

SMK

QUALITY GUIDE

THE SMK QUALITY POLICY

The SMK quality policy is a composite and an inseparable part of the SMK vision and activity strategy.

Vision – is a recognised and valued core of private education and science that unites the joint potential of people and organisations and employs it to a new level of awareness for the progress of society and the co-creation of value.

We see the achievement of the SMK **vision** in an ecosystem of educational, business, and social organisations and community bonds, which is characterised by:

- *Values-based leadership;*
- *Learning based on the search for meaning and sense-making;*
- *A highly ethical business culture.*

The SMK mission consists of three levels of impact and scale:

- *To unlock and empower an individual's overall potential for continuous development of a personality, as well as a meaningful and value-creating professional activity.*
- *To expand scientific knowledge and innovation-based performance in order to contribute to societal well-being and sustainable economic growth.*
- *To create an open and inclusive environment that encourages positive changes, collective sense-making and holistic co-evolution.*

Aiming at internal quality assurance, the SMK Quality policy is based on the following principles:

• **Equality of rights** (equal opportunities) – all parties of interest are heard, equal conditions and opportunities are applied to all;

• **Openness** – the SMK community, external partners and social stakeholders are provided with information of the results of the SMK activity, achievements (open provision of information);

• **Transparency** – decisions are made impartially, prepared consulting/discussing/ coordinating with the SMK community and external partners as well as other social stakeholders, decisions and the necessary information as well as documents are published;

• **Academic ethics and integrity** – activity is implemented based on the principles of academic ethics and integrity equally understood by the entire academic community and parties of interest, decisions are made in accordance with the highest criteria of justice.

The SMK, as a higher education institution, undertakes to:

• *permanently research and analyze the needs and interests of consumers;*

• *react flexibly and promptly to the changes in external environment;*

• *foresee risk management measures and to promptly eliminate the reasons that reduce quality of the provided services;*

• *introduce innovations;*

• *develop qualification of pedagogical and administrative staff;*

• *ensure responsibility of all SMK employees in accordance with their responsibilities and competence for the quality of their work;*

• *acquire only qualitative tools for ensuring the quality of the implemented studies and the services provided;*

• *aim at foreseeing the reasons of possible problems and avoiding negative consequences;*

• *provide pedagogical and administrative staff with the conditions to work qualitatively and efficiently;*

• *recognize the merits of employees, their creative initiative and to encourage them to seek as high results as possible;*

• *ensure an efficient and effective functioning of quality management system, providing it with all necessary resources;*

• *periodically review and improve quality policy and quality aims, taking into account the changes in external and internal factors that influence the SMK, as well as the needs and interests of those interested in the quality of the SMK activity;*

• *ensure that the SMK quality policy and aims are understood by all, introduced in all levels of activity and that they are followed.*

QUALITY MANAGEMENT SYSTEM

The SMK values – identify what is important for the entire community, what standards are raised for the SMK and partners aiming at the vision and implementation of long-term goals.

Openness – the SMK community, external partners and social stakeholders are provided with information on the results of the SMK activity, achievements (open provision of information);

Diversity and inclusion – working environment without discrimination and promoting diversity and inclusion is created. The working environment ensures better experiences of the SMK community, its inclusion and work motivation, a more fluent cooperation, a more open, more flexible internal policy of the entire organization;

Social responsibility – all persons (including the disabled) are provided with conditions for study availability, interests of the SMK and the entire community are coordinated, innovative methods of internal and external presentation of activity are created, accountability to the parties of interest is ensured, resources are used sustainably, volunteering social initiatives of the academic community, involving social partners are encouraged.

The SMK implements, monitors and constantly improve quality management system, aiming at effective and efficient implementation of the established functions, that comply with the requirements of the normative legal acts and parties of interest, increasing the satisfaction of parties of interest. Thus the SMK:

1. Establishes the processes of Quality Management System, defines their relations;
2. in the Quality Guide defines the processes, necessary for a qualitative implementation of the activity of a higher education institution and for ensuring management;
3. Provides for the necessary resources and information, necessary for the processes of the SMK activity and their monitoring;
4. Monitors, measures and analyzes processes and their results;
5. Carries out the planned actions in order to achieve results and to constantly improve processes of the SMK activity.

Quality Guide – activity management document, that defines quality policy and quality management system. The purpose of the Quality Guide is to set the procedures of managing the defined processes, the aim, responsibilities, sought results and clear indicators of specific activity. **The Quality Guide** is the main document when introducing and monitoring quality management system, that helps implement the SMK mission, vision, strategic goals, Standards and guidelines for quality assurance in the European Higher Education AREA (ESG).

In order to ensure an uninterrupted implementation of the process of higher education studies and provision of other services, orientating towards satisfaction and legal regulation of internal and external needs of parties of interest, the Quality Management System sets requirements that are mandatory to all partners and members of the community, who participate in the SMK activity.

Improvement. At least once a year the SMK regularly reviews and assesses the SMK Quality Policy, so that it complies with the strategic goals of the SMK and constant improvement of activity, satisfying the expectations of parties of interest and other requirements.

Risk Management Committee and other employees of the SMK can submit certain proposals to update the Quality Management System. Information on updating quality policy is presented to the Head of Studies. The SMK employees are introduced to the approved Quality Policy and it is published in the SMK website.

PROCESSES IN THE QUALITY MANAGEMENT SYSTEM

The SMK distinguishes three main groups of processes:

- Managerial processes
- The main processes
- Supporting processes

Managerial processes

The main processes

Supporting processes

Managerial SMK processes include:

- Activity planning
- Activity monitoring and improvement

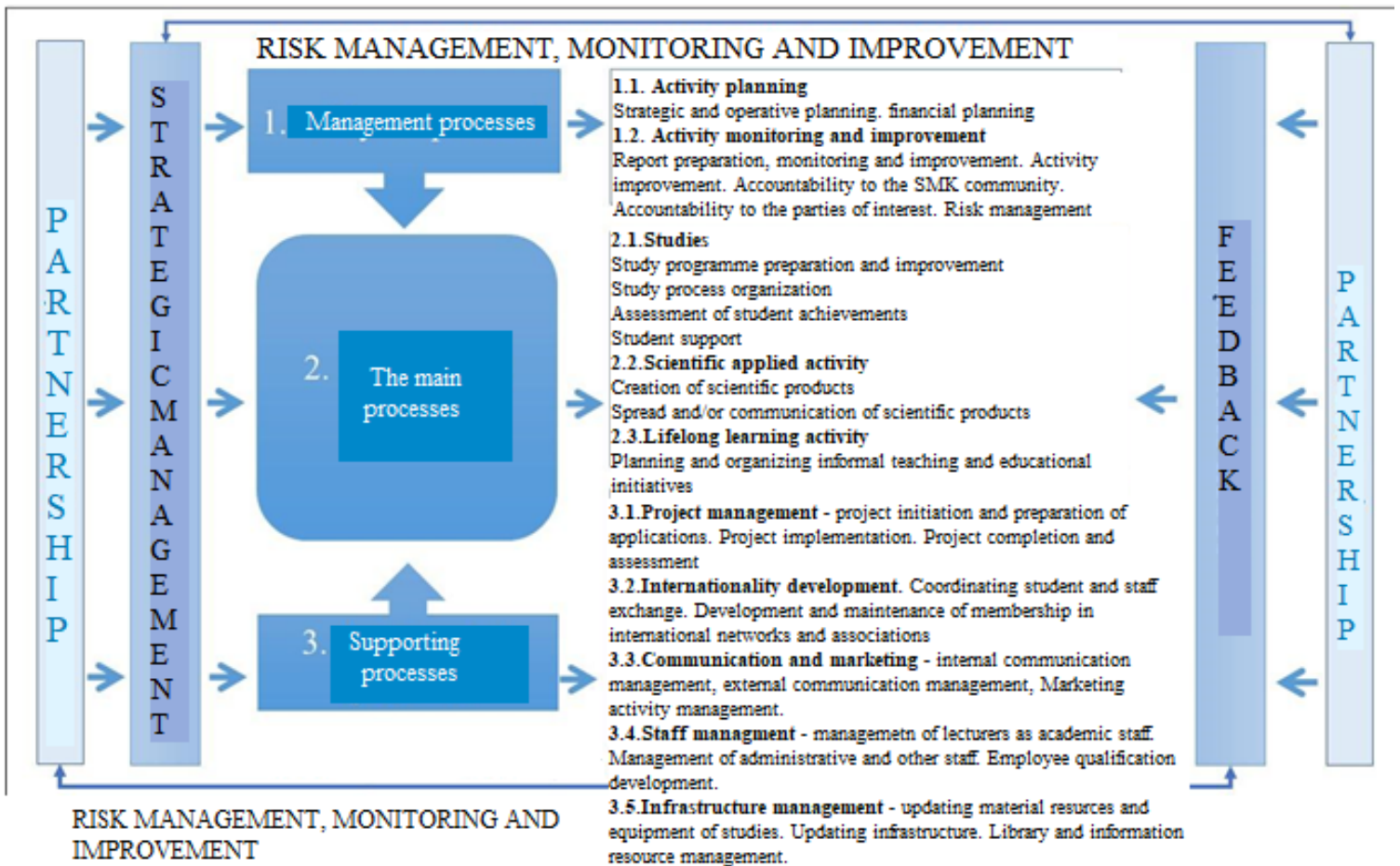
The following main SMK processes are distinguished:

- Studies
- Scientific applied (art) activity
- Lifelong learning activity

Supporting processes in the SMK support managerial and the main processes and provide them with the necessary resources and measures. Realizing that the mission of a modern higher education institution goes beyond the traditional limits of activity, the SMK undertakes to develop supporting processes, that undoubtedly create a huge added value. ***Supporting processes:***

- *Project management*
- *Internationality development*
- *Communication and marketing,*
- *Staff management*
- *Infrastructure management*

A MAP OF THE PROCESSES OF THE SMK QUALITY MANAGEMENT SYSTEM



SMK processes are detailed, naming the responsible "owners" of the processes in the appendix provided by the quality manager. The process diagram of the quality management system is presented in Appendix 1 of the Quality Manual.

1. MANAGERIAL PROCESSES IN THE SMK

1.1. ACTIVITY PLANNING

The SMK implements a process of a consistent and systematic planning, involving the community, forming collegially perceived vision and mission of the organization, mobilizing for joint work during the implementation of the raised targets.

Planning documents prepared by the SMK are chosen in accordance with the duration perspective of the planned period. The perspective conforms to the level of strategic and operative planning.

The aim of Activity Planning Process – to ensure an uninterrupted planning of long-term and short-term activity processes and financial planning of implemented activities.

The process is divided into two subprocesses: *Strategic and Operational Planning and Financial Planning*. *Strategic and Operational Planning Subprocess* is implemented through such activities as preparation and update of the SMK Long-term Strategy (10 years); update of the SMK Strategic Activity Plan (5 years), preparation of Annual Activity Plans; Analysis of annual plan implementation (with SWOT and risks); Carrying analysis of the SMK Strategic Activity Plan (5 years) and making predictions for the coming period; preparation of a progress report on the SMK Long-term Strategic Period (10 years); Planning the future strategic period.

Financial Planning Subprocess is implemented through such activities as Budget project preparation; Carrying out accounting; Presentation of financial reports; Cost control; Audit.

Director is responsible for the implementation of activity planning processes.

The SMK Activity Planning Process is detailed in Appendix 1 to the Quality Guide.

1.2. ACTIVITY MONITORING AND IMPROVEMENT

The aim of Activity Planning Process – to ensure a periodic monitoring of activity processes and the process of improving activity.

The Process is divided into five subprocesses: *Preparation, monitoring and improvement of reports / Activity improvement / Accountability to the SMK community / Accountability to the parties of interest / Risk management*.

The Subprocess of Preparation, monitoring and improvement of reports is implemented through such activities as preparation of reports of Heads of Study Programme and other branches; Determining risks / unfulfilled activities in the branches; Elimination of the determined problems / risks, correction of discrepancies of unfulfilled activities.

Determining risk level and decision making; Analysis of the implementation of activities set in the SMK Strategic Activity plan (5 years); Determining unfulfilled activities / risks of the Branches; Elimination of the determined risks / problems, correcting the discrepancies of unfulfilled activities; Determining risk level and decision making, monitoring of the elimination of problems in the activities of the Branches; Preparation of Branch report, activity analysis; determining activities unfulfilled by the Branches/ risks; Determining risk level and decision making.

Activity Improving Subprocess is implemented through such activities as update of the SMK Strategic Activity Plan (5 years), taking into account the prepared annual reports on activity; update of the SMK Long-term Strategy (10 years) taking into account reports on strategic period.

Subprocess of Accountability to the SMK Community is implemented through such activities as discussion of the SMK Annual Activity Plan (1 year) with the SMK community; presentation of the SMK Annual Activity Plan (1 year) to the SMK community; discussion of the SMK Strategic Activity Plan (5 years) with the SMK community; presentation of the SMK Strategic Activity Plan (5 years) to the SMK community; Presentation of a report on the SMK Strategic Activity Plan (5 years) to the SMK community; Discussion of the SMK Long-term Strategy (10 years) with the SMK community; presentation of the SMK Long-term strategy (10 years) to the SMK community; presentation of a report on the SMK Long-term Strategy (10 years) to the community.

The Subprocess of the Accountability to the Parties of Interest is implemented through such activities as discussion of the SMK Annual Activity Plan (1 year) with the social stakeholders of the SMK; presentation of the SMK Annual Activity Plan (1 year) to the social stakeholders of the SMK; presentation of a report on the SMK Annual Activity Plan (1 year) to the social stakeholders; discussion of the SMK Strategic Activity Plan (5 years) with the social stakeholders of the SMK; presentation of the SMK Strategic Activity Plan (5 years) to the social stakeholders of the SMK; presentation of a report on the SMK Strategic Activity Plan (5 years) to the social stakeholders; discussion of the SMK Long-term Strategy (10 years) with the social stakeholders of the SMK; presentation of the SMK Long-term Strategy (10 years) to the social stakeholders of the SMK; presentation of a report on the SMK Long-term Strategy (10 years) to the social stakeholders.

Risk Management Subprocess is implemented through such activities as constantly operating Managerial meetings; Preparation of the SMK Risk Management Policy and Order; consideration of risk management measures, identifying the possible risks and the level of their complexity; Foreseeing risk management measures in accordance with the area of activity and integrating into annual plans; Carrying out annual plans and managing risks through foreseen measures; Carrying out monitoring of risk management measures.

The Director is responsible for the implementation of activity monitoring and improvement processes.

The SMK Activity Planning Process is detailed in Appendix 1 to the Quality Guide.

2. THE MAIN PROCESSES IN THE SMK

2.1. STUDIES

The aim of the study process - to ensure the process of implementing student-oriented studies, based on applied activity, by preparing qualified specialists, necessary to satisfy the needs of the country and the region.

The process of study implementation is one of the main processes in the SMK. Study process is divided into subprocesses: *Study Programme Preparation and Improvement/Obtaining Feedback/ Study Process Organization/ Assessment of Student Achievements/ Student Support*.

Study Programme Preparation and Improvement Subprocess is implemented through such activities as Working group formation; Carrying out professional need; Preparation of a report on professional need; Preparation of a new study programme; Obtaining feedback from social stakeholders; Study programme implementation; Obtaining feedback from students, using quantitative surveys (twice an academic year) and qualitative surveys (once an academic year); Obtaining feedback from Alumni, surveying them 6 months and 3 years after graduation from studies; Obtaining feedback from lecturers through quantitative survey (once an academic year), qualitative survey (once an academic year) and filling-in self-evaluation of a lecturer activity (after teaching a course unit); Obtaining feedback from social partners (survey on student practice (once an academic year), survey of the commission of final theses assessment (once an academic year), meetings of study programme committee (twice an academic year); Formation of working group for the preparation of self-evaluation report; preparation of self-evaluation report.

Study Process Organization Subprocess is implemented through such activities as Study programme publicizing; Update of student admission rules (for Lithuanians, foreigners); Consulting entrants; Student admission implementation; Lecture planning; preparation of tariffication; Preparation of timetables and study schedules; Organizing lectures; assessment of student competences; Organizing interim tests; Organizing exam session; Organizing exam retake session; Organizing professional activity practices; Maintaining a databank on practice places; Implementing practice mentorship; Search for and approval of practice places; Preparation and conclusion of practice contracts and other documents; Doing practice; Implementation of practice monitoring; Preparation and assessment of student practice reports; Assessment of student practice reports; Preparation of reports on organizing practice; Collecting FT topics from lecturers and social partners; Preparation of a schedule of FT preparation and defence; Making a list of FT supervisors and appointing them; Implementation of FT preparation reviews; Organization and implementation of preparatory FT defence; making lists of FT defence commissions and reviewers; Awarding a qualification degree; Coordinating draft sketches of the diploma and its supplement and ensuring their production; Printing diploma and their supplements; Graduation ceremony; Public defence implementation.

The Subprocess of Study Quality Monitoring is implemented through such activities as Monitoring of student attendance; Student progress monitoring; Monitoring of financial debts of students; carrying out preventive actions; Obtaining feedback from students; Providing feedback information to the parties of interest; Foreseeing actions of improvement.

The Subprocess of Assessing Student Achievements is implemented through such activities as Assessment of the learning outcomes of a course unit; Assessment of the learning outcomes of final theses; Assessment of the learning outcomes of professional activity practices; Implementing qualification exam and assessment of learning outcomes.

Student Support Subprocess is implemented through activities such as Applying for the SMK study scholarship; Listing student achievements; Consideration concerning awarding the SMK study scholarship; Awarding study scholarships to students; Preparation of lists of students and graduates from studies, who have a right to the compensation of a tuition fee; Submitting lists of students and graduates from studies, who have a right to the compensation of a tuition fee to the State Studies Foundation; Informing the State Studies Foundation if a student, who was granted a loan, terminates studies in the SMK or graduates from studies in the SMK; Obtaining an answer and a decision on the approved lists of persons, who are awarded compensation of tuition fee; Applying for an allowance for the satisfaction of special needs; Providing information of the students, applying for allowances for the satisfaction of special needs, to the SMK Accounting; Providing the information of students, requesting allowances for the satisfaction of special needs, to the Department of the Disabled; Obtaining information from the Department of the Disabled of an approved list and allocated funds for the allowances for the satisfaction of special needs; Obtaining funds for the allowances for the satisfaction

of special needs from the Department of the Disabled; Transferring allowances to students, who have been granted the allowance; Meetings of the employees of the Department of Studies with group elders; Implementing meetings with students in higher courses concerning study organization; Organizing introductory lectures to I year students; Consulting students on practical and independent work tasks; Improving study process organization and implementation; Assigning a mentor to student groups in accordance with the Mentorship programme; Organizing camps of the SMK freshmen.

Head of Academic Activity is responsible for the preparation of study programmes and implementation of improvement process.

Head of Studies is responsible for the implementation of study process.

Heads of Study Programmes are responsible for the implementation of the process of assessing student achievements;

Head of Studies is responsible for the implementation of the process of providing students with support.

Study process is regulated by the following SMK documents:

1. The SMK Study Regulation
2. The SMK Order of Assessing Learning Outcomes
3. The SMK Order of Organizing the Studies of Optional Course Units
4. The SMK Regulations of the Appeals Commission
5. The SMK Provisions of the Dispute Commission
6. The SMK Regulation of the Activity of the Academic Ethics Commission
7. The SMK Code of Academic Ethics
8. The SMK Order of Assessing Competences Acquired in an Informal Way
9. The SMK Order of Distant Examination
10. The SMK Order of Credit Transfer and Crediting Learning Outcomes
11. The SMK Description of the Order of Preparing, Defending and Storing Final Theses

The SMK Study process is detailed in Appendix 1 to the Quality Guide

2.2. SCIENTIFIC APPLIED ACTIVITY

The aim of scientific applied activity – to implement a scientific applied (art) activity, responding to the interests of the SMK community, needs and expectations of partners, creating value to the SMK and parties of interest.

The process is divided into two subprocesses: *Creation of Scientific Products and Spread and/or commercialization of Scientific Products*.

The Process of Creating Scientific Products is implemented through such activities as preparation of annual plan of scientific activity, a joint preparation of semester plan of the members of academic community for the implementation of scientific applied (art) activity, carrying out / implementing scientific applied (art) activity, preparation of lecturer self-evaluation, preparation of annual report.

The Subprocess of Spreading and/or Commercialization of Scientific Products is implemented through such activities as publishing results of scientific applied activity, preparation of documents for registration in the eLaba repository, registration of publications in the eLaba repository, paying authors for publications, submitting publication report to the Research Council of Lithuania in Vieversys system, obtaining funding from the Ministry of Education, Science and Sport (with recognition and assessment of publications), preparation of a plan of scientific applied (art) activity for the coming year.

The Head of Scientific Activity heads the Process of Scientific Applied (Art) Activity.

The SMK Process of Scientific Applied Activity is detailed in Appendix 1 to the Quality Guide.

2.3. LIFELONG LEARNING ACTIVITY

The aim of lifelong learning activity: to ensure implementation of lifelong learning process, providing the services of continuous vocational training, corresponding training programmes, the needs and expectations of labour market, students and employers.

The Process of Lifelong Learning Activity is divided into one subprocess: *Planning and Organizing Informal Training and Educational Initiatives*.

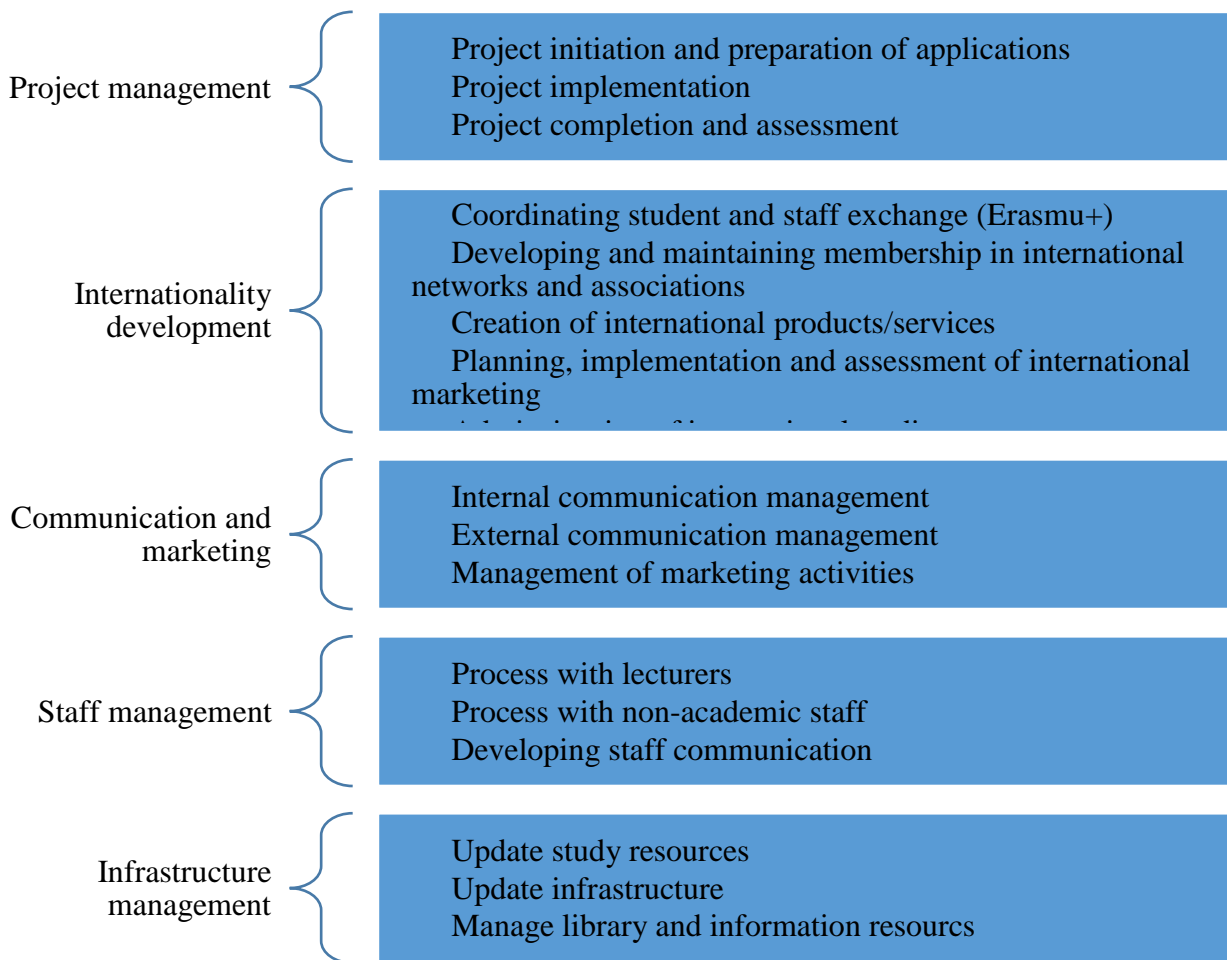
The Subprocess of Planning and Organizing Informal Training and Educational Initiatives is implemented through such activities as Carrying out market analysis, cumulation of feedback; Creation of cooperation networks when initiating lifelong learning activities; Coordinating technical specification of services, concluding a contract with a client; Implementation of service contract; Ending a service contract; Activity Monitoring and Improvement; Formation of a working group and distribution of responsibilities; Making a plan of educational initiatives; Implementation of educational initiatives according to the plan; Monitoring and generalization of results; Activity monitoring and improvement.

Head of Science and Business Centre is responsible for the implementation of lifelong learning activity.

The SMK Process of Lifelong Learning activity is detailed in Appendix 1 to the Quality Guide.

3. SUPPORTING PROCESSES

THE SUPPORTING PROCESSES CONSIST OF THE FOLLOWING PROCESSES:



3.1. PROJECT MANAGEMENT

The aim of Project Management – to ensure an efficient implementation of the process of managing projects, that respond to the strategic aims of the SMK, in all stages (initiation and planning, implementation, completion, assessment) of a project lifecycle.

The Process of Project Management is divided into three subprocesses: *Project Initiation and Preparation of Applications / Project Implementation / Project Completion and Assessment.*

The Subprocess of Project Initiation and Preparation of Applications is implemented through such activities as Monitoring of national and regional invitations to submit project applications; Monitoring international invitations to submit project applications; Analysis of information and documents of the published invitations, identifying conformity to the SMK strategic goals; Analysis of an invitation to join partner projects, identifying conformity to the SMK strategic goals; Preparation of an application, filling-in the necessary documents.

Project Implementation Subprocess is implemented through such activities as Signing a contract, upon receipt of a positive evaluation (upon receipt of a negative – getting acquainted with conclusions); Project implementation according to an activity plan foreseen in the application.

The Subprocess of Project Completion and Assessment is implemented through such activities as Filling-in and submitting reports to the institution that granted the funding; Activity monitoring and improvement.

The Head of Science and Business Centre is responsible for project initiation and preparation of applications.

The Appointed Project Manager is responsible for project implementation.

The Appointed Project Manager is responsible for project completion and assessment.

The SMK Project Management Process is detailed in Appendix 1 to the Quality Guide.

3.2. INTERNATIONALITY DEVELOPMENT

The aim of Internationality Development – to ensure a fluent coordination of the process of internationality development, aiming at goals, raised in the strategic documents.

The process of Internationality Development is divided into three subprocesses: *Coordinating Student and Staff Exchange (Erasmus+)/ Developing and Maintaining Membership in International Networks and Associations / Administration of International Studies*.

The Subprocess of Coordinating Student and Staff Exchange (Erasmus+) is implemented through such activities as Announcing Erasmus+ programme competitions for student studies and practice abroad; Implementing selection of student applicants (document assessment, motivation interview); Filling-in documents for leaving to foreign partner institution (filling-in application documents for foreign partner institution, signing tripartite contracts), paying scholarships; Recognizing periods of study / practice period abroad in the SMK at the end of the period of Erasmus+ studies/practice (crediting the period of studies/practice abroad, following the provided academic certificate from the accepting institution); Communication with Erasmus+ programme partners: sending an invitation to submit nominations, receiving nominations, submission of the necessary information and forms; Managing documents of nominated students (signing a tri-partite contract, preparation of admission documents); Organizing studies of the incoming students (coordinating arrival, accommodation, introducing to the study process and the regulating documents, implementation of studies, preparation of academic certificates after studies); Constant informing of lecturers/staff of mobility opportunities (using internal channels of communication); registration of mobility of lecturers/staff learning/teaching (approval of teaching/learning mobilities, coordination with the accepting institution, signing learning contracts, dotation contracts, preparation of secondment contracts); Coordinating exchange of incoming lecturers/staff (coordination of submitted requests to accept for teaching/staff mobility with the Heads of corresponding Study Programmes, programme preparation, signing learning/teaching contract).

The Subprocess of Developing and Maintaining Membership in International Networks and Associations is implemented through such activities as Analysis of joining international networks/associations (price of membership, value for the SMK), identifying conformity to the SMK strategic goals; Signing membership contract; Appointment of responsible persons for participation in networks/associations.

The Subprocess of International Study Administration is implemented through such activities as Accepting application, verification and assessment of the submitted entrance documents; Assessment (exam) of the English language level of the entrant, if the certificates, justifying the language knowledge are not submitted. It is not applied to persons, whose official state language is English or if secondary education is acquired learning English; Organizing motivational assessment interview in English with an entrant; Calculating competitive score and making a decision concerning a possibility to study in the SMK (within 5 working days); Preparation of documents, necessary to obtain a visa and sending them to the entrant; Signing study contract, submission of original documents (certificate of secondary education completion) necessary for signing a contract; Student data transfer to the SMK Academic Database and Register of Students (state register).

The Head of International Relations Department is responsible for the coordination of student and staff exchange (Erasmus+).

Heads of Study Programmes are responsible for developing and maintaining membership in international networks and associations.

Head of International Studies is responsible for administration of international studies (admission of foreign students).

The Internationality Development Process is regulated by the following internal documents of the SMK:

1. A Description of the Order of the SMK Erasmus+ Programme for the International Mobility of Students and Staff
2. The Order of Admitting Citizens of Foreign Countries to the SMK

The SMK Process of Internationality Development is detailed in Appendix 1 to the Quality Guide.

3.3. COMMUNICATION AND MARKETING

The Communication and Marketing Process aims at foreseeing activities how to present the SMK to the users, position in the market of higher education, emphasize uniqueness and exceptionality in order to increase the awareness of the SMK both on the national and international level. Taking into account the modern trends in the development of social media, a lot of attention is paid to the exploitation of digital marketing opportunities, when spreading information on the SMK activity to the target groups.

The aim of Communication and Marketing – to ensure an uninterrupted communication and marketing process aiming at efficient activity management and achievement of planned results.

The Process of Communication and Marketing is divided into three subprocesses: *Internal Communication Management / External Communication Management / Management of Marketing Activities*. *The Subprocess of External Communication Management* is implemented through such activities as Prepare annual plan of internal communication; Create/update rules of internal communication; Create/update rules of using internal communication channels (e.g. "Slack"); Periodically publish a newsletter and inform the SMK community of the most relevant SMK news; Monitoring and improvement of internal communication.

The Subprocess of Internal Communication Management is implemented through such activities as Prepare communication plans; Prepare the strategy of publicizing the SMK in cFacebook, Instagram, TikTok, Youtube channels; Carry out qualitative dispersion of events, projects, initiatives organized by the SMK to the parties of interest; Monitoring and improvement of external communication.

The Subprocess of Managing Marketing Activities is implemented through such activities as Maintain the SMK identity formation and dispersion, through participation in study exhibitions and fares; Prepare advertising tools; Carry out monitoring and improvement of marketing management activity.

Head of Marketing is responsible for the implementation of Communication and Marketing Processes.

The SMK Communication and Marketing Process is detailed in Appendix 1 to the Quality Guide.

3.4. STAFF MANAGEMENT

The aim of staff management – to ensure an efficient staff management process, responding to the needs of the SMK.

Staff Management Process is divided into three subprocesses: *Managing Lecturers as an Academic Staff / Management of Administrative and other Staff / Developing Staff Qualification*.

The Subprocess of Managing Lecturers as an Academic Staff is implemented through such activities as Determining / updating organizational structure of the SMK; Determining need for lecturers based on the approved study plans of a study programme; Search for and selection of lecturers; Concluding contracts with lecturers; Signing contracts with lecturers; Conducting introductory trainings for lecturers; Carrying out accounting of the working hours of lecturers; Providing lecturers with academic, methodological support; Organizing meetings of lecturers of study programmes; Organizing annual interview with lecturers; Obtaining feedback from lecturers (quantitative survey); Collecting reports of lecturers after teaching a course unit and their assessment; Monitoring and improvement of managing lecturers as an academic staff.

The Subprocess of Managing Administrative and other staff is implemented through such activities as Determining the need for employees; Search for and Selection of employees; Concluding contracts with employees; Signing contracts with employees; Carrying out accounting of the working hours of employees; Employee support; Organizing meetings of a Branch employees; Organizing annual interview with lecturers; Monitoring and improvement of the activity of administrative and other staff; Preparation of a request for

dismissal; Preparation of the dismissal order of the employee; Accounting of an employee until the day of dismissal; Terminating employment contract.

The Subprocess of Developing Staff Qualification is implemented through such activities as A need (area) for qualification development is determined; Preparation of annual plan for qualification development; Organization and/or implementation of staff trainings; Obtaining feedback; Monitoring and improvement of qualification development activities.

The Director is responsible for managing lecturers as an academic staff.

The Director is responsible for the management of administrative and other staff.

The Head of Academic Activity is responsible for staff qualification development.

The process of Staff Management is regulated by the following internal documents of the SMK:

1. The SMK Study Regulation
2. The SMK Statute

The Director is responsible for the implementation of staff management processes.

The SMK Staff Management Process is detailed in Appendix 1 to the Quality Guide.

3.5. INFRASTRUCTURE MANAGEMENT

The aim of infrastructure management – to ensure an efficient management of the process of infrastructure through the implementation of the main and supporting processes of the SMK.

The Process of Infrastructure Management is divided into three subprocesses: *Update Material Resources and Equipment of Studies/Update Infrastructure/ Manage Library and Information Resources*.

The Subprocess of Updating Material Resources and Equipment of Studies is implemented through such activities as Determining the need for material resources and equipment of studies; Updating material resources and equipment of studies; Providing new study programmes with material resources and equipment of studies.

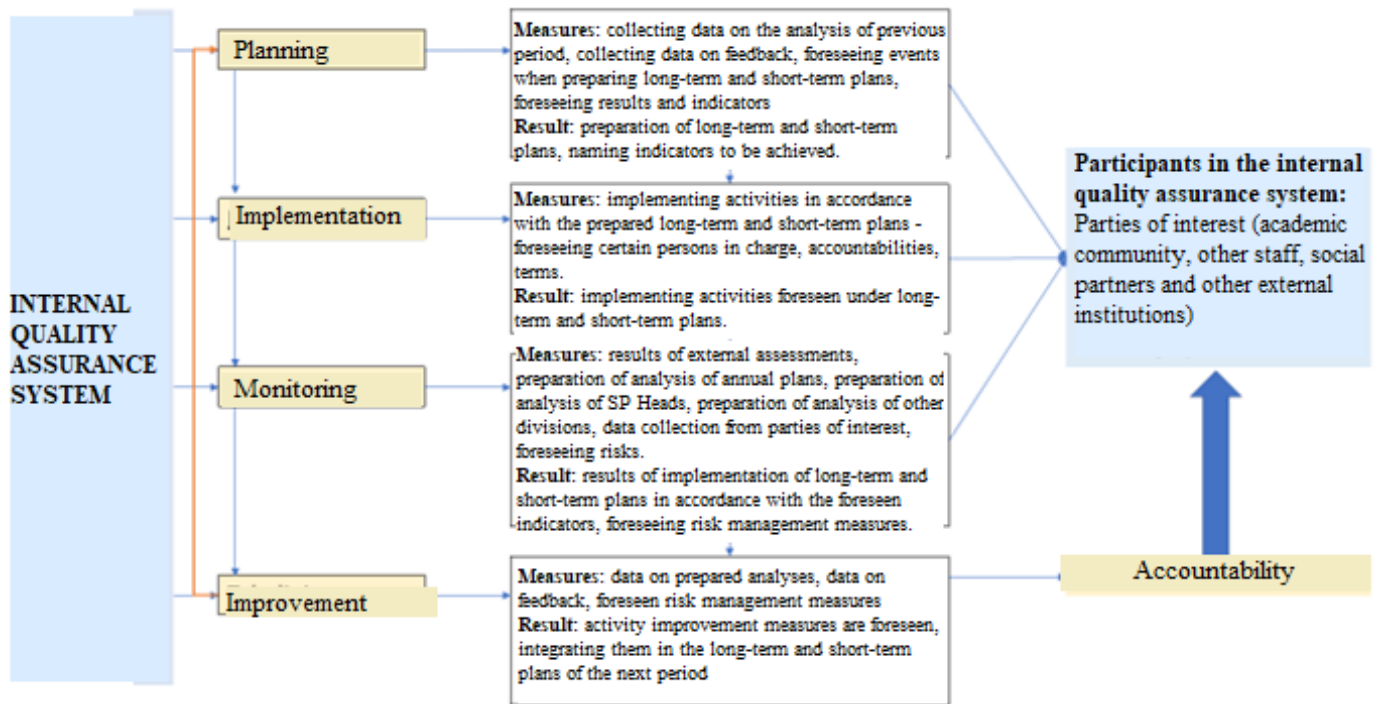
The Subprocess of Updating Infrastructure is implemented through such activities as Planning of premises repair; Implementation of planned repair of premises; Planning buildings, car maintenance, preventive minor repair.

The Subprocess of Managing Library and Information Resources is implemented through such activities as Determining the need for library and information resources; Study process assurance, providing it with information resources and increasing their volumes: literature, databases, software; Ensure provision of new study programmes with library and information resources; Carrying out monitoring of library and information resources.

Head of Infrastructure is responsible for the implementation of infrastructure management.

The SMK Infrastructure Management Process is detailed in Appendix 1 to the Quality Guide.

THE SMK INTERNAL QUALITY ASSURANCE SYSTEM



Internal Quality Assurance System is applied for every process in quality management system, described in the **Quality Guide**. Quality Assurance System includes planning, implementation, monitoring and improvement processes. Parties of interest (the SMK community and external partners) participate in their implementation.

SMK UNIVERSITY OF APPLIED SOCIAL SCIENCES
DESCRIPTION OF THE ORDER OF RISK MANAGEMENT

1. The General Part

1.1. The SMK Description of the Order of Risk Management is prepared in accordance with the valid quality management system and is intended for determining and preparing action plans, aimed at managing possible risk and its consequences, that can influence the efficiency of the activity of the SMK. The order aims at ensuring that all possible factors of risk are systematically determined, assessed, for the environment to be disturbed as little as possible and that losses incurred are as little as possible for all parties of interest.

1.2. Risk management is a systematic process, aimed at maximum increase of success perspectives, foreseeing, analyzing, assessing and eliminating threats. The SMK staff plays an important role in determining and analyzing risk during the implementation of risk management processes, that are included in activity plans.

1.3. Risk management process includes the following actions: *Risk Identification, Foreseeing the Measures of Risk Management, Implementation of Risk Management Measures and Analysis of Results.*

1.3.1 Risk Identification

This involves determining various dangers, that may arise, how they can happen and which of them can impact the parties of interest (students, employees and community). All employees related to certain activity take part in the analysis of risk. During risk identification the probability of their occurrence and consequences are described. The complexity of risks is defined by the probability of risk and severity of possible consequences.

1.3.2. Foreseeing Risk Management Measures

Taking into account the probability and complexity of risks, the possibilities of their management are considered, foreseeing certain measures or recommendations. To manage unforeseen risks, measures are determined upon occurrence of the risk.

1.3.3. Implementation of Risk Management Measures and Analysis of Results.

It is a constant activity of Managerial meetings during the observation of risk exposure, implementation of management measures and their impact on the activity of the SMK.

2. Implementation of Risk Management Process

2.1. The carried out SWOT analyses are based on to determine risks, when preparing reports on annual plans and strategic plans. The general SWOT analysis is submitted by the Director for the consideration of Managerial Meeting.

2.2. SWOT analyses are considered in Managerial Meetings, which identify possible risks, their probability, complexity and consequences.

2.3. After identifying risks, managerial meetings discuss and decide on the measures of risk management or recommendations. The foreseen risk management measures/recommendations are submitted to the employees in charge of certain activities.

2.4. Employees responsible for certain areas include certain measures of managing identified risks in annual plans if the risks are short-term.

2.5. In case of long-term risks, their management measures are included in the strategic plans of another period.

2.6. In case of unforeseen risks, their management measures are involved correcting both annual and strategic plans by the nature of risks, period, complexity and etc.

2.7. Risk management measures are implemented together with other activities foreseen under annual and/or strategic plans.

2.8. Results of the implementation of risk management measures are analyzed during the preparation of reports on annual and strategic plans. When there is a quick and immediate need for risk management, results are also recorded in the mentioned reports.

2.9. During strategic managerial sessions, that take place twice a year, risks of higher level, related to the changes implied by the external environment and the possible threats are analyzed.

2.10. To manage financial risks, annual financial audit is carried out.

3. The Final Provisions

3.1. The Description of the Order of Risk Management is applicable to all activities carried out in the SMK and to all Branches.

3.2. Amendments to the Order of Risk Management are recorded in the Description after updating the SMK Quality Management System and after occurrence of changes in risk management process.

PI SMK UNIVERSITY OF APPLIED SOCIAL SCIENCES
SCHEME OF THE PROCESSES OF QUALITY MANAGEMENT SYSTEM

	MANAGERIAL PROCESSES	PROCESS DETAILING	PROCESS OWNER
1.	Activity planning	Strategic and operational planning	Director
		Financial planning and management	
2.	Activity monitoring and improvement	Preparation of reports, monitoring and improvement	Director
		Activity improvement	
		Accountability to the SMK community	
		Accountability to the parties of interest	
		Risk management	
	The main processes		
3.	Studies	Study programme preparation and improvement	Head of Academic Activity
		Studiju proceso organizavimas	Head of Studies
		Assessment of student achievements	Heads of Study Programmes
		Student support	Head of Studies
4.	Scientific applied (art) activity	Development of science products	Head of Scientific Activity
		Spread and/or commercialization of science products	
5.	Lifelong learning activity	Planning and organizing informal teaching and educational activities	Head of Science and Business Centre
	SUPPORTING PROCESSES		
6.	Project management	Project initiation and preparation of applications	Head of Science and Business Centre
		Project implementation	Appointed Project Manager
		Project ending and assessment	Appointed Project Manager
7.	Internationality development	Coordinating student and staff exchange (Erasmus+)	Head of International Relations Department
		Developing and maintaining membership in international networks and associations	Heads of Study Programmes
		Administration of international studies (admission of foreign students)	Head of International Studies
8.	Communication and marketing	Internal communication management	Head of Marketing
		External communication management	
		Management of marketing activities	
9.	Staff management	Managing lecturers as an academic staff	Director
		Management of administrative and any other staff	Director
		Improving employee qualification	Head of Academic Activity
10.	Infrastructure management	Updating material resources of studies and equipment	Head of Infrastructure
		Updating infrastructure	Head of Infrastructure
		Managing library and information resources	Head of Infrastructure

Started:

07-05-2013
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ACTIVITY PLANNING PROCESS

THE AIM - to ensure an uninterrupted planning of long-term and short-term activity processes and financial planning of carried out activities.

	PRODUCTS	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	TERMS	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE -PROVIDE AND RECEIVE INFORMATION)
<i>I. Strategic and operational planning</i>								
1.1.	Analysis of strategic plan of the previous period	Preparation and update of the SMK long-term strategy (10 years)	Director	Prepared SMK Long-term Strategy (10 years)	According to a set schedule		The SMK Long-term Strategy (10 years) approved in the Board of the SMK	Director, Heads of Branches, the SMK Board, Academic Board
1.2.	The SMK Long-Term Strategy (10 years)	Prepare/update the SMK Strategic Activity Plan (long-term)	Director	Prepared SMK Strategic Activity Plan (long-term)	According to a set schedule - at the end of the period of 5 years	Ministry of Education, Science and Sport of the Republic of Lithuania and other legal acts, Klaipėda Region strategic plans	The SMK Strategic Activity Plan (long-term) approved on the order of the Board of the SMK and the Director	Director, Heads of Branches, the SMK community, social stakeholders of the SMK, the SMK Board, Academic Board
1.3.	The SMK Strategic Activity Plan (5 years)	Prepare annual activity plans (5 years)	Director	Prepared annual activity plans	Every year until October 1	The SMK Long-term Strategy and Strategic Plan	Annual plans approved by the Director of the SMK	Director, Heads of Branches, the SMK community, social stakeholders of the SMK
1.4.	Annual activity plans	Analysis of annual plan implementation (together with SWOT and risks)	Director	Carried out analysis of annual activity, Foreseen SWOT and identified risks	Every year until June 30	-	Annual activity reports presented in the meetings of Heads of SP, divisions, lecturers	Director, Heads of Branches, the SMK community, social stakeholders of the SMK
1.5.	Annual activity reports	Carrying out analysis of the SMK Strategic Activity Plan (5 years) and providing forecasts for the coming period	Director	A report on 5 year strategic plan 5	At the end of strategic period	-	Report presented to the Board of the SMK, to stakeholders	Director, Heads of Branches, the SMK community, social stakeholders of the SMK, the SMK Board, Academic Board

1.6.	5 year strategic plan report	Preparation of a progress report on the SMK strategic period (10 years)	Director	A report on the progress of long-term strategic period	At the end of the period of long-term strategy	-	Report presented to the Board of the SMK, Academic Board, stakeholders	Director, Heads of Branches, the SMK community, social stakeholders of the SMK, the SMK Board, Academic Board
1.7.	Reports on the previous strategic period	Planning the future strategic period (1.1.)	Director	see from 1.1.	see from 1.1.	see from 1.1.	see from 1.1.	see from 1.1.
2. Financial planning and management (cost control, ongoing audit)								
2.1.	Financial forecasts	To draft a budget project for the strategic period	Director, Head of Finance	Prepared SMK annual budget	According to a set schedule		Approved budget of the SMK, shareholders	Director, Head of Finance, the SMK stakeholders
2.2.		Carry out accounting	Director, Head of Finance	Carried out accounting	According to a set schedule		A report on financial accounting	Director, Head of Finance, the SMK stakeholders
Implementation of cost control								
2.3.	A report of financial accountability	To approve employee procurement applications	Director	Approved applications	As appropriate		Approved applications	Director, purchase initiators, Head of Finance
2.4.		To control actual costs incurred	Head of Finance	Actual costs incurred conform to the submitted applications	As appropriate		Verification of actual costs incurred in accordance with the submitted applications	Director, purchase initiators, Head of Finance
Financial audit of activity								
2.5.	Requirements and order of financial audit of activity	to prepare documents, that form financial accountability	Head of Finance	Prepared documents of financial accountability	Every year until June 1	Law on Public Institutions of the Republic of Lithuania, Law on Financial Accounting of the Republic of Lithuania	Approved financial accounting presented to the Centre of Registers	Head of Finance, Director
2.6.		To carry out external audit of financial activity	Head of Finance	Audit report	Every year until June 1	Law on Public Institutions of the Republic of Lithuania, Law on Financial Accounting of the Republic of Lithuania	Financial accountability of the SMK approved by external auditor	Head of Finance, Director, stakeholders

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THE PROCESS OF ACTIVITY MONITORING AND IMPROVEMENT

THE AIM - to ensure a periodic monitoring of activity processes and the process of activity improvement.

	PRODUCTS	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	TERMS	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE -PROVIDE AND RECEIVE INFORMATION)
I.	<i>Preparation of reports, monitoring and improvement</i>							
1.1.	The SMK Annual Activity Plan (1 year)	Preparation of reports of SP Heads and other branches, activity analysis	Director	prepared report	September, August		approved reports presented in the meetings of SP, lecturers	Director, Head of Academic Activity, Heads of Branches
1.2.	Approved SMK Annual Activity Plan (1 year)	Determining unfulfilled activities in the branches / risks	Heads of Branches	determined problems / risks in the implementation of activity	September		determined problems / risks of activity, unfulfilled activities, discrepancies	Director, Head of Academic Activity, Heads of Branches
1.3.	Determined activity problems / risks, unfulfilled activities	Elimination of determined problems/risks, adjusting discrepancies of unfulfilled activities	Heads of Branches	foreseen adjustment of discrepancies	during the preparation of annual activity plan		elimination of discrepancies, problems/risks	Director, Head of Academic Activity, Heads of Branches
		Determining the level of risks and decision making	Director	determined level of risks	every year in August		decisions made, concerning the level of risks and management measures	Director, Head of Academic Activity, Heads of Branches
		<i>further from No.5 Risk</i>						
1.5.	The SMK Strategic Activity Plan (5 years)	Analysis of the implementation of activited determined in the SMK Strategic Plan (5 years)	Director	Report on the implementation of Strategic Plan activities	February		approved report on the SMK Strategic Activity Plan (5 years)	Director, Head of Academic Activity, Heads of Branches
1.6.	Approved SMK Strategic Activity Plan (5 years)	Determining activities / riks unfulfilled in the Branches	Heads of Branches	determined problems/ risks of activity implementation	September		determined problems / risks of activity, unfulfilled activities, discrepancies	Director, Head of Academic Activity, Heads of Branches
1.7.	Determined activity problems / risks, unfulfilled activities	Elimination of determined problems/risks, adjusting discrepancies of unfulfilled activities	Heads of Branches	foreseen adjustment of discrepancies	during the preparation of annual activity plan		elimination of discrepancies, problems/risks	Director, Head of Academic Activity, Heads of Branches
		Determining the level of risks and decision making	Director	determined level of risks	at the end of strategic period		decisions made, concerning the level of risks and management measures	Director, Head of Academic Activity, Heads of Branches
		<i>further from No.5 Risk management</i>						

1.8.	Eliminating discrepancies, problems	Monitoring of the elimination of problems, activity discrepancies in the Branches	Heads of Branches	Improving activity of Branches	during the implementation of annual plan		improved activity of Branches, the carried out plan, introduced innovations	Director, Head of Academic Activity, Heads of Branches
1.9.	The SMK Long-term Strategy (10 years)	Preparing Branch reports, activity analysis	Heads of Branches	prepared report on a Branch	August, September		approved reports, presented in the meetings of Branches	Director, Head of Academic Activity, Heads of Branches
1.10.	Approved SMK Long-term Strategy (10 years)	Determining risks / unfulfilled activities in the Branches	Heads of Branches	determined problems/ risks of activity implementation	September		determined problems / risks of activity, unfulfilled activities, discrepancies	Director, Head of Academic Activity, Heads of Branches, Risk Management Committee
		Determining the level of risks and decision making	Director	determined level of risks	at the end of strategic period		decisions made, concerning the level of risks and management measures	Director, Head of Academic Activity, Heads of Branches
		<i>further from No.5 Risk management</i>						
1.11.	Determined activity problems / risks, unfulfilled activities	Elimination of determined problems/risks, adjusting discrepancies of unfulfilled activities	Heads of Branches	foreseen adjustment of discrepancies	During the preparation of annual report		elimination of discrepancies, problems/risks	Director, Head of Academic Activity, Heads of Branches
1.12.	Eliminating discrepancies, problems	Monitoring of the elimination of problems, activity discrepancies in the Branches	Heads of Branches	Improving activity of Branches	during the implementation of annual plan		improved activity of Branches, the carried out plan, introduced innovations	Director, Head of Academic Activity, Heads of Branches
2. Activity improvement								
2.1.	The SMK Strategic Activity Plan (5 years)	The SMK Strategic Activity Plan (5 years) is updated taking into account the prepared annual reports on activity.	Director	Updated SMK Strategic Activity Plan (5 years)	every year after making annual reports	The SMK Strategic Activity Plan (5 years)	Approved SMK Strategic Activity Plan (5 years)	Director, Heads of Branches, Risk Management Committee
2.2.	The SMK Long-term Strategy (10 years)	The SMK Long-term Strategy (10 years) is updated taking into account the reports on the strategic period	Director	Updated SMK Long-term Strategy (10 years)	after making reports on the strategic period (every 5 years)	The SMK Long-term Strategy (10 years)	Approved SMK Long-term Strategy (10 years)	Director, Heads of Branches, Risk Management Committee
3. Accountability to the SMK community								
3.1.	The SMK Annual Activity Plan (1 year)	Discussion of the SMK Annual Activity Plan (1 year) with the SMK community	Director	Presented SMK Annual Activity Plan (1 year) for the community	September	The SMK Annual Activity Plan	Discussed SMK Annual Activity Plan (1 year) and report	Director, the SMK community
		Presentation of the SMK Annual Activity Plan (1 year) to the SMK community	Director	The SMK Annual Activity Plan (1 year)	October			Director, the SMK community
		Presentation of a report on the SMK Annual Activity Plan (1 year) to the community	Director	A report on the SMK Annual Activity Plan (1 year) presented to the SMK community	June	Report on the SMK Annual Activity Plan (1 year)		Director, the SMK community
3.2.	The SMK Strategic Activity Plan (5 years)	Discussion of the SMK Annual Activity Plan (5 years) with the SMK community	Director	The SMK Strategic Activity Plan (5 years) discussed with the SMK community	September	The SMK Strategic Activity Plan	Aptartas SMK Strateginis veiklos planas (5 metų) ir ataskaita	Director, the SMK community

		Presentation of the SMK Annual Activity Plan (1 year) to the SMK community	Director	A report on the SMK Annual Activity Plan (5 years) presented to the SMK community	October			Director, the SMK community
		Presentation of a report on the SMK Annual Activity Plan (1 year) to the community	Director	A report on the SMK Strategic Activity Plan (5 years) presented to the SMK community	June	A report on the SMK Strategic Activity Plan (5 years)		Director, the SMK community
3.3.	The SMK Long-term Strategy (10 years)	Discussion of the SMK Long-term Strategy (10 years) with the SMK community	Director	The SMK Long-term Strategy (10 years) discussed with the SMK community	September	SMK Ilgalaikē strategija	Discussed SMK Long-term Strategy (10 years) and report	Director, the SMK community
		Presentation of the SMK Long-term Strategy (10 years) to the SMK community	Director	The SMK Long-term Strategy (10 years) presented to the SMK community	October			Director, the SMK community
		Presentation of a report on the SMK Long-term Strategy (10 years) to the community	Director	A report on the SMK Long-term Strategy (Ilgalaikēs years) prie sented to the SMK community	June	A report on the SMK Long-term Strategy (10 years)		Director, the SMK community
4.	Accountability to the parties of interest							
4.1.	The SMK Annual Activity Plan (1 year)	Discussion of the SMK Annual Activity Plan (1 year) with the social stakeholders of the SMK	Director	The SMK Annual Activity Plan (1 year) discussed with the social stakeholders of the SMK	September		Approved annual plan and report, annual plan and report approved by the order of the Director	Director, social stakeholders of the SMK
		Presentation of the SMK Annual Activity Plan (1 year) to the social stakeholders of the SMK	Director	The SMK Annual Activity Plan (1 year) presented to the social stakeholders of the SMK	October	Director, social stakeholders of the SMK		
		Presentation of a report on the SMK Annual Activity Plan (1 year) to the social stakeholders of the SMK	Director	The SMK Annual Activity Plan (1 year) presented to the social stakeholders of the SMK	June	Director, social stakeholders of the SMK		
4.2.	The SMK Strategic Activity Plan (5 years)	Discussion of the SMK Annual Activity Plan (5 years) with the social stakeholders of the SMK	Director	The SMK Annual Activity Plan (5 years) discussed with the social stakeholders of the SMK	September		Approved strategic 5 year plan and report, the strategic 5 year plan and report approved by the order of the Director	Director, social stakeholders of the SMK
		Presentation of the SMK Annual Activity Plan (5 years) to the social stakeholders of the SMK	Director	The SMK Strategic Activity Plan (5 years) presented to the social stakeholders of the SMK	October	Director, social stakeholders of the SMK		
		Presentation of a report on the SMK Annual Activity Plan (5 years) to the social stakeholders of the SMK	Director	A report on the SMK Strategic Activity Plan (5 years) presented to the social stakeholders	June	Director, social stakeholders of the SMK		

4.3.	The SMK Long-term Strategy (10 years)	Discussion of the SMK Long-term Strategy (10 years) with the social stakeholders of the SMK	Director	The SMK Annual Activity Plan (10 years) discussed with the social stakeholders of the SMK	September		Approved long-term strategy and report, the long-term strategy and report approved by the order of the Director	Director, social stakeholders of the SMK	
		Presentation of the SMK Long-term Strategy (10 years) to the social stakeholders of the SMK	Director	The SMK Long-term Strategy (10 years) presented to the social stakeholders of the SMK	October			Director, social stakeholders of the SMK	
		Presentation of a report on the SMK Long-term Strategy (10 years) to the social stakeholders of the SMK	Director	A report on the SMK Long-term Strategy (10 years) presented to social stakeholders	June			Director, social stakeholders of the SMK	
5.	Risk management								
5.1.	Prepared annual reports	To confirm a constantly operating SMK Risk Management Committee	Director	A confirmed SMK Risk Management Committee	at the beginning of an academic year		Order of the Director on the SMK Risk Management Committee	Director	
		To prepare SMK Risk Management policy and order	Director	Prepared SMK Risk Management Policy and Order	after approval of the composition of the Committee			The SMK Risk Management Policy and Order	Director, the SMK Risk Management Committee
		To consider risk management measures, identifying the possible risk and the level of their complexity	The SMK Risk Management Committee	Determined generalized risk management measures, risks and the level of their complexity.	every year in August			Minutes of Risk Management Committee	Director, the SMK Risk Management Committee Director, the SMK Risk Management Committee
5.2.	Minutes of risk management committee	To foresee risk management measures in accordance with the area of activity and to integrate them in the annual plans	The SMK Risk Management Committee	Annual plans integrate risk management measures	every year in August		Annual plans with integrated risk management measures approved by the Director	Director, the SMK Risk Management Committee, Heads of Branches, academic community	
5.3.	Annual plans with integrated risk management tools approved by the Director	To implement annual plans and to manage risks through the foreseen measures	Heads of Branches	To carry out monitoring of activities and prepare annual reports on activity implementation	every year in June/August		Prepared annual report	Heads of Branches	
		<i>further from No.1 toliau nuo Nr. 1 Preparation of reports, monitoring and improvement</i>							
		To carry out monitoring of risk management measures	The SMK Risk Management Committee	Implemented monitoring of risk management measures	constantly			The activity of implementing risk management measures, considered in the meeting of the committee, minutes of the meeting	Director, the SMK Risk Management Committee, Heads of Branches, academic community

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07-05-2013
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STUDY PROCESS

THE AIM - to ensure to ensure the process of conducting student-oriented studies based on applied activities, preparing the qualified specialists necessary to meet the needs of the country and the region. ented studies based on applied activities, preparing the qualified specialists necessary to meet the needs of the country and the region.

	PRODUCTS	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	TERMS	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE - PROVIDE AND RECEIVE INFORMATION)
I. Study programme preparation and improvement								
1.1.	Reports of Heads of Study Programmes, Study Programme Committees, external evaluation	Formation of a working group	Director	Formed working group	as appropriate	A carried out survey on professional need and prepared report	A report on professional need	Director, Head of Academic Activity, working group
		Carrying out professional need	Head of Working Group	Prepared report on professional need and approved in the Academic Board	in accordance with the foreseen term			members of working group
		Preparation of a report on professional need	Head of Working Group		in accordance with the foreseen term			members of working group
1.2.	A report on professional need prepared and approved in the Academic Board	Preparation of a new study programme	Working group	Prepared programme submitted to accreditation in the Centre for Quality Assessment in Higher Education	in accordance with the foreseen term	Documents approved by the Centre for Quality Assessment in Higher Education	Accredited study programme	Working group
1.3.	Accredited study programme	Obtaining feedback from social stakeholders	Chairman of Study Programme Committee	Updated study programme	every year		Updated study programme	Study Programme Committee
1.4.	Accredited study programme	Study programme implementation	from 2.1.	from 2.1.	from 2.1.	from 2.1.	from 2.1.	from 2.1.
Getting feedback								
1.5.	Accredited study programme	Obtaining feedback from students, using quantitative surveys (twice an academic year) and qualitative surveys (once an academic year)	Head of Study Programme	Obtained feedback	in accordance with the foreseen term		Prepared report	Head of Academic Activity, Heads of Study Programmes, students
		Obtaining feedback from Alumni, surveying them 6 months and 3 years after graduation from studies	Head of Study Programme	Obtained feedback	in accordance with the foreseen term		Prepared report	Head of Academic Activity, Heads of Study Programmes, Alumni

		Obtaining feedback from lecturers, using quantitative survey (once an academic year), qualitative survey (once an academic year) and filling-in lecturer self-assessment (after teaching a course unit)	Head of Study Programme	Obtained feedback	in accordance with the foreseen term		Prepared report	Head of Academic Activity, Heads of Study Programmes, lecturers
		Obtaining feedback from social partners (survey on the practice of students (once an academic year), survey of final theses assessment commission (once an academic year) meetings of Study Programme Committee (twice an academic year)	Head of Study Programme	Obtained feedback	in accordance with the foreseen term		Prepared report	Head of Academic Activity, Heads of Study Programmes, social partners
1.6.	Accredited study programme	Formation of a working group for the preparation of self-evaluation report	Director	Formed working group	as appropriate	Documents approved by the Centre for Quality Assessment in Higher Education	Accredited study programme	Director, Head of Academic Activity, working group
		Preparation of self-evaluation report	Working group	Self-evaluation report on study field submitted to the Centre for Quality Assessment in Higher Education	in accordance with the term foreseen by the SKVC	Conclusions of the Centre for Quality Assessment in Higher Education concerning accreditation of the study field		The formed working group
2.	Organizing study process							
2.1.	Accredited study	Publicizing study programmes	Head of Marketing Department	Publicized study programmes	in accordance		Programme awareness	The SMK community, parties of interest, potential
2.2.	Publicized study programmes	Updating student admission rules (for the Lithuanians, for foreigners)	Head of Studies	Prepared admission rules	February	Requirements of the Ministry of Education, Science and Sport of the Republic of	Admission rules approved by the Director	Head of Studies, administration, potential students, Admission Commission
2.3.	Prepared admission	Consulting the entrants	Head of Studies	Implemented consultations	June - August		The number of consulted	Director, Head of Studies, potential students,
2.4.	Consultations, admission rules, programme publicity	Implementation of student admission	Chairman of Admission Commission	Implemented process of student admission	June - August	Student admission rules	The number of admitted students, formed academic groups	Director, Head of Studies, potential students, Admission Commission
2.5.	An implemented student admission process	Planned and organized lectures	Head of Academic Activity	Planned and organized lectures				
2.6.	Planned and organized lectures	Preparation of tariffication	Head of Studies	Prepared tariffication	June, December		Tarrification approved by the Director	Head of Studies, Head of Academic Activity, Heads of Study Programme
2.7.	Prepared and approved tariffication	Preparation of timetables and study schedules	Head of Studies	Prepared and published schedules	August, January		Lecture timetable and study schedules approved by the Director and published	Head of Studies, Head of Academic Activity, Heads of Study Programme

2.8.	Approved and published lecture and study schedules	Organizing lectures	Head of Study Programme	Implemented foreseen lectures (including outgoing and incoming)	during the entire academic year		Implemented study plan (semester plan)	Heads of Study Programmes, lecturers, administration, students, social partners
2.9.	An implemented partial plan of a semester	Assessment of student competences	Head of Study Programme	Prepared tasks for interim tests	during semester		Tasks of interim tests coordinated with the Head of study programmes	Head of Studies, Head of Academic Activity, Heads of Study Programme, students
		Organizing interim tests	Head of Study Programme	Implemented interim tests and competence assessments	during semester		Assessed student competences, carried out interim tests	Head of Studies, Head of Academic Activity, Heads of Study Programme, students
2.10.	Implemented study plan (semester plan)	Assessment of student competences	Head of Study Programme	Prepared exam tasks	during exam session	A Description of organizing exams	Approved exam tasks	Head of Studies, Head of Academic Activity, Heads of Study Programme, students
		Organizing exam session	Head of Study Programme	Implemented exams	during exam session	A Description of organizing exams	Assessed student competences, the number of students who passed	Head of Studies, Head of Academic Activity, Heads of Study Programme, students
2.11.	Results of exam assessment (number of students who passed/failed)	Organizing exam retake session	Department of Studies	Implemented exam retake session	during exam retake session (2 weeks after exam session)		Assessed student competences, the number of students who passed	Head of Studies, Head of Academic Activity, Heads of Study Programme, students
Organizing professional activity practice								
2.12.	An implemented exam session, passed exams, assessed student competences	Maintaining a data bank on practice places	Head of Study Programme	Updated bank of practice places	during the entire academic year		The number of practice places	Head of Study Programme, students, lecturers
		Implementing practice mentorship	Head of Study Programme	Implemented meetings with students	in accordance with the set schedule	A Description of organizing practice	High student satisfaction with studies, students are introduced to the organization of practice	Head of Study Programme, students, lecturers
2.13.	Student awareness and understanding of participation in practice	Search for and confirmation of practice places	Head of Study Programme	Found practice places	in accordance with the set schedule	A Description of organizing professional activity practice	Approved practice place according to the lists of students	Head of Study Programme, students, lecturers
2.14.	Confirmation of practice places for students	Preparing and signing practice contracts and other documents	Head of Study Programme	Prepared tri-partite practice contract and assessment sheet	in accordance with the set schedule	A Description of organizing professional activity practice	Signed tripartite contracts	Head of Study Programme, students, lecturers
2.15.	A prepared tri-partite practice contract and assessment sheet	Doing practice	Head of Study Programme	Student participation in practice	in accordance with the set schedule	A Description of organizing professional activity practice	A carried out practice of students	Head of Study Programme, students, lecturers
2.16.	Student participation in practice	Implementing practice monitoring	Head of Study Programme	Carried out practice monitoring	twice during practice	A Description of organizing professional activity practice	High student satisfaction with studies, feedback from supervisors of practice and students	Head of Study Programme, students, lecturers

2.17.	Practice monitoring	Preparation and assessment of student practice reports	Head of Study Programme	Prepared report on student practice	in accordance with the set schedule	A Description of organizing professional activity practice	Presented practice reports in accordance with the given tasks the obtained assessments of practice supervisors	Head of Study Programme, students, lecturers
		Assessment of student practice reports	Head of Study Programme	Assessed practice reports	in accordance with the set schedule	A Description of organizing professional activity practice	Assessed presented practice reports on student professional activity	Head of Study Programme, students, lecturers
2.18.	Results of assessing reports on student practice	Preparation of reports on organizing practice	Head of Study Programme	Prepared practice report of the Head of a Study Programme	in accordance with the set schedule	A Description of organizing professional activity practice	Practice report discussed in the Study Programme Committee.	Head of Study Programme, students, lecturers
Organizing Final Theses								
2.19.	Study programme	Collecting FT topics from lecturers and social partners	Head of Study Programme	Collected FT topics	September - October		Approved FT topics	Head of Study Programme, lecturers, students
2.20.	Confirmed FT topics, implemented study programme	Preparation of a schedule of FT preparation and defence	Head of Study Programme	Prepared schedule of FT preparation and defence	November		A FT preparation and defence schedule approved by the order of the Director	Head of Study Programme, lecturers, students, Director, Head of Academic Activity
2.21.	A schedule of preparing and defending a confirmed FT	Making a list of FT supervisors and assigning them	Head of Study Programme	Made list and appointed FT supervisors	November - December		A list announced to the academic community and appointed FT supervisors, minutes of Heads of SP	Head of Study Programme, lecturers, students, Director, Head of Academic Activity
2.22.	Appointed FT supervisors	Implementation of FT preparation reviews (2)	Head of Study Programme	Implemented reviews of FT	in accordance with the set schedule		The number of students, prepared to participate in the preparatory defence	Head of Study Programme, lecturers, students, Director, Head of Academic Activity
2.23.	A decision on a possibility for a student to participate in preparatory defence, FT reviews that have taken place	Organizing and implementing preparatory FT defences (2)	Head of Study Programme	Implemented preparatory defenses of FT	in accordance with the set schedule		Decision concerning the possibility to publicly defend the prepared thesis, prepared minutes of a decision	Head of Study Programme, lecturers, students, Director, Head of Academic Activity
2.24.	A decision on a possibility to publicly defend the prepared Thesis, prepared minutes of the decision	Making lists of FT defence commissions and reviewers	Head of Study Programme	FT defence commissions and reviewers	in accordance with the set schedule		FT defence commissions and reviewers, formed and approved on the order of the Director	Head of Study Programme, Director, students, lecturers, Head of Academic Activity

2.25.	FT defence commissions and reviewers formed and approved by the order of the Director	Implementing public defence	Head of Study Programme	Implemented public defence	in accordance with the set schedule		Defended student final theses, minutes of commissions	Head of Study Programme, Director, students, lecturers, Head of Academic Activity
Awarding a qualification degree and graduation								
2.26.	The defended final theses of students, commission minutes	Granting a qualification degree	Public Defence Commission	Awarded qualification degree	after public defence, after defending FT		Awarding qualification degree fixed in the minutes of public defence	Head of Study Programme, Director, students, lecturers, Head of Academic Activity, Public Defence Comissions
2.27.	The defended final theses of students, commission minutes	Coordinating draft sketches of the diploma and its supplement and ensuring their produCoordinating draft sketches of the diploma and its appendix and ensuring their production	Head of Studies	Coordinated draft sketches of the diploma and its supplement and ordered production	in accordance with the set schedule		Decision concerning printing of diplomas and diploma supplements	Head of Studies, Director, Heads of Study Programmes
2.28.	Decision concerning printing of diploma and diploma supplement	Printing diplomas and their supplements	Head of Studies	Printed diplomas and diploma supplements	in accordance with the set schedule		Diplomas and diploma supplements by lists	Head of Studies, Director, Heads of Study Programmes
2.29	Diploma and diploma	Graduation	Head of Studies	Diplomas awarded	every year in June		signed in diploma register book	Head of Studies, Director, Heads of Study Programmes
3. Study quality monitoring								
3.1.	Study programme, study schedule, study timetable	Monitoring student attendance	Head of Studies	Carried out monitoring	during the entire academic year		The carried out conversations with lecturers	Head of Studies, employees of the Department of Studies, Heads of Study Programme, students, lecturers
		Student progress monitoring	Head of Studies	Prepared progress report	during the entire academic year		Progress report presented in the meeting of Heads of SP and meeting of lecturers, minutes	Head of Studies, employees of the Department of Studies, Heads of Study Programme, academic community
		Monitoring of financial debts of students	Head of Studies	Carried out monitoring of financial debts	during the entire academic year		Prepared list of students with financial debts	Head of Studies, employees of the Department of Studies, Heads of Study Programme, Finance Department, students
		Implementation of preventive actions	Head of Studies	Implemented meetings with students	during the entire academic year		A report on the carried out meetings of Heads of SP and students (Excel)	Head of Studies, employees of the Department of Studies, Heads of Study Programme, students, lecturers
		Obtaining feedback from students	Head of Studies	Obtained feedback from students	quantitative survey at the end of a semester, qualitative - once		Prepared reports	Head of Studies, employees of the Department of Studies, Heads of Study Programme, students, lecturers

		Providing feedback information to the parties of interest	Head of Studies	Provided feedback results to the parties of interest			The carried out meetings, discussions	Head of Studies, employees of the Department of Studies, Heads of Study Programme, parties of interest
3.2.	Reports on feedback	Foreseeing actions for improvement	Heads of Study Programme	<i>see the processes of activity planning as well as Activity monitoring and improvement</i>	<i>see the processes of activity planning as well as Activity monitoring and</i>	<i>see the processes of activity planning as well as Activity monitoring and improvement</i>	<i>see the processes of activity planning as well as Activity monitoring and improvement</i>	<i>see the processes of activity planning as well as Activity monitoring and improvement</i>
4 Assessment of student achievements								
4.1.	Study programme, study schedule	Assessment of learning outcomes of a course unit	Head of Study Programme	Assessed learning outcomes achieved	in accordance with the set schedule	The Order of Course Unit Assessment Results	Assessment entered into the information system	Head of Academic Activity, Head of Study Programme, lecturers, students
		Assessment of learning outcomes of final theses	Head of Study Programme	Assessed learning outcomes achieved	after finishing study programme	The Order of Preparing, Defending, Storing Final Theses	Assessment entered into the information system, , awarded professional qualification, minutes of commissions	Head of Academic Activity, Head of Study Programme, lecturers, students
		Assessment of the learning outcomes of professional activity practices	Head of Study Programme	Prepared order of professional activity practice	in accordance with the set schedule	The Order of Carrying out Professional Activity Practice	Assessment entered into the information system	Head of Academic Activity, Head of Study Programme, lecturers, students
		<i>see from 2.18.</i>	<i>see from 2.18.</i>	<i>see from 2.18.</i>	<i>see from 2.18.</i>	<i>see from 2.18.</i>	<i>see from 2.18.</i>	<i>see from 2.18.</i>
4.2.	Implemented study programme	Implementation of qualification exam and assessment of learning outcomes (in the foreseen programmes)	Head of Study Programme	Assessed learning outcomes during qualification exam	in accordance with the set schedule	The Order of Implementing Qualification Exams	Assessment entered into the information system	Head of Academic Activity, Head of Study Programme, lecturers, students
		<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>	<i>žr. nuo 2.18.</i>
5. Student support								
Awarding SMK study scholarships								
5.1.	The order of awarding SMK scholarships, student achievements	Applying for the SMK study scholarship	Student	Submitted applications	in accordance with the set schedule	The SMK Scholarship Provisions	Student number concerning study scholarship	Head of Studies, Heads of Study Programmes, students
		Making a list of student achievements	Working group	A list of student achievements made	in accordance with the set schedule		Prepared documents (justification) concerning scholarship provision	Darbo grupė, Akademinės veiklos vadovas, direktorius, studentai
		Consideration of the awarding of the SMK study scholarship	Working group	Implemented consideration	in accordance with the set schedule		Decision on the provision of scholarships. Order of the Director	Working group, Head of Academic Activity, Director, students

		Presenting study scholarships for students	Director	Awarding scholarships to students	in accordance with the set schedule		Orders to students	Working group, Head of Academic Activity, Director, students, Head of Finance
	Tuition fee compensation (State Studies Foundation)							
5.2.	The order of tuition fee compensation	Preparing lists of students and graduates, who have a right to the tuition fee compensation	Head of Studies	Prepared lists	in accordance with the set schedule	Law on Science and Studies of the Republic of Lithuania 1 March 2017 Resolution No. 149 of the Government of the Republic of Lithuania	Coordinated and approved list on the order of the Director	Head of Studies, Heads of Study Processes
		Submission of the lists of students and graduates, who have a right to the tuition fee compensation to the State Studies Foundation	Head of Studies	Submitted list to the SSF	in accordance with the set schedule	"On the Implementation of the Law on Science and Studies of the Republic of Lithuania"	A sent list, the list received by the SSF	Head of Studies, Heads of Study Processes, Head of Academic Activity, Director
		Informing the State Studies Foundation in case a student, who is granted a loan, terminates studies in the SMK or graduates from studies in the SMK	Head of Studies	Presented information to the SSF	in accordance with the set schedule	(description of the procedure for tuition fee compensation) Law No. XI-242 On Science and Studies of the Republic of	Sent updated information	Head of Studies Heads of Study Processes, Head of Academic Activity, Director
		Receiving a response and a decision on the approved lists of persons to whom tuition fee compensation is awarded Receiving a response and a decision on the approved lists of persons to whom tuition fee compensation is awarded	Head of Studies	Received decision from the SSF concerning tuition fee compensation	in accordance with the set schedule	Lithuania amending Law no. XII-2534 Article 2 amendment law 8 October 2018 Order No. VI-62 of the Director of the State Studies Foundation "Regarding the list of persons to whom it is proposed to compensate the tuition fee, and the approval of the Law on Science and Studies of the	Reimbursed tuition fee	Head of Studies Heads of Study Processes, Head of Academic Activity, Director
	Providing social support to students with special needs							
5.3.	The order of providing social support	Application for special needs allowance	Student	Submitted applications	in accordance with the set schedule	30 April 2009 Law No. XI-242 On Science and Studies of the Republic of Lithuania, made by the	Student number for obtaining social support	Head of Studies, Heads of Study Processes, Head of Academic Activity, Director, students
		Submission of information about students applying for special needs allowance to the SMK Accountancy	Head of Studies	Submitted information	in accordance with the set schedule	Seimas of the Republic of Lithuania A Description of the Order of administering support for foreign Lithuanians	Data available to the SMK Accountancy	Head of Studies, Heads of Study Processes, Head of Academic Activity, Director, students
		Providing the Department of the Disabled with information about students applying for special needs allowance	Head of Finance	Presented information	in accordance with the set schedule	18 May 2012 Order No. VI-42 "On the 6 January 2012 Order No. VI-2 of the Director of State	Sent information to the Department of the Disabled	Head of Finance, Heads of Study Processes, Head of Academic Activity, Director, students

		Obtaining information about the approved list and funds allocated for special needs allowance from the Department of the Disabled	Head of Finance	Obtained information on the decision concerning social support	in accordance with the set schedule	Studies Foundation "Concerning the amendment of the provisions of providing state support to the children, grandchildren and great grandchildren of expatriates and foreigners of Lithuanian origin and approval of the form of a request for support"	Number of students for obtaining social support, approved by the Department of the Disabled	Head of Finance, Heads of Study Processes, Head of Academic Activity, Director, students
		Obtaining funds for special needs allowance from the Department of the Disabled	Head of Finance	Obtained funds for allowances	in accordance with the set schedule		The amount of funds, EUR	Head of Finance, Heads of Study Processes, Head of Academic Activity, Director, students
		Transfer of benefits to students who have been awarded an allowance	Head of Finance	Transferred funds	every month		The number of supported students	Head of Finance, Heads of Study Processes, Head of Academic Activity, Director, students
Providing academic support								
5.4.	Study regulation, the order of organizing feedback	Meetings of Study Department Staff with group elders	Head of Study Programme	Organized meetings	1-2 times a semester	Study Regulation (2020), the Order of Organizing Feedback (2021)	Feedback from group elders, the provided academic support according to discussion questions	Head of Studies, Heads of Study Programmes, students, Head of Academic Activity, Director
		Conducting meetings with students of higher courses regarding the organization of studies	Head of Study Programme	Organized meetings	once a month, as appropriate		Feedback from students of higher courses, the provided academic support according to discussion questions	Head of Studies, Heads of Study Programmes, students, Head of Academic Activity, Director
		Organizing introductory lectures to 1 year students	Head of Study Programme	Organized introductory weeks	1-2 weeks in the first semester		Feedback from 1st-year students, academic support provided according to discussion questions, students introduced to the processes of organization and execution of studies	Head of Studies, Heads of Study Programmes, students
		Consulting students on practical, independent work tasks	Lecturers	Implemented consultations	as appropriate		The provided academic support according to discussion questions	Head of Studies, Heads of Study Programmes, lecturers, students
5.5.	Feedback results from the process of academic support	Improving study process organization and implementation	<i>see the processes of activity planning as well as activity monitoring and improvement</i>	<i>see the processes of activity planning as well as activity monitoring and improvement</i>	<i>see the processes of activity planning as well as activity monitoring and improvement</i>	<i>see the processes of activity planning as well as activity monitoring and improvement</i>	<i>see the processes of activity planning as well as activity monitoring and improvement</i>	<i>see the processes of activity planning as well as activity monitoring and improvement</i>
Provision of personal support								
5.6.	The need for personal support, mentorship programme	Assigning a mentor for student groups in accordance with the mentorship programme	Head of Study Programme	Assigned mentors	the start of an academic year	The SMK Mentorship Programme	Awareness of students of study organization, implementation and participation in the process	Head of Studies, Heads of Study Programmes, students, Head of Academic Activity, Director

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THE PROCESS OF SCIENTIFIC APPLIED (ART) ACTIVITY

THE AIM - to ensure the process of implementing scientific applied (art) activity, responding to the interests of the SMK community, needs and expectations of partners when creating value to the SMK and parties of interest.

	PRODUCTS	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	TERMS	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE - PROVIDE AND RECEIVE INFORMATION)
<i>I.</i>	<i>Creation of scientific products</i>							
1.1.	The need of parties of interest (formal, informal), the SMK strategy, strategic plan	Preparing annual plan of scientific activity	Head of Scientific Activity	Prepared annual plan of scientific activity	Every year until October 1	Law on Science and Studies, documents of the Ministry of Education, Science and Sport, analyses of need, Strategic Plan of the SMK	Strategic Plan approved on the order of the Director, that the SMK Board confirmed	The SMK community, other parties of interest, Scientific Activity Group
1.2.	Annual plan of scientific activity	A common preparation of semester plan by the members of academic community for the implementation of scientific applied (art) activity	Head of Scientific Activity	Foreseen scientific (art) activities for a semester	Every year until January 1 and June 30	Annual Plan of Scientific Activity, conclusions on study programme assessment	Foreseen volumes of scientific (art) activity	Scientific Activity Group, academic community, SP Heads
1.3.	Foreseen volumes of scientific (art) activity for a semester	Carrying out / implementing scientific applied (art) activity	Performers of scientific applied (art) activity (academic community)	Carried out scientific applied research and implemented art activity	Every semester	Annual Plan of Scientific Activity, conclusions on study programme assessment	Volumes of the carried out applied research and art activity	SP Heads, lecturers, Scientific Activity Group
1.4.	Carried out scientific applied research and implemented art activity	Preparing a lecturer self-evaluation	Heads of SP	Prepared self-evaluations of lecturers	at the end of every semester	Law on Science and Studies, Annual Plan of Scientific Activity, semester plan	Reports of lecturers considered in the meetings of lecturers of the study programme/ field, reported results - report of the Head of SP	SP Heads, lecturers, Scientific Activity Group, administration
1.5.	Minutes of meetings of study programme/field lecturers, reports of Heads of SP	Preparation of annual report	Head of Scientific Activity	Prepared report on the annual plan of scientific activity	Every year until June 30	-	Report approved by the Director	Head / group of Scientific Activity, administration, academic community

		Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement	see the processes of Activity planning as well as Activity monitoring and improvement
2.	Dispersion of scientific products and/or commercialization							
2.1.	The carried out scientific applied research and implemented art activity	Publicizing results of applied activity	Performers of applied activity	Published results of applied activity	during the entire year	2 September 2021 Order No. V-1593 of the Ministry of Education, Science and Sport of the Republic of Lithuania on the 1 March 2017 Resolution No.149 of the Government of the Republic of Lithuania "Concerning implementation of Law of Science and Studies of the Republic of Lithuania" subclauses 2.2-2.6", 2021 m. rugsėjo 2 d. Nr. V-1593	Number of publications	Head / group of Scientific Activity, administration, academic community
2.2.	Fact of publications	Preparing documents for registration into eLaba	Performers of applied activity	Filled-in documents for registration	constantly	24-02-2022 Description F(22)-003 of the SMKpayment for scientific, methodological, creative and any other additional academic activity on behalf of the SMK to the lecturers working in accordance with employment contract and any other contracts, Description of the order of uploading documents of the SMK to the information system repository of the Lithuanian Academic e-library, approved on the 21 October 2021 Order No. V(21)-0052 of the Director	Number of requests to register publications	Head of Scientific Activity, SP Heads, lecturers
2.3.	Registration requests	Registration of publication into eLaba	Head of Information Resources	Registered publications	upon request	idem	Number of publications registered in the eLaba repository	Head of Scientific Activity, Head of Information Resources, SP Heads, lecturers, administration

2.4.	The fact of registering publications	Paying for publications	Director	Paid for prepared publications	After registering publication	idem	Funds paid for scientific applied (art) activity	Head of Scientific Activity, Head of Information Resources, SP Heads, administration
2.5.	The fact of registering publications	Submitting a report on publications to the Research Council of Lithuania in Vieversys system	Head of Information Resources, Head of Scientific Activity	Publications submitted to the Research Council of Lithuania in Vieversys system	every year until April 1 for the previous calendar year	2 September 2021 Order No. V-1593 of the Ministry of Education, Science and Sport of the Republic of Lithuania on the 1 March 2017 Resolution No.149 of the Government of the Republic of Lithuania "Concerning implementation of Law of Science and Studies of the Republic of Lithuania" subclauses 2.2-2.6", 2021 m. rugsėjo 2 d. Nr. V-1593	Number of recognized publications, number of points awarded - assessment of the Research Council of Lithuania	Head of Scientific Activity, Head of Information Resources, SP Heads, administration
2.6.	Assessment of the Research Council of Lithuania	Obtaining funding from the Ministry of Education, Science and Sport of the Republic of Lithuania (with recognition and assessment of publications)	Head of the Centre of Scientific Activity	Obtained funding for scientific applied (art) activity	Every year until June 30	2 September 2021 Order No. V-1593 of the Ministry of Education, Science and Sport of the Republic of Lithuania on the 1 March 2017 Resolution No.149 of the Government of the Republic of Lithuania "Concerning implementation of Law of Science and Studies of the Republic of Lithuania" subclauses 2.2-2.6", 2021 m. rugsėjo 2 d. Nr. V-1593	Financing funds	Centre of Scientific Activity, Director
2.7.	The fact of publications, assessment of the Research Council of Lithuania	Preparing a plan of Scientific applied (art) activity for the next year	Head of Scientific Activity	Prepared annual plan of scientific activity	Every year until October 1	Strategic Plan	Annual Plan of Scientific Activity approved by the Director	Scientific Activity Group, academic community, SP Heads

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LIFELONG LEARNING ACTIVITY PROCESS

OBJECTIVE - to ensure the implementation of the Lifelong Learning process, by providing continuous professional learning services, which meet the needs of the study programs, labour market, and satisfy the expectations of students and employers.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINES	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
I.	Organization and planning of non formal studies and educational initiatives							
1.1.	Monitoring and analysis of the market and target audience needs	Market research is carried out, feedback received	Head of Science and Business Centre	A plan of Lifelong Learning events is developed	Upon the need	-	The decision regarding the number and topics of events is made	Director, Head of Science and Business Centre, Product Development Managers
1.2.	Plan of lifelong learning events	Building collaborative networks in initiating Lifelong Learning activities	Head of Science and Business Centre	Approved partner status	Upon the need	Partnership agreement	The decision regarding cooperation has been made	Product Development Managers, Project Managers, Director
	Sales of Lifelong Learning activities							
1.3.	Plan of Lifelong Learning events, partnership agreements	Harmonization of technical specification, signing an agreement with the customer	Head of Science and Business Centre	Service contracts agreed	Following the terms defined in the contract	Service contract	Contract signed	Director, Head of Science and Business Centre Product Development Managers Project Managers
		Implementation of the service contract	Head of Science and Business Centre	Lifelong Learning activities (contract) implemented	Following the terms defined in the contract	Service contract and technical specification	Results provided for in the contract achieved	Director, Head of Science and Business Centre Product Development Managers Project Managers
		Termination of the service contract	Head of Finance	Service acceptance-transfer act signed, invoice issued, feedback results received	Following the terms defined in the contract	Service contract and service acceptance-transfer act	Invoice paid, feedback provided	Director, Head of Science and Business Centre Product Development Managers Project Managers, Department of Finance

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PROJECT MANAGEMENT PROCESS

OBJECTIVE - to ensure effective implementation of Project Management process that meets SMK'S strategic goals at all stages of product lifecycle (initiation and planning, implementation, completion, evaluation).

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
I. Initiation of projects and preparation of applications								
1.1.	Monitoring and analysis of calls for project applications	Monitoring and analysis of national and regional calls for project applications	Head of Science and Business Centre Project Manager	Invitation list	Considering the dates provided in invitations	n/a	Invitation list	Head of Science and Business Centre Project Manager, Director
		Monitoring of calls for international calls for project applications	Head of International Relations Department Project Manager	Invitation list	Following the dates provided in the invitations	n/a	Invitation list	Head of International Relations Manager, Project Manager, Head of Science and Business Centre Director
		Analysis of information and documents of the published invitations, identification of compatibility with SMK strategic objectives	Head of Science and Business Centre Head of International Relations Department Project Manager	List of projects under preparation has been approved	Considering the dates provided in invitations	Documents related to announced invitations, descriptions of project financing conditions, etc.	A decision regarding the preparation of applications has been made	Project Working Group, Head of Science and Business Center Project Manager, Director
1.2.	Involvement in partner projects	Analysis of invitation to join partner projects, identification of compatibility with SMK strategic objectives	Head of Science and Business Centre Head of International Relations Department Project Manager	List of projects, joined as partners has been approved	Considering the dates provided in invitations	Documents related to announced invitations, descriptions of project financing conditions, conditions stipulated in the invitation to join the project, etc.	A decision regarding project involvement has been made	Project Working Group, Head of Science and Business Centre, Project Manager, Director
1.3.	Preparation and submission of project application	Preparation of application, filling in the necessary documents	According to the decision made by SMK Project Working Group	Application has been prepared and submitted	Considering the date provided in the invitation	Documents related to announced invitations, descriptions of project financing conditions, etc.	Application submitted	Persons responsible according to the adopted decision, Head of Science and Business Center Project Manager, Director

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INTERNATIONAL DEVELOPMENT PROCESS

OBJECTIVE - to ensure smooth coordination of the internationalization development process, in order to achieve the goals set in the strategic documents.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
1.	Coordination of student and staff exchange (Erasmus+).							
1.1.	Documents, study results, study documents of Erasmus+ program competitions for student studies and practice abroad	Announcement of Erasmus+ program competitions for students to study and practice abroad	Erasmus+ institutional coordinator	Erasmus+ program tenders announced (twice a year)	February. – for the autumn semester or for summer and graduate internships; September. – for the spring semester or for educational and final practice.	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the College of Social Sciences	Tenders have been announced	Erasmus+ institutional coordinator, administrative staff, students
		Selection of applied students (evaluation of documents, motivational interview)	Erasmus+ institutional coordinator	Selected students for study and practice abroad	October, February	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the SMK	Number of students selected	Erasmus+ institutional coordinator, Erasmus+ selection committee, students
		Completing documents for departure to a foreign partner institution (filling in application documents for a foreign partner institution, signing tripartite agreements), payment of scholarships	Erasmus+ institutional coordinator	Contracts signed, scholarships paid	Regarding the reception periods of the receiving institutions, but no later than 1 month before departure	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the SMK	Number of outgoing students	Erasmus+ institutional coordinator, administrative staff, students
		Recognition of partial study/practice period abroad by SMK at the end of the Erasmus+ study/practice period (crediting of the student's study/practice period abroad is based on the academic certificate submitted by the host institution)	Erasmus+ institutional coordinator	Credited student studies/practice; disbursed scholarship balance	No later than within 5 weeks from the period of return from abroad	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the SMK	The study/practice period is included	Erasmus+ institutional coordinator, Heads of Study programs, administrative staff, students
1.2.	Coordination of partial studies of incoming Erasmus+ students	Communication with the partners of the Erasmus+ program: sending the invitation to submit nominations, receiving nominations, submitting the necessary information and forms	Erasmus+ institutional coordinator	Nominated incoming foreign students	May, December	n/a	Number of foreign students nominated to come	Erasmus+ institutional coordinator

		Management of nominated students' documentation (signing of a tripartite agreement, preparation of admission documents)	Erasmus+ institutional coordinator	Incoming foreign students are accepted	September, February	n/a	Number of students admitted	Erasmus+ institutional coordinator, students	
		Organization of the studies of incoming students (coordination of arrival, accommodation, familiarization with the study process and regulatory documents, execution of studies, preparation of academic certificates upon completion of studies)	Erasmus+ institutional coordinator	Incoming foreign students are accepted	December, June	n/a	Number of students admitted	Erasmus+ institutional coordinator, Heads of Study programs, International Study Manager, administrative staff, students	
1.3.	Coordination of staff academic exchange	Constantly informing faculty/staff about mobility opportunities (using internal communication channels)	Head of International Relations Department	Continuous dissemination of information about mobility opportunities	Continuously	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the SMK	Outgoing lecturers/staff	Head of the International Relations Department, administration, lecturers	
		Formalization of learning/teaching mobility of teachers/staff at the host institution (approval of teaching/learning mobility, coordination with the host institution, signing of learning contracts, grant contracts, preparation of secondment contracts)	Head of International Relations Department	Contracts signed, scholarships paid	Continuously	Description of the procedure for the international mobility of students and employees of the Erasmus+ program of the SMK		Head of International Relations Department Outgoing employee A representative of the host institution Buhalterija	
		Coordination of incoming teachers/staff exchanges (coordinating submitted requests for acceptance of teaching/staff mobility with the heads of relevant study programs, preparing the program, signing the learning/teaching contract)	Head of International Relations Department	Visiting staff/faculty accepted	Continuously	n/a		Inbound staff mobility has been implemented	Head of International Relations Department Heads of study programs, administration, teachers
1.4.	Mobility results	Monitoring and improving student and staff mobility	Head of International Relations Department	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	
2.	<i>Development and support of membership in international networks and associations</i>								
2.1.	Annual plan	Analysis of joining international networks/associations (membership price, value to SMK), identification of compatibility with SMK's strategic goals	Head of International Relations Department	Joining international networks/associations is approved	Regarding the need	Membership documents/terms of relevant networks/associations	A decision was made regarding joining international networks/associations	Director, administration	
		Signing the membership agreement	Director	Membership agreement signed	Regarding the need	Membership agreement	Contract	Director	

		Appointment of responsible persons for participation in networks/associations	Responsible persons are appointed	Participation in the activities of international networks/associations	In accordance with the activity plan of networks/associations	n/a	Active participation in the activities of networks/associations	Director, appointed responsible persons
2.2.	Membership results	Monitoring the results of international memberships and improving processes	Head of International Relations Department	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes
3. Administration of international studies (admission of foreign students)								
3.1.	Rules for admission of foreign students	Acceptance of application for admission, checking and evaluation of submitted admission documents	Manager of International Studies	Documents accepted and checked	Continuously	Procedure for admission of citizens of foreign countries to the SMK	Number of applications received	Manager of International Studies
		Assessment (examination) of the entrant's English language proficiency, if no language proficiency certificates are provided.	Manager of International Studies	English language proficiency test given	Continuously	Procedure for admission of citizens of foreign countries to the SMK	English language assessment completed	Manager of International Studies, academic community
		Organization of motivation assessment - interview with the applicant in English	Manager of International Studies	A motivational interview is done	Continuously	Procedure for admission of citizens of foreign countries to the SMK	Assessment of motivation to study and preparation for studies of a specific field of study has been carried out	Manager of International Studies, SMK admission commission for foreign students
		Calculating the competitive score and making a decision on the opportunity to study at SMK (within 5 days)	Foreign Student Admission Commission	A decision regarding the possibility of studying at SMK is made	Continuously	Procedure for admission of citizens of foreign countries to the SMK	Accepted student, Director's order	Manager of International Studies, SMK admission commission for foreign students
		Preparing and sending the necessary documents for visa to the applicant	Head of International Relations Department	A mediation letter has been prepared for the Migration Department of the Republic of Lithuania	Continuously	Procedure for admission of citizens of foreign countries to the SMK	Mediation letter submitted	Manager of International Studies
		Signing the study contract, submitting the original documents (certificate of secondary education) required for signing the contract	Manager of International Studies	Study contract is signed	August, January	Procedure for admission of citizens of foreign countries to the SMK	Study contract (number)	Manager of International Studies, Head of Study program
		Transfer of student data to SMK Academic Database and Student Register (state register)	Head of Studies	Student data is provided in the necessary databases and the Student Register	August, January	n/a	Data provided	Manager of International Studies
3.2.	The results of the development of internationality	Monitoring and improvement of internationalization activities	Head of International Relations Department	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes

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COMMUNICATION AND MARKETING PROCESS

OBJECTIVE -to ensure a continuous communication and marketing process in order to effectively manage activities and achieve planned results.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND
1.	Internal communication management							
1.1.	Strategic plan	To prepare an annual plan for internal communication	Marketing Manager	A strategic plan for internal communication has been prepared	Until the beginning of the school year		Internal Communication annual plan has been prepared and approved by the Director (in the general context of the annual plan)	Marketing Manager, administration, Director, academic community
1.2.	Strategic plan, annual plan	Create/update internal communication rules	Marketing Manager	Created/updated internal communication rules	According to the established schedule		Internal communication rules approved by the Director's order	Marketing Manager, administration, Director, academic community
1.3.	Internal communication rules	Create/update the rules for using internal communication channels (e.g. Slack).	Marketing Manager	Created/updated rules for using internal communication channels (e.g. Slack).	Continuously		The rules for using internal communication channels are approved by the Director	Marketing Manager, administration, Director, academic community
1.4.	Rules for using internal communication channels	Periodically publish a newsletter and inform the SMK community about the most relevant SMK news	Marketing Manager	SMK newsletter is published periodically	Continuously		SMK newsletter	Marketing Manager, administration, Director, academic community
1.5.	Internal communication results	Monitoring and improvement of internal communication	Marketing Manager	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes
2.	Management of external communication							

2.1.	Strategic plan, annual plan	To prepare communication plans	Marketing Manager	Communication plans have been prepared	annually in September		External communication plans coordinated with the director (part of the	Marketing Manager, administration, Director, academic community
2.2.	Strategic plan, annual plan	To prepare a publicity strategy for SMK on Facebook, Instagram, TikTok, Youtube channels	Marketing Manager	SMK publicity strategy on Facebook, Instagram, TikTok, Youtube channels has been prepared	According to the established schedule		Approved by order of the Director	Marketing Manager, administration, Director, academic community
2.3.	Strategic plan, annual plan	Carry out high-quality dissemination of events, projects and initiatives organized by SMK to interested parties	Marketing Manager	Active dissemination of events, projects, initiatives organized by SMK	According to the established schedule		Promoted events, active work with the media	Marketing Manager, administration, Director, academic community
2.4.	External communication results	Monitoring and improvement of external communication	Marketing Manager	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes
3.	Management of marketing activities							
3.1.	Strategic plan, annual plan	Support the formation and dissemination of SMK identity by participating in study exhibitions and fairs	Marketing Manager	Participated in exhibitions	According to the established schedule		Increase in the number of students	Marketing Manager
3.2.	Strategic plan, annual plan	Prepare advertising tools	Marketing Manager	Advertising tools are prepared	Regarding the need		Increase in the number of students	Marketing Manager
3.3.	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process	See No. 1 and No. 2 of this process
3.4.	Marketing management results	Monitor and improve marketing management activities	Marketing Manager	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes

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PERSONNEL MANAGEMENT PROCESS

OBJECTIVE - ensure an effective personnel management process in response to the needs of the SMK.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
I.	<i>Management of lecturers as academic staff</i>							
1.1.	SMK strategy	Establishing/updating the organizational structure of SMK	Director	The structure, authority and responsibility of the staff of the SMK have been determined	According to the established schedule		The structure, powers and responsibilities of the staff of the SMK are approved by the Director's order	Director, Heads of departments, employees
	<i>Conducting the search and recruitment of lecturers</i>							
1.2.	The structure, authority and responsibility of the staff of the SMK have been determined	Determining the need for teachers based on the approved study plans of the study program	Head of Study program	CV of candidates, interview conducted	Regarding the need		The candidate is selected, the contract is signed	Director, Head of Academic Affairs, Heads of Study Programs, candidates
		Search and selection of lecturers	Head of Study program					
		Contracts with lecturers	Document management and Process Manager	A contract has been prepared	According to the deadline		Manager of Document and Process Management, lecturer	
		Signing contracts with lecturers	Director, Branch Managers	A contract has been signed	According to the deadline		Director, Branch managers, lecturer	
	<i>Work with lecturers</i>							
1.3.	Contracts, study program, qualification improvement plan have been signed	Conducting introductory lecturer training	Head of Academic Affairs	Training has taken place	According to the deadline		Number of participants in the training	Director, Head of Academic Affairs, Heads of Study Programs, lecturers
		Keeping track of lecturers' working hours	Accountant, Study Process Managers	Accounting of lecturers' working time is carried out	According to the deadline	Labour Code	Time sheets	Accountant, Study Process Managers

		Providing academic, methodological support to lecturers	Head of Study program	Academic and methodological support provided	Continuously		Conducted training according to the qualification improvement plan, number of participants	Heads of Study programs, lecturers
		Organization of meetings of study program lecturers	Head of Academic Affairs	Meetings have been organized	At least twice per semester		Minutes of organized meetings	Head of Academic Affairs, Heads of Study Programs, lecturers
	Collecting feedback							
1.4.	Strategic plan, annual plan	Organization of the annual interview with teachers	Head of Study Program	Annual interview held	According to the deadline		Report	Heads of Study Programs, lecturers
		Collecting feedback from lecturers (quantitative survey)	Head of Academic Affairs	Survey completed	At the end of academic year		Report	Head of Academic Affairs, Heads of Study Programs, lecturers
		Collecting and evaluating of post-course reports from lecturers	Head of Study program	A report has been prepared	At the end of the semester		Report	Heads of Study programs, Head of Academic Affairs, lecturers
1.5.	Feedback reports	Monitoring and improving the management of lecturers as academic staff	Head of Academic Affairs	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes
2. Management of administrative and other personnel								
	Assessment and planning of staff needs							
2.1.	Strategic plan, annual plans, organizational structure	Determining the need for employees	Director	Need identified	Regarding the need		Anticipation of vacancies	Branch Managers, Heads of Departments , candidates
		Search and selection of employees	Director, Heads of branches	CV of candidates, interview conducted			The candidate has been selected, the contract has been signed	Director, Branch Managers, Heads of Departments, candidates
		Conclusion of contracts with employees	Document management and Process Manager	A contract has been prepared	According to the deadline			Finance department, employee
		Signing contracts with employees	Director	A contract has been signed	According to the deadline			Director, employee
	Work with employees							
2.2.	Contracts signed	Keeping track of employees' working hours	Accountant, Branch Managers	Work time accounting	According to the deadline		Work time accounting summary	Accountant, Branch Managers

		Support for employees	Branch Managers	Conducted informal interviews regarding the performance of assigned tasks	Twice a month		Employees are integrated into the community, strengths and areas for improvement are identified, decisions are made regarding the implementation of assigned tasks	Branch Managers, employees
		Organization of branch staff meetings	Branch Managers	Meetings	Continuously		Management of work processes: monitoring of the performed work is carried out, decisions are made on the discussed issues	Branch Managers, employees, administration, Director
Collecting feedback								
2.3.	Annual plans	Organization of annual interview with employees	Director	Interviews held	At the end of academic year		The results of the interviews	Director, employees
2.4.	The results of the conversations	Monitoring and improving the performance of administrative and other personnel	Director	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes
Dismissal of employees								
2.5.	Results of the interviews, terms of the contract	Preparation of a request for dismissal	Employee	A request for dismissal	According to the deadline	Labour Code	A request is submitted and registered	Director, employee
		Preparation of the dismissal order of the employee	Director	Order prepared	According to the deadline	Labour Code	Director's order (signed)	Director, employee
		Employee settlement until the day of dismissal	Employee	Return of assigned property	According to the deadline	Labour Code	Settlement completed, accounting informed	Director, employee, Head of Finance
		Termination of job contract	Head of finance	Termination of employment	According to the deadline (the last day of employment)	Labour Code	Settlement with dismissed employee (transfer of funds)	Director, employee, Head of Finance
3. Improving the qualifications of employees								
3.1.	Reports on feedback	The need for qualification improvement (areas) is determined	Head of Academic Affairs, Heads of branches	The need is determined	At the beginning of academic year	Feedback reports	Refined areas of professional development	Head of Academic Affairs, Heads of branches
3.2.	Kvalifikacijos tobulinimo sritys	Preparation of the annual plan for qualification improvement	Head of Academic Affairs	Prepared training plan (part of the annual plan)	until October 1	Feedback reports	Director's order (signed)	Head of Academic Affairs, Heads of branches, Administrative staff, employees
3.3.	Plan for improving qualifications	Personalo mokymų organizavimas ir/ar vykdymas	Head of Academic Affairs	Organized/conducted training	According to the deadline	Plan for improving qualifications	Training certificates	Head of Academic Affairs, Heads of branches, Administrative staff, employees

3.4.	Plan for improving qualifications	Collecting feedback	Head of Academic Affairs, Heads of branches	Feedback collected	According to the deadline		Feedback results (in the annual report)	Head of Academic Affairs, Heads of branches, Administrative staff, employees
3.5.		Monitoring and improvement of professional development activities	Head of Academic Affairs	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes	See Activity Planning and Activity Monitoring and Improvement processes

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INFRASTRUCTURE MANAGEMENT PROCESS

OBJECTIVE - to ensure effective management of the infrastructure process in the implementation of the SMK's main and supporting processes.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
1.	Renewal of study material resources and equipment							
1.1.	Study program, study schedule, study plan, approved budget of SMK	Determining the need for study material resources and equipment	Infrastructure Manager	The need for updating material resources and equipment of studies was collected from Study Program managers	Regarding the need		The list of material resources and equipment required for studies, coordinated with the Director	Director, SMK social partners, Study Program leaders, administration
1.2.	The need for updating study material resources and equipment, approved budget of SMK	Updating material resources and equipment of studies	Infrastructure Manager	Updated study material resources and equipment	Regarding the need		Spent funds, acquisitions	Director, SMK social partners, Study Program leaders, administration
1.3.	New study programs, study schedules, study plan, approved budget of SMK	Provision of new study programs with study material resources and equipment	Infrastructure Manager	New study programs are equipped with study resources according to the needs presented by SP managers	Regarding the need		Spent funds, acquisitions	Director, SMK social partners, Study Program leaders, administration
2.	Infrastructure renewal							
2.1.	Strategy, strategic plan, approved budget of SMK	Planning of premise repairs	Infrastructure Manager	Provisions, activities, time, funds for current repair, cosmetic, capital repair are planned	Regarding the need	Premise plans	Planned repair activities and agreed with the Director	Director, SMK social partners, administrative staff
2.2.	Planned and agreed with the Director for the repair of premises, approved budget of SMK	Execution of planned repairs of premises	Infrastructure Manager	Repair is carried out	According to planned activities	Premise plans	The funds have been spent, the planned repair of the premises has been carried out	Director, SMK social partners, administrative staff
2.3.	Strategy, strategic plan, approved budget of SMK	Planning of construction, car maintenance, preventive minor repairs	Infrastructure Manager	Provisions, activities, time, funds for building, car maintenance, preventive minor repairs are planned	Regarding the need	Construction and car maintenance documents	Planned and coordinated maintenance and minor repair activities with the Director	Director, SMK social partners, administrative staff
2.4.	Planned and coordinated maintenance and minor repair activities with the Director, approved budget of SMK	Implementation of planned/existing structures, car maintenance, preventive minor repair activities	Infrastructure Manager	Constant monitoring of the condition of buildings and cars, carrying out minor repairs	According to planned activities	Construction and car maintenance documents	Funds have been spent, planned maintenance of buildings and cars, minor repairs have been carried out	Director, SMK social partners, administrative staff
3.	Management of library and information resources							
3.1.	Study program, study schedule, study plan, approved budget of SMK	Determining the need for library and information resources	Infrastructure Manager	Collected demand from Study Program leaders and SP committees	Regarding the need		A list of required library and reference resources agreed with the Director	Director, Heads of Study Program SMK social partners, administrative staff
3.2.	The need for updating the library and information resources, approved budget of SMK	Ensuring the study process by providing it with information resources and increasing their volume: literature, databases, software	Infrastructure Manager	The study process is equipped with information resources	Regarding the need		Updated libraries and information resources, spent funds	Director, Heads of Study Program, administrative staff, academic community

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RISK MANAGEMENT PROCESS

OBJECTIVE - to ensure effective risk management in the implementation of the SMK's core and supporting processes.

	INPUT	STAGE OF ACTIVITY	RESPONSIBILITY	RESULTS	DEADLINE	REGULATING DOCUMENTS	INDICATORS	PARTICIPANTS (WHO PARTICIPATE, PROVIDE AND RECEIVE INFORMATION)
1. Identification of risks								
1.1.	Reports of annual, strategic plans	Identifying strengths, weaknesses, opportunities and threats in each part of the plan	Responsible for assigned parts of plans	SWOT analysis carried out (annual and after the implementation of the strategic plan)	Every year and after the implementation of the strategic plan	Annual plan, strategic plan	The prepared SWOT analysis was presented to the Management meeting for consideration	Director, SMK social partners, administrative staff, academic community
1.2.	SWOT analysis	Consideration of the SWOT analysis in the Management meeting	Director	SWOT analysis considered	Every year and after the implementation of the strategic plan	Annual plan, strategic plan	Identified (long-term/short-term) risks and their complexity	Director, SMK social partners, administrative staff, academic community
2. Provision of risk management measures								
2.1.	SWOT analysis considered, risks identified	Consideration of risk management measures according to their complexity	Director	Refined risk management tools	Every year and after the implementation of the strategic plan	SMK Quality Manager	Anticipated risk management measures or recommendations provided to responsible persons	Director, SMK social partners, administrative staff, academic community
2.2.		Anticipating risk management measures according to their complexity	Director	Contingent risk management measures have been cashed in	In case of an unforeseen risk	SMK Quality Manager	Unforeseen risk management measures or recommendations are provided to responsible persons	Director, SMK social partners, administrative staff, academic community
3. Implementation of risk management measures and analysis of results								
3.1.	Risk management measures or their recommendations identified	Planning of short-term risk management measures	Responsible persons	Inclusion of short-term risk management measures in annual plans	Every year in September	SMK Quality Manager	Patvirtintas Annual plan approved	Director, SMK social partners, administrative staff, academic community
3.2.	Risk management measures or their recommendations identified	Planning of long-term risk management measures	Responsible persons	Inclusion of long-term risk management measures in annual plans	When preparing a strategic plan	SMK Quality Manager	Strateginis plan approved	Director, SMK social partners, administrative staff

3.3.		Planning short-term measures to manage unforeseen risks	Responsible persons	Inclusion of short-term risk management measures in annual plans	In case of an unforeseen risk	SMK Quality Manager	Adjusted and approved annual plan	Director, SMK social partners, administrative staff
3.4.		Planning long-term measures to manage unforeseen risks	Responsible persons	Inclusion of long-term risk management measures in annual plans	In case of an unforeseen risk	SMK Quality Manager	Adjusted and approved strategic plan	Director, SMK social partners, administrative staff
3.5	Annual and strategic plan	Analyzing the results of risk management	Responsible persons, Director	<i>See The activity monitoring and improvement process from no. 1</i>				