



QUALITY ASSURANCE MANUAL

QAM-01

**APPROVED,
RECTOR**

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CHECKLIST OF QM REVISIONS

No. ed/rev	Chapter/ subchap. rev.	Revised page	Date of rev.	Purpose of revision
1/0	-	-	31.01.2013	Initial issuance
1/1	2.3, 4.2.2, 5.5		30.09.2014	Needs for QMS improvement
2/0			10.10.2016	Upgrade ISO 9001:2008 to ISO 9001:2015
2/1			10.12.2018	Update according to organisational changes
2/2			06.11. 2019	Update according to organisational changes

CHAPTER 1.

MISSION, QUALITY POLICY, AND OVERALL OBJECTIVES OF GEORGE EMIL PALADE UNIVERSITY OF MEDICINE, PHARMACY, SCIENCE, AND TECHNOLOGY OF TÂRGU MUREȘ

GEORGE EMIL PALADE UNIVERSITY OF MEDICINE, PHARMACY, SCIENCE, AND TECHNOLOGY OF TÂRGU MUREȘ (G.E. Palade UMPHST) has established a quality management system in accordance with the requirements of ISO 9001: 2015 described in the Quality Manual.

The quality of all activities and their results is a fundamental desideratum of G.E. Palade UMPHST, assumed by the University Charter. The university constantly pursues, through quality management, the efficiency of the quality system and, within it, the improvement of the evaluation and self-evaluation of the teaching, scientific, and administrative activity.

By **quality**, we aim that the teaching and scientific research process, as well as the administrative processes, ensure the satisfaction of the requirements of our clients -students, other members of the university community, as well as other stakeholders, and all our employees must focus their activities and results on continuous improvement.

The implementation of the quality management system ensures the continuous improvement of the performances of the University, by ensuring the confidence regarding its capacity to exceed the requirements of its clients and to be prepared to ensure the fulfillment of their future needs.

THE MISSION OF G.E. Palade UMPHST is to generate and transfer knowledge to society by:

- (1) training professional/transversal competencies and improving highly qualified human resources for a modern society, able to satisfy, through professional insertion, the competence needs of the socio-economic environment;
- (2) enriching and disseminating scientific, cultural, social, and ethical values;
- (3) contribution to the progress of fundamental and applied sciences through scientific research for truth, materialised through fundamental, applied and dedicated research works;
- (4) promoting the spirit and critical thinking among specialists and the public in its field of activity;
- (5) promoting and developing national and international values in the scientific, cultural and educational fields, through academic cooperation;
- (6) the transfer of knowledge and good practices to society and in the service of society through consultancy and counseling services that support regional development in the spirit of the generous principles of the concept of sustainable development;
- (7) ensuring an appropriate climate for the personal development of members of the academic community;
- (8) strengthening the spirit of the academic community;
- (9) developing consciousness, behavior growth of human freedoms and democratic principles.

GENERAL OBJECTIVES:

- (1) compliance with and fulfillment of explicit and implicit requirements of clients -students, other members of the academic community, as well as other stakeholders
- (2) compliance with the legal and regulatory requirements applicable to the field of activity of George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu Mureș
- (3) increasing the competitiveness of educational and research services offered to clients, by using modern and efficient working methods and procedures
- (4) ensuring the necessary resources for the development of the processes, as well as for the implementation, maintenance, and operation in conditions of efficiency of the quality management system, according to the reference standard SR EN ISO 9001: 2015
- (5) developing the professional competencies of the staff involved in carrying out the specific processes
- (6) involvement of employees at all levels in improving quality.

The general objectives in the field of quality are integrated in the specific objectives declared at the University level and at the level of the departments that are part of the Quality Management System.

The specific objectives are set, monitored, evaluated, analysed so as to ensure continuous improvement through disseminated examples of good practice and established measures.

QUALITY POLICY - RECTOR'S STATEMENT

QUALITY is the fundamental element in the educational and research programmes of **G.E. Palade University of Medicine, Pharmacy, Science, and Technology of Târgu Mureș**

G.E. Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș is an emblematic academic institution for this area of the country, known and acknowledged in the country and abroad. Our main concern and responsibility is to consistently provide quality services through excellent education and training, thus contributing to the social and economic development of the community.

G.E. Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș is defined as a university for the community, an institution of education and scientific research, which transfers knowledge and good practices to society and in the service of society. Scientific research is exploited in the teaching process, contributing to increasing its level. The University management expresses its total commitment to a quality strategy aimed at the successful implementation and continuous improvement of the quality management system by meeting the applicable requirements, in order to obtain results that meet and exceed the needs of our customers - students, other members of the university community, society, other stakeholders.

To achieve these goals, the management of **G.E. Palade University of Medicine, Pharmacy, Science, and Technology of Târgu Mureș** is committed:

- To ensure the identification and satisfaction of the expressed or implicit expectations of our clients;
- To develop professional skills and continuously improve them in the medical-pharmaceutical, technical, economic, legal, administrative, and social fields, through flexible training programs in order to be able to adapt to the requirements of the constantly changing and globalising labour market;
- To collaborate with clients to prepare graduates capable of using valuable medical-pharmaceutical, scientific, technical, and cultural-humanistic knowledge, with real chances in the competition on the labour market, to ensure the long-term advantages of the education offered;
- To encourage all members of the academic community who ensure the educational and research process, to contribute to the knowledge, understanding, and improvement of the entire process of education, and training of our students, through a creative transfer of information and professional experience;
- To ensure the motivation, involvement, training, and improvement of the teaching and auxiliary staff;
- To improve the process of education and scientific research in accordance with European and international requirements and by adapting to the socio-economic reality;
- To develop scientific research in the medical-pharmaceutical, technical, economic, legal, administrative, and social fields, in permanent collaboration with similar institutions in Romania and foreign countries;
- To continuously improve and diversify the research works, in order to increase the satisfaction of the beneficiaries of the research results;
- To ensure in the university a work climate based on involvement, responsibility, and mutual respect, so that each participant in the process to make the most of his professional and intellectual potential.

The responsibilities of the departments, faculties, and other organisational units, as well as of the functions for quality assurance, are provided in the procedures of the quality management system. Students, as direct beneficiaries of the processes provided by the university, are actively involved in quality assurance actions.

G.E. Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș has created and maintains an organisational framework for establishing and analysing quality objectives: in the field of teaching, in the field of scientific research, in the field of national and international collaborations and cooperation, in the field of documentation efficiency, in the field of promoting the image of the university, educational marketing and public relations, as well as objectives regarding the optimisation of academic and administrative management.

The quality policy is implemented, monitored, and periodically reviewed in accordance with the provisions of the quality management system procedures.

As **Rector of George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș**, I will make every effort to maintain and improve the Quality Management System as an integral part of the continuous improvement process undertaken by the entire management team in order to align with international standards in higher education.

Only by understanding our approach and the active participation of each employee, can we achieve the objectives we have set ourselves and, to this end, I request that **each and every employee** of George Emil Palade



University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș undertake the authorities and responsibilities and comply with the regulations of the quality management system.

Date: 06.11.2019

Rector,
Professor Azamfirei Leonard, Ph.D.

The management of the **G.E. Palade UMPHST** follows and is responsible for carrying out the quality policy. Authority and responsibility for establishing, implementing, and maintaining the management system are delegated to the **Quality Management Representative (QMR) and all managers of processes**.

The management of the **G.E. Palade UMPHST** is ensured by the **QMR and managers of processes** that the provisions of the Quality Manual and other documents of the management system are known, acknowledged, and applied by the entire staff of the **G.E. Palade UMPHST**. The top management ensures that the quality policy and objectives are available to all employees and the public (on request).

CHAPTER 2. GENERAL INFORMATION

2.1. HISTORY OF GEORGE EMIL PALADE UNIVERSITY OF MEDICINE, PHARMACY, SCIENCE, AND TECHNOLOGY OF TÂRGU-MUREȘ

The University operates under the Romanian Constitution, the National Education Law no. 1/2011, with subsequent amendments and completions, under the normative acts issued, regarding the organisation of the education system and process in our country and its own regulations adopted based on university autonomy.

George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș (G.E. Palade UMPHST) is a multicultural institution of higher education and research, with courses offered in Romanian, Hungarian, and English, and other international languages (German, French, etc); it is a multilingual university integrated into the national system of higher education that provides academic training, scientific research, and national and international cooperation.

The university promotes an education system based on compliance with national and international standards, authorised to award the titles of graduate, bachelor, master, doctor, doctor honoris causa, honorary professor, visiting professor, associate professor, honorary member of the Senate.

Graduates of the study programmes are differentiated according to the level of academic qualification: bachelor, master, doctorate, respectively according to the field of specialisation of knowledge, in accordance with the academic division of knowledge and the professional division of labor. The university may also organise other level study programmes, in accordance with the law.

G.E. Palade UMPHST operates as a public institution with legal personality.

The identity of the University is defined by:

a. Name: Universitatea de Medicină, Farmacie, Științe și Tehnologie „George Emil Palade” din Târgu-Mureș, cu abrevierea UMFST G.E.Palade Tg.Mureș (in Hungarian: Marosvásárhelyi „George Emil Palade” Orvosi, Gyógyszerészeti, Tudomány és Technológiai Egyetem MOGYTTE G.E.Palade, in English: George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Targu Mures, with the abbreviation G.E. Palade UMPHST Tg. Mureș).

b. headquarters: Gheorghe Marinescu street no. 38, postal code 540139, Târgu Mureș, Mureș county, Romania.

c. website domain: www.umfst.ro

d. the University logo, the seal, the flag, the anthem, the ceremonial attire, as well as the logos of each faculty - approved by the University Senate.

e. University Days - celebrated annually, in the first half of December.

2.2. PURPOSE AND SCOPE

By the Quality Management Manual (QMM), **G.E. Palade UMPHST** proves that:

- the QMS implementation in accordance with the requirements of ISO 9001:2015 is documented, maintained, and continually improved;
- compliance with the QMS policy is ensured;
- it consistently provides services that satisfy the quality requirements of the stakeholders and regulatory requirements in force;
- it aims to increase customer satisfaction through continuous improvement processes and ensuring compliance with customer requirements and with the regulations in force;
- there are concerns for continuous performance improvement of the QMS.

QMM is used in:

- internal purposes by information, awareness, and training of staff;
- external purposes for informing certifying bodies, customers, and stakeholders, on request.

QMM is approved by the management of the **G.E. Palade UMPHST**, and its enforcement is a requirement for all processes within the QMS.

2.3 REFERENCE DOCUMENTS

Education Law no. 1/2011, with subsequent amendments

- Government Decision no. 735/2018, for the amendment and completion of the Government Decision no. 26/2017 on the organisation and functioning of the Ministry of National Education, Annex 3



- Annexes 1-6 to the Government Decision no. 326/2019 regarding the approval of the Nomenclature of fields and specialisations/academic study programmes and of the structure of higher education institutions for the academic year 2019-2020
- The Charter of George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș
- SR EN ISO 9000:2015 Quality Management Systems – fundamental principles and terminology
- SR EN ISO 9001:2015 Quality Management Systems – Requirements
- SR EN ISO 19011:2018 Guidelines for auditing quality management systems
- Government Decision No. 1418/2006 regarding the approval of the methodology for external evaluation, standards, reference standards and performance indicators of RAQAHE (Romanian Agency for Quality Assurance in Higher Education) with subsequent amendments
- Ordinance no. 75/ 12.07.2005 on quality assurance in education, with subsequent amendments
- Order no. 600/2018 approving the Internal/managerial control code of public entities

CHAPTER 3. TERMINOLOGY AND ABBREVIATIONS

3.1. TERMINOLOGY

To implement QMS, the terms and definitions of SR EN ISO 9001:2015 standard are applied.

3.2. ABBREVIATIONS

AB–Administrative Board
DC–Department Council
EQAB–Evaluation and Quality Assurance Committee
FCQA–Faculty Committee for Quality Assurance
FC–Faculty Council
DSB–Doctoral School Board
CDS–Council of Doctoral Studies
QAD–Quality Assurance Department
MME – Measuring and Monitoring Equipment
JD–job description
WI – Working instruction
MESR–The Ministry of Education and Scientific Research
AP – auxiliary processes
IP –measurement, analysis, and improvement processes
MP – management processes
OP –operational procedure
CP – core processes
SP–system procedure
R – Rector
SFQA–Supervisor for Faculty Quality Assurance
QMR–Quality Management Representative for the University
NR –Non-compliance report
QMS–Quality Management System
SU – the Senate of the University
G.E. Palade UMPHST– George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș

CHAPTER 4. THE INSTITUTION

4.1. THE INSTITUTION AND THE FIELD OF ACTIVITY

To understand the organisation and context in which **George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș** operates, internal and external factors were determined relevant to the established mission and strategic directions, and for evaluating the capability of the university to achieve the intended result of the implemented quality management system.

The identified internal and external factors are continually monitored, revised, and updated to allow continuous promoting and respecting the principles and values, and to increase the reputation and success of the university in the training of specialists with higher education in healthcare, education and scientific research, focusing on satisfying the interests of the stakeholders.

4.1.1. External factors (PEST analysis)

PEST analysis is performed to identify the main factors – political, economic, social and cultural, and technological – specific to the external environment in which **George Emil Palade University of Medicine, Pharmacy, Science, and Technology of Târgu-Mureș** operates and the impact of these factors on the strategic development of the university, hence the operation of the QMS.

Political factors:

- the degree of stability of national and international political environment
- the degree of stability of executive/ legislative structures - government, parliament, etc.
- the relationship between the Government/ MESR and education institutions
- the degree of predictability and stability of applicable legislation
- the consistency between the Romanian and international legislation in education, research, innovation
- the existence and implementation, both nationally and internationally, of policies and programmes in the fields of education, research, innovation
- the existence and implementation of policies and programmes of employment and motivation of university graduates
- the existence of international exchange/collaboration agreements in higher education, research/ innovation.

Economic factors:

- governmental intervention in economy
- national and international economic state
- dynamics of macroeconomic factors (inflation, GDP, unemployment, interest rate)
- level of national economic competitiveness
- foreign exchange rates and their fluctuations
- level of taxes or various existing tax breaks
- consumer power
- the competitiveness level of other universities with similar programmes
- fees charged by other universities with similar programmes
- the capacity to finance education and research/ innovation from the national budget
- the capacity of foreign students to finance studies.

Social and cultural factors:

- interest in professions developed from the **G.E. Palade UMPHST** educational offer
- lifestyle of the population
- health of the population
- the population's attitude towards health
- the level of education and information on the development of the fields resulting from the **G.E. Palade UMPHST** educational offer
- population access to information and communication

- rate of the population age
- local and national social and cultural diversity
- availability/interest of the communities regarding national and international partnerships in higher education and medicine
- motivation of graduates for professional development
- motivation of graduates to practice in Romania
- social and cultural differences of students.

Technological factors:

- the impact of current technology on fields resulting from the G. E. PALADE UMPHST Tg. Mureș educational offer
- the rate of technological innovation, quality of technology in the training fields of G.E. Palade UMPHST Tg. Mureș, particularly, and in education, in general
- attraction of technology in the training fields of G.E. Palade UMPHST Tg. Mureș, particularly, and in education, in general
- the cost of implementing high technologies
- the level of government expenditure on research
- the availability of funding for research and technological innovation
- the quality of technical education
- the technical skills held by medical personnel.

4.1.2. Internal factors (SWOT analysis)

Strengths:

- reputation and tradition of the university
- professional quality of the academic staff
- young teachers, interested in their professional development and in adopting modern teaching and research methods
- diversity of study programmes and research projects implemented by the university
- existing basic research infrastructure
- financial stability, provided by budget and self-financing
- clinical reputation of the university
- excellent international relations
- extension of study programmes abroad (the Hamburg extension for the Medicine study programme)

Weaknesses:

- heterogeneous curricula, excessively theorized, insufficiently student-centered
- differentiated system of student assessment
- bureaucracy specific to public administrative systems
- administrative responsibilities of teachers, which may reduce the time required for the study to improve teaching activity
- underdeveloped organisational culture, from the new organisational structure, in the process of balancing, harmonising

Opportunities:

- possibility of inter/multidisciplinary diversity in training fields and research topics
- possibility of developing study programmes for the integration of technology and other disciplines (economics, management, law, etc.) in the medical field
- increase and diversify the institutional capacity to access non-reimbursable (EU) funding sources for universities
- increasing the visibility of the university through extensions of study in Europe
- interest of foreign citizens to study in Romania
- increasing the number of traditional collaborations with universities in the country and abroad, as a result of the diversity in training fields
- maintaining interest in the medical profession; increasing interest in technical (engineering) professions.

Threats:

- competition from similar universities in the country and abroad
- decreasing the interest of candidates/labor market for some professions resulting from the educational offer of the university
- decreasing the interest of high school graduates for higher education
- exodus of graduates, as a result of the economic and social conditions in the country.

The identification and monitoring of external and internal factors is essential to management in general and to the quality management system in particular, in order to develop a wider vision over the steps to be considered for the proper operation of the university and to identify opportunities and risks that may occur due to a change in such factors.

The **opportunities** that the University can exploit in order to increase its visibility and reputation are:

- Increasing the performance and competences of the teaching staff and students through the use and development of the existing research infrastructure;
- Increasing funding for educational and research activities, and the level of motivation and academic skills of young teachers by accessing research grants;
- Strengthening of the position in competition with other universities by diversifying and promoting research topics that can be supported within the existing infrastructure by attracting teaching staff/ researchers and educational exchanges with students from other universities in the country and abroad;
- Development of the innovative side of the research, by the integration in the research topics of the medical field of some aspects specific to the other study programmes (engineering, sciences, law, etc.)
- Analysis and redefinition of teaching, research and administrative processes, to improve the quality management system, through the prism of the new organisational structure.
- Expanding the horizon of university promotion, as a result of the diversification of the educational offer, focusing the educational offer on the expectations of potential students and partners on the labor market.
- Development of a quality management system focused on accountability at all hierarchical levels and continuous improvement through analysis, evaluation, monitoring so as to identify possible opportunities and risks and to establish appropriate valuation measures or mitigation;

The **risks** resulting from the analysis of external and internal factors specific to the university and which can have a negative impact on the operation of the institution are:

- The emergence of blockages or irregularities/deviations in the functioning of the education and research processes or auxiliary support processes, due to legislative changes and occurrence of events caused mainly by political, economic, and social changes;
- Improper functioning of the university due to a slow, difficult balancing of the organisational structure and culture after the merger process, due to the difficulty of overcoming traditions, formal and informal groups, hidden "agendas", etc.
- Damage to the reputation and level of the academic evaluation by lowering the quality of education and research, due to the decrease/unavailability of required human, material, financial, and technological resources;
- Decrease in the number of students as a result of their migration to other universities which charge lower fees because of their poor financial status;
- Decrease in the number of students as a result of a decline in the interest for medical professions;
- Decreased interest in the professions offered through the study programmes of GEORGE EMIL PALADE UMPHST G.E. Palade Tg. Mureș, due to a low predictability of the demand on the labor market.

4.2. UNDERSTANDING THE NEEDS AND EXPECTATIONS OF STAKEHOLDERS

In the view of **G.E. Palade UMPHST Tg. Mureș** it is important to understand the needs and expectations of parties considering their effect on the capability of the university to consistently provide quality services that meet customer needs and, at the same time, ensuring compliance with applicable legal and regulatory requirements.

Once identified, the university will monitor and analyze information about parties and their needs and it establish measures for the provision of quality services, while respecting the specific applicable regulations.

Internal stakeholders:

Stakeholders	Expectations
Management (top management)	- clear and predictable legislation so as to ensure a high level of compliance and minimal penalties - financial capacity to ensure a high level of performance and organisational development, as well as the reputation of the institution - organisational framework to enable a management style in terms of effectiveness, efficiency, and economy - competent staff at all levels - internal organisational climate based on academic freedom, merit, professional competence, integrity, collegiality, honesty, and responsibility
Process owners (heads of organisational structures)	- clear and regulated organisation and operation framework - sufficient resources for the management of processes in terms of effectiveness, efficiency, and economy - competent staff according to specific duties and authority - effective communication and reporting system - internal organisational climate based on academic freedom, merit, competence, integrity, collegiality, honesty and responsibility
Employees	- job and income security - working conditions relevant for the specific job tasks according to skills, competences, and authority - suitable working conditions for continuous professional development and recognition - internal organisational climate based on academic freedom, merit, competence, integrity, collegiality, honesty, and responsibility

External stakeholders:

Stakeholders	Expectations
Students	- access to a quality educational process, which ensures specialised theoretical and practical knowledge, which allows them quick insertion in the labor market after the completion of their studies, in the field of training - acquiring a high level of knowledge and professional performance, nationally and internationally competitive - unitary system of assessment of knowledge and professional performance - receiving feedback from teachers regarding the level of knowledge and support to improve professional performance - access to decision-making regarding the educational process - access to information, transparency in decision-making and communication of applicable decisions - adequate administrative and social standards at national and international level
Suppliers	- stability in collaboration - stability and transparency in the specific regulations of both parties - compliance with contracts - financial stability of the university - mutual benefits - efficient and transparent communication
Competing universities	- acknowledgement of strengths and weaknesses of competition - acknowledgement of the competitive environment - competitive environment based on mutual respect
Local community	- increasing the reputation of Tg. Mureș by the quality of services provided by G.E. Palade UMPHST and of specialists trained by the university

	- increased level of information and education of the local community by contributing specialist medical information provided by G.E. Palade UMPHST - increase in the quality of life and health of the local community by involving G.E. Palade UMPHST in specific community activities
Community in the vicinity (clinics on campus)	- ensuring good relations and conditions - bilateral compliance with specific operating conditions - respect for the environment in the immediate vicinity
Regulatory and hierarchical superior authorities	- compliance with current legislation - understanding legal requirements and reporting irregularities noted in law enforcement - promptitude and compliance in applying the legal requirements
Bodies/ authorities for certification, accreditation, licensing	- ensuring the organisation, operation, and maintenance of adequate legal certifications, accreditations, specific authorizations held by G.E. Palade UMPHST - legal compliance and documentation necessary for assessment, reporting as required by the bodies - identifying nonconformities and setting corrective action - ensuring monitoring actions, assessing results, and identifying measures for improvement/ correction

4.3. DESCRIPTION OF THE QUALITY MANAGEMENT SYSTEM

Quality management in the **G.E. Palade UMPHST Tg. Mureș**, plans and improves the quality of all activities through organisational structures, procedures, and resources by which the evaluation and quality assurance is carried out.

G.E. Palade UMPHST Tg. Mureș established a quality management system in accordance with the requirements of ISO 9001: 2015 described in the Quality Manual.

Identified internal and external aspects, which influence the organisational context, are used in determining the QMS of G.E. Palade UMPHST. Thus, the requirements of the QMS apply to all processes that take place within the UMFST:

- graduate, postgraduate and scientific research activities related to the fields of training within the university;
- administrative activities, which provide support for the conduct of the educational process according to the applicable legal requirements, but also to the identified needs and expectations of students, other members of the university community, and stakeholders.

The QMS of G.E. Palade UMPHST is established, documented, implemented, maintained, and continually improved in accordance with the requirements of ISO 9001:2015. Correlated with ISO 9001:2015, all requirements in the QMS are applicable.

4.4. QUALITY MANAGEMENT SYSTEM AND PROCESSES

The QMS of **G.E. Palade UMPHST** identified all the processes needed for the operation of the QMS (**Appendix 1 – QMS map**). As shown in the map, the processes included in the QMS are divided into 4 categories:

- management processes –MP
- core processes – CP
- auxiliary processes – AP
- measurement, analysis, and improvement processes – IP.

In determining the required QMS processes in G.E. Palade UMPHST, the following must be taken into consideration:

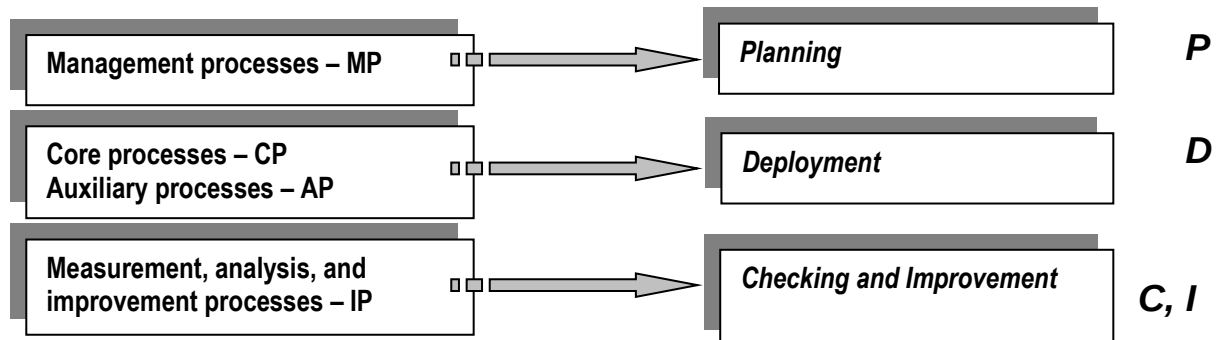
- the identification of required input and output elements expected at the level of processes
- the sequence and interaction of the processes
- identification and implementation of methods for monitoring, measuring and appropriate indicators necessary for the processes in order to ensure their effective implementation and control
- identification of necessary resources and ensuring their availability

- establishing responsibility and authority for the processes
- addressing the risks and opportunities caused
- implementing changes to ensure the intended results
- improving processes and the QMS.

QMS documents allowed to establish criteria and methods needed to ensure that:

- the conduct and control of processes are effective;
- the necessary resources are provided to support the deployment and monitoring of the processes;
- risks and opportunities are identified and treated in the process;
- processes are monitored, measured, analyzed and improvement measures are established;
- actions necessary to achieve these objectives are implemented and processes are continuously improved.

To continuously improve the QMS, the **P-D-C-I** cycle was established. Thus, correlated with the structure of processes covered in the QMS, the 4 categories of processes were employed in the stages: Planning - Deployment - Checking - Improvement and specific targets of quality were set, according to the Improvement program of the QMS.



To demonstrate the operation of its processes and to give confidence that the processes are carried out as planned, **G.E. Palade UMPHST Tg. Mureș** maintains/retains documented information.

CHAPTER 5. LEADERSHIP

5.1 LEADERSHIP AND COMMITMENT

5.1.1. Generalities

The top management of **G.E. Palade UMPHST Tg. Mureș** demonstrated leadership and commitment to the quality management system by:

- assessing the effectiveness of the quality management system by regularly reviewing the policy and quality objectives, and by providing the necessary resources to achieve the intended results;
- ensuring that the quality policy and objectives are set for QMS and are consistent with the context and the strategic direction of **G.E. Palade UMPHST Tg. Mureș**.

- ensuring that processes are integrated in the QMS requirements;
- promoting approach based on process and thought based on risk;
- ensuring the availability of the necessary resources for QMS and periodic revision of their availability;
- communicating the importance of an effective quality management and compliance with the requirements of QMS;

- ensuring that the intended results are obtained by the QMS;
- hiring, directing, and supporting staff to contribute to the effectiveness of QMS;
- encouraging improvements through regular analysis of the results and the establishment of appropriate measures;
- supporting other relevant management roles to demonstrate their leadership, as applied in their areas of responsibility.

The concern and commitment of management at the highest level for the implementation and operation of the quality management system is demonstrated by the Quality Policy, as well as by setting quality objectives, organizational roles, responsibilities and authority in implementing and supervising the functioning of the quality management system.

5.1.2. Customer focus

The **G.E. Palade UMPHST Tg. Mureș** top management demonstrates leadership and commitment in terms of customer focus, by ensuring that:

- customer requirements are determined, understood, and met, particularly those of students, as well as the legal requirements and regulations;
- the risks and opportunities that may affect compliance services offered by **G.E. Palade UMPHST Tg. Mureș** and the capability to increase customer satisfaction are determined;
- the focus on increasing customer satisfaction is constantly maintained.

The **G.E. Palade UMPHST Tg. Mureș** top management ensures that the requirements of the students, as main customers, are determined and continually met increasing their trust in the services, while respecting all legal requirements and the regulatory requirements to ensure the satisfaction of the stakeholders.

G.E. Palade UMPHST Tg. Mureș aims that university diplomas and scientific knowledge become more prestigious and be met with recognition on the labor market, as well as in the academic system on local, regional, national, and international level. Thus, we need to combine the intelligence, creativity and diversity of available resources in a stimulating environment for students and teachers to be in the service of society and to become again a landmark of national and international academia.

In relation to the external environment, **G.E. Palade UMPHST Tg. Mureș** is in permanent collaboration with employers, especially for the adaptation and continuous calibration of the educational offer with the demand on the labor market, for which there is a specialised department - Department of Labor Market Relations, and on the institutional website there is a section dedicated to students, also accessible to all stakeholders, through which updated information on employers and joint actions carried out by the university are disseminated.

(<https://www.umfst.ro/universitate/compartimentul-relatia-cu-piata-muncii.html>).

5.2. QUALITY POLICY

5.2.1. Establishing the quality policy

In order to establish the QMS policy, the top management of **G.E. Palade UMPHST Tg. Mureș** assured that this policy:

- suits the purpose and context of the organisation and supports its strategic direction;
- provides a framework for setting quality objectives;
- includes a commitment to meet the applicable requirements;
- includes a commitment to continually improve the QMS.

5.2.2 Communicating the quality policy

By issuing the QMS policy, the **G.E. Palade UMPHST Tg. Mureș** top management has established guidelines for quality management.

The QMS policy is signed by the Rector who takes responsibility to achieve all objectives. The QMS policy is available and maintained as documented information and is communicated to all employees, it is available to relevant parties (upon request), and is regularly reviewed in terms of the adequacy of the strategic direction of **G.E. Palade UMPHST Tg. Mureș**.

All employees are informed regarding the content of the QMS policy to know and understand the commitment of the management and the objectives stated by the policy.

5.3. ORGANISATIONAL ROLES, RESPONSIBILITIES, AND AUTHORITIES

The top management of **G.E. Palade UMPHST Tg. Mureș** ensures that the responsibilities and authorities for relevant roles are assigned, communicated, and understood within the organisation.

The responsibilities in the field of quality management are established, on hierarchical levels (management/execution) and are attached to the job descriptions of the employees, so that each employee is aware of his role and contribution to the implementation, maintenance and improvement of QMS.

The responsibilities and authorities established by the management of **G.E. Palade UMPHST Tg. Mureș** must meet the requirements for:

- ensuring that the QMS conforms to the requirements of ISO 9001:2015 standard;
- ensuring that the intended results follow the performed processes;
- ensuring that the top management is informed about the results of the QMS and the need for improvement;
- ensuring that customer orientation is promoted throughout the organisation;
- ensuring that QMS integrity is maintained when changes to the QMS are planned and implemented.

For the implementation, maintenance, and continuous improvement of the QMS, the **Administrative Board (BA)** of **G.E. Palade UMPHST Tg. Mureș** ensures that the involved responsibilities and authorities of positions are defined and communicated within the organization, as follows:

The rector:

- establishes the policy and objectives of QMS;
- ensures the promotion of the process-based approach and risk-based thinking;
- leads and organises the entire activity of planning, implementation, maintenance, and continuous improvement of the QMS;
- provides resources to implement, maintain, and improve the QMS;
- solves problems within the system;
- defines the responsibility and authority for all positions involved in the QMS;
- manages the process of identification and treatment of the risks and opportunities of the QMS;
- approves of/commissions improvement measures as a result of monitoring, measuring, analyzing, and assessing the processes of the QMS;
- leads and coordinates the analysis performed by the management;
- approves the QMS Manual, the QMS procedures and subsequent revisions.

The University Charter and the QMS procedures set out in detail all the responsibilities of the Rector.

The **Process managers** are responsible for:

- implementing the QMS policy;
- identifying of the processes within the compartment, necessary for the operation of the QMS;
- ensuring that QMS requirements are established, implemented, maintained and continuously improved;
- applying QMS processes;
- achieving general and specific objectives;
- identifying and addressing specific risks and opportunities resulting from the processes;
- monitoring, measuring, analyzing, and assessing the process;
- establishing measures to improve performance;
- raising the awareness of the subordinate staff on their role and responsibility according to the QMS;
- awareness of subordinate employees on customer requirements (mostly students);
- coordinating and analyzing the processes conducted in the subordinate services/ departments;
- participating in the revisions conducted by the management to analyze the performance of processes included in the QMS and to determine necessary improvements.

The **G.E. Palade UMPHST Tg. Mureș staff** is responsible for:

- implementing the QMS policy;
- applying QMS procedures, technical and organisational documents related to their activity;
- completing specific objectives in order to achieve the general objectives set forth by the QMS policy;
- identifying and addressing the specific risks and opportunities of the activities;
- applying measures to improve the processes that are conducted within the compartment or within the QMS.

All the responsibilities of the staff involved in the QMS are detailed in the JD and the QMS procedures.

All the responsibilities and authorities for all positions involved in QMS were established by **organisational decisions** issued by the Rector:

○ **The Quality Management Representative (QMR)**

The authority and responsibility for **coordinating the implementation, maintenance, and improvement of the QMS** are the duties of the Quality Management Representative (QMR).

Thus, the QMR has responsibility and authority for:

- ensuring that all necessary processes for the QMS operation are identified;
- ensuring that the QMS requirements are established, implemented, maintained and continually improved;
- ensuring compliance with the QMS requirements and expectations of stakeholders identified and with legal requirements and applicable regulations;
- reporting performance and necessary improvements of the QMS to the Rector;
- ensuring the promotion of the following principles within the organization:
 - awareness of personnel regarding customer (mostly students) satisfaction requirements;
 - continuous improvement of the QMS.
 - the relationship with external stakeholders on matters related to QMS.

QMS activity officers

A QMS officer was appointed in the faculties/departments/disciplines, namely the deans/directors of departments/heads of disciplines/persons responsible for quality assurance in the faculties having the authority and responsibility for **implementing, maintaining and improving the QMS, as well as ensuring interface between the organisational structure and the QMR**. All officers cooperate within the QMS.

Where appropriate, the organisational decisions, JD and QMS procedures detail the responsibilities for all positions involved in the QMS, as mentioned previously.

The **management structures** of the University are the following:

- a. Senate of the University (SU)
- b. Administrative Board (AB)
- c. Faculty Council (FC)

d. Department Council (DC)

The **Senate of the University (SU)** - is the highest authority governing the **G.E. Palade UMPHST Tg. Mureș**, led by a President who represents the SU in relations with the Rector and with third parties. SU represents the academic community and is the highest decision-making and deliberation body with the responsibility for the overall development strategy. It is composed of representatives of the Faculties (including students) of **G.E. Palade UMPHST Tg. Mureș** elected according to the representation norm of each faculty. The SU is chaired by a President, who represents the SU in relations with the Rector and stakeholders.

The **Administrative Board (AB)** is the management structure of **G.E. Palade UMPHST Tg. Mureș** which ensures operational management and applies the strategic decisions of the SU. The AB includes the Rector, vice-rectors, deans of faculties, the General Administrative Director and two student representatives (one from the Romanian series and one from the Hungarian series). In case the staff is organised under a union, one representative participates, as an observer, in the meetings of the AB. The President of the Senate has the status of permanent guests at AB meetings.

The **Faculty Council (FC)** - the main decision-making and deliberative body of the Faculty. The FC is chaired by its Dean. The number of FC members are established by rule of representation (according to the University Charter).

The **Department Council (DC)** - is the management and regulation body of the activities of the Department, it is the collegiate structure that helps the Director of the Department in the operative management of the department. The DC is composed of representatives of the teaching staff, elected according to the norm of representation.

The **Council of Doctoral Studies (CDS)** represents the leading and regulating authority of the doctoral activity at the University level, as an Organising Institution of Doctoral Academic Studies.

The **Doctoral School Board (DSB)** includes doctoral supervisors of the Doctoral School, doctoral students, and scientific personalities with a significant international recognition, outside the Doctoral School, established by rule of representation (according to the University Charter).

In **G.E. Palade UMPHST** quality of education is ensured by specific structures, regulated by Ordinance no. 75/2005, as amended and supplemented, the Education Act no.1 / 2011. Activity structures that circumscribe the jurisdiction assurance University's mission and development objectives contained in the plan Strategic.

The **Evaluation and Quality Assurance Committee (EQAB)** of the **G.E. Palade UMPHST G.E. Palade Tg. Mureș**

pursues the implementation of quality assurance strategies and policies, in relation to the vision, mission and policy of the University, and in accordance with the national, European and international dynamics in the field. **EQAB** coordinates the application of procedures and activities for evaluating and ensuring the quality of education, prepares an annual evaluation report on the quality of education in the University. The report is made known to all beneficiaries, by posting it on the University website. **EQAB** formulates proposals to improve the quality of education, establishes and initiates analysis, and evaluations based on the quality criteria established for faculties, departments, and other structures. The evaluation by the students of the teachers' performance is obligatory. The analysis conducted by EQAB is documented as a report, is made public, and is posted on the website of **Palade Tg. Mureș**. The **EQAB** is directly subordinated to the Rector responsible for the quality of education provided and to the **SU**.

The responsibilities of the **EQAB** are:

- taking all necessary steps for the performance the legal provisions on quality assurance in higher education;
- drawing up and coordinating the implementation of procedures and activities of evaluation and quality assurance, approved by the Senate;
- drawing up an annual internal evaluation report on the quality of education in **G.E. Palade UMPHST Palade Tg. Mureș**. The report is made known to all beneficiaries by posting or publication and is made available to the Romanian Agency for Quality Assurance in Higher Education (**RAQAHE**);
- drawing up proposals for improving the quality of education;
- cooperating with the University **QAD**;
- cooperating with **RAQAHE** with other agencies and bodies authorised or similar institutions in the country or abroad, according to the law.

The **Quality Assurance Department (QAD)** is organised and operates in accordance with the provisions of Ordinance no.75/ 2005 on quality assurance in education, as amended and supplemented, and the Education Act

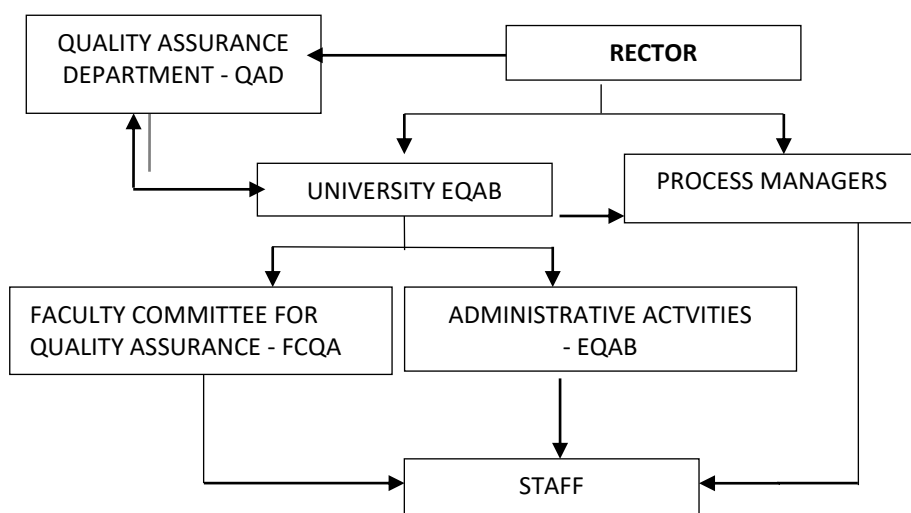
No.1/ 2011, as amended and supplemented, the University Charter and **SU** decisions, and in accordance with *The organisation and operation of the Quality Assurance Department*.

The **QAD** is a functional structure, playing the role of coordination and execution, it supports the **EQAB** in performing quality management through action planning, organising working groups for document drafting and staff training on quality assurance. The Internal Audit Body is subordinated to the QAD.

Within the faculties, the quality assurance activity is managed, in ansamble, by the **Dean**, and within the departments, by the Heads of departments. Within the faculty, the **Faculty Committee for Quality Assurance (FCQA)** is subordinated to the Dean, who is directly responsible with the quality of education provided. The President of the **FCQA** is the Dean or a person appointed by the Dean, who ensures the operative management of the committee. The **FCQA** sets up working groups, depending on the specifics and needs. **FCQA** is subordinated to **EQAB** and maintains contact with it through the **SFQA**.

At the faculty level, a **Supervisor for Faculty Quality Assurance (SFQA)** is appointed. **SFQA**'s main task is to implement quality assurance by reporting on the work of **FCQA** and its results.

Hierarchy of QMS responsibilities within G.E. Palade UMPHST Tg. Mureș



CHAPTER 6. PLANNING

In planning the activity, **G. E. PALADE UMPHST Tg. Mureș** takes into account the organisational context, the needs and expectations of customers, and determines the risks and opportunities that need to be addressed to ensure:

- obtaining the intended results within the QMS;
- increase in the desired effects;
- prevention or mitigation of undesirable effects;
- achieving improvement.

The management of **G. E. PALADE UMPHST Tg. Mureș** ensures that the requirements on planning, representing the following aspects, are met:

- **organisational planning** - can be found at the level of the faculty, departments/disciplines, offices, according to organisational documents (organization chart, JD - job descriptions, internal decisions) and QMS procedures (SP - system procedures, OP - Operating procedures);
- **technical planning** - can be found at the level of faculty, department/ discipline, office, as applicable;
- **QMS planning** - in order to continuously improve and meet the general objectives set by the policy - is reflected in **QMS Improvement Programme**, which establishes the specific objectives of quality.

The strategies of G. E. PALADE UMPHST Tg. Mureș are included in the Strategic Plan for Institutional Development and the Annual Operational Plans.

6.1. ACTIVITIES TO HANDLE RISKS AND OPPORTUNITIES

The processes of identification, analysis, and assessment of risks are implemented within **G.E. Palade UMPHST Tg. Mureș**, together with the processes of treating risks and opportunities, monitoring and reviewing them, as well as establishing measures to ensure their maintenance at a reasonable level to ensure the institution's objectives and QMS in an efficient, effective and economical way.

The risk management process is a prevention tool, which replaces the preventive actions provided in previous editions of ISO 9001. Implementing a strategy of analysis, definition, evaluation, and appropriate risk management improves the quality culture in an organisation, increases the responsibility of those involved in carrying out the processes for forecasting, planning, operation, analysis, and improvement in conditions of efficiency, effectiveness and economy of resources and for obtaining performance.

The risk management process within **G.E. Palade UMPHST Tg. Mureș** is approached in an integrated system that includes:

- Establishing roles and responsibilities in the risk management process. The Rector leads and is responsible for the entire risk management process. At the operational level, according to the requirements of OSGG 600/2018, the Monitoring Commission of the internal managerial control system is set up, which coordinates and supervises the development of the process. At the compartment level, department heads coordinate the process, designating a risk manager, who works with employees to identify, assess, manage risk, and implement appropriate risk improvement or prevention/elimination measures.
- Establishing specific objectives at departmental level, depending on the general and specific objectives of the university
- Establishing the activities necessary to achieve the objectives
- Establishing the operations and individual responsibilities of employees
- Identifying and assessing risks associated with objectives or activities
- Establishing the risk management strategy
- Completion of the Risk Register by the compartments
- Assessing the level of risk exposure, identifying significant risks for their selection and treatment at the university level.

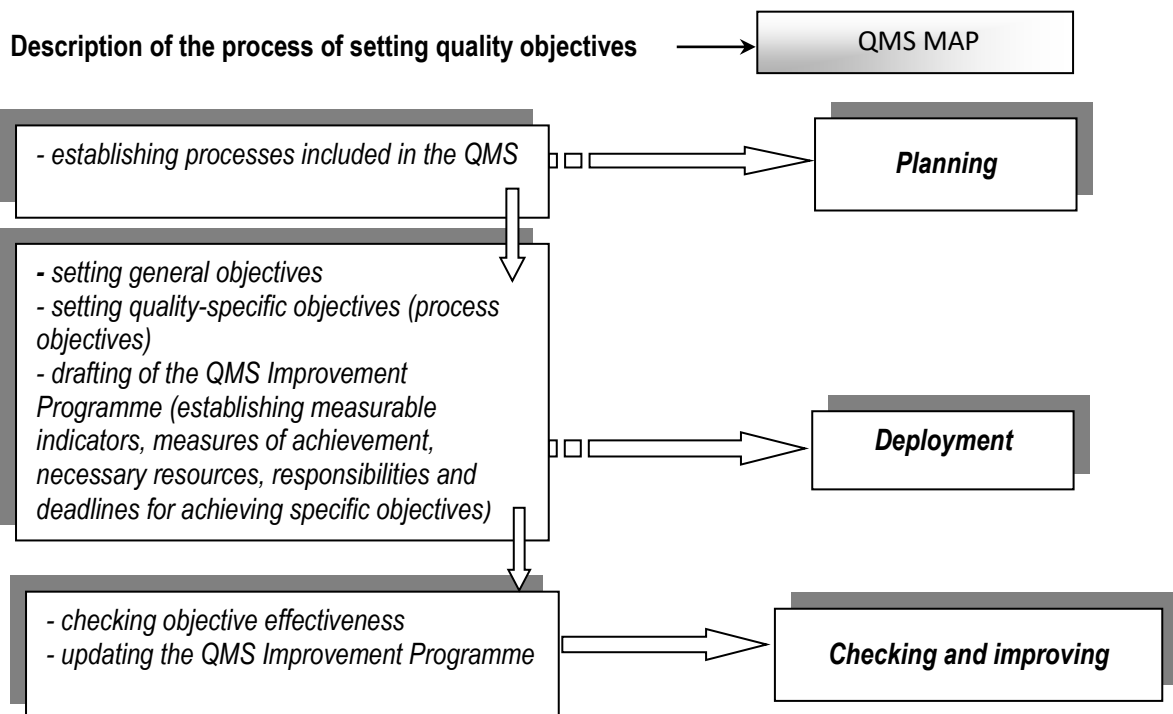
Risks identified in the **G.E. Palade UMPHST Tg. Mureș** and its compartments are recorded, monitored and revised within the Risk Register.

6.2. QUALITY OBJECTIVES AND IMPLEMENTATION PLAN

Quality objectives at all relevant levels of the **G.E. Palade UMPHST Tg. Mureș** have been established.
 Overall quality objectives are contained in the **Quality policy**.
 Specific objectives are contained in the **QMS Improvement Programme**.

The following are taken into account in setting specific objectives of quality:

- they are consistent with the quality policy;
- they are measurable (measurable indicators are established, the method of measurement/ monitoring and the reporting and recording mode –is recorded in **the Objective monitoring programme**);
- applicable requirements are taken into account;
- they are relevant to the compliance of rendered services and to increase customer satisfaction;
- they are monitored;
- they are communicated;
- they are updated, as applicable.



6.3. PLANNING CHANGES

If there is need for change in the QMS of **G.E. Palade UMPHST Tg. Mureș** as a result of organisational changes, legislative, or other applicable regulations or after following the monitoring, measurement, analysis and evaluation processes, changes will be made in a planned manner for which **GEORGE EMIL PALADE UMPHST** will consider:

- the purpose of changes and their possible consequences;
- maintaining the integrity of the QMS;
- availability of resources;
- allocation/ reallocation of responsibilities and authorities.

CHAPTER 7. SUPPORT

G.E. Palade UMPHST Tg. Mureș identifies and provides the necessary resources for the establishment, implementation, maintenance and continuous improvement of the QMS.

The following will be taken into account when identifying and providing resources:

- capabilities and constraints on existing internal resources;
- the necessary means to be obtained from external suppliers.

Identifying resources needed to achieve the objectives of **G.E. Palade UMPHST Tg. Mureș** (which include operation and continuous improvement of the QMS and increased satisfaction of students) is the responsibility of the AB. Identifying resources for the planning, operation, control and continuous improvement of the processes within departments and faculties is the responsibility of each Head of Department, and of Deans, as well as heads of administrative departments, respectively.

The necessary resources include:

- human resources
- material resources
- financial resources
- infrastructure
- working environment.

The financial framework-executions, institutional revenues and expenditures are public and may be consulted by community members, they are annually posted on the website of **G.E. Palade UMPHST Tg. Mureș**.

G.E. Palade UMPHST budgeting

G.E. Palade UMPHST Tg. Mureș has an annual budget of revenues and expenditures approved by the SU and rigorously respected. The Rector proposes the draft and the report on budget execution to be approved by the SU. All financing resources of **G.E. Palade UMPHST Tg. Mureș** are own revenues and are used under the conditions of university autonomy, according to legal provisions in force. **G.E. Palade UMPHST Tg. Mureș** is financed from funds allocated from the state budget, extra-budgetary funds and other legal sources, including loans and donations. The Rector is directly responsible for allocating University resources.

The sums allocated to **G.E. Palade UMPHST Tg. Mureș** from the budget of MESR, based on a contract, are based on: core funding, additional funding, and supplementary funding. **G.E. Palade UMPHST Tg. Mureș** receives from the MESR budget funds for both institutional development and inclusion funds, grants and social protection of students.

The funding of the University is multiannual and is ensured during the duration of a course of study through grants calculated using the average cost per student, differentiated for each field, course of study and teaching language. With additional funding, the University receives from the MESR additional supplementary resources for repairs, equipping, investment, subsidies for hostels, canteens, funding for university research. Scholarships and social protection of students of the University is allocated by MESR depending on the number of students in full-time education without tuition fees. University scholarship funds can supplement from own revenues.

Extra budgetary revenues consist of: revenues from research, tuition fees, revenues from provision of services, interest income from rentals and external grants, income from microproduction, other legal revenues.

Allocation of funds available to the **G.E. Palade UMPHST Tg. Mureș** is under the *Budget revenue and expenditure* approved by the SU and the AB, taking into account the pledges made by the University and conducted under maximum efficiency of the current activities of the institution, under the law.

7.1.2. Staff

The management of human resources in **G.E. Palade UMPHST Tg. Mureș** aims to ensure all staff positions in the organisational structure with appropriate training level in line with job requirements, which ensures effective implementation of the QMS and the operation and control processes. The staff performing activities included in the QMS is competent in terms of: education, training, skills, suitable experience.

The following were established in **G.E. Palade UMPHST**:

- training methodology so that the staff involved in all processes included in the QMS have the necessary competence to conduct these activities;
- means of staff awareness regarding compliance responsibility and involvement in the QMS.

Recruitment

Recruitment of new teaching or non-teaching staff, as well as contractual staff in **G.E. Palade UMPHST Tg. Mureș** takes place according to the own methodology available on the website and in specific operational procedures.

For the occupation of teaching and research positions, respectively those for auxiliary or contract teaching staff, a competition is organised, based on the requirements of the respective positions, analyzed and updated permanently and detailed in the job descriptions, in accordance with specific internal regulations, ensuring compliance with the legal provisions applicable in this field.

Research and teaching positions, as well as non-teaching or contractual staff, is based on competition according to the methodology and specific procedures with the legal provisions applicable in this field.

Selection of candidates is based on job requirements, aiming at selecting suitable candidates who have the necessary knowledge, skills and experience to achieve objectives and job-specific tasks.

Staff training

The training requirement is established annually, both for the teaching positions and for the auxiliary or contractual teaching staff. The training need is established according to the results of the evaluation of the individual professional performances of the employees or as a result of the modification of some conditions for accomplishing the specific attributions of the position or department (legislative, organisational changes, national promotion criteria, equipment, new working methods, etc.). The leaders of the organisational structures elaborate annually the **Vocational Training Plan** for the subordinate employees.

Teachers regularly participate in various forms of training, for the continuous improvement of professional, teaching or research skills. Complementary professional training is provided by the department for postgraduate education or by participating in various other forms of training: conferences, symposia, congresses, etc. The university also ensures, through the specialised department for the training of the teaching staff, the improvement of the pedagogical competences of the teaching staff.

The control and traceability of obtaining the necessary competencies is ensured by elaborating and monitoring the annual Vocational Training Plan. The evaluation of the training effectiveness is made on the occasion of the analysis of the results of the annual process of evaluation of the individual performances of the employees. The documented information, evidence of the achievement and effectiveness of the professional training process (certificates, diplomas, certificates, etc.) are kept in the personal file of each employee, at the Human Resources Department.

Staff assessment

To define the desired performance standard, a **performance evaluation system** was created that allows **teaching staff evaluation** and strategy definition for correction, where appropriate. Teaching staff assessment is performed on four levels: self-assessment, assessment by direct hierarchical supervisor, evaluation by students, and peer assessment.

Teacher evaluation is done as follows:

- **Self-evaluation** is based on a set of own criteria and indicators, approved by the university, differentiated by teaching positions, taking into account the national minimal criteria, completed with criteria established at university level. The criteria and indicators are reviewed periodically, in order to be in accordance with the legal provisions and with the strategic and general objectives of the university.

- **By direct hierarchical supervisor** refers to the fulfillment of the evaluation criteria contained in the Evaluation Sheet, corresponding to the activity of a calendar year

- **By students:** it is an important component of the annual evaluation process of teachers, and it evaluates the teaching/learning and behavioral qualities of teachers.

- **Peer assessment:** refers to teaching, scientific, and community activity of teachers evaluated in a completed calendar year. Peer assessment is carried out by two teachers with tenure in the university, teaching the same teaching degree or higher than that of evaluated person, of which at least one teacher is outside the discipline the evaluated teacher is part of.

The results of the evaluations are processed and analysed to EQAB by faculties and by university, and necessary improvement measures are taken. The summary of the results is presented in the analysis session conducted by the management regarding the operation of QMS and is made public.

The results of the annual evaluations of the teachers are the basis of some measures to improve the quality of the didactic and scientific act in the university.

Auxiliary staff and contract teaching staff are reviewed annually, based on the Professional Performance Assessment Procedure. The evaluation of these categories of staff is based on the systematic and objective assessment of performance, quality of work, behavior, initiative, efficiency and creativity, for each employee.

The results of the evaluation are used to raise awareness among employees of the performance achieved, in relation to the requirements of the job and for the stability of hierarchical bosses of measures to increase / increase the level of skills or to reward / promote employees.

7.1.3 Infrastructure

The AB of **G.E. Palade UMPHST Tg. Mureș** is constantly working to provide and maintain the infrastructure necessary to operate the processes included in the QMS and for compliance of the services.

G.E. Palade UMPHST Tg. Mureș has a **heritage** which contributes effectively to achieving the mission and objectives, represented by its own teaching and research areas and those in public health units, based on institutional contracts, along with additional areas for other administrative activities. The areas are in compliance with technical, safety, and sanitary regulations in force.

Equipment, other properties

Equipment (laboratory, computers, printers, copy-machines, etc.) are properly maintained, hardware and software necessary to develop adequate **G.E. Palade UMPHST Tg. Mureș** processes, including processes for communication (fixed, mobile, fax, internet, computer network) are provided.

IT equipment

G.E. Palade UMPHST Tg. Mureș has adequate **software** for the subject matters included in the curriculum, to facilitate students' access to databases or information necessary for study, respectively for the introduction and automated processing of data in support activities, and owns **license** to use them.

7.1.4. Environment for operating processes

G.E. Palade UMPHST Tg. Mureș permanently considers the fact that the working environment has a positive influence on motivation, satisfaction students and employee performance, and, therefore, provides a good working environment for operating processes within faculties and other organisational structures, creating the conditions necessary to meet service compliance with applicable legal requirements (classrooms, laboratories, clinics, offices, workshops).

7.1.5. Resources for monitoring and measurement

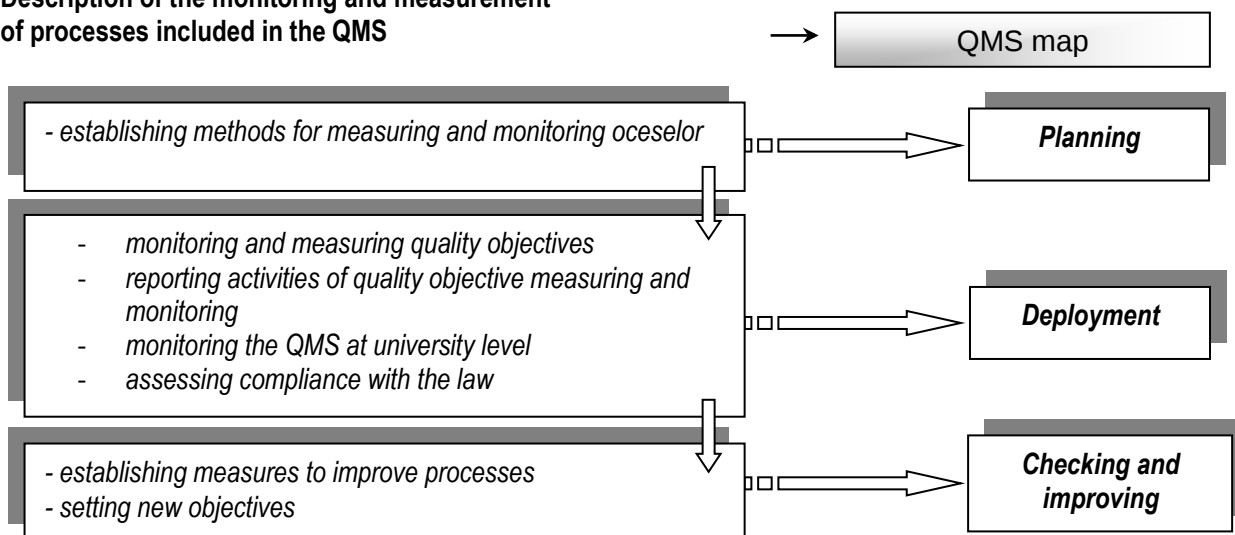
7.1.5.1. Generalities

Monitoring and measurement are used by **G.E. Palade UMPHST Tg. Mureș** to ensure valid and reliable results of the services provided, especially in education, in accordance with customer requirements and the applicable law.

The process of monitoring and measuring of the processes included in the QMS of **G.E. Palade UMPHST Tg. Mureș** was established in order to assess:

- effectiveness of the QMS;
- compliance with general and specific objectives of quality;
- compliance of processes with the regulations and legislation in force.

Description of the monitoring and measurement of processes included in the QMS



Quality improvement is achieved from the mission of **G.E. Palade UMPHST Tg. Mureș** stated in the Charter of the University.

Describing processes (covering the requirements of the standards developed by RAQAHE) was achieved by regulations, methodologies and procedures and it refers to:

1. Institutional capacity:

- processes regarding the establishment of institutional, administrative structures;
- processes for constituting the necessary equipment and premises to conduct education and research

2. Educational effectiveness:

- processes for the establishing the content of the programmes of study;
- processes for assessment of learning outcomes;
- processes for assessment of scientific research;
- processes for financial management.

3. Quality management:

- processes for quality assurance;
- processes for initiating, monitoring and periodic revision of programmes and activities;
- processes for the periodical assessment of the teaching staff;
- processes for access to learning resources;
- processes regarding the establishment of the systematically updated database concerning internal quality assurance;
- processes for transparency of public information on programs of study and, where appropriate, certificates, diplomas, and qualifications offered;
- processes for ensuring the functionality of structures for education quality assurance.

G.E. Palade UMPHST Tg. Mureș provides measurement and monitoring for all important processes:

- the measurement of students' professional performance uses a unitary knowledge assessment system, for all lines of teaching, per year and per study programme, using an interactive platform for examining and assessing students, which eliminates any suspicion of subjective assessment of students and which will use a uniform, objective, transparent scale for evaluating results; the results of the evaluation of the professional activity of the students are recorded in catalogs, through the computer application used at university level
- the measurement of the professional performance of the staff is carried out using specifically designed evaluation sheets, by didactic functions, or using unitary criteria for the auxiliary staff or contractual teaching staff
- the measurement of the performance of the teaching and research process is done by the degree of passability, by the level of the general average obtained per academic year, the degree of student dropout, the level of insertion on the labor market, the share of students pursuing postgraduate studies (master, doctorate, residency), the number of research projects, the number of patents, the number of publications, etc. The Department of Scientometry and University Ranking monitors the scientific activity of teachers to formulate and update the academic portfolio of each teacher, to centralise all the results of teaching and scientific activity, to be introduced in the international university ranking bases.
- the measurement of the quality of the educational process is carried out periodically through internal self-assessment or external assessment of quality assurance, on study programmes, respectively at institutional level, by the evaluation commissions and quality assurance, respectively by the representatives of the competent institutions.
- the measurement of QMS operation is performed through internal and external quality audits; internal audits use audit questionnaires in accordance with the requirements of the standard, adapted to the processes specific to the audited department; the measurement is performed according to the categories of recommendations formulated or identified non-conformities and the number and effectiveness of the improvement actions implemented.

All these data, most of them mandatory for the evaluation of the quality of education by RAQAHE, are permanently updated by the responsible departments and are made public by the annual report of the Rector of **G.E. Palade UMPHST Tg. Mureș**, report which is made public, according to the National Education Law.

Performance indicators are correlated with external requirements and are included in Strategic Plans for Institutional Development and Annual Operational Plans.

The indicators allow the development of internal quality control mechanisms. In **G.E. Palade UMPHST Tg. Mureș** performance indicators are used to assess the quality of the areas of activity (education, research,

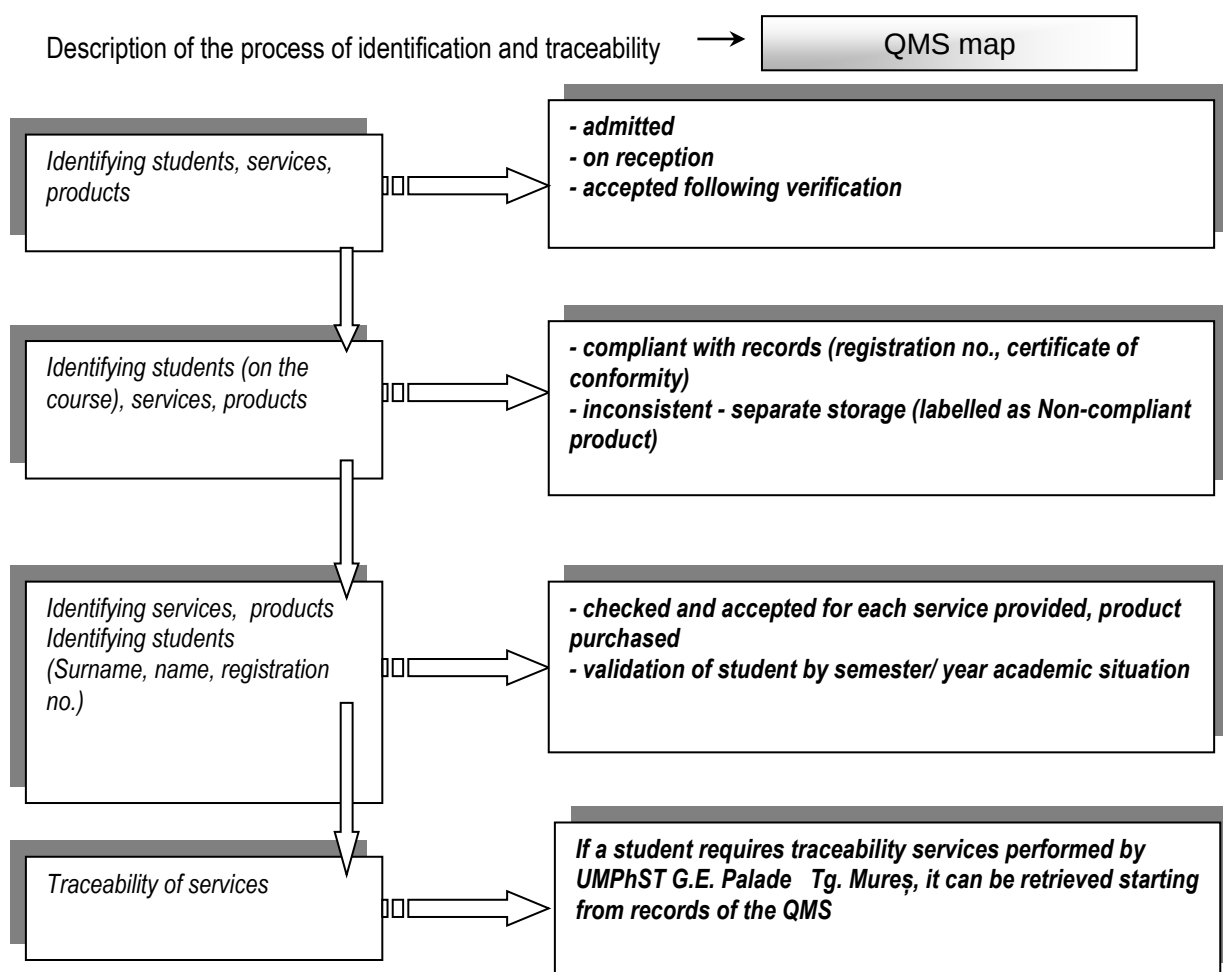
administration) which are included in regulations, methodologies, procedures, also found in the standards of external evaluation methodologies, reference standards and list of performance indicators used by RAQAHE.

7.1.5.2. Traceability of measurements

A system of identification and traceability was established within **G.E. Palade UMPHST G.E. Palade Tg. Mureș**:

- of students from admission until graduation;
- of services, products, materials;
- of products/ services found non-compliant while operating;
- of equipment.

Means of identification of services and responsibilities of this process are governed by following documented procedures:



7.1.6. Organisational knowledge

G.E. Palade UMPHST continuously determines the knowledge necessary to operate its processes, in particular to raise quality and performance in education and research and for compliance of all offered services.

Adequate information for the field of activity is recorded, updated, distributed, and made available as needed. Information is obtained and updated through experience.

Organisational knowledge is based on:

- **internal sources** - experience and degree of management training, staff training level, intellectual property of **G.E. Palade UMPHST Tg. Mureș**, knowledge obtained from examples of best practice or lessons learned from failures and successful projects, access to working models, research centers, patents, the results of research projects, communicating news in the field of activity of G. E. PALADE UMPHST Tg. Mureș to students and staff, selection and distribution of knowledge and undocumented experience, results of improved processes, products, services

– **external sources** - legislation, standards and regulations, academic sources, information obtained through participation in conferences, congresses, events, knowledge obtained from employees, external suppliers etc.

G.E. Palade UMPHST Tg. Mureș publishes and publishes its own journals in the fields of existing academic training and research, which encourages teachers and students to publish their research results:

“Acta Marisiensis-Seria Medica”

“Acta Marisiensis-Seria Stomatologica”

“Acta Marisiensis-Seria Biologica”

“Acta Marisiensis-Seria Technologica”

“Acta Marisiensis-Seria Philologia”

“Acta Marisiensis-Seria Historia”

“Acta Marisiensis-Seria Oeconomica”

“Juridical Current Journal”

When the needs and trends of change are identified, **G. E. Palade UMPHST Tg. Mureș** takes into account the current knowledge held and determines how to obtain or access any additional knowledge, as well as appropriate updates.

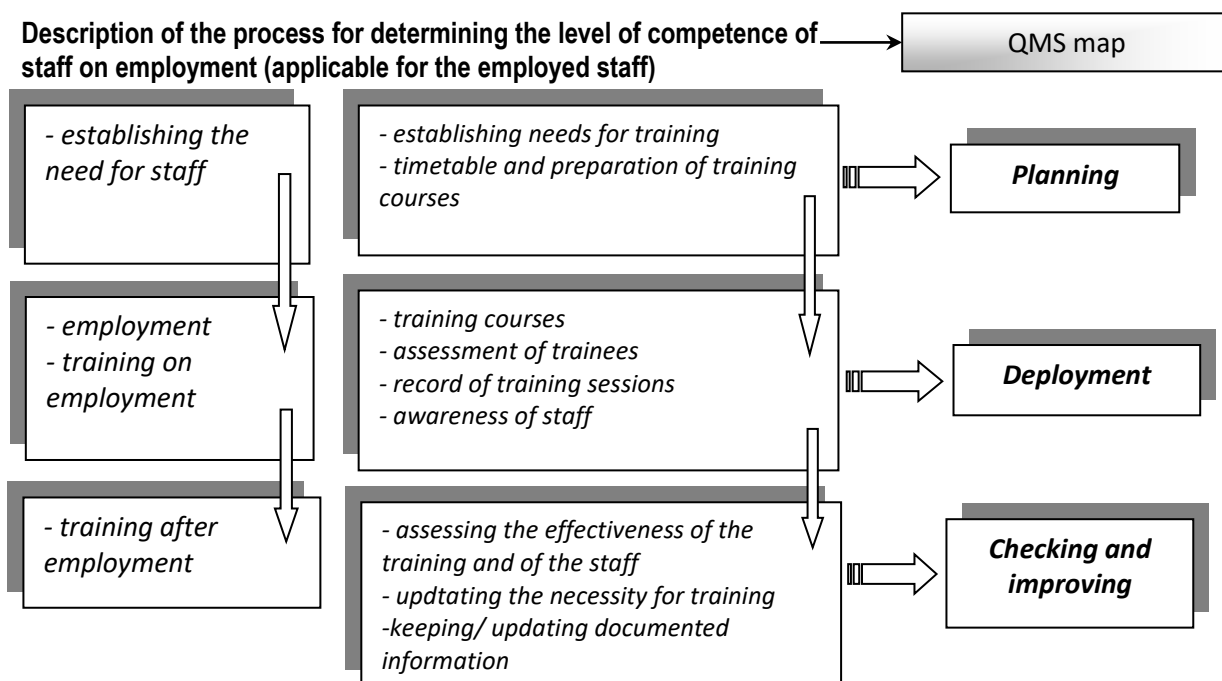
7.2. COMPETENCE

G. E. Palade UMPHST Tg. Mureș determines:

- necessary skills of the staff working under its control, and which may impact the performance and efficiency of QMS;
- the skill level of employees based on education, appropriate training and experience;
- actions needed to acquire the necessary competence and effectiveness of action taken when required.

Proof of competence of staff working under its control is kept as documented information (certificates of training/ qualification, titles/ certificates, publications etc.).

Description of the process for determining the level of competence of staff on employment (applicable for the employed staff)



The annual training program is drawn up based on training needs established by the process managers together with the head of Human Resources department. Training is done on the set dates and it is recorded in the **Report for training and assessment**.

7.3. AWARENESS

All staff is aware of the university's commitment to quality management, which is focused on completely meeting the requirements and expectations of its customers and other stakeholders, as well as to comply fully, without prejudice, with applicable laws and regulations.

All information regarding quality and results is posted on the public webpage of the university website, to be accessible both internally and externally. It may also, on request, provide relevant quality assurance information to stakeholders.

Trainings are conducted in **G.E. Palade UMPHST Tg. Mureș** to ensure the competence and awareness of all staff of **G.E. Palade UMPHST Tg. Mureș** on the role and importance of everyone within the QMS, how they contribute to the objectives of quality, the importance of compliance with quality policy, procedures, and the role and responsibility for maintaining and improving the QMS.

The proof of training and awareness is kept in the form of staff training reports, reports on specific activities in the field of quality.

7.4. COMMUNICATION

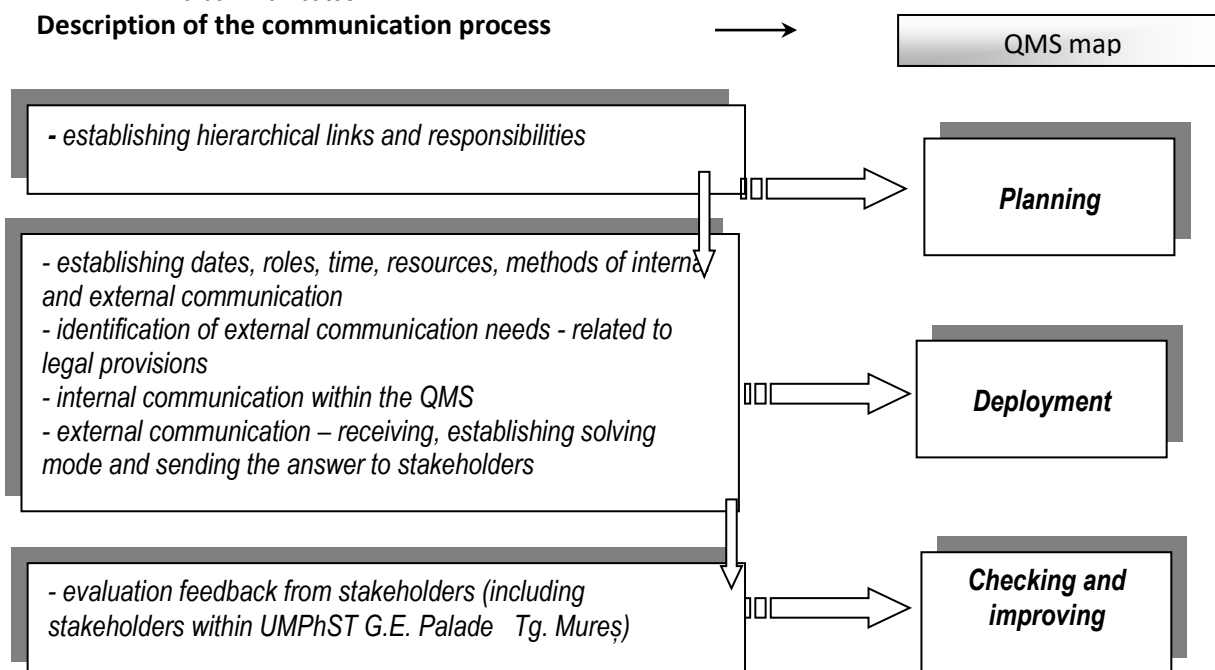
The **G.E. Palade UMPHST Tg. Mureș** methodology for communication within the QMS entails:

- internal communication between hierarchical levels and functions of the organisation;
- external communication with stakeholders.

In the internal and external communications relevant to QMS in the communication process **G.E. Palade UMPHST Tg. Mureș** establishes:

- what is communicated;
- when communication takes places;
- who is communicated with;
- how to communicate;
- who communicates.

Description of the communication process



The records of internal and external communication process are maintained in accordance with the documented procedures - SP, OP.

The Rector manages the **internal and external communication** of the University. The **Information and Public Relations Department** plans and conducts communication activities of the university as a whole, and the **Department of International Relations** plans and conducts the development of external relations.

The communication aims at transmitting the relevant information to make the university known, and ensures the transparency, reality, relevance and correctness of the information disseminated. The channels and forms of communication adopted by the university are the web page of the institution, the informative newsletter addressed to all teachers and employees of the administrative structures, conferences and press releases, consultation of the academic community (consultare@umfst.ro), complaints sections and online notifications from students, shows of the UMFSTLive television studio, etc.

The QMR is responsible for ensuring effective communication between departments and positions in **G.E. Palade UMPHST Tg. Mureș** regarding different aspects of quality and efficacy of the QMS. The tools used for communication within **G.E. Palade UMPHST** regarding quality management system include: e-mail, internal processes, internal meetings, etc.

Public information is available on the website of **G.E. Palade UMPHST Tg. Mureș** and is constantly revised and updated, providing transparency and impartiality.

The faculties and other special units are directly responsible for their own communication. Communication with students, in accordance with applicable procedures, includes:

- the transmission of information on education (curricula, information about admission, graduation examination, etc.);
- students' feedback about their satisfaction on teaching through the *Student satisfaction questionnaire on the process of education (including forms of examination)*; results are analysed in university or faculty QAD and EQAB meetings, with the establishment of corrective or preventative measures, where appropriate;
- resolutions to complaints (regarding quality) received under *The Student's Learning and Professional Activity Regulation and Regulations specific to each discipline*, as well as specific operational procedures.
- resolutions to the notifications formulated by the students ([name of the faculty] _sesizare@umfst.ro; administrativ_sesizare@umfst.ro)

The main means of communication with students are:

- **oral communication**: direct or by telephone. Direct oral communication is done either between individuals or in groups (in various meetings, etc.).
- **written communication**: by announcements (including the website of **G.E. Palade UMPHST Tg. Mureș**, digital e-UMF platform), announcements, emails, faxes, etc.;
- **visual communication**: by display (including the website of **G.E. Palade UMPHST Tg. Mureș**), notice boards in visible places, promotional materials, etc. Some of these procedures may be accompanied by oral communication.

7.5. DOCUMENTED INFORMATION

7.5.1. Generalities

Documented information is information that needs to be controlled and maintained within the organisation along with the medium that contains it. It can take the form of any documents and records (procedures, methodologies, regulations, contracts, forms, decisions, resolutions, reports, plans, etc.), showing evidence of the processes as planned and of achievement of the expected results.

G.E. Palade UMPHST Tg. Mureș has identified QMS specific documented information which can be classified as follows:

- documented information required by the ISO 9001:2015 standard;
- documented information by the organization as necessary to the effectiveness of QMS.

7.5.2. Creation and updating

When documented information in the **G. E. Palade UMPHST Tg. Mureș** is created and updated, the following aspects are taken into account:

- identification and description: title, date, author and/ or reference number
- format: language, software version, graphics, medium: paper, electronic, etc.
- analysis and approval in the terms of their appropriateness.

The QMS documents within **G. E. Palade UMPHST Tg. Mureș** are:

Specific QMS documents:

- The QMS Manual - QM
- System procedures - SP

- Operational procedures- OP
- QMS map
- Policy on quality

Organisational documents:

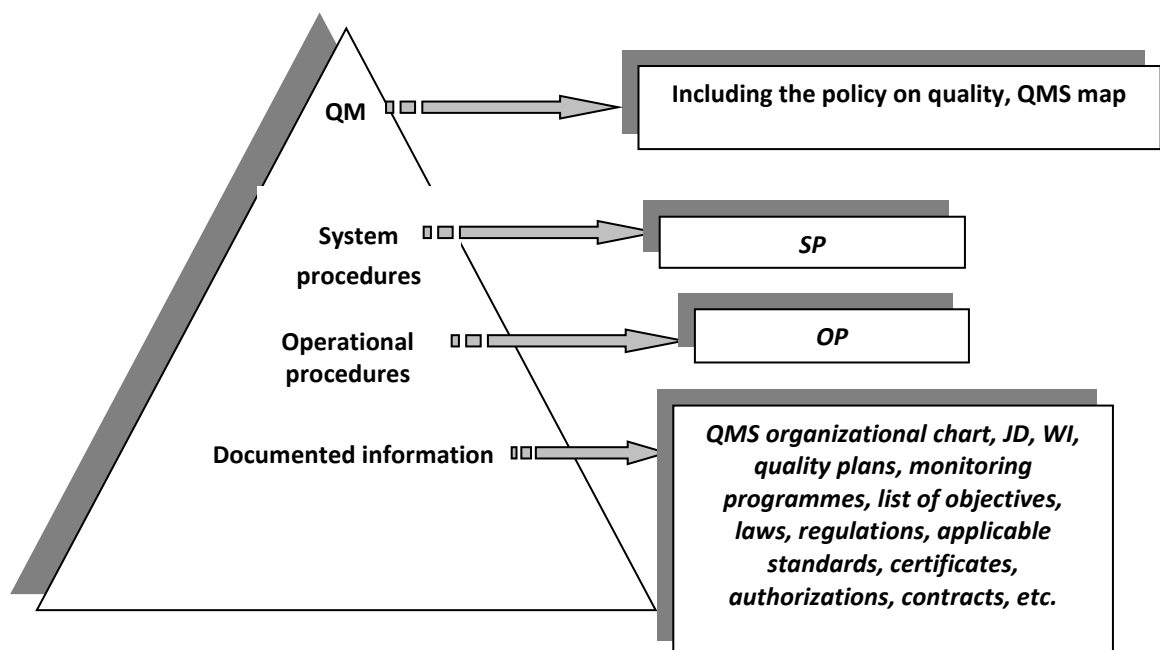
- Organisation chart **G. E. Palade UMPHST Tg. Mureș** -QMS, position chart
- Job descriptions - JD
- Regulations
- Working instructions - WI
- Professional training programmes
- Assessment tools

External documents:

- Technical documentation (books/ journals, online documents, etc.)
- Regulations (standards, regulations, laws, ordinances, resolutions, etc.)

QMS records - as required by the ISO 9001:2015 standard.

The following figure suggestively displays the documents included in the QMS.



The QM is an official managerial document which:

- defines quality policy;
- includes the QMS organisation, the authority and the responsibilities of positions involved in the implementation, maintenance, and continuous improvement of the QMS;
- describes the QMS and presents the field of enforcement of the QMS, including justifications of exclusions;
- presents all the processes included in the QMS and the interactions between them;
- describes the practices and methods used to continually ensure the specified quality for services, correlated with the documented procedures included in the QMS.

7.5.3. Control of documented information

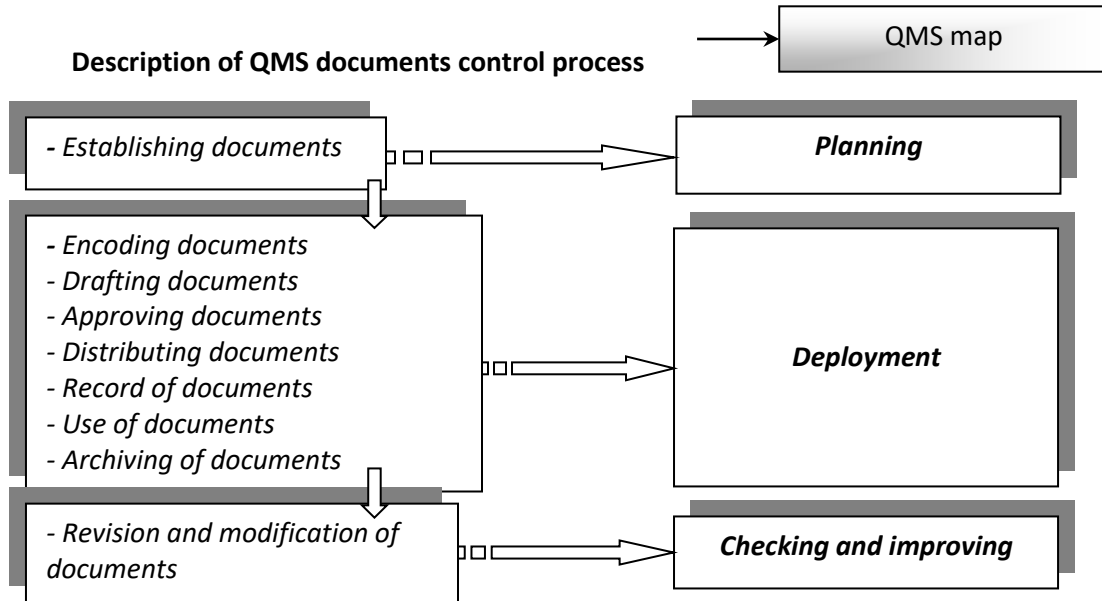
The documented information required by the QMS of **G.E. Palade UMPHST Tg. Mureș** is controlled to ensure:

- availability and appropriateness for use where and when needed;
- that it is adequately protected, depending on its role and importance (against loss of confidentiality, misuse, damage).

For the control of documented information of **G.E. Palade UMPHST Tg. Mureș** the following steps are taken:

- broadcast, access, retrieval, and use;
- storage and protection, including preservation of readability;
- control of changes, control of versions
- storage and disposal.

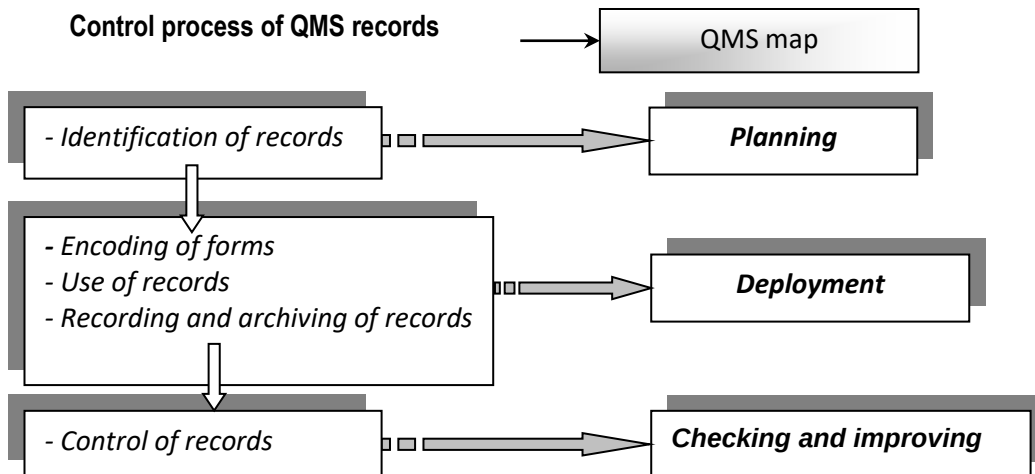
A control process of all QMS documents including those of foreign origin was established in **G.E. Palade UMPHST Tg. Mureș**.



The records of the control process of documents are maintained in accordance with documented procedures.

System procedures and operational procedures are developed in accordance with *UMFTGM-OP-AC-02* - Operational procedure regarding elaboration, verification, approval, dissemination, respectively modification and withdrawal of procedures and working instructions.

The control process of all records of QMS was developed in **G.E. Palade UMPHST Tg. Mureș**.



QM control rules:

Development

The QM is prepared by authorised personnel in accordance with the requirements SR ISO/ TR 10013:2003 - Guidelines for quality management system documentation.

The QM is identified by the information on the cover page and the header provided at the top of each page.



Each chapter of the QM is individually paginated so that its revision is carried out in a simple and accurate manner.

Approval

The QM is reviewed and approved by authorised personnel.

Release

The QM is issued in original.

QM copies may be issued as: controlled copy and or uncontrolled copy.

Controlled copies are subject to revisions.

Uncontrolled copies are not subject to subsequent revisions, they are indicative only and are specially prepared in the event of audits, meetings, visits, etc. Controlled copies have independent numbering as opposed to uncontrolled copies.

Distribution

The original QM is kept at the QAD. Controlled and uncontrolled copies of the QM (digitally stored) are distributed according to the Distribution list. The QM is available to users in a digital form - on the intranet.

Changes

The QM is originally issued as edition 1 and revision 0. An edition can undergo changes of some sections/subsections of the QM as a result of:

- certain legislative regulations and/or changes in standards or norms on which the QMS was implemented;
- changes in the organisational structure;
- the need to improve the QMS;
- based on the requirements of parties.

CHAPTER 8. OPERATION

8.1. Planning and operational control

The university provides activities of planning and control of specific operations for all its processes

For both teaching and research and administrative processes, the identification and compliance with applicable legal requirements or regulations is ensured, as well as other requirements identified by concluded contracts, specified customer requirements (feedback received after evaluating the results for the service provided) or other stakeholders. The list of legal provisions applicable to the university is periodically updated and communicated to the departments.

The teaching process is planned through the annual Curriculum, for each study programme and is approved by the governing bodies of the university, respectively by the MESR. The curricula are correlated with the strategic plan of the university and with the adopted curricular reform strategy. After approval, the curricula are communicated to students and are accessible to other stakeholders, by posting on the public page of the institution's website. Curricula are differentiated according to the forms of education (full-time, part-time, distance) and, respectively, the objectives of teaching, learning and research activities.

By planning the educational and research processes, G.E. Palade UMPHST Tg. Mureș:

- ensures that it provides the educational services expected by students
- provides the teaching/research methods, the material basis and the most appropriate environment for learning or research
- defines criteria/methods appropriate to each form of education, for evaluating learning outcomes
- coordinates the development of scheduled and planned educational activities
- defines and implements improvement methods
- provides the resources for the development of teaching and research processes.

In order to carry out the learning process, the university ensures, according to the quality requirements of the education:

- information support (curricula, modern teaching methods, appropriate to the specifics of study programmes, courses, current publications), objective criteria and appropriate techniques for evaluating students;
- the recruitment, selection and adequate professional development of the teaching staff, according to the quality requirements of the study programmes;
- sufficient financial resources and facilities to ensure the continuity of learning activities;
- coherent organisation of teaching, learning and examination flows of students;
- services for students according to their needs, including social services and extracurricular activities;
- procedures for admission, recognition and completion of studies appropriate to the purpose, including ensuring their mobility inside or outside the university;
- policies, equity and access criteria, properly and transparently implemented;
- the existence and application of a procedure for the integration and adaptation of students in the institution and curriculum.

The planning of administrative/support processes is done in accordance with the educational or research processes and their requirements. The planning takes into account the synchronisation of: administrative activities with educational/research activities, the criteria for achieving and complying with legal requirements or those of clients/other stakeholders, the opportunity or risks related to the identified processes.

The records which provide evidence that the processes necessary for the services satisfy the requirements are maintained under the system procedures and process procedures. Planning of service delivery is through the development and approval of curricula (bachelor, master, doctoral programs, programs for postgraduate courses) and research programs as development by the AB of **G.E. Palade UMPHST Tg. Mureș**. The university stores the record of documented information for service delivery which proves that the processes of the service and the delivered service meet the requirements.

8.2. SERVICE REQUIREMENTS

8.2.1. Communication with the client

When communicating with the client (mainly students) **G.E. Palade UMPHST Tg. Mureș** considers:

- providing information on the services (educational offer, the terms of the preparation and evaluation of training of students, the capability of providing resources, adopted strategies, reforms in the training process, the academic training of the teaching staff, etc.);
- treatment of students' requirements, of the contracts, including amendments;
- obtaining feedback from students regarding the services offered, including their complaints
- treating or controlling customer property (protection of personal data, *protection of data/research results*, protection of intellectual property).

8.2.2. Determination of requirements for the services provided

When determining the requirements of clients, **G. E. PALADE UMPHST Tg. Mureș** ensures that they are defined taking into account that:

- legal requirements and applicable regulations are met;
- requirements that **G. E. PALADE UMPHST Tg. Mureș** considers necessary are met;
- **G. E. PALADE UMPHST Tg. Mureș** can fulfil its statements regarding the services offered.

The university formulates the requirements for the main services provided by the university - education and research - taking into account the following aspects:

- whether they meet the approved policy, mission, and strategic plan
- if they meet the identified requirements of students or other stakeholders (community, employers, etc.). These requirements result from the priority interest for certain knowledge, competences, skills acquired through the educational or research process, biological ability to learn and assimilate knowledge and skills, emotional or social needs, certain special needs of some community members, labour market requirements etc.
- if they result from legal and regulated requirements, domestic and international
- if they are considered necessary by the university. Thus, the merger between the two universities and the new organisational formula led to the reconsideration of the educational offer and the introduction of new study programmes, aimed at multidisciplinary (medical engineering) and responding to the needs of the labour market, taking into account technological development in medicine.

The requirements for carrying out the processes can be found in:

- the educational offer, analysed and updated annually, according to the accreditations and authorizations held by the university
- the conditions for preparing and evaluating the professional training of students
- the conditions of employment and promotion of teachers
- the conditions for accepting products, services, works supplied from outside
- the conditions for compliance with standards and indicators of evaluation, internal and external of the institutional activity or of the study programmes, for the validation of the preparation and of the issued study documents, etc.

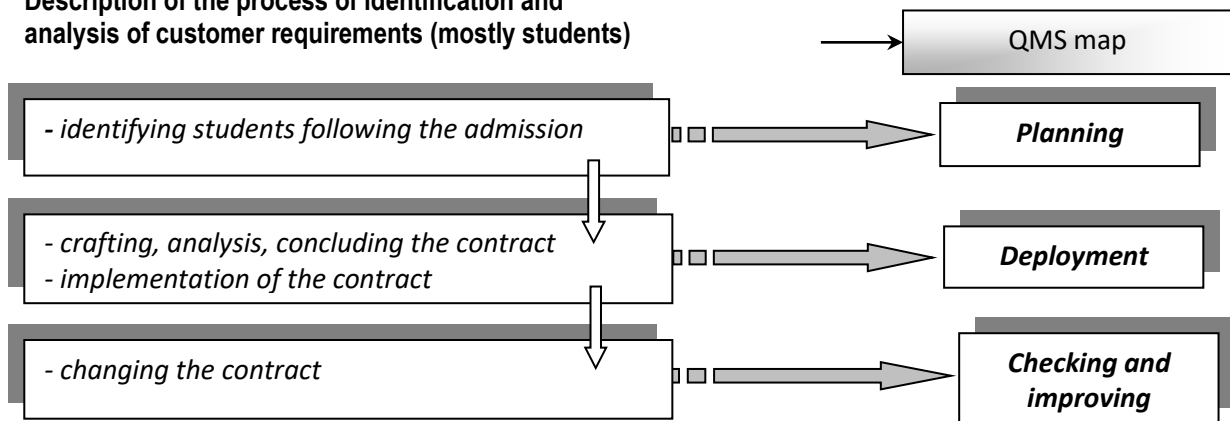
8.2.3. Analysis of service requirements

G.E. Palade UMPHST Tg. Mureș ensures that it has the capability to meet requirements for the services to be provided to customers (students). Prior to the start of the academic year and whenever the monitoring, measurement results in needs, **G.E. Palade UMPHST Tg. Mureș** analyses:

- requirements specified by the customer (student);
- requirements unspecified by the student, but which are necessary to achieve the intended outcomes;
- university specific requirements;
- legal and regulatory requirements applicable to the services provided.

A process of identifying and analysing customer requirements (mostly students) in order to meet their requirements has been established in **G.E. Palade UMPHST Tg. Mureș**.

Description of the process of identification and analysis of customer requirements (mostly students)



The results of the analysis are kept in documented information (feedback questionnaires, reports, etc.) resulting in the capability of the organization and any new requirements on the service provided.

The documented information related to the process of identification and analysis of requirements of students is maintained in accordance with documented procedures.

8.2.4. Changes in service requirements

If the service requirements are changed, G.E. Palade UMPHST maintains relevant documented information, with amendments that are communicated *directly* to the staff involved.

8.3. DESIGN AND DEVELOPMENT OF SERVICES

G.E. Palade UMPHST Tg. Mureș establishes, implements and maintains a process of design and development of educational activities and supporting ones so as to ensure a consistent supply of specific services.

The design and development process within the teaching activity aims at designing and developing the process of teaching theoretical knowledge and developing specific practical skills, respectively research and innovation activities, which result in the addition of added value at individual and institutional level and growth prestige G.E. Palade UMPHST Tg. Mureș

Teachers, researchers and students carry out scientific activity according to the provisions of the National Education Law no. 1/2011, with subsequent amendments and completions. The scientific research activity is part of the obligations of each teacher. Research is at the heart of training. The own activity of scientific investigation, validated through published works, together with the teaching competence, represents the fundamental criterion for evaluating the academic qualification and performance.

8.3.2. Planning design and development

The design of the teaching and research process takes into account the applicable legal and regulatory provisions, but also the identified requirements of students (knowledge and skills appropriate to labour market requirements, career predictability, etc.) or other stakeholders (employers, community, etc.).

When designing the structure of study programmes, the diversity of students' needs is taken into account, in order to allow each student to adopt a learning path appropriate to his skills and interests, but to respect the objectives of the study programme and the competencies expected at the end of the learning process.

In the validation of the design of the educational process (in the approval of the curricula) the students participate, through their representatives, in the Faculty Councils, in the Administrative Board or in the Senate. The process of designing study programmes is monitored by a specialised department, the Department of Internal Evaluation of Study Programmes and University Curriculum, which, thus responds to an RAQAHE indicator that evaluates the differentiation in the implementation of study programmes.

8.3.3. Inputs of design and development

The design input data used by the university is represented by:

- the functioning and performance requirements identified for the study programmes (RAQAHE criteria/standards/indicators or own internal criteria) or for the research projects (objectives, results, indicators)

- data from similar design and development activities, for other study programmes or research projects
- the requirements of some regulations, procedures, codes that the university has committed to comply with
- the operational and legal requirements of the administrative/support processes
- human, financial, material, informational resources available
- the formulation of risks that may have negative consequences on activities, respectively the prospect of opportunities that may lead to improved results.

8.3.4. Design and development controls

The university ensures the control of the design of the study programmes considering the following aspects:

- the purpose and scope of the programs are defined taking into account the current and future requirements of the students
- some prerequisites are met, if they have been defined (by law, university, students, other stakeholders)
- a set of characteristics results that define the students from these study programmes
- the requirements for the activities that will take place within the study programme result
- a profile of future graduates, in relation to profiles, occupational standards, labour market requirements, etc.

results

Curriculum design control is ensured by checking whether:

- the specific input data (knowledge) correspond to the field of the course
- completing the curriculum ensures that students acquire knowledge, skills, and aptitudes appropriate to the field of preparation and expected
- the curriculum reflects the level of knowledge that students will acquire after completing it
- the objectives of the curriculum are SMART
- appropriate teaching methods are used, in accordance with legal requirements, internal regulations and student expectations
- students have an active role in the teaching and learning process
- students are given feedback on their professional activity and the level of assimilated knowledge.

The university ensures the control of the design of the support processes if:

- the purpose and objectives formulated in the processes correspond to the mission, strategy, and operational planning of the university
- some prerequisites are met, if they have been defined (by law, university, students, other stakeholders)
- the planned resources are available and are in accordance with the interests of the university and the applicable law.

All these aspects related to design control are closely related to the outcome of the education and research process, which is monitored and measured by evaluating the professional activity of students, by evaluating the activity of teachers and research by students, evaluating the satisfaction of graduates for services offered by the university, the evaluation of the satisfaction of the members of the university community regarding the services offered by the university, other evaluations that can be applied punctually, for different situations that require improvement.

In determining the stages and controls for design and development for all its processes **G.E. Palade UMPHST Tg.Mureș** considers:

- the nature, duration and complexity of the activities;
- the necessary process steps;
- the activities required for verification and validation;
- the responsibilities and authorities involved in the design, development process;
- the necessary internal and external resources;
- the need to involve customers (students) in the design and development process;
- the documented information necessary to demonstrate compliance with the requirements.

8.3.5. Outputs of design and development

Checking the output elements is carried out taking into account the following:

- to satisfy the requirements of input elements;
- to provide appropriate information for supply and implementation of research results;
- to contain or refer to acceptance criteria;

- to specify the features that are essential for the safe practice of results.

8.3.6. Changes in design and development

Regardless of the nature of the processes - educational, research or support - in the design and development stage **G.E. Palade UMPHST Tg. Mureș** evaluates whether changes to the initial input data are necessary, so that the result of the design and development corresponds to the interests of the university and the applicable legal provisions or regulations.

At this stage, documented information is kept regarding:

- the changes made
- results of analyses for modification
- authorisation of changes
- actions to prevent negative impacts.

8.4. CONTROL OF OUTSIDE PROCESSES, PRODUCTS, AND SERVICES

G.E. Palade UMPHST Tg. Mureș ensures that processes, products, and services provided from outside are consistent with the requirements.

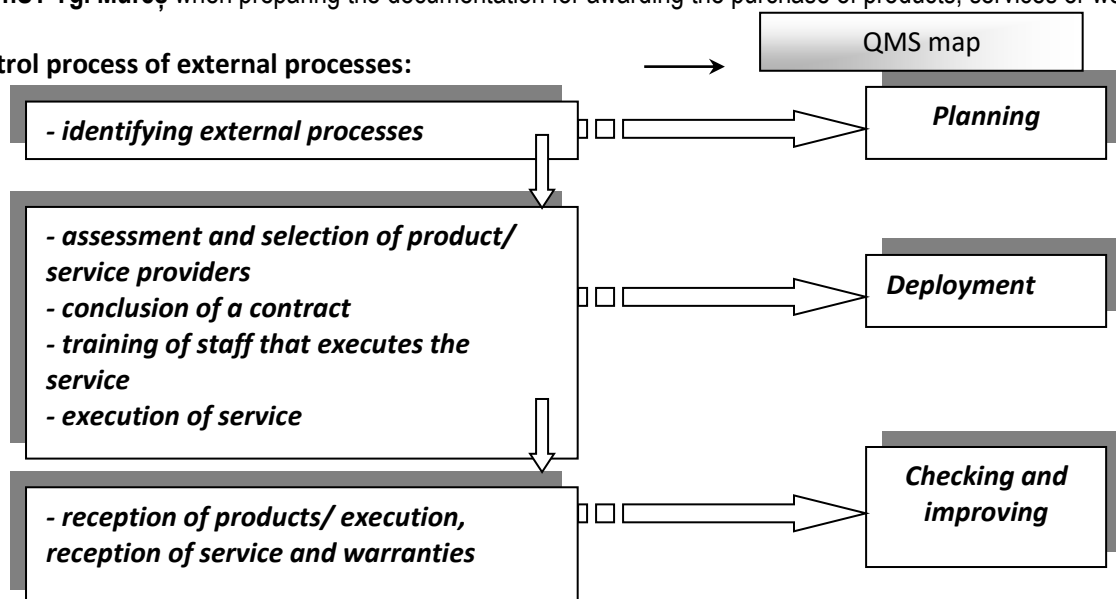
G.E. Palade UMPHST Tg. Mureș established the process for the provision of outside services, materials, and equipment needed for activities in the field of education and research, but also for administrative activities to ensure that they meet the specified requirements.

To ensure that processes, products, and services provided from outside do not adversely affect its capability to consequently deliver consistent services to its customers, **G.E. Palade UMPHST Tg. Mureș**:

- ensures that externally provided processes remain under the control of its quality management system;
- defines the circumstances in which it intends to apply controls on an external supplier, and those in which it will apply controls on the resulting output elements;
- considers the potential impact of outside processes, products or services on its capability to consistently meet customer requirements and applicable regulatory and legal requirements and effectiveness of controls applied by the outside supplier;
- determines verification or other activities necessary to ensure that externally provided processes, products or services meet the requirements.

The QMS of **G.E. Palade UMPHST Tg. Mureș** identified all external processes, namely the processes that are carried out by third party companies or freelancers which require the provision of a product or service, and which may affect compliance to specified requirements. The methodology of control of such processes was established. Specific methods and responsibilities for process control are established within **G.E. Palade UMPHST Tg. Mureș** when preparing the documentation for awarding the purchase of products, services or works.

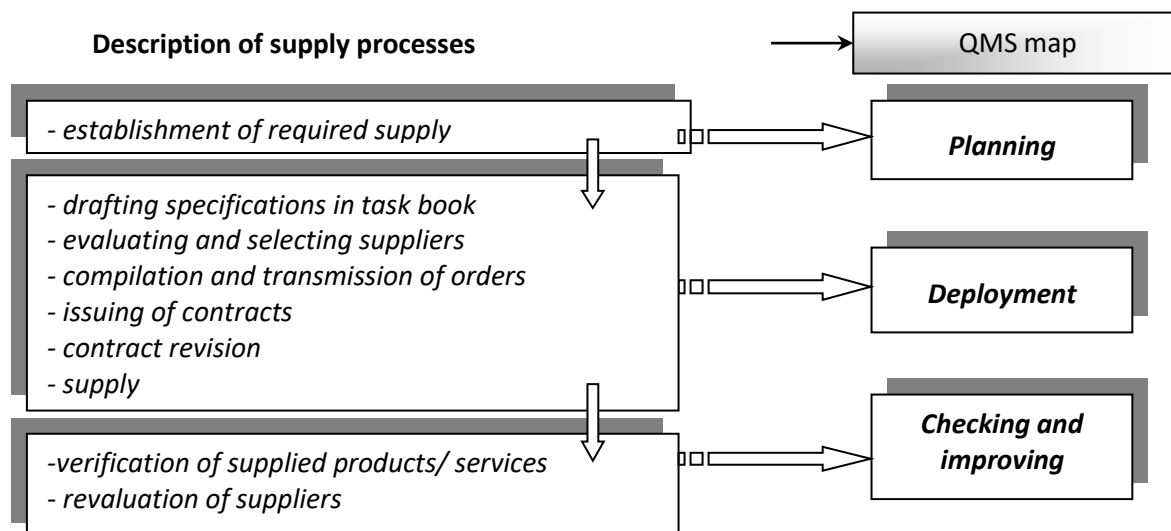
Control process of external processes:



The records of control process of external processes are kept in accordance with documented procedures.

The control process of external processes identified in the QMS, as well as the responsibilities associated with this process are regulated through documented procedures:

When the intention is to carry out a verification of the provider of external process, product or service this will be specified in the contract with this supplier. The contract will specify that the supplier must provide all facilities and records documented information necessary to verify.



Procurement processes, records associated with supply processes, including the evaluation and selection of suppliers, as well as responsibilities associated with these processes are regulated by documented procedures.

8.5. PRODUCTION AND SUPPLY OF SERVICES

8.5.1. Control of service delivery

G.E. Palade UMPHST Tg. Mureș provides controlled conditions of service supply for activities of graduate and postgraduate training in medical, pharmaceutical sciences, in engineering and technology, economy, law, sciences and letters, for scientific research and for administrative support in order to meet consistent requirements specified by the candidates/students and the legal or applicable regulatory requirements.

Controlled conditions are ensured by:

- availability of documented information defining the services to be provided by the university or activities to be carried out and the results to be obtained;
- implementation of monitoring or measurement appropriate stages;
- the use of proper infrastructure and adequate environment for the processes;
- appointment of competent staff;
- periodic validation and revalidation of the ability to achieve planned results;
- implementation of means to prevent human error.

The services take place after the approval planning and design (tuition figures by study programmes, structure of the academic year, curricula, position charts, operational plans, budget of revenues and expenditures, annual plan of public procurement, annual plan of work investment, etc.).

The services are performed under controlled conditions, demonstrated by documented information that defines the characteristics of the services to be provided by the university or the activities to be performed, as well as the results to be obtained (e.g. course syllabus, schooling contract, catalogues, service or work contracts, contracts for financing research projects, budget execution, etc.).

The provision of services by the university is described and controlled by QMS documents - procedures, regulations, own methodologies, work instructions, documented information that demonstrate the planning, organisation, coordination, management, and control of the significant activities it generates. The elaboration of the

documented procedures and their bringing to the knowledge of the staff represents a mandatory requirement of the OSGG 600/2018 regarding the approval of the Code of internal control of public entities.

The university ensures completion of the following stages, for the performance of the didactic process:

Pre-admission, which updates and provides relevant information for candidates, at least 6 months before admission:

- general data about the university and about the organisational requirements
- the tuition fee proposed for approval by the MESR
- general data on admission criteria and related fees for educational services, if applicable.

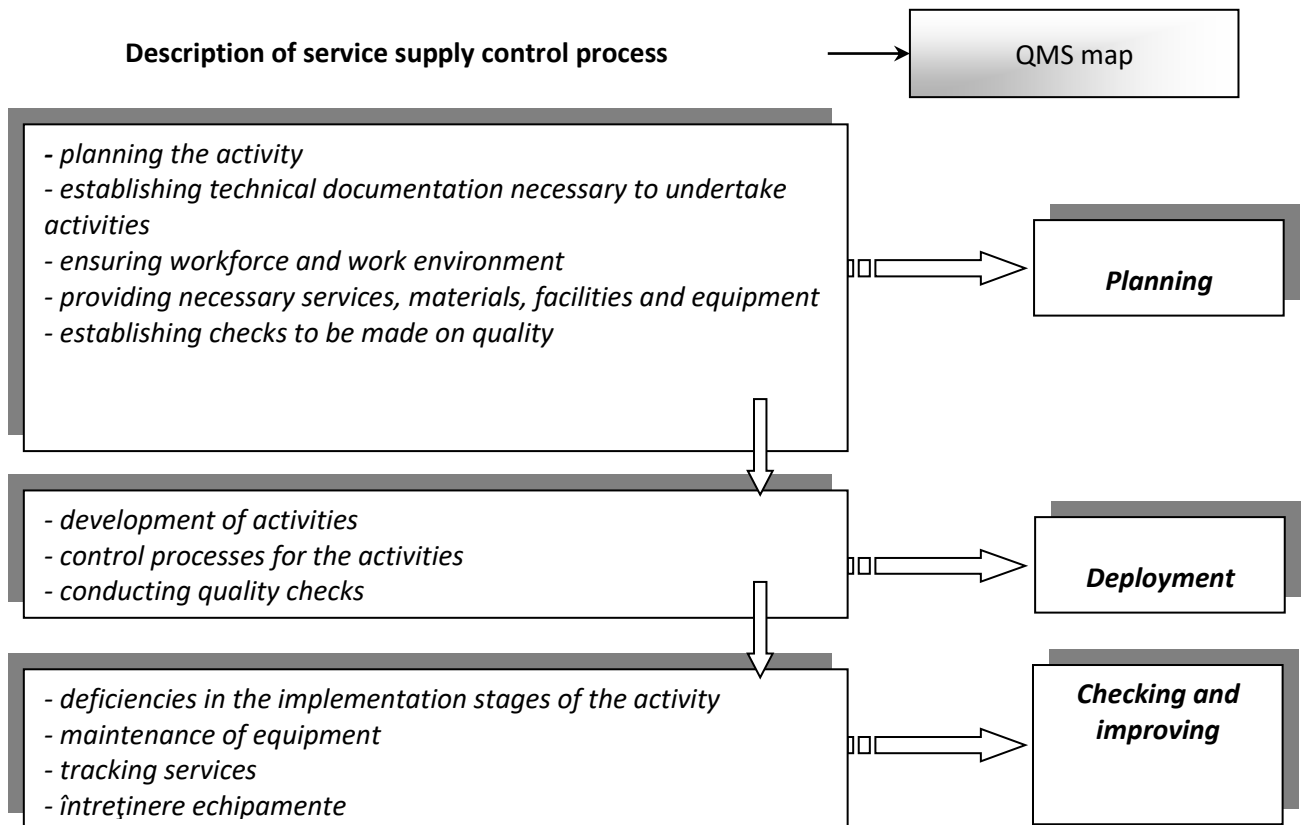
Admission, for which the following activities are carried out:

- establishing the admission criteria, taking into account the updated legal requirements and internal regulations (Admission Regulations, Regulations on the professional activity of students), the specific attributes of the professional fields that the specialisations for which the admission is organised, belong to
- online registration of candidates from all study programmes
- organisation of admission ensuring a uniform application of the admission criteria for all candidates in the same category
- ensuring the relevance, correctness, transparency, accessibility of public information on the institution's website
- enrolment of admitted candidates and ensuring their traceability throughout their professional training.

Carrying out the teaching process - is achieved through teaching activities for the acquisition of theoretical knowledge and practical skills, by providing learning facilities for students, respectively through administrative activities/support in the teaching-learning process.

In the teaching process, the emphasis is on ensuring the conditions and carrying out the activities so as to ensure that the minimum level of the RAQAHE evaluation indicators is exceeded. Teachers are responsible for the use of student-centred learning methods, on obtaining the expected results according to the identified needs of students, to the detriment of traditional teaching methods, which are channelled only on transmitting information. To this end, through the Curriculum Reform Strategy of the university, modern teaching methods (Team Based Learning, Cased Based Learning), are analysed, tested and introduced, the bibliography used in all teaching disciplines is updated, special emphasis is placed on e-learning transmission of information to students, use of computer applications, increasing the level of access to international databases with specialised publications, for documentation and study. Learning outcomes are explained and discussed with students from the perspective of their relevance to their development. To facilitate learning, students receive professional counselling from year-round tutors and through the Department of Professional Counselling and Student Information, which also helps identify difficulties in adapting and learning students, to apply methods that lead to increased performance, and to reduce or eliminate early school dropout.

The evaluation of the results of the teaching process, by evaluating the professional activity of the students, is carried out according to the internal regulations and procedures, (UMFST-REG-15 Didactic and professional activity regulation of the students, UMFST-PO-DD-06 of written tests) in accordance with applicable law and is announced to students in advance and in detail. It ensures an objective, unitary, correct, relevant assessment of students' level of knowledge, the procedures for examining and evaluating students being focused on learning outcomes. The results of the evaluations are constantly monitored and are carried out throughout the academic year, so as to ensure continuity and consistency in learning, between the final and the intermediate examination. After the assessment, students are given feedback on their level of performance, knowledge deficiencies that need to be reduced or eliminated and, where appropriate, advice to increase performance. All these aspects, which result in ensuring the professional performance of students, are among the requirements of the RAQAHE evaluation indicators.



G.E. Palade UMPHST Tg. Mureș has:

- b)** defined criteria for analysis and approval of education processes: resources, knowledge and expertise, materials and documentation, courses;
- c)** material resources, specific equipment, training programmes
- d)** human resources: professors, associate professors, *lecturers*, assistant professors, auxiliary teaching staff, administrative staff;
- e)** defined methods for assessment;
- f)** documented information;
- g)** revalidation when there are changes in any of the above requirements.

The objective evidence of the validation process of undergraduate and postgraduate training in fields of study offered by **G.E. Palade UMPHST Tg. Mureș** is the graduation diploma (bachelor, master's, doctorate).

The records of the provided control process services are kept in accordance with documented procedures.

8.5.2. Identification and traceability

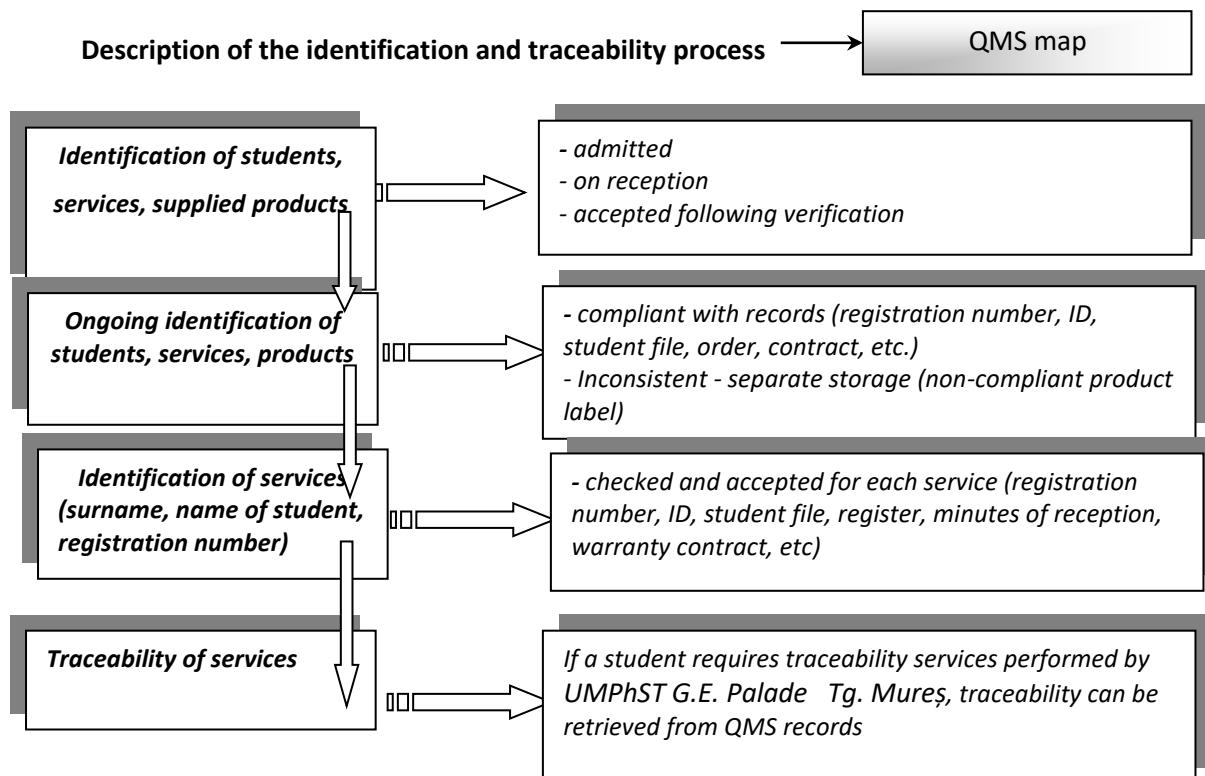
A system of identification and traceability was established in **G.E. Palade UMPHST Tg. Mureș**:

- of students from admission to graduation;
- of services, products, materials;
- of products/ services found non-compliant while operating;
- of equipment.

The University provides conditions to ensure the traceability and identification of process output data and to demonstrate at all times their degree of compliance with legal or regulatory requirements, customer requirements, especially students, or other stakeholders, respectively the established requirements required by the university, through documented information that records and demonstrates:

- the activity and performances of the students throughout the educational or research process (matriculation number, unique matriculation register, personal files of the students, catalogues, graduation diplomas, etc.)
- the activity and performances of the teachers throughout the period of teaching or research activities, respectively of continuous professional development (individual employment contracts, job descriptions, evaluation sheets of the didactic and research activity, certificates, certificates of professional training, publications etc)

- capitalisation of the results of academic studies, through the further professional development of graduates through postgraduate courses (master's degree, doctorate, residency, supplementing skills, etc.)
- capitalisation of the results of studies through the ability of graduates to integrate quickly into the labour market, especially in the field of training (% of insertion of graduates in the labor market)
- capitalisation of research results through publications for teaching, scientific publications, consulting centres for technology transfer, development of new products, etc.
- use and capitalization of the material, financial, human, informational resources that the university has
- evidence and traceability of measuring equipment, etc.



8.5.3. Property belonging to external customers (mainly students) or suppliers

A methodology for control of customer property during the period under the control of **G.E. Palade UMPHST** was established within the university. The customer's property was identified during the activities performed. Customer property means:

- the candidate's or student's personal documents;
- intellectual property gained from research;
- specialised studies.

During the course of the education service, customer property is protected in order not to be damaged or lost, and to ensure data confidentiality. If customer property is lost or damaged, the customer shall be notified through a written letter and documented information on what happened is stored.

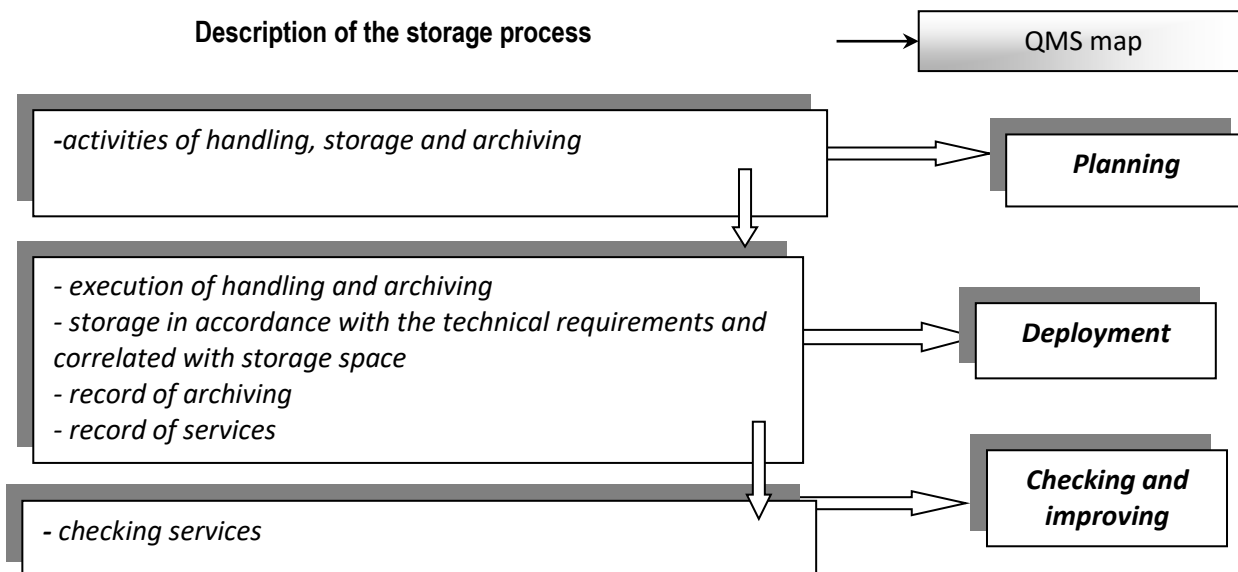
G.E. Palade UMPHST Tg. Mureș ensures the security of the processing of personal data in accordance with Regulation (EU) 2016/679. *General Data Protection Regulation* will be applied by all European Union countries. The University is firmly committed to fully complying with the provisions of Regulation (EU) 2016/679 and to processing with complete security all the specific personal data it interacts with in its teaching and research activity.

8.5.4. Storage

A methodology was established for storage and delivery of services within the QMS of **G.E. Palade UMPHST Tg. Mureș** in order to meet students' requirements. Thus, measures are taken to protect goods, equipment, documents, research results, external services. Responsibilities are identified and provided for users in the job description, including archival work.

The archive officer receives the documents and archives them according to criteria established under the specific procedure of archiving. The archive officer receives and releases special documents at the request of the

legitimate user of **G.E. Palade UMPHST Tg. Mureș** based on signature in the **Register for incoming-outgoing archived documents**.



8.5.5. Post-delivery activities

Upon conclusion of the service (especially that of the education system) **G.E. Palade UMPHST Tg. Mureș** shall ensure that the result of the provided services takes into account:

- legal and regulatory requirements;
- potential consequences associated with the service provided;
- intentional nature and duration of service;
- customer requirements (student);
- feed-back from customer (student).

As post-delivery activity on the outcome of the educational process **G.E. Palade UMPHST Tg. Mureș** monitors and analyses enrolment rate and the promotion of graduates in the residency examination, or other forms of postgraduate training, the graduates' insertion in the labour market and appreciation of the professional knowledge of graduates by employers.

Depending on the results, measures are established to update/improve the courses offered, reform/restructuring of subjects and teaching methods, according to the law and regulations of **G.E. Palade UMPHST Tg. Mureș**.

8.5.6. Control of changes

G.E. Palade UMPHST Tg. Mureș controls and analyses the changes to the services provided to ensure continuity of compliance with the requirements.

Changes that occur are controlled by documented information describing the results of change analyses, the person authorizing the change, and other actions arising from the analysis.

The control of QMS document changes is kept by the QAD and is ensured by the record of updated editions and revisions applicable to all QMS documents, authorising changes being provided by AB or SU, if applicable.

8.6. RELEASE OF SERVICES

When releasing the provided services, **G.E. Palade UMPHST Tg. Mureș** ensures that the planned arrangements have been completed properly, unless the customer or a relevant authority, where applicable, has approved otherwise.

In the case of the education process, **G.E. Palade UMPHST Tg. Mureș** ensures that graduates have covered all stages of preparation and assessment according to the curriculum and training standards and specific assessment and have acquired the number of credits required for certification of the training which allows access to the graduation exam.

For all specific services and activities within **G.E. Palade UMPHST Tg. Mureș**, by documented information, proof is sought that these services:

- are in accordance with the established acceptance criteria
- have been issued following authorisation by the competent persons whose traceability can be identified.

8.7. CONTROL OF NONCONFORMING OUTGOING ITEMS

G.E. Palade UMPHST Tg. Mureș ensures that output elements of provided services, which do not conform to these requirements are identified and controlled to prevent unintended delivery.

The procedure for the *Control of nonconforming product* describes the rules and responsibilities for product control/non-conformity service, consisting of identification, registration, isolation, analysis, client information, if applicable, treatment and correction, and non-conformities elimination. Under this procedure, any product/service is identified, isolated, analysed, and treated so that its unintentional use or delivery is prevented.

Documented information on non-compliant output elements:

- describe non-compliance
- describe actions undertaken
- describe any waivers obtained
- identify the authority that decides on the actions relating to non-compliance.

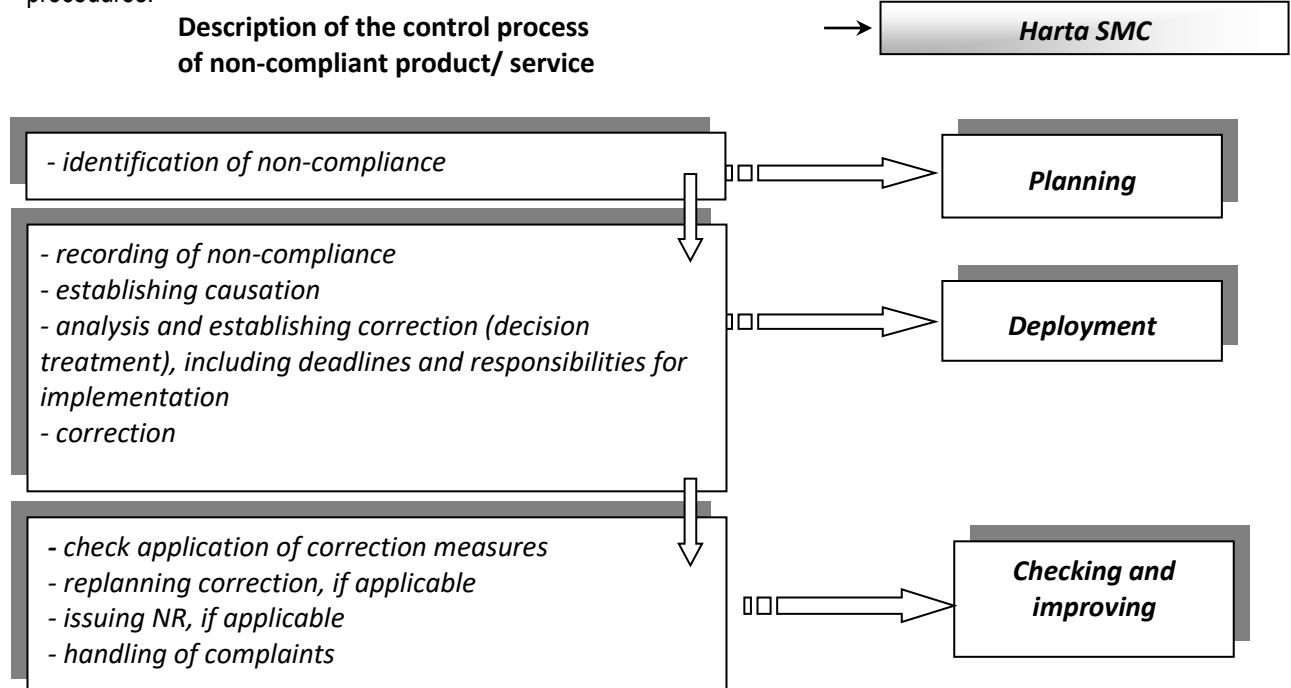
Non-conformities are identified by the cause of their occurrence, concerning:

- non-compliance with applicable procedures, regulations, other internal or external regulations: documents used are inadequate in terms of destination, edition, method of verification and approval; documents are missing (do not exist at all or are not available at the workplace), or a misconduct has been committed;

- use of equipment with malfunctions or improperly equipped.
- the staff does not have the necessary skills to perform the specific tasks;
- use of inadequate resources;
- improper, incorrect execution of operations, works, etc.

Depending on the possible effects of non-conformities, they are classified within **G.E. Palade UMPHST Tg. Mureș** in: **major** - refers to non-compliance with the requirements of the reference standard (ISO 9001 edition in force), which significantly affects the implementation or maintenance of QMS or process objectives, or even at the university level; **minor** - accidental non-conformities, which do not significantly affect the operation or maintenance of the QMS, respectively the achievement of the established objectives.

Documented information related to non-compliance processes is maintained in accordance with documented procedures.



CHAPTER 9. PERFORMANCE EVALUATION

9.1. MONITORING, MEASUREMENT, ANALYSIS, AND EVALUATION

Monitoring, measurement, analysis and evaluation of QMS determines:

- what should be monitored and measured;
- needed methods for monitoring, measurement, analysis, and evaluation to validate results;
- timing of monitoring and measurement;
- timing of analysis and assessment of results of monitoring and measurement.

The purposes for which the university ensures the monitoring, measurement and analysis of the results processes and the effects of these procedures are:

A. To demonstrate the compliance of the services

- monitoring and measuring the service provided by the university to students, other stakeholders
- monitoring and measuring the performance of external suppliers
- monitoring and measuring the effectiveness of actions taken to address risks and opportunities
- control of non-conformities
- customer satisfaction assessment.

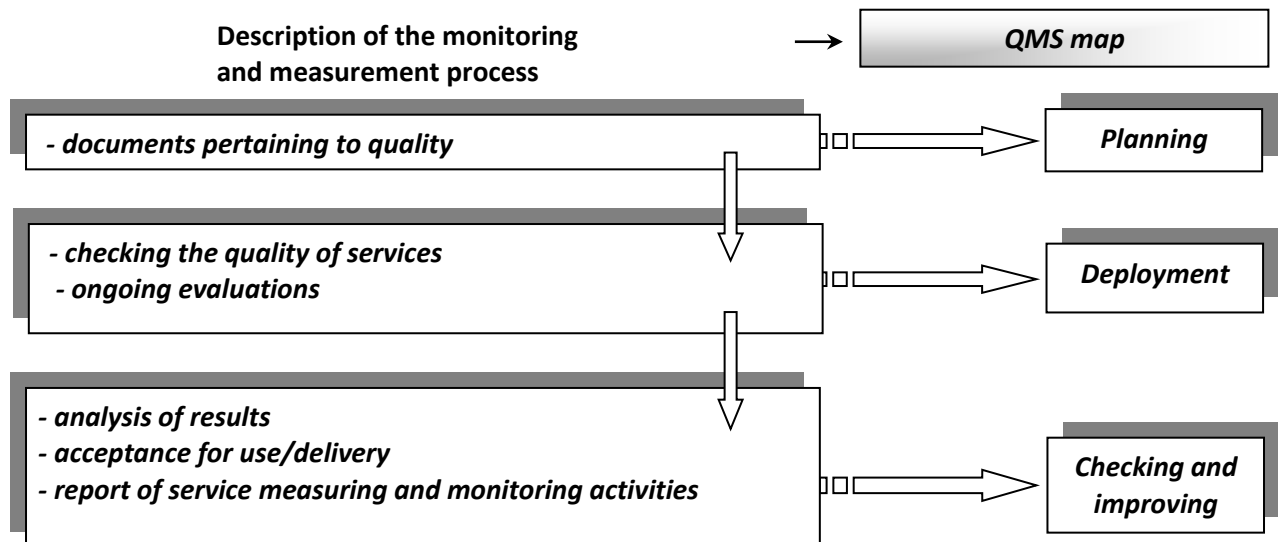
B. To demonstrate QMS compliance

- monitoring and measuring processes and their results
- effectiveness of actions taken to address risks and opportunities
- control of non-conformities found
- internal quality audits
- the analysis performed by the management regarding the effectiveness of the QMS operation.

C. To continuously improve the effectiveness of QMS

- monitoring the effectiveness of the implemented improvement measures
- monitoring the effectiveness of corrective actions.

The process of monitoring and measuring the characteristics of the services on reception, the flow of services, and final achievement was established in **G.E. Palade UMPHST Tg. Mureș**.



The records of the monitoring and measurement of the services included in the QMS are kept in accordance with documented procedures.

These records indicate the person responsible for issuing the service for use/delivery.

The process of identifying, collecting, and analysing statistical data resulting from the **monitoring, measurement, analysis, and evaluation** of services/processes included in the QMS was established in order to:

- prove the adequacy and effectiveness of the QMS;
- initiate corrective/ preventive actions to continuously improve the effectiveness of the QMS.

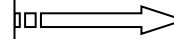
Description of the data analysis process



QMS map

- identification of data and establishing methods of statistical analysis of data - at the beginning of each year the QMS management together with the process managers establish the List of statistical cases that includes:

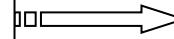
- elements that are necessary to be analyzed
- statistical method of analysis



Planning

- data collection and statistical processing - for each item to be analysed the process/activity manager collects and processes data statistically

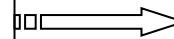
- communication of statistically processed data - the process/activity manager sends the statistically processed data to the QAD/QMR



Deployment

- analysis of statistically processed data - data are statistically centralized by the QAD/QMR to be appended to the Informative report and are discussed in the analyses performed by the management.

- continuous improvement of the QMS - by determining corrective/preventive measures - following data analysis opportunities for initiating corrective/ preventive measures can be determined



Checking and improving

9.1.2. Customer satisfaction

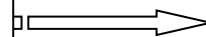
G.E. Palade UMPHST Tg. Mureș monitors students' (the main clients) perceptions on the extent to which their needs and expectations have been met.

Description of the assessment of student satisfaction process



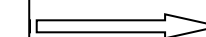
QMS map

- selection of students taking part in the survey (assessment)



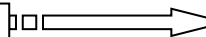
Planning

- drafting of assessment questionnaires
- transmission of the assessment questionnaire
- assessing students' satisfaction with the services provided by the university
- assessing students' satisfaction towards the evaluator



Deployment

- reporting and analysis of results of student satisfaction assessment



Checking and improving

The students have the right to participate in the evaluation of courses, seminars, practical work, the performance of the teaching staff and other educational and/ or organization issues related to the programme of study according to Art. 303 par. (2) of Education Act no. 1/ 2011, as amended and supplemented. Assessments are public information and are used in evaluating the performance of the courses, seminars, internships, curricula and teachers.

G. E. PALADE UMPHST Tg. Mureș is obliged to post the results of evaluation of teachers by students on the website of the university, in readable format, under the legislation in force. The results will include centralising of all assessments for each teacher and are analysed in FCQA meeting with preventive or corrective measures, as appropriate.

9.1.3. Analysis and evaluation

G. E. PALADE UMPHST Tg. Mureș analyses and assesses data and information derived from monitoring and measurement.

The analysis results are used to evaluate:

- compliance of services
- customer satisfaction
- the performance and efficiency of the QMS
- if planning has been implemented effectively
- the effectiveness of measures taken to manage the risks and opportunities
- performance of external suppliers
- need for improvements to QMS.

Assessment of students

Assessment of student in the university is performed professionally by *The Student's Learning and Professional Activity Regulation*, with clearly stated criteria, available on the website of the University. Assessments are made by specialist teachers who understand the role of assessment in the progress of students to accumulate knowledge and skills, which ensures that assessments are made properly. Students are informed from the beginning of the academic year regarding the strategy of assessment, methods, examination topics and criteria that will be applied to assess their performance.

The professional and scientific training of students is assessed through qualitative and quantitative indicators:

- the minimal admission average and the number of candidates for funded places reflect the level of preparation of students at enrolment and admission;
- ration of the number of graduate students/number of students enrolled in the first year of the generation (programmes of study);
- the number of awards obtained by students in scientific events or competitions;
- number of Erasmus scholarships;
- number of student mobility's;
- number of acquired language skills;
- reports of the tutors.

Quality of the curricula

Diversification of the programmes of study is permanent as is the **quality of the curricula of each programme and specialisation** so that it covers European requirements level, aiming to:

- **promoting higher education** in accordance with the requirements of a knowledge-based society and lifelong learning, integrated into the European mainstream;
- **ensuring a high standard of theoretical and practical training of students**, according to the profile and skills required by the profession and free movement within the European area;
- **training qualified specialists in the fields of the educational offer of G.E. Palade UMPHST Tg. Mureș for future professions**, professions contained in the register of professional qualifications and which have a strong education impact through labour market relevance;
- **training of basic and applied research skills of students**;
- **diversification of postgraduate studies** by master's studies required by the socio-economic and development strategies of the university.

The SU approved for 2016-2020 an important strategic objective **The strategy of the curricular reform process** which has the overall objective to develop a model of medical education to train graduates with clinical skills, able to have medical reasoning, decide and communicate professionally with patients, other professionals involved in the medical activity and with the society. Implementing and developing this strategy will be achieved through the Department for Internal Evaluation of Programs of Study and University Curricula.

Faculty monitoring of the quality of the university curricula is conducted by the **Faculty committee for strategy, curriculum reform and development**, monitored by the vice-rector for teaching and postgraduate education and the Committee for bachelor's degree studies and master's degree studies of the SU.

a) **Bachelor's degree qualification.** The curricula allow defining the applicative feature of medical and pharmaceutical professions by integrating the practical work of students in interdisciplinary and multifunctional laboratories created within faculties. Reducing the overall number of hours has created the possibility of an individual study time and attendance schedule of the established consultations in each department.

Faculty committees for strategy, curriculum reform and development operate within each faculty.

b) **Master's degree qualification.** The curricula for master's degree programmes are designed in such a way that graduates can certify the quality of training that allows them to integrate into a highly dynamic labour market. Subject matters included in the master's degree programmes allow the accumulation of additional knowledge and deepen the knowledge acquired during the bachelor's degree programme.

c) **Doctoral degree qualification.** The Doctoral School curriculum includes training in compulsory subject matters and subject matters to support the doctoral training in the chosen specialty. The functional organisation of doctoral studies is coordinated by **DSB** and **CDS** and is subordinated to the SU.

d) **Residency.** Training in the residency programme is conducted for each specialty according to the **training curricula** and is coordinated by teaching staff with specialised training in the field, according to specific regulations set by the Ministry of Health regarding organisation and financing of residency and **deployment methodology**. **Committees for continuous training and residency** operate within each faculty, they are monitored by the **vice-rector for teaching and postgraduate education and the Committee for postgraduate training and residency** of the SU.

Research

G.E. Palade UMPHST Tg. Mureș applies **universal evaluation criteria for scientific research** (provided by the University Charter). In assessing individual performance, the following are taken into account: the presence in the University publications, in national and international publications, books, presence at national and international scientific events, the role in the organization of the research activity, the results achieved in the economy and society.

The vice-rector for **scientific activity, student issues and professional orientation** coordinates the **Committee for scientific research** which monitors the activities of scientific research and practical results of the activities set out in the *Strategic plan of institutional development* of **G.E. Palade UMPHST Tg. Mureș** and develops an **Annual report on scientific research**; examines and approves the research plans in which the university is involved in collaboration with higher education institutions in the country and abroad.

Research activity is monitored by the **Committee for Scientific Research** within each faculty. Each discipline, department, faculty annually **reports their scientific work**.

The organisation of scientific meetings by the faculties of **G.E. Palade UMPHST Tg. Mureș** are tools in the capitalisation of research. Scientific events such as international and national congresses, symposia, roundtables, and workshops are held annually in **G.E. Palade UMPHST G.E. Palade Tg. Mureș**.

The quality of the training of the teaching staff, of the programs of study, and of teaching

The quality of the training of the teaching staff, of the programs of study, and of teaching is assessed by qualitative and quantitative indicators:

- the number of vacancies filled by competition;
- the percentage of teachers holding a doctoral degree/gaining a doctoral degree abroad;
- the percentage of positions in the positions chart covered with tenured teaching staff in higher education or associate staff;
- the number of mobilities and internships abroad;

- the number of joint programmes of study with other faculties of the university;
- the scores of self-assessment grids, hierarchical assessment, peer assessment, student assessment;
- proficiency in foreign languages;
- the use of modern teaching techniques and communication (presentations, courses, and seminars in digital format, facilitating student access to information and interactivity, use of online simulators;
- number of collaboration agreements with a view to the establishment of inter-university cooperation in quality assurance, efficiency, and performance in higher education;
- number of projects aiming at the quality of teaching.

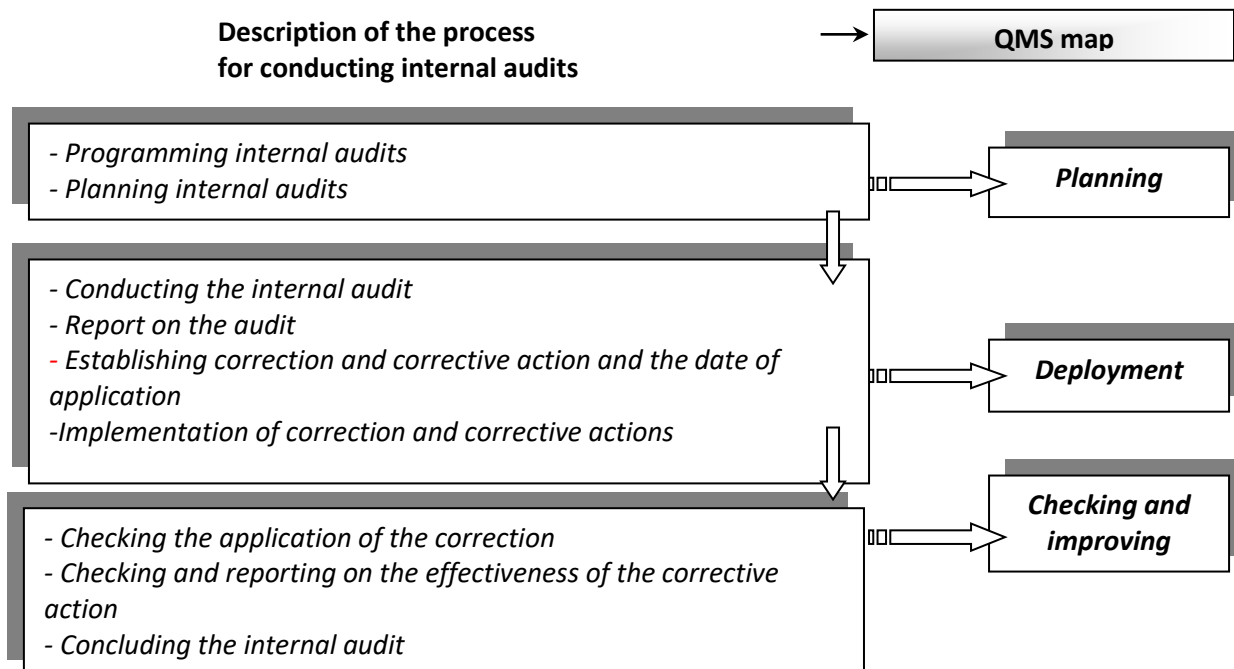
9.2. INTERNAL AUDIT

Internal audits are performed in **G.E. Palade UMPHST Tg. Mureș** at planned intervals to provide information on the fact that the QMS:

- is in accordance with their requirements of **G.E. Palade UMPHST Tg. Mureș** for its quality management system and the requirements of ISO 9001:2015
- is effectively implemented and maintained.

In order to conduct internal audits, **G.E. Palade UMPHST Tg. Mureș** performs the following specific activities:

- plans, establishes, implements an audit programme;
- defines the criteria and areas of audit;
- selects and continually instructs auditors;
- ensures objectivity and impartiality during the audit;
- analyses the results of audits and ensures that they are reported to the relevant management;
- conducts corrections and corrective actions taken within the timescales and verifies their effectiveness;
- stores documented information regarding audit program implementation or audit results.



The process for conducting internal audits of the QMS, and responsibilities associated with this process are regulated by a documented procedure:

UMFST-PS-02; UMFST-PO-API-01.

9.3. MANAGEMENT ANALYSIS

G.E. Palade UMPHST Tg. Mureș identified the necessary data to be collected and analysed to demonstrate the effective operation of the QMS and to evaluate points of improvement: **data from monitoring and measuring processes** (providing information on the characteristics and trends of processes within the QMS), **annual data** (providing information on features and compliance with the goods received from suppliers and the provided services for education and research), and **data from the monitoring of student satisfaction** regarding the educational process (teaching/assessment) or services provided by **G.E. Palade UMPHST Tg. Mureș** (Library, Diner, Hostels etc.).

Improvement actions are initiated based on the results of analyses, the conclusions of the analyses are presented in the analyses performed by the management, according to institutional documents University Charter, Regulation of organisation and operation of **G.E. Palade UMPHST Tg. Mureș**.

The achievements of the year are analysed at the end of the academic year and new directions for action for the next year are established; the quality policy and quality objectives are also analysed. The analysis performed by the management includes: self-assessment reports, results of audits (internal and external), feedback from students (results of monitoring students' satisfaction, complaints and other information related to feedback from students), information from suppliers, information on the characteristics and trends of processes and services, including opportunities for preventive action, changes in **G.E. Palade UMPHST Tg. Mureș** during the analysed period, the performance of processes, meeting the targets, status of corrective and preventive actions, previously conducted management analyses, changes which could affect the quality of the management system, recommendations for improvement. The outputs of management analyses include any decisions and actions related to improving the effectiveness of the QMS and its processes/ activities and the need for resources.

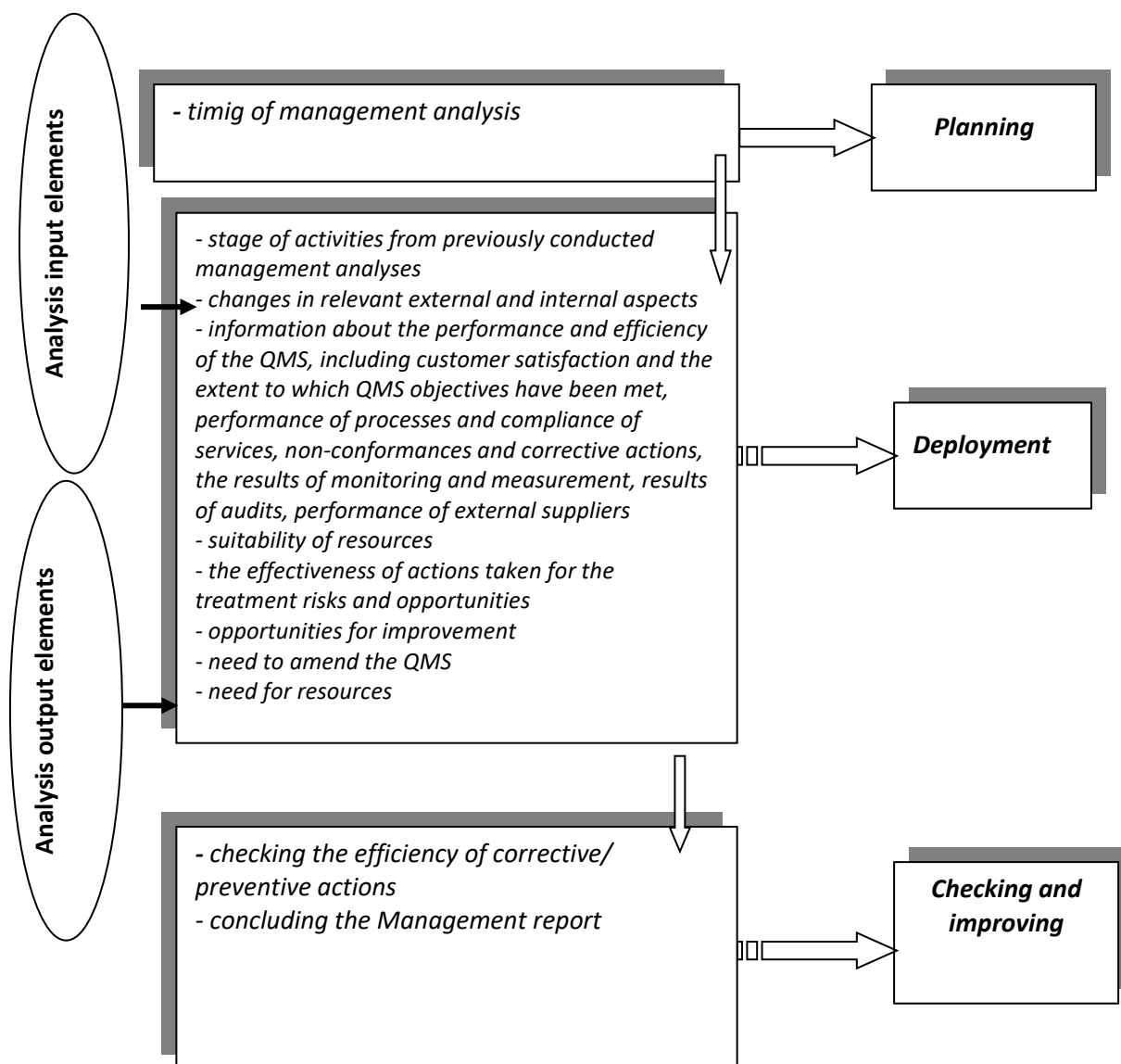
The management of **G.E. Palade UMPHST Tg. Mureș** analyses the QMS annually or whenever necessary in order to ensure that it is still appropriate, adequate, and effective. This revision includes assessing opportunities for continuous improvement or change of the QMS, if any, including the policy of general and specific objectives.

The **Informative report** is developed, which contains data relating to: the results of internal and external audits, feedback from customers, performance, processes and compliance of services, status of corrective and preventive results of previous management analyses, changes that could influence the QMS, recommendations for improvement, other decisions, policies and statistical situations derived from the analysed period. The responsibility for this report belongs to the QMR of **G.E. Palade UMPHST Tg. Mureș**.

On the established date, participants in the analysis together with the AB set decisions and actions related to: improving the effectiveness of the QMS and its processes, improving customer service in relation to requirements of customers and parties, and the need for resources. Moreover, corrective and/ or preventive actions can be established, for which completion periods, the staff responsible, and resources will be included. The **Report of the management analysis** is prepared.

Description of the process of management analysis

QMS map



CHAPTER 10. IMPROVEMENT

10.1. G.E. Palade UMPHST Tg. Mureș determines and selects opportunities for improvement and implements any necessary actions to meet the requirements of parties and to increase customer satisfaction by:

- improvement of the services provided for identify needs and future expectations of students;
- correction, prevention or reduction of undesirable effects;
- improved performance and effectiveness QMS.

G.E. Palade UMPHST Tg. Mureș is permanently preoccupied with the continuous improvement of the QMS by:

- establishing and implementing the policy regarding quality;
- setting and achieving general and specific objectives of quality;
- conducting internal audits;
- analysing data;
- analyses performed by the management;
- treatment of risks and initiate corrective action or to identify opportunities leading to the development of new educational services and research, attracting new students, improving the expected results.

10.2. Non-compliance and corrective action

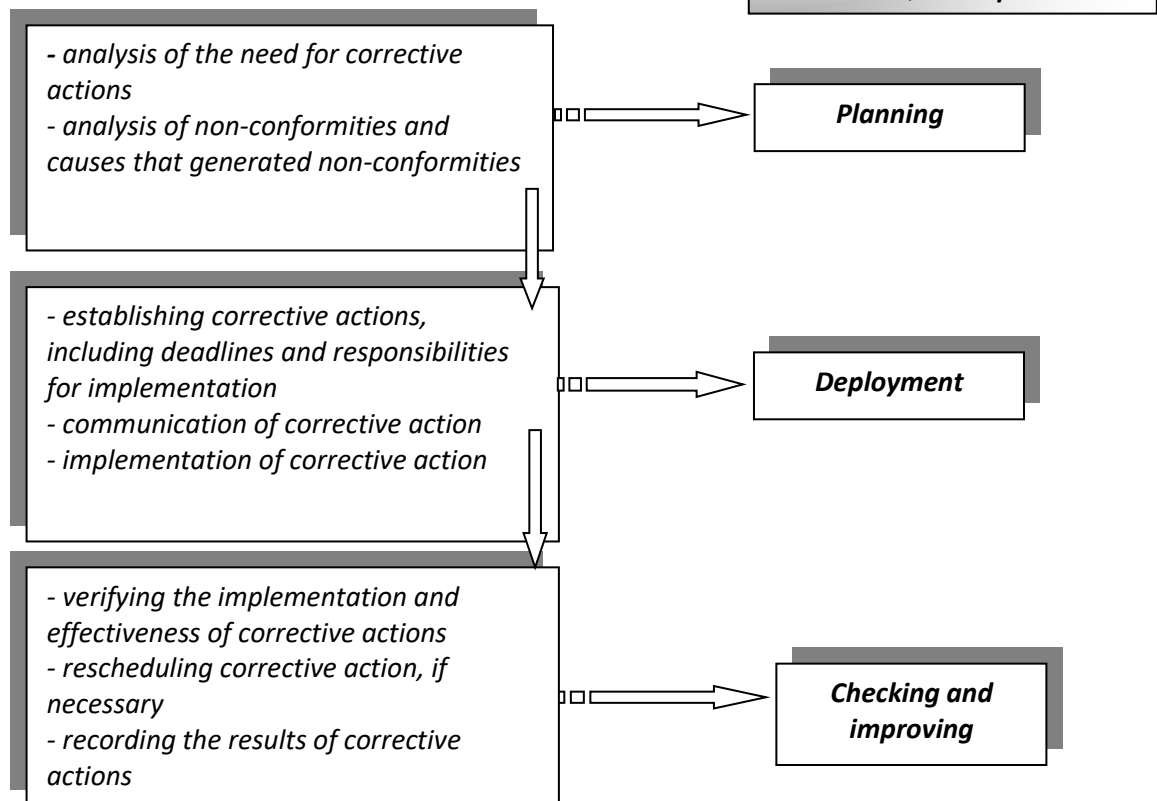
Where non-compliance occurs, including non-compliance resulting from complaints, **G.E. Palade UMPHST Tg. Mureș**:

- takes actions to control and correct it;
- examines the consequences;
- eliminates the causes to prevent re/appearance of non-compliance by: examining and analysing non-compliance, determining causes, determining similar potential or existing nonconformities;
- implementing the necessary actions;
- analysing the effectiveness of corrective actions taken;
- updating initially determined risks and opportunities;
- making changes to the QMS, if applicable.

To prove the nature of nonconformities, the actions taken and the results of corrective action **G.E. Palade UMPHST Tg. Mureș** preserves documented information (*Sheet of non-compliance, Register of complaints*).

Corrective measures are measures to eliminate causes of errors that lead to quality deviations and to avoid recurrences. Their applicability covers the entire process of teaching-learning-assessment, and administrative activities. Their application is **corrective action**.

Description of the process of initiation and implementation of corrective actions



10.3. Continuous improvement

G.E. Palade UMPHST Tg. Mureș continually improves the relevance, appropriateness, and effectiveness of the QMS. To establish needs and opportunities underlying continuous improvement taking into account the results of Analysis and Evaluation of Management (AEM) and output elements.

The results of analysis and evaluation and the AEM output elements are taken into account by **G.E. Palade UMPHST Tg. Mureș** in order to establish needs and opportunities that lie at the basis of continuous improvement of the QMS, which ensures the effectiveness of the QMS, as well as the fulfilment of the operational objectives set annually at the level of the organisation.

Chapter 11. APPENDICES

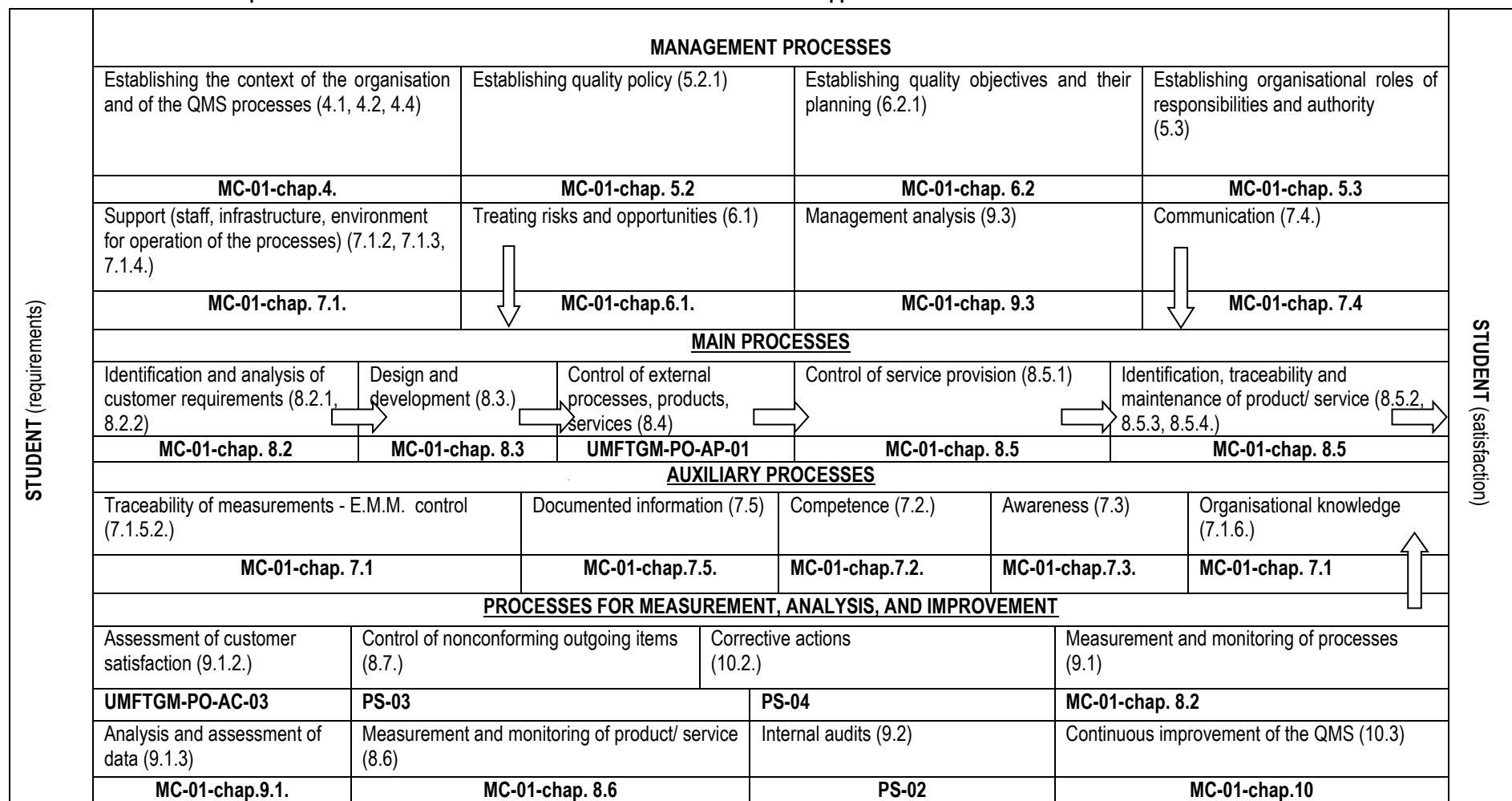
APPENDIX 1 – QMS map

APPENDIX 3 – Subdomains of operational procedures and their encoding



QMS map

Appendix 1





Subdomains of operational procedures and their encoding			
General secretariat	SG	Administrative office	SA
Human resources	RU	Technical, investments	TI
Financial accounting	FC	Botanical garden	GB
Infrastructure	INFR	Security, maintenance, fleet	PAZ
Supply	APR	Situații de urgență	SU
Procurement	AP	Dining, catering	MAP
Doctoral schools	SDR	Library	BIBL
Information and public relations	IRP	Bookstore and copy center	LIBR
University Press publishing house	EDUP	Research	CC
Acta Medica Marisiensis Journal	AMM	Didactic	DD
International relations	RI	Center for simulation and practical skills	CSAP
European and research projects	PEC	Integrated dentistry center	CIMD
Quality assurance	AC	Senat	SEN
Teacher training	PP	Managerial Internal Control System	SCIM
Residency	REZ	Center for advanced medical and pharmaceutical research	CCAMF
Juridical	JUR	Center for advanced medical and pharmaceutical research – Laboratory for Functional exploring	CCAMFLF
Health and Safety at Work, Occupational medicine	SSM	Center for advanced medical and pharmaceutical research – Laboratory Immunology	CCAMFIM
Internal public audit	API	Center for advanced medical and pharmaceutical research – Laboratory Chromatography - Mass Spectrometry	CCAMFCR
Computer networks, communications and computerization	RCCI	Center for advanced medical and pharmaceutical research – Molecular Biology Laboratory	CCAMFBM
Medical and experimental research	CME	Center for advanced medical and pharmaceutical research - Pathology Laboratory	CCAMFPT
Faculties	FAC		