



"Agency of the Latvian College of Culture"

"The Latvian College of Culture of the Latvian Academy of Culture"

Registration No. 90000039982

APPROVED

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of the Council of the Latvian College of Culture of
the Latvian Academy of Culture

Quality Management System Manual

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General information on Quality Management System

Vision

The Latvian College of Culture (hereinafter in text also - LCC) – the professional higher education institution in the culture field in Latvia, primarily chosen by students and recognized internationally, centre of continuing education and professional competences, promoting quality-oriented development of culture education in Latvia.

Mission

The mission of the LCC activities is a professional, creative, motivating and accessible to everyone environment, where student grows into an analytical, development and career-oriented personality.

Values

Professionalism

- Professionalism is the precondition for qualitative education. It is revealed in the attitude towards the work of every college employee and student, and is demonstrated in action.
- Professionalism is the trait of personality's character, which everyone can train and grow in the study process and daily work.

Creativity

- Creativity and analytical thinking and action is one of the components of qualitative education, resulting in professional career and personal achievements.
- Ability to find solutions in every situation gives the feeling of contentment and helps to gain balanced personal and professional growth.

Receptiveness

- Readiness to take the initiative and be responsible for the achievement of results is the basic element of the receptiveness.
- Skill to go deep into and listen to gives the opportunity to comprehend oneself better and form qualitative/ mutually pleasant relations, which serve as the basis for personal and professional lives.

Policy

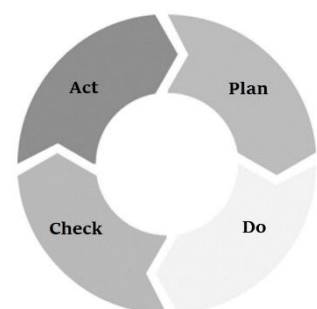
Striving for the excellence to offer the education and research corresponding the current quality requirements and being open for artistic creation.

Striving for excellence

The Latvian College of Culture continuously improves the qualitative indices and general performance of the college work. The college strategy includes the targets for positive changes both in teaching, research and creation, as well as in administrative management, work environment and infrastructure.

QMS processes

The QMS processes are structured according to the cycle Plan – Do – Check – Act (hereinafter in text also - PDCA). The phases respectively: (1) define the targets and processes required for achieving targets; (2) implement these processes in practice; (3) review the results, comparing the achievements with the set targets; (4) search the required improvements by upgrading planning, implementation and review processes.



Designations used in the QMS process maps

Element of a process map

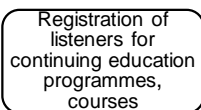
Description of a process map element



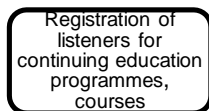
Customer designation



Indication for sequency and interaction between elements of process map



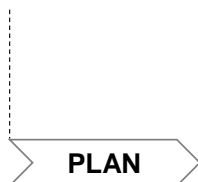
Subprocess or process action



Indication to a subprocess, described in process map

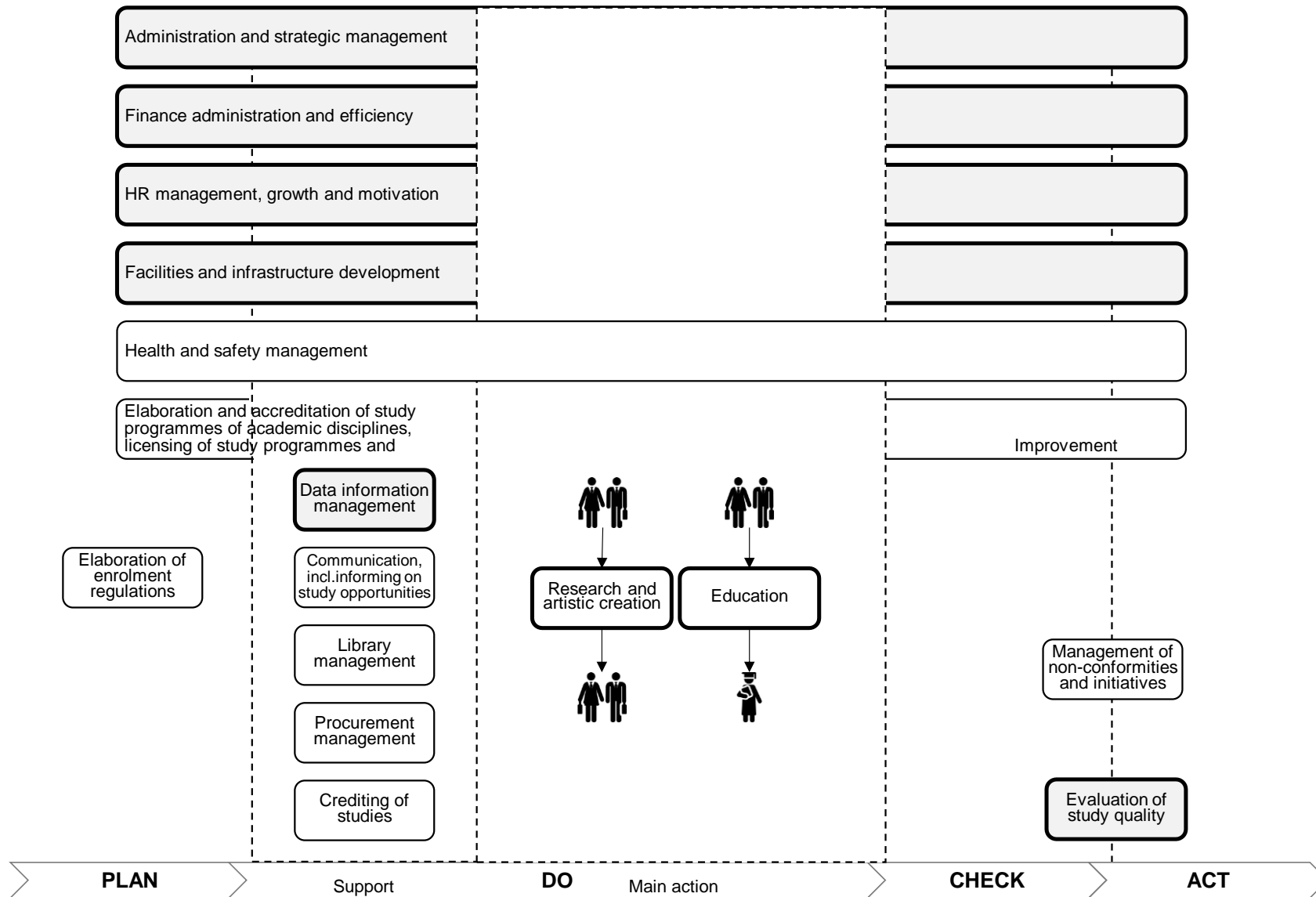


Indication to a related process



Indication to a phase or phases of Plan– Do – Check – Act (PDCA) cycle, to which the subprocess or the process action corresponds to

Map of the main QMS processes



Documents regulating the processes

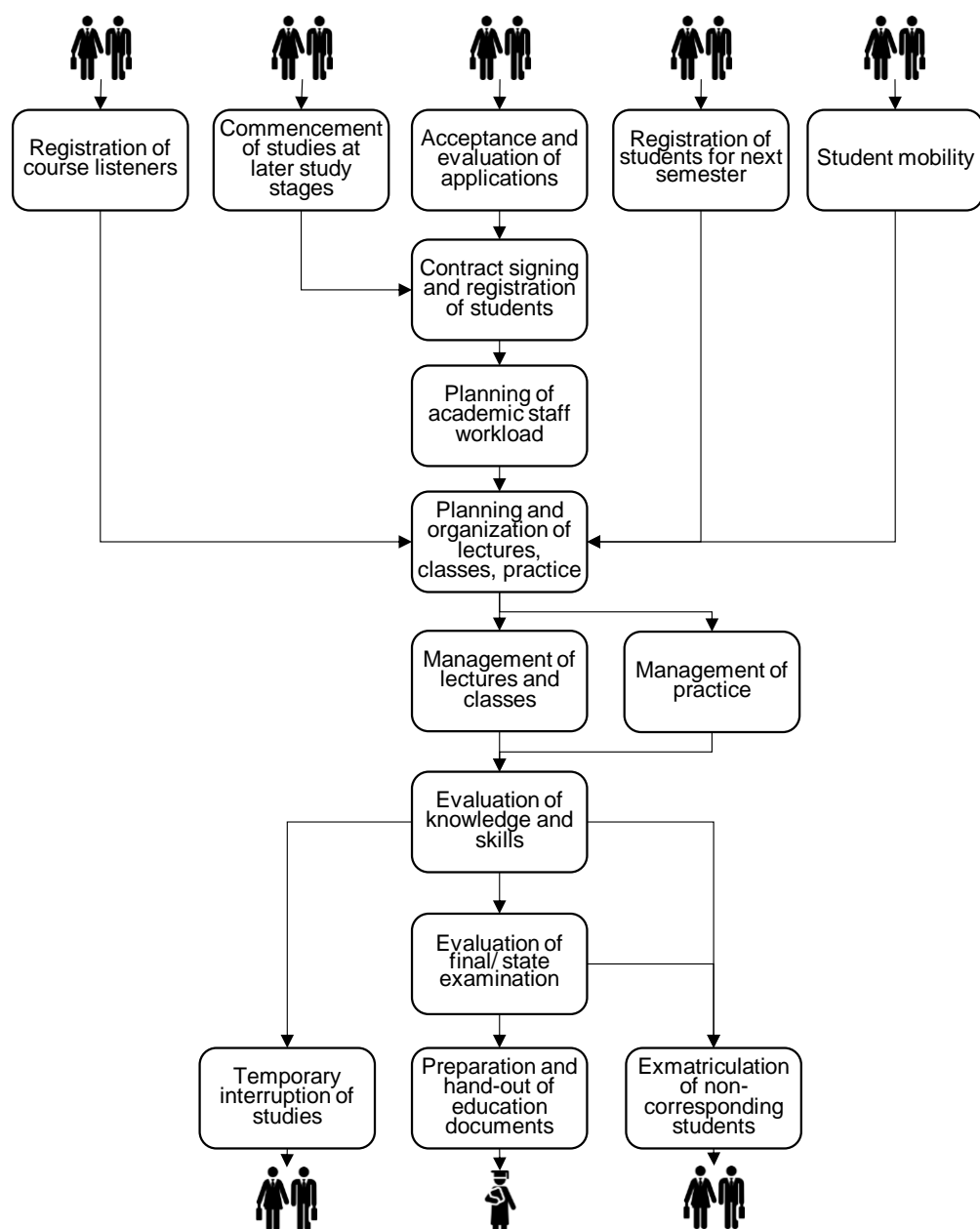
Process name	Regulating internal documents/ applicable IT systems	Notes
1. The health and safety management	1.1. The briefing on health and safety at work, student register 1.2. The briefing on health and safety at work, employee register 1.3. The health and safety instructions 1.4. The fire safety instructions, the action plan in case of fire 1.5. The register of fire safety briefings, employee register 1.6. The register of fire safety briefings, student register	1.1. 1 x year 1.2. 1 x year 1.5. 1 x year 1.6. 1 x year
2. The development and accreditation of the study programmes of academic disciplines, licensing and improvement of study programmes	2.1. The self-assessment reports of academic disciplines, study programmes	-
3. The elaboration of enrolment regulations	3.1. The by-law on the Enrolment Commission of the Latvian College of Culture of the Latvian Academy of Culture 3.2. The enrolment regulations for study year of the Latvian College of Culture of the Latvian Academy of Culture	-
4. The communication, incl. informing about study opportunities	4.1. The enrolment regulations for study year of the Latvian College of Culture of the Latvian Academy of Culture	-
5. The library management	5.1. The policy on the formation of library collection 5.2. The by-law on the library 5.3. The regulations on library services use	-
6. The procurement management	-	-
7. The crediting of studies	7.1. The application procedure for state-guaranteed study loan	-
8. The management of non-conformities and initiatives	8.1. The Code of Ethics of the Latvian College of Culture 8.2. The internal rules of procedure	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
1. The health and safety management		
1.1. The accidents	The accident register	1 x year
2. The development and accreditation of the study programmes of academic disciplines, licensing and improvement of the study programmes		
2.1. The proportion of actualized study programmes and specializations (%) according to the evaluation results of the development tendencies in audio visual and technology sector of creative industries	The self-assessment report	1 x year
2.2. The proportion of the programmes of professional development	The management report	1 x year

2.3. The proportion of the courses of continuing education /life education /interest education	The management report	1 x year
2.4. The proportion of the field representatives engaged in elaboration of study programmes and upgrade of specialization contents	The self-assessment report, the licensing documents of new study programmes, the State Education Information System (hereinafter - SEIS)	1 x year
4. The communication, incl. information on study opportunities		
4.1. The applicant evaluation on the information availability about study opportunities at LCC (sufficient information)	The survey questionnaire of applicants	1 x year
5. The library management		
5.1. The amount of library collection records per one student	The software <i>Aleph 500</i> , SEIS	1 x year
5.2. The amount of library units per one student	The software <i>Aleph 500</i> , SEIS	1 x year
5.3. The number of computers at library per one student	The lists of inventories, SEIS	1 x year
8. The management of non-conformities and initiatives		
8.1. The number of received initiatives for improvements in study process and internal regulatory norms per one employee	The initiative register	1 x year
8.2. The number of implemented changes for improving the study process and internal regulatory norms following the initiatives per one employee	The initiative register	1 x year

Education process map



DO

Main action

Documents regulating the processes:

Process name	Regulating internal documents/ Applicable IT systems	Notes
1. The registration of the listeners in continuing education programmes, courses	1.1. The regulations on the status of a listener at the Latvian College of Culture 1.2. The by-law on the procedure for providing fee-based services	-
2. The commencement of studies at later study stages	2.1. The by-law on the studies 2.2. The rules of procedure on the commencement of studies at later study stages at the Latvian College of Culture 2.3. The rules of procedure on the academic recognition of study courses acquired during previous education phases 2.4. The by-law on the assessment and recognition of the study results achieved during previous education phase or professional experience	-
3. The acceptance and evaluation of the applications	3.1. The enrolment regulations for study year at the Latvian College of Culture of the Latvian Academy of Culture	-
4. The registration of the students for next semester	4.1. The by-law on the studies 4.2. The rules of procedure on the allocation of state-budgeted study places 4.3. The by-law on the allocation of grants	-
5. The mobility of students	5.1. The by-law on the implementation of <i>Erasmus+</i> programme at the Latvian College of Culture of the Latvian Academy of Culture	-
6. The contract signing and matriculation	6.1. The by-law on the studies 6.2. The enrolment regulations for study year at the Latvian College of Culture of the Latvian Academy of Culture	-
7. The planning of the academic staff workload	-	-
8. The planning, organization and management of lectures, classes, practices	8.1. The by-law on the studies 8.2. The internal rules of procedure 8.3. The methodical guidelines for the elaboration of term paper for Administration of Arts Institutions, qualification Culture Manager (in each specialization) 8.4. The methodical guidelines for the elaboration of term paper for Library science and information studies, in the field of library science and information 8.5. The methodical guidelines of the Latvian College of Culture of the Latvian Academy of Culture (execution requirements)	-
9. The practice management	9.1. The by-law on the studies 9.1. The by-law on the practice in Administration of Arts Institutions programme	-

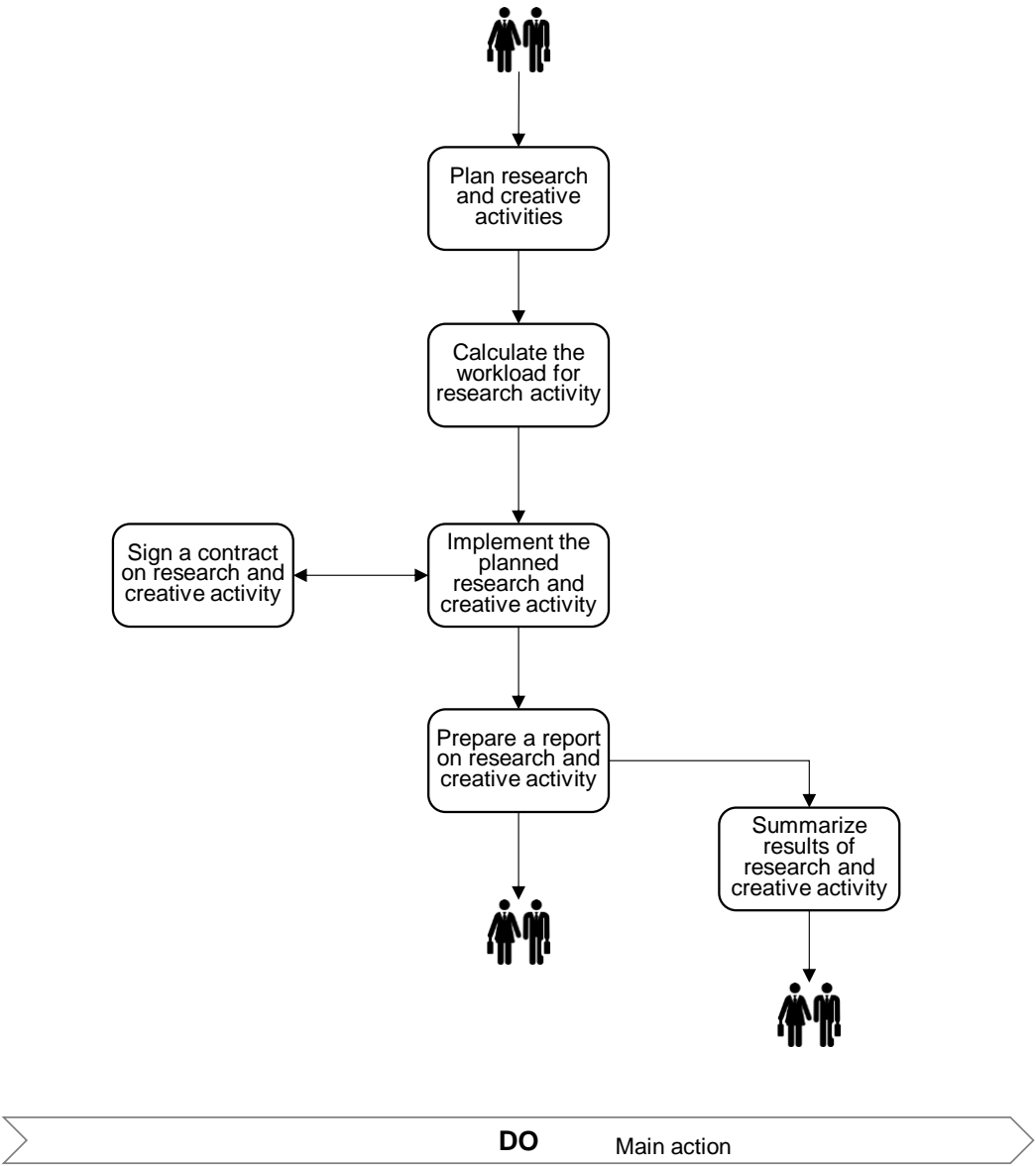
	9.2. The by-law on the practice for qualification of Dance group manager 9.3. The by-law on qualification practice for qualification of Dance group manager	
10. The evaluation of knowledge and skills	10.1. The by-law on the studies 10.2. The by-law on the examinations at the Latvian College of Culture of Latvian Academy of Culture	-
11. The evaluation of final/ state examination	11.1. The by-law on the studies 11.2. The by-law on the examinations at the Latvian College of Culture of the Latvian Academy of Culture 11.3. The by-law on the qualification paper at the Latvian College of Culture of the Latvian Academy of Culture in the study programmes Administration of Arts Institutions, Contemporary Dance and Library Science and Information 11.4. The methodical guidelines on the qualification paper in the study programme Library Science and Information 11.5. The methodical guidelines on the qualification paper in the study programme Contemporary Dance, qualification of Dance Group Manager 11.6. The methodical guidelines on the qualification paper in the study programme Administration of Arts Institutions, qualification Culture Manager (in each specialization) 11.7. The rules of procedure of the qualification exams at the Latvian College of Culture of the Latvian Academy of Culture	-
12. The preparation and hand-out of education documents	12.1. The diploma register 12.2. The register of handed-out diplomas 12.3. The certificate register of professional development programmes 12.4. The certificate register of professional continuing education programmes	-
13. The temporary interruption of studies	13.1. The by-law on the studies 13.2. The rules of procedure on the interruption of studies	-
14. The exmatriculation of non-corresponding students	14.1. The by-law on studies	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The education		
1. The regular and systematic evaluation of the study programme quality – measurements of the evaluations of graduands	The survey questionnaires of graduands	1 x year

2. The regular and systematic evaluation of the study programme quality – measurements of the evaluations of graduates	The survey questionnaires of graduates	1 x year
3. The regular and systematic evaluation of the study programme quality – measurements of the evaluations of the lecturers enrolled in study programme	The survey questionnaires of students	2 x year
4. The regular and systematic evaluation of the study programme quality – measurements of the evaluations of the employers and practice providers	The survey questionnaires of employers	1 x year
5. The evaluation of the employment indicator of graduates – measurements of the evaluations of graduates	The survey questionnaires of graduates	1 x year
6. The percentage of drop-out students in each programme and specialization	The self-assessment report, SEIS	1 x year
7. The proportion of the academic staff with a grade.	The personal records, The self-assessment report, SEIS	1 x year
8. The number of students per one academic person.	The personal records, The self-assessment report, SEIS	1 x year
9. The proportion of the study courses in foreign languages, %	The self-assessment report, SEIS	1 x year
10. The proportion of the foreign academic staff, %.	The personal records, The self-assessment report, SEIS	1 x year
11. The proportion of the professionals of culture, arts and creative industries, engaged in teaching, in each specialization, %	The self-assessment report, the software Horizon	1 x year
12. The proportion of the foreign full-time students, % in study programmes	The self-assessment report, SEIS	1 x year
13. The proportion of guest students, %, in study programmes	The self-assessment report, SEIS	1 x year
14. The proportion of listeners, %, in study programmes	The self-assessment report, SEIS	1 x year
15. The indicator of the academic staff exchange with other higher education institutions (proportion of mobility participants %)	The personal records, The self-assessment report	1 x year
16. The indicator of the student exchange with other higher education institutions (proportion of student mobility participants)	The self-assessment report, SEIS	1 x year
17. The proportion of the allocated budget places in all implemented study programmes	The self-assessment report, SEIS	1 x year

Research and artistic creation process map



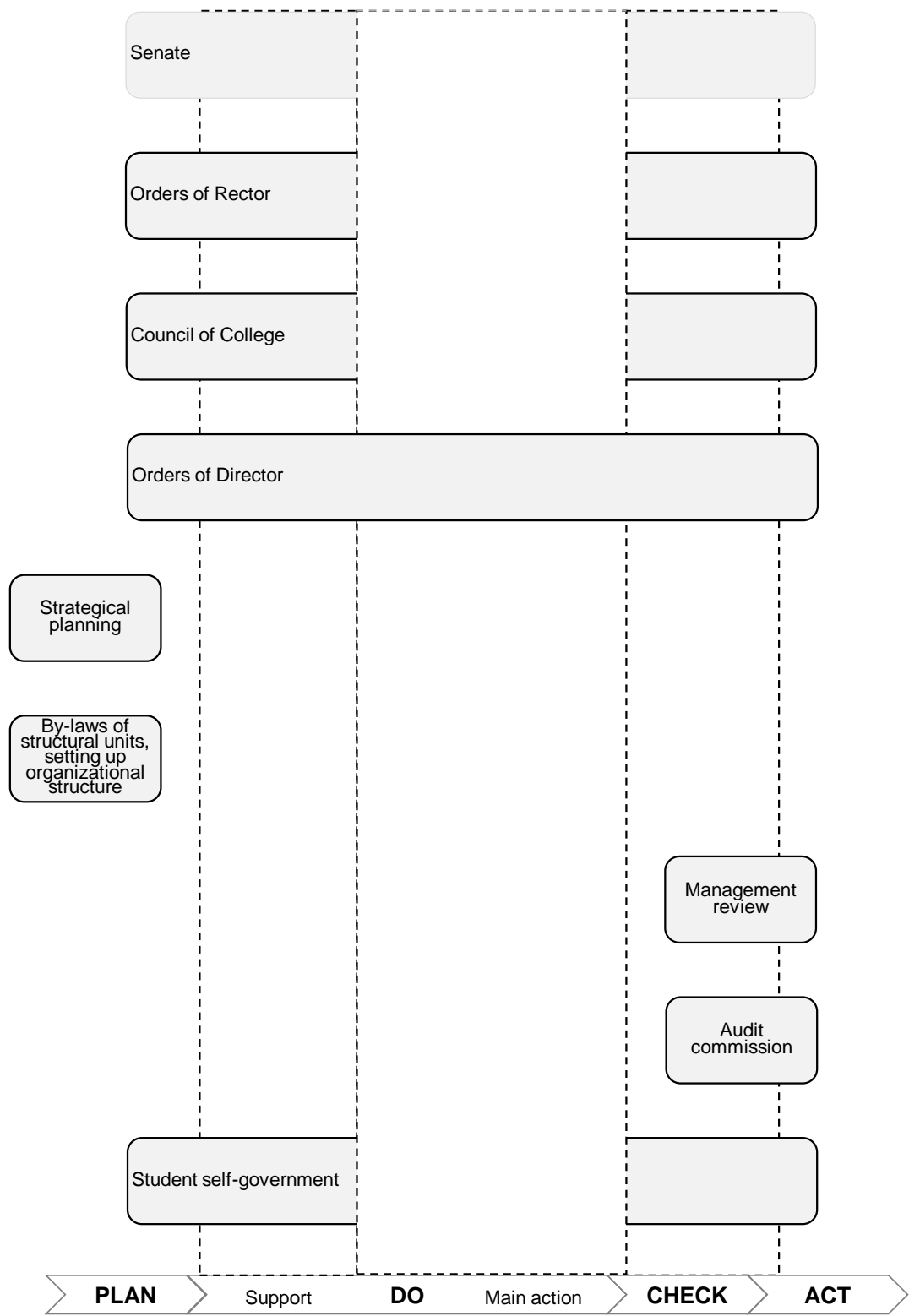
Documents regulating the process:

Process name	Regulating internal documents/ applicable IT systems	Notes
1. The research and artistic creation	-	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The research and artistic creation		
1. The scope of research, publications included in international data bases, indicator of quoted publications in internationally recognized academic publications per academic person	The self-assessment reports	1 x year
2. The number of student creative pieces of work per one student	The self-assessment reports	1 x year
3. The results of research and international cooperation projects	The self-assessment reports, The management report	1 x year

Administration and strategic management process map



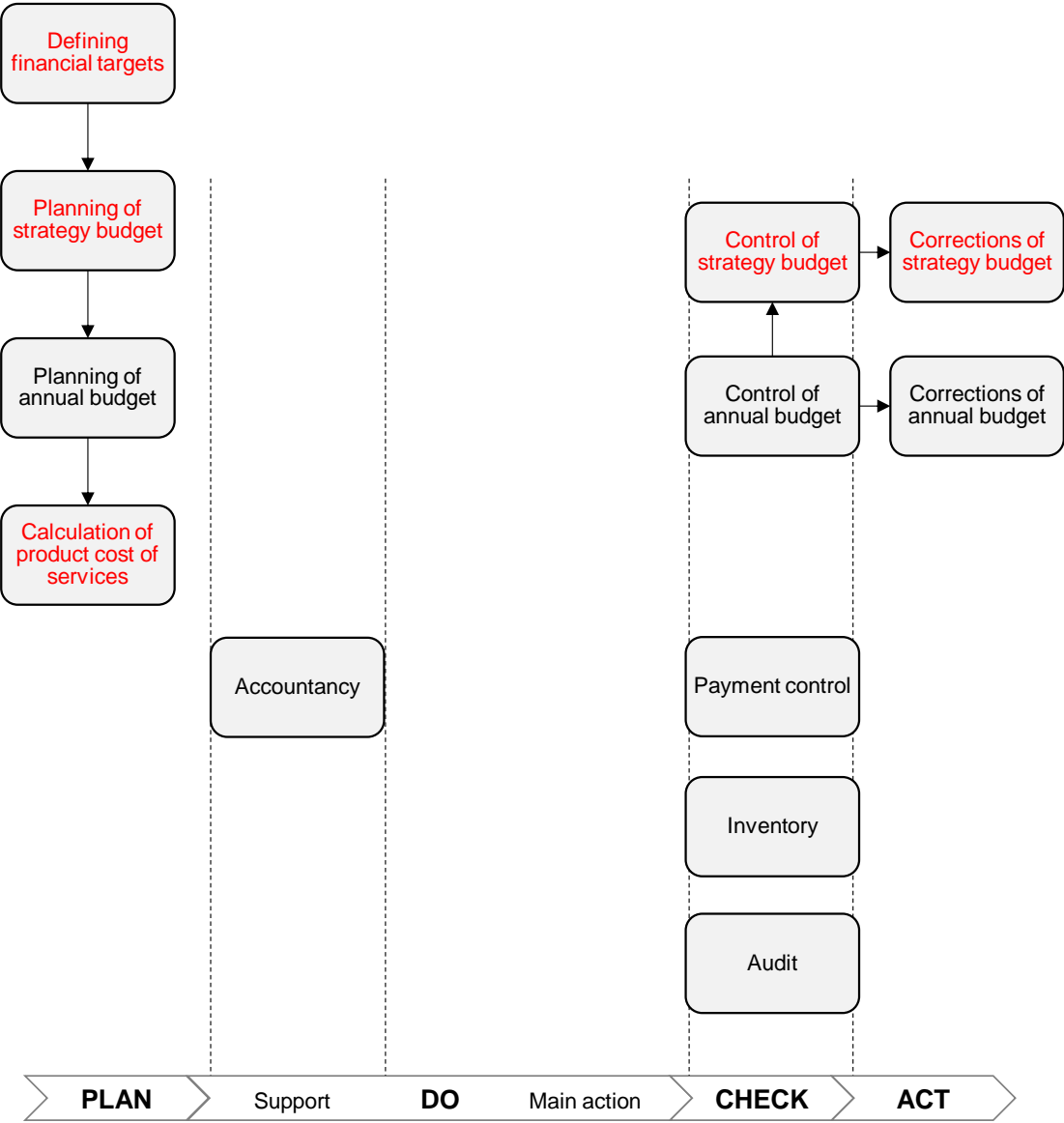
Documents regulating the process:

Process name	Regulating internal documents/ Applicable IT systems	Notes
1. The Senate	1.1. The by-law on the Senate of the Latvian Academy of Culture	
2. The orders of rector	2.1. The register	-
3. The Council of College	3.1. The by-law on the Council of the Latvian College of Culture of the Latvian Academy of Culture 3.2. The meeting minutes of the Council of the Latvian Academy of Culture	
4. The orders of director	4.1. The register	-
5. The strategic planning	5.1. The development strategy for 2015-2020 of the Latvian Academy of Culture 5.2. The operation and development strategy for 2016 – 2020 of the Latvian College of Culture of the Latvian Academy of Culture	-
6. The by-laws on the structural units, setting up organizational structure	6.1. The by-law on the Agency of the Latvian Academy of Culture “The Latvian College of Culture of the Latvian Academy of Culture” 6.2. The by-laws on the departments of the Latvian College of Culture	-
7. The management review	7.1. The management review for the annual report of the Agency of the Latvian Academy of Culture “The Latvian College of Culture of the Latvian Academy of Culture”	-
8. The audit commission	-	-
9. The student self-government	9.1. The by-law on the student self-government of the Latvian College of Culture	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The administration and strategic management		
1. The target achievement level of the structural units and individual performers according to the targets set out in the development strategy of the Latvian Academy of Culture and the development strategy of the Latvian College of Culture of the Latvian Academy of Culture.	The development strategy of the Latvian Academy of Culture; The development strategy of the Latvian College of Culture of the Latvian Academy of Culture; The self-assessment reports; The management report	1 x year

Finance administration and efficiency process map



Documents regulating the process:

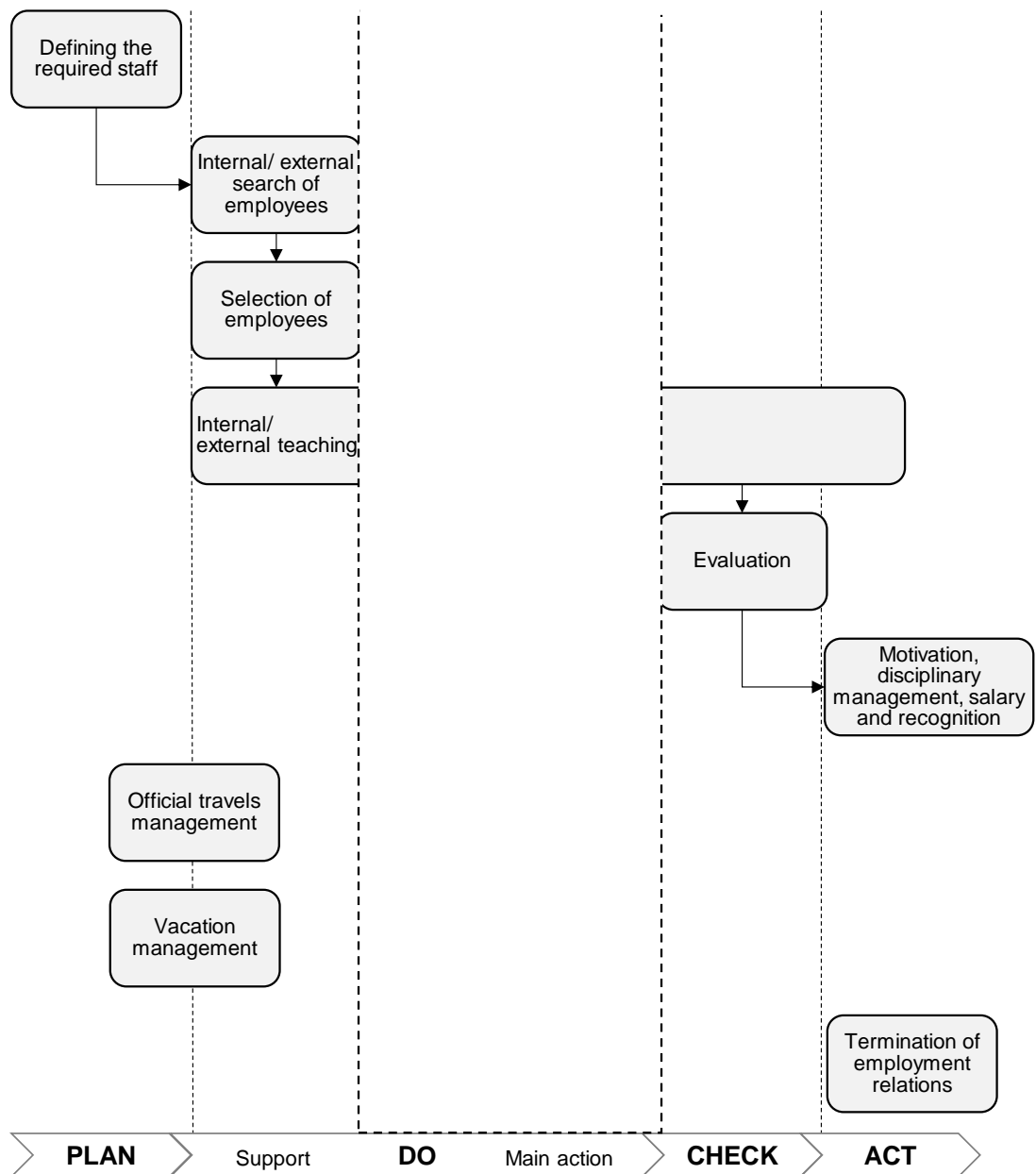
Process name	Regulating internal documents/ applicable IT systems	Notes
1. The defining of financial targets	-	-
2. The planning of strategy budget	-	-
3. The planning of annual budget	-	-
4. The calculation of product cost of the services	-	-
5. The accountancy	1.1. The software Horizon; 1.2. The rules of procedure on the accountancy of the Agency of the Latvian Academy of Culture "The Latvian College of Culture of the Latvian Academy of Culture"; 1.3. The account plan of the Latvian College of Culture; 1.4. The rules of procedure on the accountancy of The Latvian College of Culture for the implementation of structural fund projects; 1.5. The scheme of document flow; 1.6. The by-law on the stocks; 1.7. The by-law on the revenues; 1.8. The by-law on the procedure for hand-out and write-off of prepayments and daily allowances; 1.9. The by-law on the fixed assets; 1.10. The regulations on the wage payment for the employees and teaching staff of the Latvian College of Culture; 1.11. The by-law on the procedure for providing fee-based services.	-
6. The control of strategy budget	-	-
7. The corrections of strategy budget	-	-
8. The control of annual budget	8.1. The rules of procedure on the accountancy of the Agency of the Latvian Academy of Culture "The Latvian College of Culture of the Latvian Academy of Culture" 8.2. The review on the budget implementation	-
9. The corrections of annual budget	9.1. The rules of procedure on the accountancy of the Agency of the Latvian Academy of Culture "The Latvian College of Culture of the Latvian Academy of Culture"	-
10. The payment control	10.1. The software Horizon 10.2. The rules of procedure on the accountancy of the Agency of the Latvian Academy of Culture "The Latvian College of Culture of the Latvian Academy of Culture";	-

	10.3. The by-law on the accountancy of debtor claims and establishment of the stocks for doubtful and critical debts.	
11. The inventory	11.1. The rules of procedure for the inventory process	-
12. The audit	-	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The finance administration and efficiency		
1. The budget implementation level	The software Horizon	Monthly

HR management, development and motivation process map



Documents regulating the process:

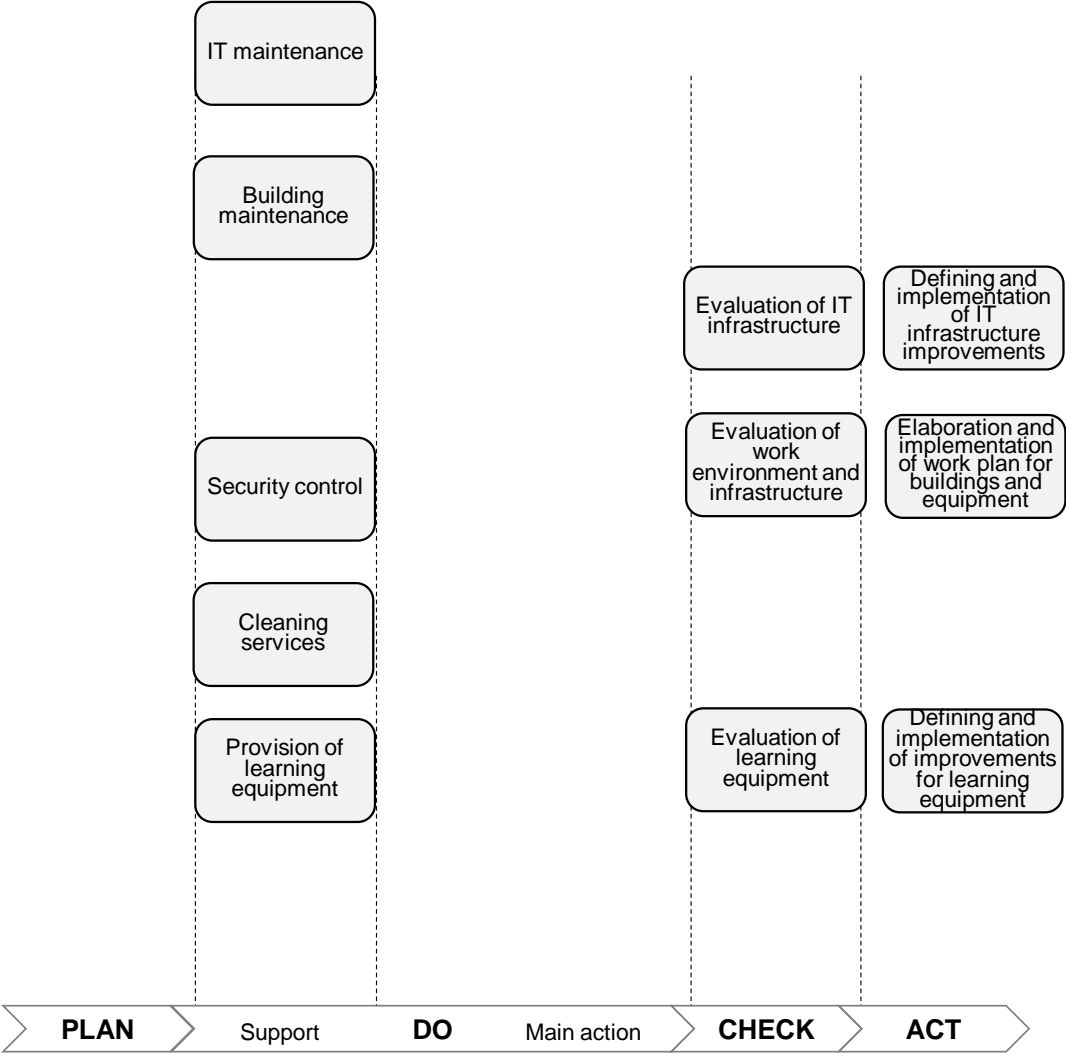
Process name	Regulating internal documents/ applicable IT systems	Notes
1. The defining of the required staff	1.1. The by-law on the academic and administrative positions 1.2. The list of the general staff of the Latvian College of Culture of the Latvian Academy of Culture 1.3. The list of the teaching (administrative) staff of the Latvian College of Culture of the Latvian Academy of Culture 1.4. The list of the teaching staff of the Latvian College of Culture of the Latvian Academy of Culture	-
2. The internal/ external search of employees	-	-
3. The selection of employees	3.1. The by-law on the academic and administrative positions	-
4. The internal/ external teaching	4.1. The by-law on the implementation of <i>Erasmus+</i> programme at the Latvian College of Culture of the Latvian Academy of Culture	-
5. The evaluation	5.1. The by-law on the academic and administrative positions	-
6. The motivation, disciplinary administration, salary and recognition	6.1. The by-law on the academic and administrative positions; 6.2. The regulations on the wage payment for the employees and teaching staff of the Latvian College of Culture	-
7. The official travels management	7.1. The rules of procedure on the official travels 7.2. The by-law on the procedure for hand-out and write-off of prepayments and daily allowances	-
8. The vacation management	8.1. The internal rules of procedure	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The HR management, development and motivation		
1. The proportion of the culture, arts and creative industries professionals engaged in reading lectures of study courses (in each specialization)	The list of the teaching (administrative) staff of the Latvian College of Culture of the Latvian Academy of Culture; The list of the teaching staff of the Latvian College of Culture of the Latvian Academy of Culture	1 x year
2. The measurements of the graduands evaluations on satisfaction with lecturer performance in general (the note "good" and "very good" from the total number of respondents)	The survey of questionnaires of graduands	1 x year
3. The proportion of the academic, research and administrative staff representatives, engaged in mobility programmes	The personal records	1 x year

4. The proportion of the PhD students engaged in teaching (in all programmes together)	The personal records	1 x year
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Facilities and infrastructure development process map



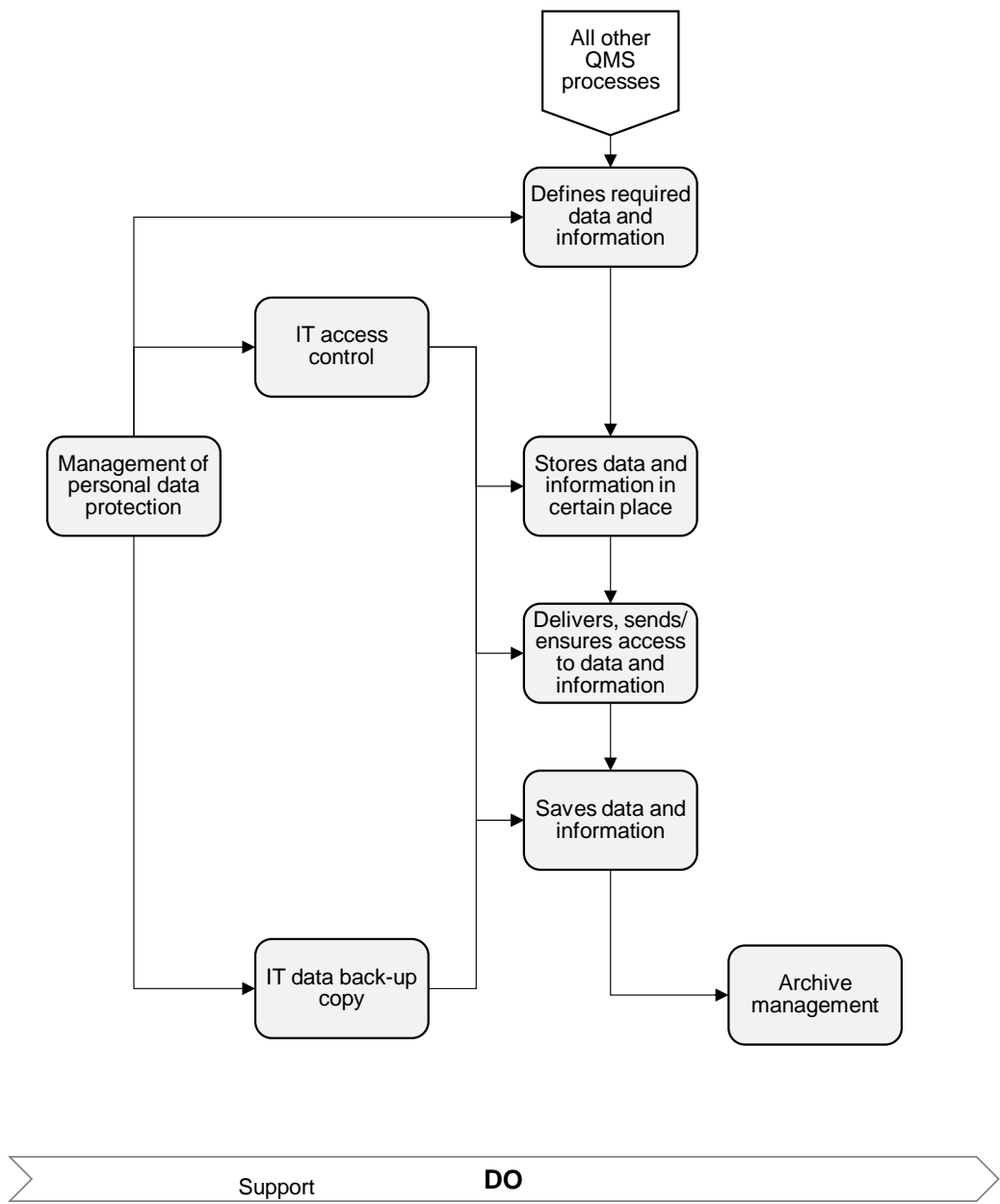
Documents regulating the process:

Process name	Regulating internal documents/ Applicable IT systems	Notes
1. The IT maintenance	1.1. The inventory lists 1.2. The order on the procedure how the equipment and inventory is handed out	The execution of maintenance work upon request or necessity stated during daily inspection
2. The building maintenance	2.1. The inventory lists 2.2. The register of electricity consumption and usage 2.3. The regulations for the room usage and maintenance	The execution of maintenance work upon request or necessity stated during daily inspection
3. The security control	3.1. The description of duties for the persons on duty	24-hours security
4. The cleaning services	4.1. The description of duties	The size of cleaning area. The frequency - every working day.
5. The maintenance of learning equipment	5.1. The inventory lists 5.2. The order on the procedure how the equipment and inventory is handed out.	The execution of maintenance work upon request or necessity stated during daily inspection
6. The evaluation of IT infrastructure	6.1. The inventory lists	At least 2 x year
7. The evaluation of working environment and infrastructure	7.1. The inventory lists	At least 2 x year
8. The evaluation of learning equipment	8.1. The inventory lists	At least 2 x year
9. The defining and implementation of IT infrastructure improvements	9.1. The inventory lists	Upon necessity
10. The elaboration and implementation of work plan for buildings and equipment	10.1. The inventory lists	Upon necessity
11. The defining and implementation of the improvements for learning equipment	11.1. The inventory lists	Upon necessity

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The facilities and infrastructure development		
1. The load of study auditoriums %	The lecture (class) schedules	1 x year

Data and information management process map



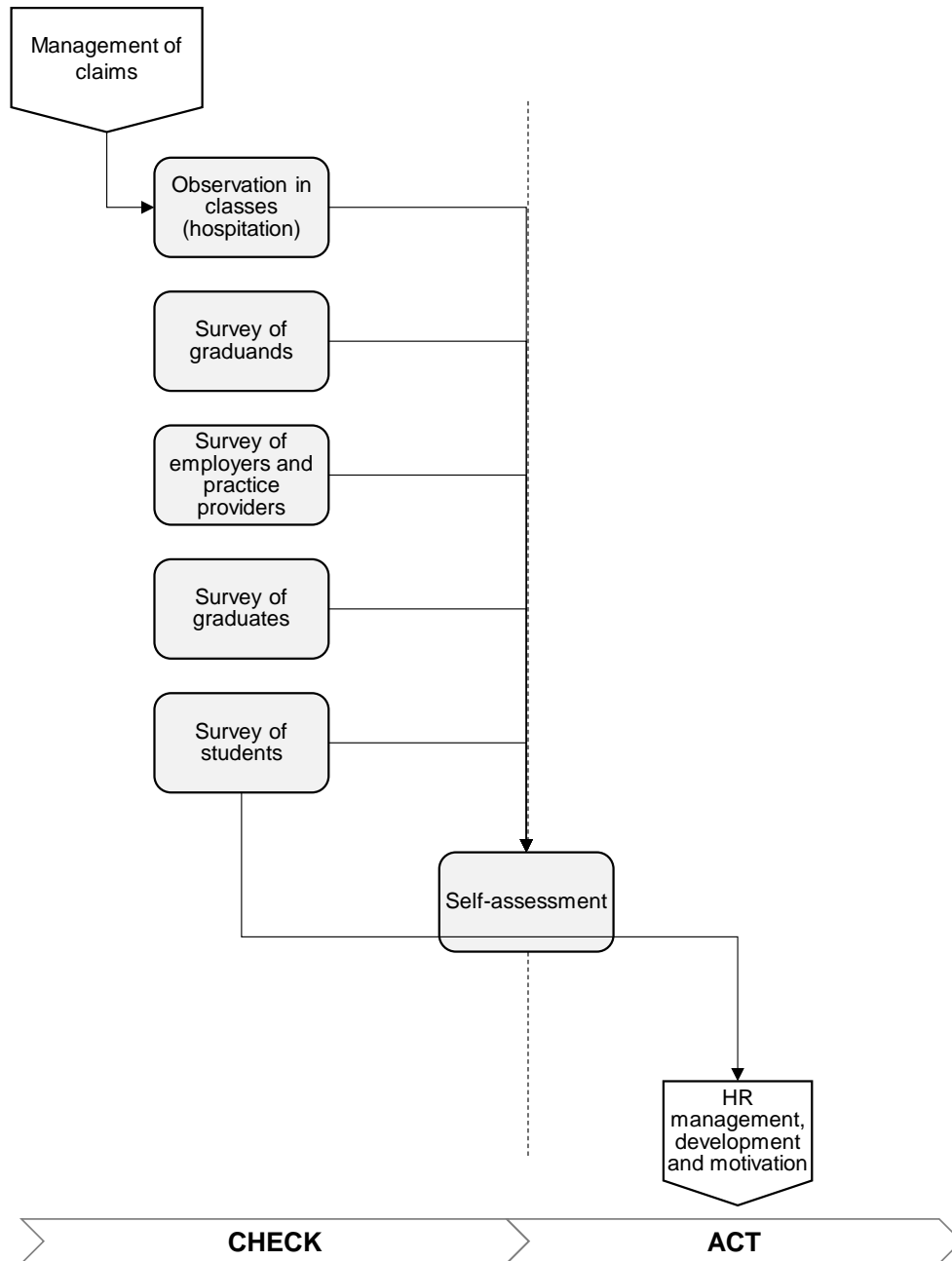
Documents regulating the process

Process name	Regulating internal documents/ applicable IT systems	Notes
1. The management of personal data protection	-	-
2. The IT access control	-	-
3. The IT data back-up copy	-	-
4. Defines the required data and information	-	-
5. Stores data and information in certain place	5.1. The document classification 5.2. The scheme of document flow	-
6. Delivers, sends/ ensures access to data and information	6.1. The instruction on document administration	-
7. Saves data and information	7.1. The document classification 7.2. The register of information resources	-
8. The archive management	8.1. The by-law on the archive and EC	-

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The management of data and information		
1. The amount of employee claims on data and information management per one employee	The register of initiatives	1 x year
2. The amount of data security incidents per one employee	The register of initiatives	1 x year

Study quality evaluation process map



Documents regulating the process:

Process name	Regulating internal documents/ Applicable IT systems	Notes
1. The observation of classes (hospitation)	-	-
2. The survey of graduates	-	The survey questionnaire of graduates
3. The survey of employees and practice providers	-	The survey questionnaire of employers
4. The survey of graduates	-	The survey questionnaire of graduates
5. The survey of students	-	The survey questionnaire of students
6. The self-assessment	-	The annual self-assessment report

Indices

Process name / Qualitative indices	Source of information	Frequency of measurements
The evaluation of the study quality		
1. The proportion of survey respondents	The survey questionnaires, SEIS	1 x year
2. The results of accreditation/ licensing	The accreditation and licensing documents of the study programmes, SEIS	1 x year