

APPROVED BY
Order No V1-10 of the Director of
Panevėžys College of 30 January 2023

DESCRIPTION OF QUALITY AND ENVIRONMENTAL MANAGEMENT SYSTEM

Panevėžys, 2023

Contents

INFORMATION ABOUT PANEVĖŽYS COLLEGE	3
1. SCOPE.....	3
2. NORMATIVE REFERENCES.....	4
3. TERMS, DEFINITIONS AND ABBREVIATIONS.....	4
4. CONTEXT OF THE ORGANIZATION	6
5. LEADERSHIP	7
6. PLANNING	9
7. RESOURCES	9
8. PROVISION OF SERVICES BY HIGHER EDUCATION INSTITUTION	13
9. PERFORMANCE EVALUATION	16
10. IMPROVEMENT	18
11. MANAGEMENT OF QUALITY AND ENVIRONMENTAL MANAGEMENT SYSTEMS	19
ANNEXES	20
Annex 1. Management structure of Panevėžys College.....	21
Annex 2. Framework of Panevėžys College SWOT analysis.....	22
Annex 3. Process flowchart of Panevėžys College	23
4 priedas. Panevėžio kolegijos procesų aprašymas	24
Annex 5. Panevėžys College Quality and Environmental Policy.....	31

INFORMATION ABOUT PANEVĖŽYS COLLEGE

Panevėžys College (hereinafter - the College) is a state higher education institution of the Republic of Lithuania, which offers higher professional studies and conducts applied research.

The College was established by the Resolution of the Government of the Republic of Lithuania No 1376 of 30 August 2002 on the establishment of the State Colleges of Forest and Environmental Engineering, Kaunas Technical College, Klaipėda College of Business and Technology, Panevėžys College of Business and Technology, Šiauliai College of Building and Design, Vilnius College of Engineering and Design, Vilnius Technical College, and Žemaitija College (Žin., 2002, No 86-3703).

By Order of the Minister of Education and Science of the Republic of Lithuania No ISAK-667 of 16 April 2007, the College was authorised to offer the professional bachelor's degree.

By the Resolution No. 1429 of the Government of the Republic of Lithuania on October 6, 2010, "On the Restructuring of Panevėžys College," Panevėžys College was transformed from a budgetary institution into a public institution named Panevėžys College, and a new Statute for the College was approved. On October 7, 2020, the Government of the Republic of Lithuania adopted the Resolution No. 1429, approving a new version of the Statute of Panevėžys College.

This Description of Quality and Environmental Management System (QEMS) is a document of the College's Quality and Environmental Management System, which is based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), complies with the requirements of the standards LST EN ISO 9001:2015 and EN ISO 21001:2018, and incorporates an Environmental Management System that complies with the requirements of the standard LST EN ISO 14001:2015 and is tailored to the needs of the College as part of its management system. The QEMS is aligned with the College's strategy and the provisions of the key regulatory legal documents.

The College's QEMS is based on a process-oriented approach aimed at enhancing effectiveness and efficiency in quality and environmental management, as well as meeting the needs of stakeholders.

The Director is responsible for implementing the provisions of the QEMS concept at the strategic management level, while authorized individuals designated in the QEMS and related documents are responsible for operational-level implementation.

The Description of the College's Quality and Environmental Management System is intended for members of the College community and all interested parties. All College employees contribute to quality and environmental protection, therefore the requirements specified in the QEMS are mandatory for all employees. The Management representative for quality is responsible for the preparation, review, update, and publication of the Description of the Quality and Environmental Management System.

Address	Laisvės a. 23, LT 35200, Panevėžys
Telephone No.:	+ 370 45 46 03 22
Email:	kolegija@panko.lt
Website:	https://panko.lt/en/

1. SCOPE

The requirements of the QEMS are applicable to the provision of higher education first-cycle college studies and non-formal adult education services, as well as the conduct of applied research and experimental development throughout the College.

The College adheres to all the requirements set forth in the standards LST EN ISO 9001:2015, EN ISO 21001:2018, and LST EN ISO 14001:2015. These standards cover various aspects of quality management, educational management, and environmental management, ensuring a comprehensive approach to the College's operations.

2. NORMATIVE REFERENCES

The activities, management system, and studies within the College are regulated by international, national, and internal legal acts.

International and national legal acts governing studies can be found on the website of the Centre for Quality Assessment in Higher Education (SKVC): <http://www.skvc.lt/default/lt/teises-aktai>.

Documents related to the Bologna Process can be accessed at: <https://smsm.lrv.lt/lt/veiklos-sritys-1/smm-studijos/studiju-tarptautiskumas/Bolonijos-procesas/bolonijos-procesas-nuo-sorbonos-iki-paryziaus>.

Legal acts regulating studies within the College can be found in the "Studies" section of the College's website: <https://panko.lt/category/studijos/>.

The environmental management system is regulated by legal acts, which can be found on the College Intranet in Monitoring System of College Performance Indicators in the Environmental Management in the "Document (Requirements) Register": <https://sites.google.com/panko.lt/kvrss/?pli=1>.

The main external document regulating studies is the Law on Higher Education and Research of the Republic of Lithuania, while the main internal document is the Study Regulations of Panevėžys College. Both documents can be found using the provided links.

In its management system, the College adheres to European standards, including:

- Quality management systems - Requirements (LST EN ISO 9001:2015)
- Educational organizations - Management systems for educational organizations - Requirements with guidance for use (EN ISO 21001:2018)
- Environmental management systems - Requirements and guidelines for use (LST EN ISO 14001:2015)

3. TERMS, DEFINITIONS AND ABBREVIATIONS

The terms, definitions and abbreviations used in this quality and environmental management system description are given in Table 1.

Term, abbreviation	Definitions
Environmental aspect	Element of an organization's activities or products or services that interacts or can interact with the environment
Environmental objective	Objective set by the organization consistent with its environmental policy
Audit	A systematic, independent and documented process for obtaining objective evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled
DMS	The document management system operating at Panevėžys college
Efficiency	Relationship between the result achieved and the resources used
Improvement	Activity to enhance performance
QEMS	Quality and Environmental Management System – it is a management system designed to direct and manage the organization's activities related to quality and environment
QEMSD	Description of Quality and Environmental Management System – a document describing the College's quality and environmental management system.
Customer	Beneficiary (organization or person), learner (student, course attendee), College's services user

Quality and Environmental Policy	Intentions and direction of organization as formally expressed by organization's top management regarding quality and environment
Corrective action	Action to eliminate a detected nonconformity
MSCPI	Monitoring System of College Performance Indicators
R&D	Research & Experimental Development
Nonconformity	Non-fulfilment of a requirement
PC, College	Panevėžys College
Core processes	PC customer, stakeholder service activities subject to QEMS requirements
Support processes	Organisational activities of the PC that are subject to the requirements of the QEMS
Service (educational)	A process that supports acquisition and development of learner's competence through teaching, learning and research. These include the interaction between lecturers and students, students' motivation to learn, the knowledge and human values instilled in students.
Environmental impact	A change to the environment, whether adverse or beneficial, wholly, or partially resulting from an organization's environmental aspects
Process	Set of interrelated or interacting activities that use inputs to deliver an intended result. The person in charge of a process, the "process owner", is responsible for managing, modelling, improving, coordinating and interacting with other processes.
Procedure	Specified way to carry out an activity or process
Product (educational)	Educational products (learning resources) are tangible or intangible goods used in pedagogical support of an educational service. Educational products can be either physical or digital and can include textbooks, workbooks, worksheets, flashcards, educator workshops, non-fiction, books, posters, educational games, websites, software, online courses, activity books, reference books, magazines and periodicals, study guides, educator guides, laboratories, webcasts, podcasts, maps, standards, technical specification and case studies.
Effectiveness	An extent to which planned activities are realized and planned results are achieved
SFPC	Study Field Programme Committee
Social partners	Representatives of employers, professional associations or similar organisations who cooperate with the higher education institution and are interested in the performance results of the higher education institution.
Stakeholders	Groups of persons or organisations concerned with the performance results of a higher education institution and capable of affecting the activities of a higher education institution and assuming responsibility for such influence (PC administrative and academic staff of the institution, PC students, graduates, employers, representatives of professional associations, public institutions, trade unions, etc.).
MRQ	Management Representative for Quality
Top Management	PC Council, PC Academic Council, PC Director, Deputy director for studies, Deputy director for research and development.
MR	Management review - activities carried out to determine the suitability, adequacy, or effectiveness of the object of analysis to achieve established objectives
IQAS	Internal Quality Assurance System for Studies- a set of interrelated measures and documents that help to ensure the quality of the College's studies.

Sources: LST EN ISO 9000:2015 „Quality managements systems. Fundamentals and vocabulary“;
LST EN ISO 14004:2016 „Environmental management systems. Requirements with guidance for use“;
ISO 21001:2018 (E) „Educational organizations – Management systems for educational organizations – Requirements with the guidance for use“;

Studijų terminų žodynas https://www.skvc.lt/uploads/documents/files/Kita_infromacija/Leidiniai/Zodynas.pdf;

Studijų kokybės terminų žodynas <http://skktg.vdu.lt/downloads/Terminu-zodynas-20140911.pdf>;

Methodology for conducting institutional review of a higher education institution
<https://www.e-tar.lt/portal/lt/legalAct/ba31c9f0645e11eabee4a336e7e6fdab>.

4. CONTEXT OF THE ORGANIZATION

4.1. Understanding the organization and its context.

The strategy of the College is developed taking into account the analysed context of its operations. Internal and external factors that are relevant to the organization's purpose and strategic direction, and that influence its ability to achieve the intended results of quality and environmental management systems, are identified within the College.

The following external factors may influence the College's performance:

- Political and legal factors
- Economic and competitive factors
- Social factors
- Technological factors

Internal factors include the company's values, knowledge, culture, organisational structure, human, financial and material resources, fields of study and programmes, international relations, students, information systems, project activities and public relations.

The governance structure of the organisation is presented in *Annex 1*.

The analysis of the organizational context is conducted annually when preparing the annual activity report of Panevėžys College. The SWOT model, presented in *Annex 2*, is used for this purpose.

4.2. Understanding the needs and expectations of stakeholders

The College has identified its stakeholders and stakeholder requirements for a quality and environmental management system. The main stakeholder groups are learners (students and course attendees), other beneficiaries (government, labour market, parents and trustees), staff.

In implementing the requirements of the quality and environmental management system, the College continuously monitors and analyses information about these stakeholders and their relevant requirements. To this end, surveys are carried out to determine the opinion of the stakeholders on the services provided and to identify their needs in accordance with the procedure **PA 10 Conducting surveys**. The findings of the studies and surveys are discussed in the Directorates, the MRs, the Committees and appropriate improvement actions are taken to improve performance.

The procedure for identifying and implementing requirements relating to environmental aspects is set out in the **PA 04 Environmental Management Procedure**.

4.3. Quality management system and its processes

The College's QEMS integrates national and international requirements relevant to the organisation and delivery of qualitative non-university higher education and environmental protection. It has been prepared in accordance with the Law on Higher Education and Research of the Republic of Lithuania, the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), the European Research Area (ERA), and the requirements of the international standards LST EN ISO 9001:2015, LST EN ISO 21000:2018 and LST EN ISO 14001:2015.

The QEMS description is one of the key management system documents describing how the College implements the requirements of the ISO standard and provides references to procedures and other documents defining processes, responsibilities and authorities. The QEMSD is intended to inform stakeholders about the College's QEMS.

The validity of the QEMSD shall be approved by an order of the Director of the College. The MRQ shall be responsible for the ongoing maintenance and improvement of the QEMSD. All processes of the QEMS shall be monitored, analysed and actions identified for continuous improvement.

The process approach and the Deming Circle approach to quality management shall be used in the development and improvement of the QEMS. The College's processes are divided into four process groups:

MANAGEMENT PROCESSES - covers the College's top management functions - *Management and Administration* and *Quality and Environmental Management*. The purpose of these processes is to develop and plan the College's strategy oriented towards study and research development and related decisions, to ensure an efficient organisational structure, to assess risks, to plan, supplement and allocate the necessary resources (financial and human) to achieve the planned objectives; to ensure the quality of activities through the implementation, maintenance and continuous improvement of the Quality and Environmental Management System (audits, non-conformances and corrective actions, performance improvement, monitoring and control of the IQAS, management of the environmental aspects).

CORE PROCESSES – create added value to the College's stakeholders, are directed towards the achievement of the College's main objectives and include *Studies*, *R&D* activities and *Non-Formal Education*. These processes are intended to create impact on society through the identification and satisfaction of stakeholder needs in pursuit of the College's mission. This group of processes is closely related to the management processes.

SUPPORT PROCESSES - ensures the efficient functioning of core business processes and includes *Documented Information and Records Management*, *Infrastructure Development and Procurement* (public procurement, development and provision of material resources, investment projects, IT systems), and *Internal and External Communication*. These processes are designed to complement the processes and their activities with the necessary information, infrastructure and material resources.

IMPROVEMENT PROCESSES - include *Feedback* and *Organisational Performance and Continuous Improvement* and ensure the systematic measurement of results (e.g. customer satisfaction monitoring, compliance checking, performance measurement (self-assessment and external evaluation). These processes/activities also contribute to meeting the interests and needs of stakeholders and increase the College's impact on society and other stakeholders.

A flowchart of the processes is provided in *Annex 3*.

All processes and their constituent activities have identified responsible persons - process/activity owners - who are accountable for the performance of the processes/activities and the achievement of the objectives. The objectives are in line with the overall strategy of the College and the quality and environmental policy. A detailed flowchart of the processes and their activities, with the responsible persons (hosts) identified, brief descriptions and references to the documents governing the activities is given in *Annex 4*.

The Strategic Operational Plan contains performance targets for each year.

5. LEADERSHIP

5.1. Leadership and commitment

The college Top management demonstrates leadership and commitment to the quality and environmental management system, setting the direction of the College by developing its mission, vision and values. Quality and environmental objectives are aligned with the context and environment of the organisation.

The requirements of the QEMS are integrated into the organisation's processes.

College Top management:

- actively participates in the planning and implementation of QEMS measures;
- promotes the use of a process approach and risk-based thinking;
- motivates and supports the College's senior staff to demonstrate leadership in their area of responsibility;
- cooperates with stakeholders to ensure the sharing of responsibilities;
- communicates legislative and stakeholder requirements, establishes responsibilities for compliance, and ensures that requirements are taken into account in the implementation and maintenance of the quality and environmental management system;
- The College is guided by the principles of corporate social responsibility and the United Nations' 17 Sustainable Development Goals (SDGs), and aims to make them part of the organisation's culture and daily work. The College voluntarily incorporates social and environmental issues in its activities and is guided by the principles of respect for people, society and nature in its relations with all stakeholders (learners, staff, government, social partners). The College prepares social responsibility reports and publishes them on the United Nations Global Compact website and on the College website.

5.2. Customer focus

Top management ensures that the requirements of legislation, customers and other stakeholders are identified and met. The analysis and satisfaction of stakeholder requirements is described in the *Description of the Procedure for Conducting Surveys (PA10)*.

Student-centred learning at the College is the pursuit of quality studies through the development of student support, flexible learning environments, the design and delivery of study programmes that help students to acquire innovative, entrepreneurial and research skills, based on a variety of learning methods, enhanced communication between the teacher and the learner, and the encouragement of student autonomy and engagement in the learning process.

In order to increase customer satisfaction, the management shall ensure that risks and opportunities that may affect the conformity of educational services or products are identified.

5.3. Quality and environmental policy

The quality and environmental policy have been formulated and implemented, and are communicated to all College staff. *The Quality and Environmental Policy (Annex 5)* is made publicly available on the College's website and is accessible to all stakeholders and, after updates, is forwarded to all College community by email darbuotojai@panko.lt. Senior staff are informed through the DMS system.

The Quality and Environment Policy is appropriate to the purpose and context of the organisation and supports the strategic direction of the College and the European Green Deal initiatives, and is in line with the quality assurance provisions of the European Higher Education Area. The Quality and Environment Policy is reviewed and, where necessary, updated during the MR meetings and approved by order of the College Director.

5.4. Organizational roles, responsibilities and authorities

5.4.1. In order to ensure efficient quality and environmental management, the responsibilities and authorities of the College community are outlined and defined in:

- *The Statutes of the College;*

- *The Quality and Environmental Management System Description;*
- *The Manual of the Internal Quality Assurance System for Studies;*
- The organisational structure (*Annex I*) and job descriptions;
- Procedures, rules, job descriptions, instructions, etc.

5.4.2. The Management Representative for Quality is responsible for:

- Establishing, implementing and maintaining the quality and environmental management system in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area, the requirements of ISO 9001, ISO 21001 and ISO 14001, and other national and international guidelines and requirements for quality and environmental protection in higher education.

- Providing information for management review analysis on the performance, effectiveness and need for improvement of the QEMS.

6. PLANNING

6.1. Actions to address risks and opportunities

The College plans action on risks and opportunities. Risks are assessed based on the likelihood of occurrence and the impact of the risk on processes and the achievement of objectives. The methodology for assessing risks is set out in the *Risk Assessment Procedure (PA 07)*. The College has adopted a *Risk and Opportunity Register*. For each risk, management measures are planned and reflected in the Strategic Action Plan and the achievement of these strategic indicators is discussed during the MA.

6.2. *Quality and environmental objectives and planning to achieve them*

The College has set measurable performance targets to implement its quality and environmental policy. Monitoring is carried out to measure the achievement of performance objectives. The quality and environmental objectives set by the College are measurable, aligned with the *Quality and Environment Policy* and presented in the *Strategic Action Plan*.

The planning and monitoring of the achievement of the quality and environmental objectives are carried out in accordance with the procedures set out in the *Strategic Management Procedure (PA 03)*.

6.3. *Planning of changes*

When changes to the QEMS are needed, they are carried out in a planned manner. The planning and implementation of changes to the QEMS shall take into account the objectives of the changes and the likely consequences of the changes. Process inter-relationships, the distribution of responsibilities and authority, and the availability of resources shall be analysed.

6.4. *Environmental aspects*

Potential environmental impacts shall be identified, analysed and assessed in accordance with the *Environmental Aspects Management Procedure (PA 04)*.

7. RESOURCES

7.1. *Resourcing*

Management shall allocate and manage the necessary resources to ensure the functioning and continuous improvement of the quality and environmental management system:

- staff (with their respective competence, understanding and training);

- the necessary infrastructure and working environment (buildings, workplaces, hardware and software, transport, telephones, etc.);
- financial resources.

The College shall carry out public procurement of goods, services and works in accordance with the *Public Procurement Law of the Republic of Lithuania* and other legal acts. Procurement shall be carried out in accordance with the principles of equality, non-discrimination, transparency and confidentiality.

7.2. People

College staff are the most important and valuable resource to ensure the delivery of processes. These include teaching staff, research/artistic staff, administrative staff, and service staff.

The College has appointed responsible persons who organise the recruitment, assessment and development of suitable staff.

The Human Resource Policy of Panevėžys College and *The Qualification Improvement Programme for Teachers and Research Staff of Panevėžys College* have been formulated and approved by the College. Its implementation is monitored in the *College's monitoring system of performance indicators MSCPI*.

The College's human resources are managed in order to achieve a clear and transparent human resources policy, which promotes personal development of employees, improvement of competences, learning opportunities, employee satisfaction with work and working environment, involvement and cooperation of all employees in order to achieve common goals.

The selection and recruitment of staff, the maintenance and development of competence, the certification procedure and other staff-related activities are set out in the *Human Resource Management Procedure Manual (PA 11)* and in the related documents referred to in this procedure.

7.3. Infrastructure

The College shall provide, equip and maintain material resources and a working environment that meet the requirements of the quality of the service provided.

The infrastructure of the College consists of buildings, computer and communication equipment, software, energy resources, library collections and vehicles. Infrastructure management includes procurement for infrastructure maintenance, planned and routine maintenance in accordance with the procedures set out in the *Infrastructure Development Procedure (PA 12)* and the *Administration of Information Technology Systems Procedure (PA 13)*. The development and improvement of infrastructure shall be carried out by means of investment projects in accordance with the description of the procedure for the *Management of investment projects (PA21)*.

7.4. Communication

Internal and external communication aims to seek the views and support of relevant stakeholders, to communicate relevant, accurate and timely information related to the College's mission, vision, strategy and policies, and to collaborate and coordinate with the College's stakeholders in activities and processes.

Management shall ensure the exchange and management of information related to the Quality and Environmental Management System within the College, which shall be implemented in accordance with the *Communication Management Procedure (PA 15)*, the *Administration of*

Information Technology Systems Procedure (PA 13), and other established policies, regulations and procedures.

Weekly briefings are held with the Director and the Deputy Directors (normally on Mondays). The College's Academic Board normally meets on the Wednesday of the last week of each month. The usual February meeting discusses the implementation of the Internal Quality Assurance System for the previous calendar year. The College Council meets at least once a quarter. During these meetings, various information is exchanged, including on the performance of the QEMS. Information is also exchanged between the various departments and staff by telephone, IT systems, e-mail, intranet and website.

7.4.1. *Customer relations*

The College has a system for communicating with students and establishing feedback. The main agreements with students are set out in study contracts and placement agreements. These processes are described in the *Students Admissions Procedure (PA 05)* and in the *Panevėžys College Internship Organisation Procedure*.

The main provisions for feedback are set out in the description of the *Procedure for Conducting Surveys (PA 10)*.

All customers are able to express their views and complaints at any time in the "Ask" and "Trust" sections of the website. The Management Representative for Quality is responsible for ensuring that all customer complaints received by email from the "Ask" section are registered and corrective action is taken. In the case of enquiries (not complaints) received by e-mail, they shall be redirected to the persons competent to answer the question in their area of activity. The Management Representative for Quality shall monitor whether all enquiries are being answered by the customer by receiving a "Cc" response. All complaints and enquiries from the "Trust" section are received by the Chairperson of the Ethics Committee of Panevėžys College. In implementing the provisions of Article 29 of the Constitution of the Republic of Lithuania, the College is guided by the *Panevėžys College Equal Opportunities Policy* and its implementation procedures. *The Policy on Prevention of Violence and Harassment of Panevėžys College* shall be used to create a safe environment at Panevėžys College by providing and implementing effective and efficient prevention measures. Complaints on ethical and academic ethics are investigated in accordance with the *Work regulations of the Panevėžys College Ethics Committee*. *The procedure for assessing compliance with research ethics of Panevėžys College* regulates the procedure for assessing compliance with research ethics of research planned to be carried out by academic staff of Panevėžys College.

If complaints are received by mail or submitted at the office, they are registered as received letters. The information is then transferred to the Quality Representative of the Management and further processed according to the *Performance Improvement Procedure (PA 19)*.

The College operates a student career management system, which includes career counselling, career assessment, awareness of career opportunities, and job search services.

The Study, Career, and Occupation Centre provide students with guidance on relevant career development issues. This process is defined in the *Student Career Monitoring Procedure (PA 20)*.

7.5. **Documented information**

The basic requirements for the preparation, modification, receipt, registration, distribution, transmission, handling, archiving and management of documents at the College shall be laid down in the *Documents and Records Management Procedure (PA 01)*, approved by the order of the Director. This procedure specifies the responsibility for and maintenance of documents. An approved document shall enter into force on the date of approval (unless the order

specifies a different effective date). The approved document shall be communicated to all relevant staff in accordance with the procedures set out in the procedure manual.

The management of documents on electronic media shall be governed by the *Management of Documents and Records on Electronic Space Procedure (PA 02)*. Electronic documents shall be protected against loss and unintended alteration by passwords restricting access and alteration rights. This shall be carried out by the network administrator in accordance with the *Management of Documents and Records on Electronic Space Procedure (PA 02)*.

The QEMS documents quality and environmental policies, objectives, documented procedure descriptions, records and other documentation to ensure efficient processes. A list of the procedure descriptions is given in Table 2.

Table 2

List of procedure descriptions

Title of the description of the procedure	Book mark	Person responsible for supervising the procedure
Documents and records management	PA 01	Head of Human Resources & Documents Management Department
Management of documents and records on electronic space	PA 02	Head of IT centre
Strategic management	PA 03	Director
Environmental aspects management	PA 04	Management Representative for Quality
Student admission	PA 05	Head of Centre of studies, carrier & student's occupation
Planning and organization of studies	PA 06	Deputy Director for Studies
Risk assessment	PA 07	Management Representative for Quality /Director
Conducting institutional self-analysis	PA 08	Deputy Director for Studies
Conducting surveys	PA 10	Management Representative for Quality
Human resource management	PA 11	Head of Human Resources & Documents Management Department
Infrastructure development	PA 12	Deputy Director for Research & Development
Administration of IT systems	PA 13	Head of IT centre
Academic project management	PA 14	Head of International Relations, Marketing & Projects Department
Communication management	PA 15	Head of International Relations, Marketing & Projects Department
Internal audit of the QEMS	PA 17	Management Representative for Quality
International relations assurance	PA 18	Coordinator of International Relations
Performance improvement	PA 19	Management Representative for Quality
Student career monitoring	PA 20	Head of Centre of studies, carrier & student's occupation
Management of investment projects	PA 21	Deputy Director for Research & Development
Organization and administration of non-formal education	PA 22	Deputy Director for Research & Development
Management of the research and experimental development	PA 23	Deputy Director for Research & Development

7.5.1. *Records management*

The records management procedures are set out in the *Documents and Records Management Procedure (PA 01)* and the *Management of Documents and Records on Electronic Media Procedure (PA 02)*.

All the College's quality management system records are listed in the *Documentation Plan*, which specifies their storage periods and the persons responsible for their storage. Records shall be legible, adequately protected against damage, corruption or loss and easily accessible. The persons named in the register shall be responsible for enforcing these requirements.

8. PROVISION OF SERVICES BY HIGHER EDUCATION INSTITUTION

8.1. *Operational planning and control*

The College has planned all service delivery processes, which include studies, research and development, non-formal education and environmental protection. The College plans and implements activities in a way that:

- The requirements of the study fields/programmes and their implementation are met;
- The necessary actions are taken to manage risks, effect change and achieve quality objectives.

The integration of environmental protection into the study and R&D process is reflected in Annex 2 of the *Environmental Aspects Management Procedure (PA 04)*.

Quality assurance of studies is carried out in accordance with the *IQAS* manual. The planning and execution of study field programmes is set out in the *Procedures for the Management of Study Field Programmes of Panevėžys College* and in the *IQAS Manual*.

Conditions are created to implement the internationalization of studies for academic mobility. The activity is carried out according to the description of the *International Relations Assurance Procedure (PA 18)*.

The planning and execution of the research and experimental development process is laid down in the *Management of Research and Experimental Development Procedure (PA 23)* and in the *IQAS Manual*.

The actions related to the planning of non-formal education are described in the description of the the *Organization and Administration of Non-formal Education Procedure (PA 22)*.

8.2. *Requirements for educational product and service*

8.2.1. *8.2.1. Establishing requirements for the educational product and service*

The College shall ensure that the services and study programmes it offers comply with the external documents and requirements governing these activities.

The general requirements for college study programmes and forms of study are laid down in the legislation of the Ministry of Education and Science of the Republic of Lithuania <http://www.skvc.lt/default/lt/teises-aktai>.

The competences of the graduate, the objectives of the study programme and the clearly foreseeable outcomes of the study programme are defined in the programme description.

The legal acts regulating the College's studies can be found in the studies section of the College's website: <https://panko.lt/category/studijos/>.

The obligations of the College and the student are defined in the study agreement.

Information on customer requirements is obtained from the feedback process, which is set out in the procedure *Conducting Surveys (PA 10)*. The analysis of the requirements for the study product and the process leads to suggestions for the improvement of the study programmes and the study process.

8.2.2. *Communicating requirements for the educational product and service*

The College conducts external and internal communication, which includes publicising its study programmes and other services in order to achieve its mission. The College shall be accountable to the Founder, submit prescribed reports and make its performance public:

Annual activity reports containing all qualitative and quantitative information in accordance with the requirements of the Law on Higher Education and Research of the Republic of Lithuania.

<https://panko.lt/visuomenei/dokumentai/veiklos-ataskaitos/>
<https://panko.lt/en/visuomenei/dokumentai/veiklos-ataskaitos/>
<https://panko.lt/finansines-ataskaitos/>

The College provides all information to applicants and students publicly on the College's website:

Study programmes, their objectives and expected learning outcomes	https://panko.lt/en/ http://www.aikos.smm.lt	https://panko.lt/en/stojantiesiems/
Qualifications and career opportunities	https://panko.lt/en/ , http://www.aikos.smm.lt	https://panko.lt/en/stojantiesiems/
Admission requirements (legislation, tuition fees, admission dates, grade calculator, etc.)	https://panko.lt/en/ https://panko.lt/en/stojantiesiems/	
Student employability results are presented in the College Performance Report	https://panko.lt/en/visuomenei/dokumentai/	
Results of student surveys on study quality	https://panko.lt/apie-kolegija/kokybes-politika/studentu-apklauso-apie-studiju-kokybe-rezultatai/	
Feedback to students (implementation of their observations and preferences after surveys)	https://panko.lt/2019/04/16/griztamasis-rysys-studentams/	
Documents regulating the College's study process.	https://panko.lt/en/studentams/english-studies-documents/ https://panko.lt/en/studentams/ https://panko.lt/en/category/studijos/	
Documents governing financial aid for students	https://panko.lt/en/	
Study calendar	https://panko.lt/studiju-kalendorius/	
Timetables are published in the Virtual Learning Environment	vma.panko.lt	
Study environment (hostels, internships, Erasmus+)	https://panko.lt/en/	

The College shall also provide information on the accreditation of its activities to the public and other stakeholders

Results of the institutional evaluation and action plan to improve the College's performance following the external evaluation
 Study field/programme evaluation and progress reports

<https://panko.lt/en/visuomenei/dokumentai/institucijos-akreditavimas/>
<https://panko.lt/en/studiju-programu-vertinimas/>

8.2.3. *Modification of requirements for the educational product and service*

Changes to study programmes in response to changes in requirements and other initiatives shall be made at different levels: subject/module, curriculum, learning objectives and outcomes, etc., depending on the level and scope of the change, and shall be subject to different procedural steps, which shall be under the responsibility of the faculty, the Committee, the Dean and/or the Academic Council as appropriate. Detailed processes are defined in the *Management Procedure of Study Field programmes of Panevėžys College* and the *IQAS Manual*.

8.3. Design and enhancement of educational products and services

8.3.1. *General*

The process of design and enhancement of study programmes is carried out in accordance with the procedures and methodologies approved by the orders of the Minister of Education, Science and Sport of the Republic of Lithuania and the Director of the Centre for Quality Assessment in Higher Education (SKVC). Detailed processes are defined in the *Management Procedure of Study Field programmes of Panevėžys College* and the *IQAS Manual*.

8.3.2. Management of educational services and study content

The College annually conducts an internal evaluation of the quality of study programmes in accordance with the criteria set out in the SKVC *Methodology for External Evaluation of Fields of Study*. The findings are discussed in the Study Field Programme Committee. The Committee also discusses the newly emerging needs and requirements of students, employers and other stakeholders, reviews the competences to be acquired, teaching methods, study outcomes, etc.

New study programmes are planned in line with the College's strategy and as the need arises.

The development/updating is carried out in accordance with the *Management Procedure of Study Field programmes of Panevėžys College*, which provides for all stages of development, defined responsibilities, decision-making, resourcing, and stakeholder involvement.

8.4. Control of externally provided processes, products and services

The College ensures the quality of the services and goods used in accordance with the *Public Procurement Law of the Republic of Lithuania*. These assurance activities are documented.

8.5. Educational product and service provision

Service provision in the College is controlled. All key processes are described in procedure manuals and other relevant legislation.

The organisation and conduct of student admissions are described in the *Student Admissions Procedure (PA 05)* and related documents referred to therein. The Head of the Centre for Studies, Career and student's occupation is responsible for the admission process.

Studies are carried out in accordance with the *Procedure for Planning and Organisation of Studies (PA 06)* and the *Description of the Procedure for Evaluation of Learning Achievements of Panevėžys College* and related documents specified therein.

When students go on internship, the responsible lecturer outlines the objectives, program, self-assessment tasks, and assessment criteria for the placement. The procedure for student internships and the feedback process are described in the *Internship Organization Procedure at Panevėžys College*, which has been approved by the Academic Council.

Students are provided with opportunities for partial studies or internships abroad. The selection process for students and the overall international exchange process under various projects are outlined in the *Procedure for International Relations Assurance (PA 18)*, with the International Relations Coordinator being responsible for it.

Students receive counselling services regarding career development and formation. The Head of the Centre for Studies, Career, and Occupation ensures compliance with the requirements outlined in the *Student Career Monitoring Procedure (PA 20)*.

The procedures for organizing, delivering, and evaluating non-formal education are established in the *Organization and Administration of Non-formal Education Procedure (PA 22)*.

8.5.1. Identification and traceability

The College ensures identification and traceability. Learners' progress is measured in accordance with the *Description of the Procedure for Evaluation of Learning Achievements of Panevėžys College*. The College collects and analyses data on graduate employability. The College uses the Career Management Information System (hereinafter referred to as "KVIS") to monitor students' careers. The College monitors the performance of its employees in accordance with *The description for the Management of Personnel Activities and Review of Employees' Performance*, and the *Description of the Procedure for the Establishment and Accounting of the Full-time Workload of academic staff* as well as the *Regulations on the Organization of Attestation and Competitions for the Positions of Panevėžys College Lecturers and Research Staff*

8.5.2. Property belonging to customers

The College manages the personal data of employees, students, listeners, non-formal education learners and third parties related to the activities of the College. These data are used and processed in accordance with the *Law on Legal Protection of Personal Data of the Republic of Lithuania*, legal acts approved by the Director of Panevėžys College, the *Policy of Personal Data Storage at Panevėžys College and Measures for its Implementation*, the *Rules for Implementation of the Rights of Data Subjects at Panevėžys College*, and other legal acts. An agreement on the protection of confidential information may be signed with employees in accordance with Annex 1 - Composition of Confidential Information of *Internal Regulations of Panevėžys College*.

The College manages students' intellectual property - final theses, assignments of sessional examinations with students' answers, practice diaries, etc. The time limits and responsible persons for their storage are defined in the *Panevėžys College Documentation Plan*.

8.6. Control of non-conforming outputs

The identification and management of non-conforming outputs is set out in the *Performance Improvement Procedure (PA 19)*.

9. PERFORMANCE EVALUATION

9.1. Monitoring, measurement, analysis and evaluation

The College plans and implements monitoring, measurement, analysis and improvement/enhancement processes. Various methods of collecting and summarising statistical information are used to assess the quality of performance and environmental protection. The principles of evaluation of achievements of study programme modules (subjects), the organisation of evaluation and the system of cumulative evaluation are regulated by the *Description of the Procedure of Evaluation of Learning Achievements at Panevėžys College*, the *Description of the Procedure of Preparation and Defence of Final Theses (Projects)* and the *Description of the*

Procedure for the Organization of Final Examination at Panevėžys College. The significance and effectiveness of environmental aspects shall be managed in accordance with the ***Environmental Aspects Management Procedure (PA 04)***.

The College uses an electronic system for testing students' knowledge and skills in the Virtual Learning Environment (VMA) and the AKADIS system, which is used to enter the results of students' achievements.

The College collects and analyses data demonstrating the achievement of the objectives of the ***Strategic Action Plan***, the academic performance of the departments, staff composition, research and development, environmental protection, the functioning of the IQAS and the QEMS, and its continuous improvement and enhancement.

9.2. Satisfaction of customers, employees and other social stakeholders

The College conducts periodic surveys and opinion polls of students, staff and employers, and monitors information on whether the College has met their requirements. The procedure ***Conducting survey (PA 10)*** sets out the responsibilities: who collects information from customers and other stakeholders, for what purposes, at what frequency and according to what recommended questionnaires.

Detailed customer surveys shall be carried out each semester on the basis of a drawn up and approved ***Quality Research and Survey Plan*** according to the different customer groups. The results of this survey shall be disseminated throughout the organisation and posted on the website <https://panko.lt/apie-kolegija/kokybes-politika/studentu-apklaunos-apie-studiju-kokybe-rezultatai/>. Based on the survey data and other objective information, the quality of the teaching performance of the teacher is discussed in the faculties and, if necessary, improvement actions are taken under the responsibility of the Dean. The improvement actions taken and what has been done are available on the College's website <https://panko.lt/2019/04/16/griztamasis-rysys-studentams/>.

9.3. Internal audit

Internal audits are performed according to the procedure established in the procedure of ***Internal Audit of the Quality and Environmental Management System (PA 17)***. The management representative for quality is responsible for planning, organizing internal audits and providing information for evaluative analysis. The results of internal audits are discussed during the management review.

9.4. Management review

The management review is designed to assess the relevance, adequacy and performance of the QEMS (the extent to which the objectives have been achieved) and the environmental performance.

The Management Representative for Quality is responsible for organising the management review and providing data and information. Information to be provided during the management review:

- » Implementation of the previous MR decisions;
- » Assessment of the performance:
 - Evaluation of monitoring and measurement results;
 - Results of internal audits of the QEMS (***Internal Audit of the QEMS PA 17***);
 - Customer satisfaction / Feedback from customers (***Conducting surveys PA 10***);
 - Environmental strategic indicators and indicators on environmental aspects.
- » Performance improvement:
 - Performance improvement actions PA 19 F1

- Register of performance improvement actions (non-conformities, problems, corrective and corrective actions);
- Improvement opportunities identified by external audit.
- Management of non-conforming product
 - » Analysis of changes in external and internal factors (SWOT).
 - » Risk assessment (PA 07).
 - » Resourcing.
 - » Results of corrective and correction actions, progress of problem resolution.

Records related to the management review, depending on the level at which the issue is being discussed, are kept by the Management Representative for Quality, the Head of Human Resource and Documents Management, the Secretary of the Academic Council, and the Secretary of the College Council.

9.4.1. *Management review inputs*

The management review analysis data referred to in ISO 9001:2015 and ISO 14001:2015 are considered at various levels as provided for in the *Statutes of the College, the Rules of Procedure of the College Council, the Rules of Procedure of the Academic Council* and the descriptions of the procedures. The inputs to the management review shall be reviewed at least once a year, in the light of the achievement of the objectives set.

The Management Representative for Quality shall coordinate the information provided by the process hosts on the progress of the processes and the results achieved.

9.4.2. *Management review outputs*

The outputs of the management review include decisions related to improvement opportunities, resource requirements and/or the need to change the quality and environmental management system.

All outputs of the management review shall be minuted.

10. IMPROVEMENT

10.1. Nonconformities and corrective actions

The Performance Improvement Procedure (PA 19) outlines the College's approach to non-conformities, the procedures for taking and implementing corrective actions and corrections to address the causes of non-conformities and prevent their recurrence, assess the effectiveness of the corrective actions taken, and take account of risks and opportunities.

The Management Representative for Quality is responsible for the evaluative analysis of corrective actions.

All non-conformities, including customer/student complaints, are recorded in the *Performance Improvement Action Register*, the causes of the non-conformities are analysed, and corrections or corrective actions are taken.

The Management Representative for Quality is responsible for the definition and control of the process for managing non-conformities.

10.2. Continual improvement

Panevėžys College, in carrying out its activities in accordance with the QEMS, shall monitor its suitability, adequacy and effectiveness, and continually improve it by involving the staff. In order to achieve its objectives, the College is guided by the principles of quality improvement:

- Implementing continual improvement according to the Deming Circle (Plan-Do-Check-Act);

- Orientation towards the needs of stakeholders;
- Evidence-based decision-making.

Continual Improvement is implemented at all levels, processes, activities. All employees are involved in continuous improvement.

Stakeholder needs and expectations are identified, action plans and responsibilities are developed, studies are organised according to stakeholder needs and expectations, feedback results are checked and analysed, and compliance is assessed. Systematic surveys of students, staff, social partners and the general public are carried out on an ongoing basis in accordance with the *Conducting Surveys Procedure (PA 10)*. The results of the surveys are analysed, and improvement actions are adopted and implemented.

Evidence-based decision-making is based on projected performance indicators for the PC's operations, finances, processes and departments. Operational plans are executed, results are recorded, verified and analysed and decisions are taken accordingly.

The QEMS system is continually improved in the light of the results of quality audits and management review.

11. MANAGEMENT OF QUALITY AND ENVIRONMENTAL MANAGEMENT SYSTEMS

Description of Quality and Environmental Management System shall be maintained and amended by the Management Representative for Quality. Two originals of the Description of Quality and Environmental Management System shall be prepared. The Description of Quality and Environmental Management System shall be reviewed annually at least once a year and the need for amendment shall be assessed by the Management Representative for Quality.

One original copy of the Description of Quality and Environmental Management System shall be kept by the Human Resources and Document Management department staff member responsible for document handling/management together with the Order. A second original shall be kept by the Quality Management Representative. All staff shall use the Description of Quality and Environmental Management System, which is available on the College's Intranet at <https://intranetas.panko.lt/kvs-dokumentai/> and on the DMS.

Copies of the Description of Quality and Environmental Management System may be issued to interested parties (non-College employees) with the permission of the Quality Management Representative but are not managed. Recipients of such copies are not informed of changes to the QEMSD. Copies are not issued to College staff.

When changes are made to the Description of Quality and Environmental Management System, new versions of the documents are issued and are recorded in accordance with the *Document and Records Management Procedure (PA 01)*.

ANNEXES

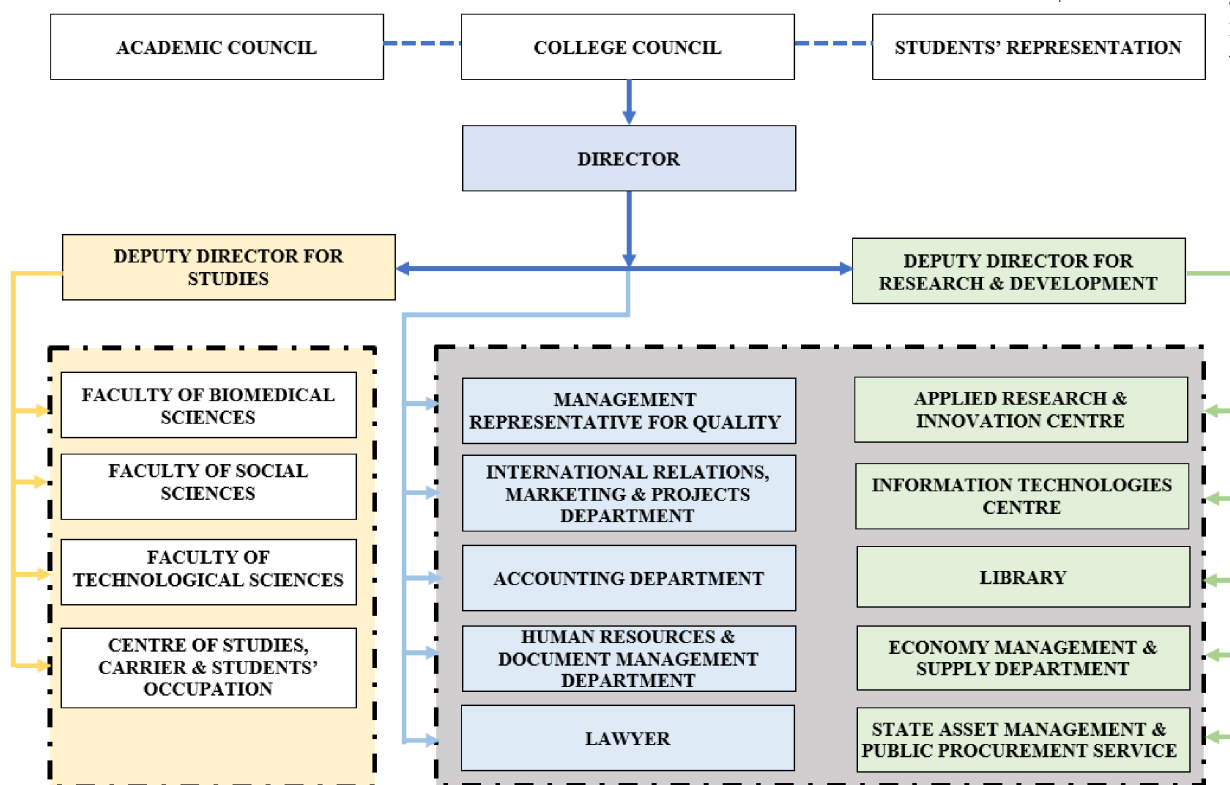
- Annex 1. Management structure of Panevėžys College
- Annex 2. Panevėžys College SWOT analysis model.
- Annex 3. Process flowchart of Panevėžys College.
- Annex 4. Description of Panevėžys College processes.
- Annex 5. Quality and environmental policy.

ANNEXES

Annex 1. Management structure of Panevėžys College

MANAGEMENT STRUCTURE OF PANEVĖŽYS COLLEGE

APPROVED BY
The resolution No KT-1 of the
Panevėžys College Council of 25
January 2023



Phase I: Analysis of the external environment: identification of opportunities and threats

Phase II: Analysis of the internal environment: identification of strengths and weaknesses

OPPORTUNITIES

THREATS

STRENGTHS

WEAKNESSES

POLITICAL-LEGAL FACTORS

- Orientation to the higher education policy of the European Union
 - Communications of the European Higher Education Area (Bologna Process).
 - Standards and Guidelines for Quality Assurance in the European Higher Education AREA (ESG) 2015.
- Legal acts and other documents regulating studies in Lithuania.
 - Laws of the Republic of Lithuania.
 - Resolutions of the Government of the Republic of Lithuania.
 - Orders of the Minister of Education and Science of the Republic of Lithuania.
 - Orders of the Director of the State Studies Foundation.
 - Orders of the Director of the Centre for Quality Assessment in Higher Education.
 - Orders of the Ministry of the Environment of the Republic of Lithuania

ECONOMIC FACTORS

- Development of the country's economy.
- Employment of the population.
- Prices.
- GDP.
- Public expenditure on education.
- EU and other international projects and private sector funding.

TECHNOLOGICAL FACTORS

- Sources of funding for R&D activities.
- Expenditure on R&D activities.
- R&D employees.
- R&D and business sector.
- Scientific output, patents.

SOCIAL FACTORS

- Household composition (birth rates).
- Household budgets (personal income).
- Household indebtedness and ability to meet ordinary needs (consumer, student loans).
- Emigration and immigration.
- Number and quality of graduates.
- Student mobility.
- Evaluation of higher education students and business leaders at universities.
- Personal attitude towards Lithuanian higher education institutions (attractiveness of higher education).
- Access to studies (creation of equal opportunities)
- Study quality assessment.
- Income and sources of income received by students.
- Students' income expectations.
- University and college ratings.

ORGANIZATIONAL MANAGEMENT

- Structure, strategic planning, quality management system.
- Internal documents regulating the activities of the College.
- Governing bodies - College council, academic board.
- Control of results.

STUDY FIELDS AND PROGRAMS

- Study fields.
- Study programs and their change.
- Program accreditation.
- Registered and deregistered, programs

PROJET ACTIVITIES

- Projects, their development and implementation.
- Partners.
- Absorption of funds.

PUBLIC RELATIONS

- Partner network.
- Mass and internal media.
- External communication, events social networks.
- PR strategy.
- Involvement of staff and partners in the publicity and promotion of the College.

HUMAN RESOURCES

- Staff (FTE).
- Posts.
- Primary and secondary positions.
- Age.
- Performance evaluations
- Professional development.

STUDENTS

- Student dynamics (admitted, studying).
- State-funded places.
- Student characteristics and quality (competitive score).

FINANCE

- Sources of funds.
- Income.
- Accounting.

INTERNATIONAL RELATIONS

- Allocated funds.
- Teacher and student mobility statistics (incoming-outgoing).
- Developed programs and modules in a foreign language.

INFORMATION AND COMMUNICATIONS SYSTEM

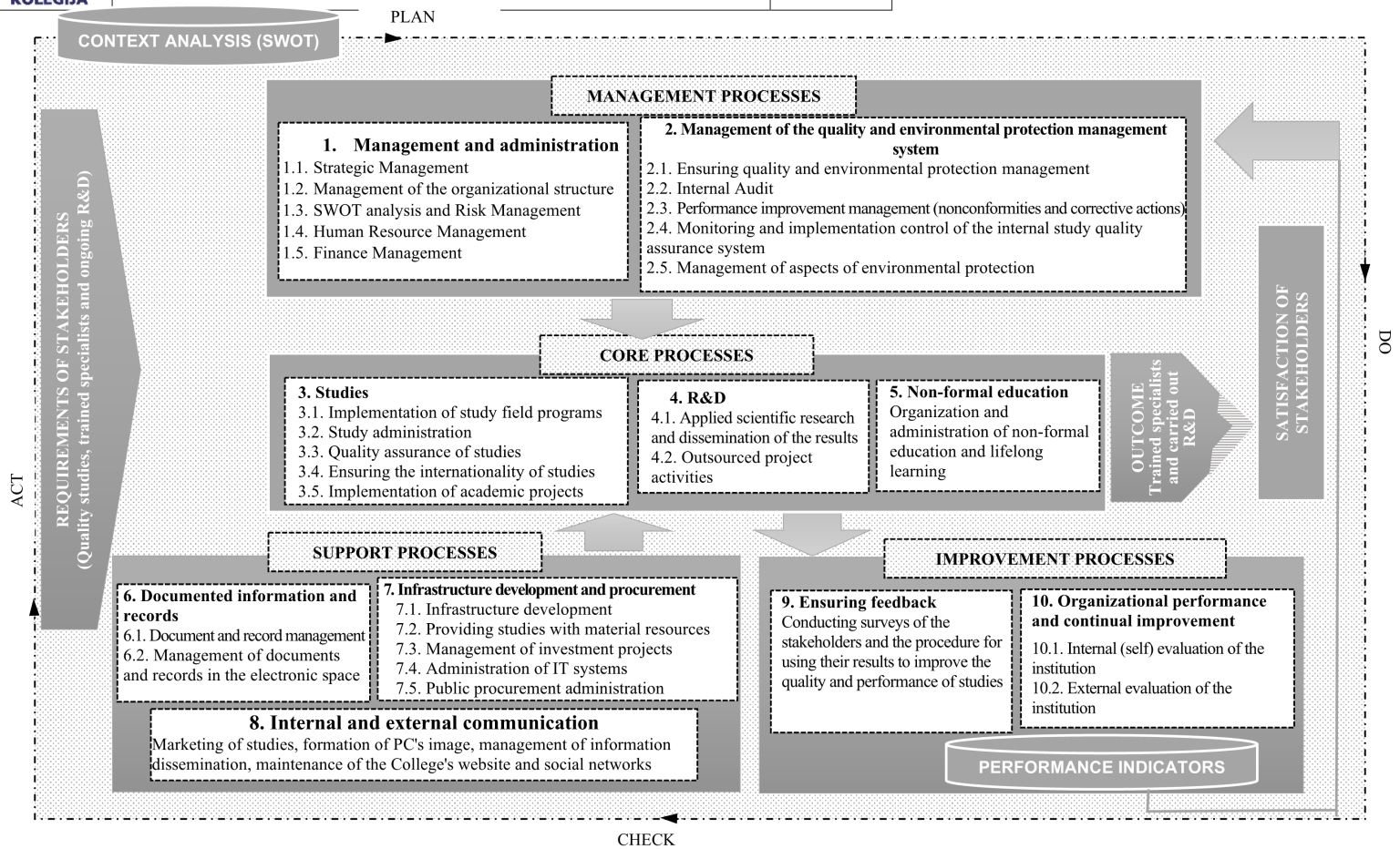
- IT and software.
- Science and study equipment.

Phase III: Assessment and risk register with risk management measures

Improving the activities of the College according to the **AREAS OF INSTITUTIONAL HIGHER EDUCATION EVALUATION** in determining the potential of the higher school:

- Management.
- Quality assurance;
- Study and research (art) activity.
- Impact on regional and national development.

PK STRATEGIC ACTIVITY PLAN - objectives of strategic activities (programs) and their indicators



Annex 4. Description of Panevėžys College processes

The College has identified 10 processes that are described in procedures or managed through approved policies, regulations, rules, descriptions or external normative documents. If a process is clearly described by external or internal documents, no separate procedure description is created. Procedures contain the requirements for the process, the responsibilities for the actions to be carried out, and the links to other internal and external documents, therefore, for the processes that are described by procedures, the references in the documents section of the table below are not repeated or only the main/most important ones are highlighted.

No.	Processes	Activities	Activity description	Documents
MANAGEMENT PROCESSES				
These processes include the College's top-level management functions and relate to strategic planning, organisational structure, policy formulation, leadership, the development of a culture of quality, and the planning and allocation of the resources (financial, intangible and human) needed to achieve objectives, and to ensure consistency of action in the planning, organising, and analysing of processes.				
1	Management and administration <i>Director</i>	1.1. Strategic management <i>Director</i>	Developing, implementing and publicising the College's strategy and strategic plan.	<ul style="list-style-type: none"> ▪ PA 03 Strategic management procedure ▪ <i>Panevėžys College Strategy and Strategic Action Plan</i>
1.2. Management of the organizational structure <i>Director</i>		Establishment of the organizational structure of the College, definition of roles, responsibilities, and collaboration among employees.	<ul style="list-style-type: none"> ▪ Statute of Panevėžys College ▪ Panevėžys College staff job descriptions ▪ Regulations of structural units of Panevėžys College 	
1.3. SWOT analysis and risk management <i>Director/ VAK</i>		Analysis of the college's internal and external context and the application of risk-based thinking. Risks are assessed and managed considering the likelihood of occurrence and the impact on processes and objectives.	<ul style="list-style-type: none"> ▪ PA 07 Risk assessment procedure 	
1.4. Human resource management <i>Head of Human Resources & Documents Management Department</i>		This activity includes the College's human resource management activities and the definition of staff responsibilities and qualifications, staff selection, recruitment and adaptation, and training. It also regulates the working and administrative procedures for staff involved in the human resource management process.	<ul style="list-style-type: none"> ▪ PA-11 Human resource management procedure 	
1.5. Finance management		This activity includes accounting for the College's economic and financial activities and	<ul style="list-style-type: none"> ▪ Statute of Panevėžys College ▪ Description of the use of the College's 	

		<i>Chief Accountant</i>	controlling the economic use of material, labour and financial resources.	<p>funds and the procedures for the management, use and disposal of its assets.</p> <ul style="list-style-type: none"> ▪ The College's financial control rules ▪ College accounting manual ▪ College financial management and accounting procedures ▪ Description of procedures for the implementation of internal control at the College
2	<p>Quality and environmental system management <i>Management representative for quality</i></p>	<p>2.1. Assurance of quality and environmental system management <i>Management representative for quality</i></p>	This activity includes overseeing and continual improving the College's Quality and Environmental Management System, establishing a Quality and Environmental Policy and fostering a quality culture.	<ul style="list-style-type: none"> ▪ Description of quality and environmental management system (QEMSD) ▪ <i>Quality and environmental policy</i>
		<p>2.2. Internal audit <i>Management representative for quality</i></p>	This includes the systematic monitoring of the quality and environmental system and the independent assessment of its effective implementation and maintenance.	<ul style="list-style-type: none"> ▪ PA-17 Procedure of internal audit of QEMS
		<p>2.3. Performance improvement management (non-conformities and corrective actions) <i>Management representative for quality</i></p>	This activity includes non-conformance management, planning and execution of corrections and corrective actions.	<ul style="list-style-type: none"> ▪ PA-19 Performance improvement management procedure
		<p>2.4. Monitoring and implementation control of the internal study quality assurance system <i>Management representative for quality</i> <i>Deputy director for studies</i></p>	In order to ensure the quality of studies, continuous monitoring and analysis of the study quality assurance system is carried out according to the achievements of the evaluation criteria, the report of which is approved annually by the Academic Council	<ul style="list-style-type: none"> ▪ Manual of internal quality assurance system for studies (IQAS)

		2.5. Environmental aspects management <i>Management representative for quality</i>	This activity includes the determination of significant direct and indirect environmental aspects and their monitoring, regulates activities with the help of which the College aims to reduce the impact of its processes, products and services on the environment, and to save resources.	<ul style="list-style-type: none"> ▪ PA 04 Environmental aspects management procedure ▪ Quality and Environmental Policy
CORE PROCESSES				
These processes create add value to the College's stakeholders and are geared towards achieving the College's key objectives.				
3.	Study governance <i>Deputy director for studies</i>	3.1. Implementation of study field programmes <i>Deans</i> 3.1.1. Analysis of stakeholder needs and internal capacities <i>Deans</i> 3.1.2. Developing and accrediting study programmes <i>Chairmen of SFPC</i> 3.1.3. Continuous improvement of study programmes based on internal and external documents <i>Chairmen of SFPC</i>	These activities include the development, evaluation, improvement, registration and de-registration of study programmes, external evaluation, accreditation and monitoring of study fields.	<ul style="list-style-type: none"> ▪ Management procedure of study fields programmes of Panevėžys College ▪ Regulations of the study field/s programme/s committee of Panevėžys College. ▪ Description of the procedure for attestation of study modules (subjects) of Panevėžys College ▪ Procedure for External Evaluation and Accreditation of Studies, the evaluation areas and indicators ▪ Methodology for external evaluation of study fields ▪ Panevėžys College faculty regulations
		3.2. Administration of studies <i>Deputy director for studies</i>	These activities include student enrolment, career monitoring, study planning, organisation, finding and coordinating international partners, student support, student surveys and the implementation of non-formal education.	
		3.2.1. Student admission and occupation management <i>Head of Centre of studies, carrier & occupation</i>	. Preparing for student admissions, conducting admissions, monitoring careers and analysing admissions results	<ul style="list-style-type: none"> ▪ PA-05 Student admission procedure ▪ PA-20 Student career monitoring procedure
		3.2.2. Management of studies <i>Deputy director for studies, Deans</i>	Study planning, organization, execution, monitoring, evaluation of achievements and crediting of results.	<ul style="list-style-type: none"> ▪ PA-06 Planning and organization of studies procedure

		<p>3.2.3. Administration of student support <i>Head of Centre of studies, carrier & occupation</i></p>	<p>Providing academic, financial and adaptive support to College students.</p>	<ul style="list-style-type: none"> ▪ College's student support and student adaptation procedure
		<p>3.3. Quality assurance of studies <i>Deputy director for studies</i></p>	<p><i>Internal</i> quality assurance of studies. These activities include:</p> <ol style="list-style-type: none"> 1. the management of the Internal Quality Assurance System for Studies (IQAS), which specifies a set of interrelated measures and documents that help to ensure the quality of studies at the College, as well as the links with the recommendations of the Standards and Guidelines for Quality Assurance in the European Higher Education Area and the College's Strategic Plan. 2. Monitoring of study fields, performance and qualification development in the MSCPI. <p><i>External</i> quality assurance of studies is based on periodic participation in external quality assurance procedures organised by the SKVC and further follow-up with improvement/improvement actions based on expert recommendations.</p>	<ul style="list-style-type: none"> ▪ IQAS manual ▪ Monitoring system of College performance indicators MSCPI ▪ Procedure for External Evaluation and Accreditation of Studies, the evaluation areas and indicators
		<p>3.4. Ensuring internationalisation of studies <i>Coordinator of International Relations</i></p>	<p>Coordination of international relations, search for funding opportunities for international exchange projects, search for and liaison with international partners, outreach to students, faculty and staff, recruitment, selection, organisation of mobility, and quality assessment (feedback from participants and identification of opportunities for the development of international relations)</p>	<ul style="list-style-type: none"> ▪ PA-18 International relations assurance procedure
		<p>3.5. Academic project implementation <i>Head of International Relations, Marketing &</i></p>	<p>Finding, submitting and executing academic projects for the College and its partners, planning project activities, appointing responsible persons, supervising,</p>	<ul style="list-style-type: none"> ▪ PA-14 Academic project management

		<i>Projects Department Project Manager at International Relations</i>	administering, implementing and reporting on academic projects.	
4.	R&D management <i>Deputy director for research and development</i>	4.1. Applied research and dissemination of results <i>Deputy director for research & development, Deans</i>	Planning, organizing, conducting and disseminating applied research activities and evaluating the quality and level of the results of applied research.	▪ PA-23 Management of the R&D procedure
		4.2 Outsourced project activities <i>Deputy director for research & development, Deans</i>	Organizing and carrying out R&D and consultancy activities. The procedure for the establishment, change, dissolution and operation of research groups in the College's academic units and units whose regulations provide for the performance of R&D activities shall be regulated.	▪ PA-23 Management of the R&D procedure
5	Non-formal education <i>Deputy director for research & development</i>	Organization and administration of non-formal education <i>Deputy director for research & development, Deans</i>	Planning, organizing, implementing, monitoring and evaluating the results of non-formal education.	▪ PA-22 Organizing and administering non-formal education procedure
SUPPORT PROCESSES				
These processes ensure the efficient functioning of core processes and include document and physical resource management functions, communication.				
6	Documented information and records <i>Head of Human Resources & Documents Management Department</i>	6.1. Documents and records management <i>Head of Human Resources & Documents Management Department</i>	It regulates the preparation, modification, receipt, registration, distribution, transmission, handling, archiving and management of documents.	▪ PA-01 Documents and records management procedure
		6.2. Management of documents and records on electronic space <i>Head of IT centre</i>	Regulates the procedures for documents and records in electronic media, ensuring the management, integrity and security of e-documents, as well as access rights to documents and records.	PA-02 Management of documents and records on electronic space procedure
7	Infrastructure and	7.1. Infrastructure	▪ Assessment of the need for fixed and short-	▪ PA-12 Infrastructure development

	procurement <i>Deputy director for research & development</i>	development <i>Deputy director for research & development</i>	term assets; <ul style="list-style-type: none"> ▪ Maintenance, preventive, routine and overhaul procedures; ▪ Procedures for the use of services required by the infrastructure. 	procedure
		7.2. Providing studies with material resources <i>Deputy director for research & development</i>	Ensuring the adequacy and sufficiency of the material resources needed for studies.	<ul style="list-style-type: none"> ▪ PA-12 Infrastructure development procedure
		7.3. Management of investment projects <i>Deputy director for research & development</i>	Procedures for realizing investment needs through the sourcing, planning, design and execution of infrastructure investment projects.	<ul style="list-style-type: none"> ▪ PA-21 Management of investment projects procedure
		7.4. Administration of IT systems <i>Head of IT centre</i>	Proper use and protection of computer hardware and software, development of the necessary infrastructure, technical, programmatic and organizational tools, increasing the efficiency of software use.	<ul style="list-style-type: none"> ▪ PA-13 Administration of IT systems procedure
		7.5. Public procurement administration <i>Lawyer</i>	The Law on Public Procurement regulates the procurement of goods, services or works, the purpose of which is to conclude public sales contracts.	<ul style="list-style-type: none"> ▪ Republic of Lithuania Law on Public Procurement of the and other legal acts regulating public procurement
8	Management of internal and external communication <i>Head of international relations, marketing & projects department</i>	<ul style="list-style-type: none"> ▪ Establishing a unified approach to the management of the College's communications: <ul style="list-style-type: none"> ▪ Building the image of the College. ▪ Student attraction and marketing of study programmes. ▪ Maintenance and dissemination of the College's website, social media pages (internal and external dissemination management). ▪ The order of using College insignia. 	<ul style="list-style-type: none"> ▪ PA-15 Communication management procedure 	

IMPROVEMENT PROCESSES

Improvement involves systematically measuring results (e.g., monitoring customer satisfaction, checking compliance, measuring effectiveness (internal audits, self-assessment)) and taking and managing improvement and enhancement actions. These processes/activities contribute to meeting the interests

and needs of stakeholders and increase the College's impact on society and other stakeholders.			
9	Ensuring feedback <i>Management representative for quality</i>		Organising and conducting stakeholder surveys at the College (collecting information, analysing data, using the results and publicising them) to improve/enhance the quality of studies. <ul style="list-style-type: none"> ▪ PA-10 Conducting surveys procedure
10	Organizational performance and continual improvement <i>Director</i>	10.1. Internal (self)evaluation of the institution 10.1.1. Annual director's report <i>Director</i>	Annual review and analysis of the College's various areas of activity, strategic indicators and SWOT, its presentation to the College Council, and the dissemination of this information. <ul style="list-style-type: none"> ▪ The Law on Higher Education and Research
		10.1.2. Management review <i>Management representative for quality</i>	Vidinės kokybės vadybos sistemos rezultatyvumo ir atitikimo paskirčiai analizė, veiklos rodiklių stebėjimas ir analizė, kokybės vadybos sistemos gerinimas, vidaus audito rezultatai, korekciniai ir koregavimo veiksmai. <ul style="list-style-type: none"> ▪ ISO 9001:2015 Kokybės vadybos sistemos. Reikalavimai. ▪ ISO 21001:2018 Švietimo organizacijos vadybos sistema ▪ KAVSA
		10.2. External evaluation of the institution 10.2.1. Management of institutional self-analysis <i>Deputy director for studies</i>	The external evaluation of the institution is based on periodic participation in external quality assurance procedures organized by the SKVC and follow-up with improvement actions on the basis of expert recommendations. These activities include the basic principles of quality assessment of a higher education institution, the main aspects of the external evaluation of the College's performance, the procedure for the preparation of the self-assessment, the process, and the regulation of the areas and criteria to be assessed. <ul style="list-style-type: none"> ▪ PA-08 Conducting institutional self-analysis procedure ▪ <i>The procedure for the external review and accreditation of higher education institutions and branches of foreign higher education institutions, evaluation areas and indicators</i> ▪ <i>Methodology for conducting an institutional review in higher education</i> ▪ <i>Guidelines for the preparation of the HEI self-assessment summary</i>
		10.2.2. Monitoring the implementation of external evaluation recommendations <i>Management representative for quality</i>	Follow-up of the progress report on the improvement measures foreseen to address identified weaknesses and improve performance following the external evaluation of the HEI <ul style="list-style-type: none"> ▪ <i>Methodology for conducting an institutional review in higher education</i>

Annex 5. Panevėžys College Quality and Environmental Policy

QUALITY AND ENVIRONMENTAL POLICY

Panevėžys College develops a quality culture that ensures the satisfaction of students' and other stakeholders' expectations and needs, the quality of higher education and compliance with the requirements of legal acts, and the continual improvement of the quality and environmental management system performance. The quality policy implies the College's strategy and its objectives, and therefore quality is understood as the effective implementation of the priorities of the College's strategic goal, the Bologna Process and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). This is the basis for our development. The top management and all employees, within their competences and responsibilities, commit themselves to:

At institutional level

- Keep the *Quality Policy* under constant review to ensure that it remains relevant and that every staff member contributes to its implementation.
- Ensure the efficient functioning and improvement of the *quality and environmental management system* and the provision of the necessary resources.
- Create and foster a good *working, teaching and learning environment*.
- Ensure the provision of both *physical and human resources* for the successful implementation of high-quality studies.
- Promote *stakeholder cooperation* in the quality improvement process.
- Motivate and facilitate the continuous *professional development of academic and administrative staff and the development of international cooperation*.
- *Enhance a culture that nurtures and improves the quality of operations* by fostering mutual respect, social responsibility, and collaboration among the college community, including students, faculty, and other staff members.
- Create an environment where discrimination and intolerance are not tolerated.

At academic level

- *Maintain an adequate level of education and to create a supportive and effective teaching and learning environment for students*.
- *Collaborate with internal and external stakeholders*, periodically reviewing, *updating, or creating new study programs that meet contemporary needs* and are oriented towards clear and foreseeable learning outcomes.
- *Involve students* as equal partners in *quality assurance*.
- Focus on *fostering student autonomy and entrepreneurship* in studies, as well as *promoting creative application of knowledge* in chosen activities.
- Implement *modern teaching and learning methods* and creatively apply them.
- Enable and provide full *support for students' academic progress*.
- Maintain *academic integrity*.
- Carry out applied research activities, *creating synergies between science and business*, and to encourage students' active involvement in them.
- Encourage students and faculty to actively engage in *expanding international academic exchanges and relationships*, aiming to acquire and disseminate best practices.
- Continuously *enhance the competencies of teaching staff and administrative personnel* to achieve quality improvements in operations.