staff competences in order to implement the KVK strategy.
- To implement managerial and technological innovations in the fields of studies, consulting, and applied research activities.
- To be guided by the values supporting the KVK strategic provisions: social responsibility, academic freedom, professionalism, collegial relations, and openness to change.
- To be guided by the following principles in their activities: focus on the learner and other beneficiary; leadership implementing the vision; engagement of people; process-oriented approach; continual improvement; evidence-based decision-making; relationship management; social responsibility; accessibility and equality; ethical behaviour; data security and protection.
- To accumulate knowledge and experience in order to become a continuously learning organisation.
- To foster a culture of quality.
- To continuously improve the quality management system, taking into account the results of internal and external evaluation.

Annex 3. KVK Process Interaction Scheme



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Annex 4. Change Log of the Quality Manual

Title of the Document Section Being Amended	Implemented Changes	Date of the change	Change made by
1. Introduction	No changes made.	14/06/2022	Gitana Tauraitė Janušauskienė
2. Data on Klaipėda State University of Applied Sciences and the Quality Management System	Changes made: updated vision, mission, activity priorities, strategic objective, values supporting the KVK strategic provisions	14/06/2022	Gitana Tauraitė Janušauskienė
3. Terms, Abbreviations and Definitions	Implemented changes: the concept of a client has been changed to student and beneficiary; new concepts introduced – internal control, and control activities, in accordance with the Internal Control and Internal Audit Law of the Republic of Lithuania of 10 December 2002.	14/06/2022	Gitana Tauraitė Janušauskienė
4. Context of the Organisation	Implemented changes: contact information of KVK departments has been updated; information on the links between KVK mission, vision and quality system elements has been augmented.	14/06/2022	Gitana Tauraitė Janušauskienė
5. Leadership	Implemented changes: 5.1.1. General was supplemented with a provision on continuous improvement taking into account internal and external evaluation results; the title of 5.1.2 Focus on learners and other beneficiaries has been changed in accordance with the terms of the new version of the Quality Manual, and this section has been supplemented with information on the layout of the provisions regulating the rights and obligations of learners and other beneficiaries in KVK documents; 5.3. Organisational Roles, Responsibilities and Authorities have been supplemented by 5.3. 1. Responsibilities of the KVK Council, Academic Council, Director and Directorate, 5.3.2. Responsibilities of the Head of the Quality Centre and Process Owners, 5.3.3. Responsibilities of the Research Council, the Study Programme Committee and KVK	14/06/2022	Gitana Tauraitė Janušauskienė

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	staff.		
6. Planning	No changes made.	14/06/2022	Gitana Tauraitė Janušauskienė
7. Support	Implemented changes: Section 7.1.6 has been supplemented by information sharing methods employed at KVK. 7.4. A more detailed description is given of to whom and by what means relevant information is communicated.	14/06/2022	Gitana Tauraitė Janušauskienė
8. MAIN ACTIVITY	Implemented changes: Section 8.1.1. has been supplemented with provisions; new sections have been introduced: 8.1.2. Planning and Control of Products and Services; 8.1. 3. Additional Requirements for Individualization of Services and Products for Learners with Special Needs; Section 8.2. 1. Communication with Learners and Other Beneficiaries has been supplemented with what kind of information is communicated to current and future students and where it is available; in Section 8.3.4., the wording of provisions have been updated; a new Section 8.5.1.2. has been introduced. Management of Study Processes;	14/06/2022	Gitana Tauraitė Janušauskienė
9. Performance Evaluation	Implemented changes: Section 9.1.3 has been supplemented with a provision on the evaluation of the condition and need for improvement of the internal control system; Section 9.3.1 has been supplemented with a new input – data on the condition of the internal control system and identification of areas for improvement;	14/06/2022	Gitana Tauraitė Janušauskienė
10. Improvement	No changes made.	14/06/2022	Gitana Tauraitė Janušauskienė
APPENDICES	Annex 1 Compliance of the KVK QMS with the Standards and Guidelines for Quality Assurance in the Higher Education Area A new Annex has been introduced.		
	Annex 2 Quality Policy The Quality Policy has been supplemented with a provision on	14/06/2022	Gitana Tauraitė Janušauskienė

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	continual improvement based on the results of internal and external evaluations; the list of values supporting the KVK strategic provisions has been supplemented.		
	Annex 3 Process Interaction Scheme The Process Interaction Scheme has been updated	14/06/2022	Gitana Tauraitė Janušauskienė

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Annex 5. Registration Sheet of Quality Manual Views

Viewing date	Viewing conclusions	Viewed by (name, surname, position)
11/05/2018	<p>Quality Manual Version 4 has been replaced by Quality Manual Version 5 upon adding the following changes:</p> <ul style="list-style-type: none"> - The content structure of the Quality Manual has been changed to reflect the changed structure of the LST EN ISO 9001:2015 standard; - The content of the Quality Manual has been updated to reflect the requirements of LST EN ISO 9001:2015 and references to the improved KVK QMS processes and how these requirements are met have been added; - Revised terminology to reflect the terminology of the new version of the standard; - Updated Annex 2 Quality Policy in line with the new version of the standard and the new requirements of the standard; - Updated Annex 3 Process Interaction Scheme in line with the updated KVK QMS processes. 	Gitana Tauraitė Janušauskienė, Head of the Quality Centre
14/06/2022	<p>The Quality Manual Version 6 has been updated with the following changes:</p> <ul style="list-style-type: none"> - Updated data on the KVK strategy and quality management system; - Information on the links between the KVK mission, vision and quality system elements has been supplemented; - Deadlines have been supplemented and changed in line with Order No. 1K-195 Order of the Minister of Finance of the Republic of Lithuania “On the Implementation of Internal Control in a Public Legal Entity” of 29 June 2020; Law No. IX-1253 on Internal Control and Internal Audit of the Republic of Lithuania of 10 December 2002; Current version of 1 July 2020; LST EN ISO 9001:2015; Management system for educational organisations according to ISO 21001:2018 (ISO 21001:2018 Educational organizations — Management systems for educational organizations — Requirements with guidance for use); - The organisation’s contact details and website link have been updated; - Information has been supplemented by the external documents regulating the institution’s activities; - Detailed responsibilities of the KVK management, advisory bodies and staff; - Information on communication with interested parties has been added; - Detailed information on the management of the study process; 	

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	<ul style="list-style-type: none"> - Inputs for the performance evaluation in relation to the assessment of the condition and need for improvement of the internal control system; - A new Annex 1 has been introduced. Compliance of the KVK QMS with the Standards and Guidelines for Quality Assurance in the Higher Education Area; - Annex 2 Quality Policy and Annex 3 Process Interaction Scheme have been updated in line with executed changes. 	
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