

Note: This internal RISEBA working document has been translated into English with AI support for EFQM assessment purposes, to provide a general overview of its content. Minor terminological inaccuracies may occur.

		Plan		Do	Check				Act
Reporting Level	What the planning document is based on	Planning documents	Notes						
Organisational level	Adjustments may result from the evaluation of the previous period. The strategy (or changes thereto) is prepared based on the evaluation of the previous period, SWOT analysis, the interests of key stakeholders, risk assessment, external demand, market analysis and the organisation's internal needs	RISEBA Strategy		We implement the strategy in accordance with the action plans	We review the implementation of the action plan (data/KPIs) during the specified planning period	once a year	Data confirming progress in the implementation of the strategy's KPIs		The performance review forms the basis for planning the next period.
	Derived from RISEBA's Strategy or a decision by the Management Team, as well as the annual assessment of strategy implementation	RISEBA Internationalisation Strategy		We implement the strategy in accordance with the action plans	We review the implementation of the action plan (data/KPIs) during the specified planning period	once a year	Data confirming progress in the implementation of the strategy's KPIs		The performance review forms the basis for planning the next period.
	Derived from RISEBA Strategy or a decision by the Management Team, as well as the annual assessment of strategy implementation	RISEBA Research Strategy		We implement the strategy in accordance with the action plans	We review the implementation of the action plan (data/KPIs) during the specified planning period	once a year	Data confirming progress in the implementation of the strategy's KPIs		The performance review forms the basis for planning the next period.
	Derived from RISEBA Strategy or a decision by the Management Team, as well as the annual assessment of strategy implementation	Action plan for the implementation of the strategy	With clearly defined compliance and strategic KPIs and designated staff/units responsible for KPI delivery. Unit KPIs cascade down to staff level and are incorporated into performance appraisals	We are implementing the plan	The employee or head of department specified in the action plan submits an annual report on the implementation of the plan	once a year	Fills in the relevant fields of the report on the fulfilment of their responsibility KPIs	Assessed by the Management Team	We make adjustments to the strategy implementation action plan in accordance with the evaluation decision; we set KPIs for the next period; if external circumstances or other significant factors change, we may propose changes to the strategy. The evaluation forms the basis for planning the next period
		Student statistics		as of 1 October					15.oct
		Faculty members		01.09.-30.06.					annual assessment – 31 July
		Programmes		01.09.-31.08.					Self-assessment reports – 1 October
		Deans		01.09.-31.08.					Faculty CPD report – 15 October
	Heads of departments, those responsible for KPIs, including the budget			01.09.-31.08.					Complete the report on CPM performance – 15 October
	Management Team analyses results, agrees on future KPIs for the Management Team			01.09.-31.08.					30.oct
	Annual reviews with staff – results of the previous period, upcoming KPIs – plan adjustments (if necessary), KPIs for staff		After 30 October, changes must be made to programme development plans, faculty action plans and all other action plans, in accordance with strategic decisions regarding the results to be achieved in the next period	01.09.-31.08.					Annual reviews with staff – results from the previous period, future KPIs – 30 November
	Annual report on the university's activities			01.09.-31.08.					31.dec
	Half-yearly reviews with staff – progress, adjustments			01.09.-28.02.					Mid-term reviews with staff – progress from the previous period, adjustments – 31 March
	It stems from RISEBA Strategy or an operational decision by the Management Team regarding project implementation, taking into account opportunities, risks, external demand and internal needs; it does not conflict with the development strategy; and sufficient resources are available	"Major RISEBA projects" (e.g. conferences, reunions, Accreditation, implementation of standards, course catalogue, e-RISEBA pilot project)	The developed project is in itself an "action plan" with objectives, deadlines and deliverables	We implement the project	The project manager prepares a report (progress report) and reports to the Management Team	At least once a quarter	Not specified	Annual performance is included in the RISEBA annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities and methods of action
Faculty level	Derived from RISEBA Strategy or a decision by the Management Team, as well as the annual assessment of strategy implementation, it is determined taking into account opportunities, external demand, risks and internal needs, and does not conflict with the development strategy; furthermore, sufficient resources are available	Faculty Development Plan	Derived from the Strategy Implementation Action Plan and the "major RISEBA projects", as well as the human resources development plan and other planning documents – it specifies the plan for how, within the Faculty, the RISEBA strategy is implemented (e.g. the need for new programmes, review of the existing programme portfolio, merging of programmes, creation of content for other educational services, enhancement of Science and international cooperation capacity, etc.)	We are implementing the plan	The Dean reports to the Rector	Once a year	Fills in the relevant fields of the report regarding the fulfilment of strategy KPIs at Faculty level; submits a proposal for adjustments to the KPIs or plan for the next period	Annual performance is included in the RISEBA annual report	In accordance with the assessment decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources.
Study programme level	Stems from the parameters of the study programme – its objectives, learning outcomes, the degree and title awarded by the programme; compliance with the requirements of external regulatory acts and current trends in the relevant educational subject area must be ensured. Changes may arise from the latest trends and demand for competencies in the relevant field, RISEBA Strategy or a decision by the Management Team, as well as the annual Assessment of the implementation of the strategy or the Faculty's development plan, as well as from a proposal by the Programme committee or the Senate, which may be based on the views of stakeholders regarding the need for changes to the study programme content.	The programme delivery plan for each study programme, i.e. the 'Study Programme Structure' approved by the Senate	In accordance with which the learning outcomes for students are planned	We implement the programme	The programme director prepares an annual report (collects data and, together with the Programme committee, analyses it against the programme's expected outcomes), submits the report approved by the Programme committee to the Dean and the Senate, together with the programme development plan for the coming period	Once a year	Self-assessment report (alternative format – some fields are filled in with raw statistics and survey results), the remainder consists of analysis and explanation, along with a future action plan	The Programme director, following consultation with the Programme committee, reports to the Dean and the Senate	In accordance with the assessment decision, changes may be made to the structure of the study programme

Study programme level	Stems from the parameters of the study programme – its objectives, learning outcomes, the degree and title awarded by the programme; compliance with the requirements of external regulatory acts and current trends in the relevant educational subject area must be ensured. Changes may arise from the latest trends and demand for competencies in the relevant field, RISEBA Strategy or a decision by the Management Team, as well as the annual Assessment of the implementation of the strategy or the Faculty's development plan, as well as from a proposal by the Programme committee or the Senate, which may be based on the views of stakeholders regarding the need for changes to the study programme content.	Programme development plan	Derived from data analysed as part of the programme's annual report. The programme development plan includes actions set for the coming period to achieve the university's compliance and strategic KPIs	We are implementing the plan	The Programme director prepares an annual report (collects data and analyses it with the Programme committee), submits it to the Senate together with the programme development plan for the next period	Once a year	Self-assessment report (alternative format – some fields are filled in with raw statistics and survey results), the remainder consists of analysis and explanation, along with a future action plan	The Programme director reports to the Dean and the Senate	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources
Organisational level	Stems from RISEBA Strategy and the resources available and planned for its implementation	Budget plan		We are implementing the plan	The Director Of Finance reports to the Rector. The Rector reports to the Owners	Once a quarter	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the assessment decision, we adjust the plan for the next period and the necessary resources
	Derived from RISEBA Strategy or a decision by the Management Team, as well as the annual Assessment of strategy implementation, is determined taking into account the demand for human resource competencies (teaching, recruitment, professional development, PLE) required for the implementation of the strategy, the risks involved, and the availability of sufficient resources	Human resources development plan		We are implementing the plan	The Head of HR and University Office reports to the Rector. The Rector reports to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan, responsibilities, methods of action and necessary resources
	Derived from RISEBA Strategy or a decision by the Management Team, including the annual assessment of strategy implementation, is determined taking into account the requirements for educational content and scientific infrastructure necessary for the implementation of the strategy, the risks (including compliance with regulatory requirements), and whether sufficient resources are available	Real estate development plan	Must be in accordance with Article 76' of the AL	We are implementing the plan	The Head of the Real Estate Development Department reports to the Rector. The Rector – to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources
	Derived from RISEBA Strategy or a decision by the Management Team, as well as the annual assessment of strategy implementation	Plan for implementing other objectives set out in the strategy		We are implementing the plan	The person in charge reports to the Rector. The Rector reports to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	The evaluation forms the basis for planning the next period
	Derives from RISEBA Strategy or a Management Team decision, as well as the annual strategy implementation assessment; is determined taking into account the educational content and scientific requirements necessary for the implementation of the strategy, and sufficient resources are available	Library action plan	Must comply with Clause 9.4.1 of Cabinet Regulation No. 709 of 29 August 2006, "Provision on Library Accreditation"	We are implementing the plan	The Head of the Library reports to the Rector. The Rector reports to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources
	Derived from RISEBA Strategy or a Management Team decision, including the annual strategy implementation assessment (including risk assessment)	Annual management plan for the persons identified by RISEBA			The person in charge reports to the Rector. The Rector reports to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources
	Derives from RISEBA Strategy or a Management Team decision, as well as the annual assessment of strategy implementation; is determined taking into account the needs of educational content and the organisation and administration of science processes required for the implementation of the strategy, and sufficient resources are available	IT development and digitalisation plan		We are implementing the plan	The Head of the IT Department reports to the Rector. The Rector – to the Owners	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources
In accordance with the scale of the project	Derived from RISEBA Strategy or a Management Team decision, including the annual strategy implementation assessment (including risk assessment)	Projects	The project developed is in itself an "action plan"	We implement the project	The project manager prepares a report (progress report) and submits it to the Vice-Rector for Research and Development; the Vice-Rector for Research and Development includes it in the annual report on project implementation.	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan, responsibilities, methods of action, and necessary resources; if necessary, we update the risk register (unless restricted by the project contract)
In accordance with the scale of the project	Supports the implementation of RISEBA's research strategy	Scientific projects	The developed project is in itself an "action plan" with objectives, deadlines and deliverables	We implement the project	The project manager prepares a report (progress report) and submits it to the Vice-Rector for Research and Development; the Vice-Rector for Research and Development includes the progress in the research results report.	Once a year	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action, and necessary resources; if necessary, we update the risk register (unless restricted by the project contract)
According to the scale of change	Derived from RISEBA Strategy or a Management Team decision, including the annual strategy implementation assessment (including risk assessment)	Change Plan	If significant changes are planned	we implement a change plan	The Change Manager prepares a report (progress report) and submits it to the Rector; the Rector – to the Owners	Once a quarter	Fills in the general reporting fields regarding the fulfilment of KPIs within their area of responsibility; provides recommendations for adjustments to KPIs or plans for the next period	Annual performance is included in the annual report	In accordance with the assessment decision, we adjust the plan for the next period, responsibilities, action methods, the communication plan and the necessary resources

Organisational level	Stems from provisions set out in external regulatory acts, provisions set out in RISEBA's internal regulatory acts, as well as from contracts concluded with other institutions, and from quality management system processes	Internal Control Plan	<i>We plan when, who and what will be done, what reports will be prepared, etc., in accordance with external regulations and internal regulations</i>	We are implementing the plan	The person in charge reports to the Head of quality management; the Head of quality management provides a summary to the Rector	Once a quarter	Provide a general overview of the fulfilment of tasks set out in the internal control plan	Annual performance is included in the annual report	<i>In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources</i>
Organisational level	Stems from factors threatening the implementation of RISEBA Strategy and its operational activities	Risk register	<i>We plan risk mitigation measures</i>	We implement risk mitigation measures	The person responsible reports to the Head of quality management; the Head of quality management reports to the Rector in summary form	Once a year	Provide a general overview of the effectiveness of risk mitigation measures; make recommendations for changes to the risk register (inclusion of risks, exclusion of risks, assignment of other responsibilities)		<i>In accordance with the assessment decision, we make corrections to the risk register for the next period</i>
According to the group involved in the process	Derives from process objectives and provisions for their proper implementation	Process plan	<i>We plan how the process is implemented</i>	We ensure processes are carried out in accordance with the plan	The person responsible reports to the Head of quality management – on implementation and necessary improvements; the Head of quality management reports to the Rector in summary form	Once a year	As soon as we have established a process management system		<i>We set other process objectives for the next period, along with appropriate performance indicators</i>
Organisational level	Based on the recommendations of external experts and findings from audits and inspections carried out by auditors, inspectors and other external bodies.	Plan for implementing external experts' advice and recommendations	<i>These usually follow programme licensing, external evaluation, Accreditation, audits, inspections, etc.</i>	We are implementing the plan	The person responsible reports to the Head of quality management – on implementation and necessary improvements; the Head of quality management reports to the Rector in summary form	Once a year	Provides a general overview of the status of recommendation implementation, makes recommendations regarding the assignment of other responsibilities	Annual performance is included in the annual report	<i>In accordance with the evaluation decision, we adjust the plan for the next period, responsibilities, methods of action and the necessary resources</i>