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THE MANUAL OF QUALITY MANAGEMENT SYSTEM
VILNIUS GEDIMINAS TECHNICAL UNIVERSITY
CHAPTER I
GENERAL PROVISONS

1. The Manual of Quality Management System of (hereinafter – the Quality Manual) of Vilnius Gediminas Technical University is a document, which describes the Quality Management System (hereinafter – QMS), areas of its application. QMS procedures and references to other QMS legal acts are provided. The Quality Manual of Vilnius Gediminas Technical University (hereinafter VGTU) provides for a description of the interaction of activity processes.

2. Area of QMS application – processes related to organisation and implementation of studies and lifelong learning, processes of scientific research and research works, introduction of innovations and artistic activities. The QMS requirements are applied in all VGTU divisions.

3. The data on the legal form, legal status, management bodies of VGTU are registered in the Register of Legal Entities of RL.

4. The Vice-rector for Academic Integration and Development is a representative of VGTU for quality.

5. The following concepts and abbreviations are used in the Quality Manual:

5.1. **quality policy** – all-encompassing intentions and directions that are related to quality and are officially stated by the highest authorities;

5.2. **correction action** – an action to eliminate non-conformity;

5.3. **corrective action** – means an action to eliminate the cause of a detected non-conformity or other undesirable situation;

5.4. **QMS** – quality management system – management system, which aims at directing and managing the activity of organisation, which is related to the quality;

5.5. **QMS legal act** – a legal act that regulates QMS or is related to its functioning;

5.6. **QMS internal audit** – a systematic, independent, and documented process of checking, which helps to collect and check the data according to the chosen evaluation criteria seeking to identify if the activity and processes are in line with the internal requirements of legal acts;

5.7. **non-compliance** – non-compliance with the established requirements (non-compliance with a specific audit criterion, which has to be corrected);

5.8. **preventive action** – an improvement action performed to eliminate the reason of possible non-compliance or any unfavourable situation;

5.9. **model of processes** – a graphic representation of VGTU activity processes (sequence and interaction), presentation of their participants, related legal acts; the model of processes has a separate part on planning and monitoring processes;

5.10. **owner of process** – an employee responsible for the results and management of the activity process;

5.11. **stakeholders** – direct receivers of functions implemented and services provided by VGTU (VGTU clients): students, VGTU staff, social partners, potential employers, other educational institutions, other individuals;

5.12. **goal** – a measurable objective related to improving activity

5.13. **authorities** – the Rector, Vice-rectors, the Chancellor;

5.14. **management review** – a comprehensive performance review conducted by authorities to determine the effectiveness of the QMS, compliance with requirement and to foresee possible actions for improvement.

6. Other terms of quality management that are used in the Quality Manual comply with the definitions provided in LST EN ISO 9000 "Quality Management Systems. Fundamentals and Glossary".

7. The mission, goals, and objectives of VGTU are formulated in the Statute of VGTU.

8. The activity processes of VGTU must ensure and continuously improve the quality of provided higher education, the quality of international-level scientific research, innovations for society and business, to contribute to sustainable national and regional development. VGTU consistently improves and updates the implemented QMS, which is based on the provisions and guidelines of higher education

quality assurance and the Strategy of VGTU.

CHAPTER II

THE QUALITY POLICY

9.   Implementing its mission, VGTU has created and developed a quality management system, which encompasses all processes of the University's activities, and complies with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

10.   To implement the quality assurance system, the authorities and the community of VGTU are committed to the following quality policy guidelines**:**

10.1. to develop quality study content and methods;

10.2. to expand opportunities for lifelong learning;

10.3. to provide opportunities for distance learning in engineering;

10.4. to strive for the unity of research and studies;

10.5. to improve the quality assurance system of study quality assurance;

10.6. to concentrate research potential for priority research trends by establishing favourable environment for scientific creation and interdisciplinary cooperation of researchers;

10.7. to develop internationalization of research activities and their compliance with the priorities of the European Research Area;

10.8. to train the staff for attainment of the University's goals, to improve the systems of academic career and professional development;

10.9. to train the staff to achieve the University's goals, to improve the systems of academic career and professional development;

10.10.   to foster academic culture and ensure equal opportunities;

10.11.   to ensure that the quality policy and the quality objectives are known and understandable to the community of the University.

CHAPTER III
REGULATION OF QUALITY MANAGEMENT SYSTEM

11.   In 2015 the Quality Management System of VGTU was introduced following the standard "LST EN ISO 9001 Quality Management Systems. Requirements", "IWA 2: Quality Management Systems. Guidelines of Applying ISO 9001 for Teaching" and following the standards and recommendations: "EFQM (*European Foundation for Quality Management*)", "The Standards and guidelines for quality assurance in the European Higher Education Area (ESG)".

12.   The Quality Management System of VGTU is improved according to the following standards and recommendations: "EFQM (*European Foundation for Quality Management*)", "The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)", and if necessary, considering the standards and guidelines of the standard LST EN ISO 9001 "Quality Management Systems. Requirements" (hereinafter - the Standard). The QMS of VGTU is based on the process and systemic approach.

13.   The representative of VGTU authorities for quality is in charge of the preparation, monitoring, renewal, and publicity of the Quality Manual. If necessary, the owners of processes or employees authorised by them carry out a review of the Quality Manual and submit proposals for improvement of this document to the Centre for Strategic Planning, Quality Management, and Analysis of VGTU.

14.   All the modifications of the Quality Manual are coordinated with the VGTU authorities – the Vice-rector for the respective area or the Rector. Every modification of the document results in a new issue of the Quality Manual. The effective date of the Quality Manual is the date of its approval.

15.   VGTU implements, monitors and consistently improves QMS, striving for better and more effective implementation of its mission and goals, to comply with the requirements of legal acts regulating VGTU activity and those of stakeholders, and to improve stakeholders' satisfaction. To achieve these goals and having determined the processes necessary for the Quality Management System, their application, and links among processes, the University:

15.1. established criteria and methods that are necessary for assurance of efficient implementation and management of processes. The criteria of process measuring their achievable and critical values are presented in the model of QMS processes;

15.2. provides with resources and information necessary for the processes of VGTU activities and their monitoring;

15.3. monitors, measures, and analyses processes;

15.4. implements actions that target at achieving planned results and consistently improving the activity processes that target achieving planned results and constant improvement of the activity processes.

16.   The processes, their interaction, and the criteria for process measurement are specified in the model of QMS processes. The model of QMS processes is available on the intranet of VGTU under "Quality Management System".

17.   "The Description of the Procedure for Internal Audit of QMS" regulates the management of QMS non-compliances and improvement actions.

18.   The records targeted at efficient QMS functioning are managed in accordance with the legal acts that regulate separate areas of activities: the Description of Procedure for Strategic Planning of VGTU, the Description of Procedure for QMS Internal Audit.

19.   A table that contains QMS processes, their owners and legal acts, and tables of relationships between the activity processes and measurement indicators are provided for in the VGTU rulebook "The Rulebook of Activities and Processes", which is available on the VGTU intranet under "Quality Management System. QMS Documents":

19.1. a table of the relationships between the QMS processes and their owners, the requirements of internal legal acts, ESG, and (or) ISO;

19.2. a table of the relationships between the activity processes and measurement indicators according to the annex of the of the Description of Procedure for Strategic Planning of VGTU;

19.3. a table of the relationships between the university-level activity processes and measurement indicators according to the Strategic Action Plan of VGTU;

19.4. a table of the relationships between university-level activity processes and measurement indicators according to the plan of values of monitoring indicators to be achieved outlined in the Strategy of VGTU for 2014–2020;

19.5. a joint table of VGTU activities and processes;

19.6. the most important qualitative indicators of VGTU.

20.   Information on QMS issues is provided to the VGTU community on the VGTU intranet.

CHAPTER IV
OBIGATIONS, POWERS AND RELATIONS OF AUTHORITIES AND EMPLOYEES

21.   The VGTU authorities implement, develop QMS, seek to improve its efficiency consistently by:

21.1. communicating the importance of the requirements to the VGTU community and the requirements of legal acts that regulate VGTU activities;

21.2. establishing the quality policy and quality goals;

21.3. periodically conducting the QMS management review;

21.4. organising provision of VGTU with necessary resources and working environment;

21.5. actively including VGTU community to attainment of VGTU goals;

21.6. developing the internal organisational culture of VGTU that aims to improve the efficiency of activities.

22.   The VGTU authorities ensure that well-founded requirements of stakeholders are known, understood, and implemented if they comply with the obligations assumed in the quality policy.

23.   The satisfaction of stakeholders with the results of VGTU activity is monitored and discussed.

24.   The VGTU authorities publicise the quality policy, which is in line with the intentions of the VGTU activity. The quality policy and its modifications are approved by the Rector.

25.   During the management review of QMS, the authorities of VGTU and faculties overview and evaluate the quality policy of VGTU. This aims to ensure compliance within the strategic goals of VGTU and continuous improvement activities that satisfy the expectations and assumed obligations of stakeholders. The development of the quality policy and the preparation of projects for its modification are organized by the representative of the VGTU authorities for quality.

26.   The VGTU community can make specific proposals to update the quality policy.Proposals about changes in the quality policy or its updating are accumulated and systemised by the Centre of Strategic Planning, Quality Management and Analysis. The Centre provides generalised information on the issues of quality to the representative of the VGTU authorities for quality.

27.   The QMS policy is available on the website of VGTU.

28.   The planning of QMS is implemented in accordance with the Description of the Procedure for Strategic Planning of VGTU, which embraces the determination of indicators to measure the efficiency of activity processes of VGTU and faculties and their critical values.

29.   VGTU authorities set VGTU quality goals every two years. When formulating their quality goals, their relationship with the VGTU Strategy and its quality policy, quality goals of and is considered.

30.   The quality goals have to be described in a numeric format through measurable goals and specific calendar deadlines of their achievement have to be indicated. The quality goals of VGTU are approved by the Rector.

31. The indicators of quality goals are observed in the system of indicators in the QMS process model.

32. The QMS is planned together with the actions of strategic planning outlined in the Description of the Procedure for Strategic Planning of VGTU. Specific planning actions of QMS include:

32.1. establishment of process measurement indicators and methods;

32.2. establishment of planned indicators and critical values at the levels of VGTU and faculties;

32.3. measurement, monitoring and analysis of processes.

33. The QMS processes, indicators and legal acts are presented on the intranet under "Quality Management System".

CHAPTER V

RESPONSIBILITY

34. Considering the structure of VGTU, the responsibility for efficient process management is distributed. The owners of processes are responsible for:

34.1. establishment of the procedure for completion of process and schematic description of the process;

34.2. establishment of process indicators, methods of their calculation and information sources;

34.3. setting of frequency of indicator measurement;

34.4. appointment of responsible employees to test the frequency of indicators and submit the collected data;

34.5. assurance of the attainment of planned indicators of managed processes;

34.6. identification of reasons for non-compliances in the managed process and their analysis;

34.7. planning of corrective actions and monitoring of their implementation.

CHAPTER VI
FUNCTIONS OF REPRESENTATIVE FOR QUALITY

35. The main functions of representative of VGTU authorities for quality include:

35.1. to ensure that the QMS processes of VGTU are established, implemented, and monitored;

35.2. to plan and monitor VGTU indicators;

35.3. to inform the VGTU authorities about QMS activities and the need for their improvement;

35.4. to ensure understanding of legal acts and stakeholders' requirements in the VGTU community;

35.5. to organise implementation of internal audit of QMS at the level of VGTU (University);

35.6. to organise the QMS management review of VGTU;

35.7. to ensure that respective employees are familiarised with decisions related to the results of management review or other changes of QMS.

36. The main responsibilities and powers of a representative of the Faculty for quality include:

36.1. to plan and monitor the Faculty indicators;

36.2. to familiarise with achieved indicators of the Faculty;

36.3. to inform the Faculty's authorities about the QMS activities at the Faculty and the need for its improvement;

36.4. to ensure understanding of legal acts and stakeholders' requirements at the faculty;

36.5. to organise implementation of internal audit of QMS at the faculty; to organise the managerial analysis of QMS at the faculty;

36.6. to familiarise respective employees of faculties with decisions related to results of management review or other QMS changes.

37. A representative of the authorities of the University for quality and representatives of the faculties for quality shall be appointed by the order of the Rector.

CHAPTER VII

MANAGEMENT REVIEW OF THE QUALITY MANAGEMENT SYSTEM

38. Management review of QMS conducted at VGTU (hereinafter - MR) at the level of VGTU and Faculties. MR can be carried out once a year depending on the need.

39. The following information is presented and evaluated for every MR:

39.1. results of QMS audits of previous and current years;

39.2. feedback from stakeholders;

39.3. achieved factual indicators considering the planned ones;

39.4. situation of corrective and preventive actions;

39.5. implementation of previous MR recommendations regarding improvement of QMS processes;

39.6. need for renewal of VGTU quality policy;

39.7. need for renewal of VGTU quality goals.

40. A representative of the University for quality or representatives of faculties for quality organise a meeting (at the levels of the University or the Faculty), which discuss issues related to quality:

40.1. improvement of efficiency of QMS and its processes;

40.2. improvement of services provided by VGTU / Faculty;

40.3. need for resources.

41. Minutes of MR meetings shall be taken.

CHAPTER VIII
RESOURCES MANAGEMENT

42. The authorities implement, maintain, and improve auxiliary processes to manage the QMS without interruptions and to constantly improve them. Auxiliary actions are a separate group of activity processes that functions next to the groups of strategic management and main activity processes. Auxiliary processes aim not at satisfying the requirements of external stakeholders, but at ensuring activity of VGTU as an organisation and community and at providing them with necessary resources.

43. Under the necessity the QMS considers the provisions and guidelines in resource management of the standard LST EN ISO 9001 "Quality Management Systems. Requirements" (hereinafter – the Standard), which embraces human resources, infrastructure and working environment.

CHAPTER IX
MAIN DIRECTIONS AND PROCESSES OF ACTIVITIES

44. The main VGTU activities aim at implementing the goals provided for in the VGTU Statute and the development strategy.

45. The model of QMS processes identifies three groups of processes of the main activity of VGTU:

46.1. "B.1. Studies and lifelong learning";

46.2. "B.2. Scientific research, innovations and arts activities";

46.3. "B.3 Contribution to national development and impact on the region".

CHAPTER X
PERFORMANCE MEASUREMENT, ANALYSIS AND IMPROVEMENT

46. VGTU applies the following ways of evaluating the levels of activity processes, study quality, and research works:

46.1. monitoring and analysis of stakeholders' satisfaction;

46.2. internal audit of QMS;

46.3. planning and analysis of levels of process and service quality;

47. analysis of corrective and preventive actions. VGTU the university constantly monitors and analyses the satisfaction of stakeholders with the activities and results of VGTU using the selected methods.

48. Evaluating the study quality, subjective attitude of students to various study quality factors and their significance is equally important together with objective criteria (for example, qualification of academic staff, research activities, financing). Seeking to receive feedback from the participants in the study process, student opinion surveys are carried out regularly at VGTU and they are available on the website of VGTU.

49. Internal evaluation, monitoring and self-evaluation of study programmes is conducted by study programme committees.

50. Organisation of student opinion surveys is regulated by the Description of the Procedure for Organising Opinion Surveys of Participants in the Study Process at VGTU.

51. Measurement of processes and services is closely related to the strategic goals of VGTU determined in the following legal acts: the Strategic Action Plan of VGTU, the Strategy of VGTU and planned values of indicators, and the Description of Procedure for Strategic Planning. These legal acts and their supplements outline indicators for measurement indicators of VGTU activities and services at the levels of VGTU and Faculties.

CHAPTER XI

FINAL PROVISIONS

52. Implementing the obligations assumed in quality management, VGTU systematically establishes own quality goals and those of separate divisions and measure their implementation.

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