SURKOVSKY CENTRE LTD

QUALITY ASSURANCE POLICY
Quality Management, Continuous Improvement and Organisational Excellence Policy

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1. Introduction

Surkovsky Centre Ltd is committed to achieving the highest standards of quality in all areas of its educational, scientific, research and professional activities.

Quality is regarded as a fundamental organisational value and an essential component of sustainable development, academic excellence and public confidence.

The Company recognises that maintaining consistently high standards requires effective governance, competent leadership, systematic planning, continual evaluation and an ongoing commitment to improvement.

This Quality Assurance Policy establishes the framework through which Surkovsky Centre Ltd plans, manages, monitors and continually improves the quality of its services, educational programmes, research activities, publications and organisational processes.

Quality assurance is not viewed as a single administrative activity but as a continuous organisational responsibility shared by every individual acting on behalf of the Company.

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2. Purpose

The purpose of this Policy is to establish a comprehensive Quality Assurance Framework that supports excellence throughout all organisational activities.

The objectives of this Policy are to:

- promote a culture of quality and continuous improvement;
- ensure consistent delivery of high-quality education, research and professional services;
- establish effective quality management processes;
- define organisational responsibilities for quality assurance;
- support evidence-based decision-making;
- monitor organisational performance;
- identify opportunities for improvement;
- manage quality-related risks;
- strengthen public confidence in the Company's activities;

- ensure compliance with applicable legal, regulatory and professional standards.

Quality assurance shall support innovation while maintaining academic integrity, organisational effectiveness and stakeholder confidence.

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3. Scope

This Policy applies to every activity undertaken by Surkovsky Centre Ltd.

It includes, but is not limited to:

- education and training;
- scientific research;
- academic publications;
- consultancy services;
- conferences;
- seminars;
- workshops;
- online learning;
- professional development programmes;
- partnerships;
- administrative services;
- corporate governance;
- strategic planning;
- quality management activities.

This Policy applies to:

- Directors;
- employees;
- researchers;
- lecturers;
- consultants;
- contractors;
- volunteers;
- visiting academics;
- students participating in Company programmes;

- partner organisations where applicable.

Every individual acting on behalf of Surkovsky Centre Ltd shares responsibility for maintaining organisational quality.

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4. Quality Principles

The Company's Quality Management System is founded upon the following principles.

Excellence

Surkovsky Centre Ltd strives for excellence in every aspect of its activities.

Quality shall never be regarded as a minimum standard but as an ongoing commitment to continual improvement.

Integrity

Quality shall always be achieved through ethical behaviour, honesty, transparency and accountability.

Quality objectives shall never compromise academic integrity or professional ethics.

Continuous Improvement

The Company is committed to continually improving its:

- services;
- educational programmes;
- research activities;
- publications;
- governance;
- operational processes;
- organisational performance.

Improvement shall be based upon evidence, evaluation and stakeholder feedback.

Stakeholder Focus

The needs and expectations of learners, researchers, partners, clients and society shall be considered when developing and improving Company activities.

Stakeholder satisfaction is an important indicator of organisational quality.

Evidence-Based Decision Making

Quality-related decisions shall be based upon:

- reliable information;
- measurable evidence;
- objective evaluation;
- organisational performance data;
- identified risks;
- recognised best practice.

Subjective assumptions shall not replace objective evidence.

Accountability

Every individual is personally responsible for the quality of their work.

Quality assurance is not solely the responsibility of management but of every person representing the Company.

Innovation

Innovation shall be encouraged where it enhances educational quality, research excellence and organisational effectiveness.

Innovation shall always be supported by appropriate planning, evaluation and risk management.

Compliance

The Company shall comply with:

- applicable legislation;
- regulatory requirements;
- contractual obligations;
- recognised professional standards;
- internal Company Policies.

Compliance represents the minimum acceptable standard within the Company's Quality Management System.

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5. Quality Management Framework

5.1 General Framework

Surkovsky Centre Ltd shall establish, implement and maintain an integrated Quality Management Framework designed to ensure the consistent delivery of high-quality education, research, consultancy and professional services.

The Quality Management Framework shall support:

- strategic planning;
- operational management;
- academic excellence;
- scientific integrity;
- organisational effectiveness;
- continuous improvement;
- stakeholder confidence.

Quality assurance shall be integrated into every level of organisational governance and decision-making.

5.2 Objectives of the Quality Management Framework

The Framework aims to:

- maintain consistently high standards;
- identify risks affecting quality;
- monitor organisational performance;
- evaluate effectiveness;
- support continual improvement;
- promote accountability;
- encourage innovation;
- ensure legal and regulatory compliance.

Quality shall be monitored throughout the complete lifecycle of every activity undertaken by the Company.

5.3 Quality Planning

Quality planning shall form part of every significant organisational activity.

Planning shall include consideration of:

- quality objectives;
- expected outcomes;

- available resources;
- responsibilities;
- performance indicators;
- risks;
- opportunities for improvement;
- stakeholder expectations.

Quality objectives shall be realistic, measurable and aligned with the Company's strategic objectives.

5.4 Quality Assurance Cycle

Surkovsky Centre Ltd adopts a continuous quality improvement approach based upon the internationally recognised **Plan – Do – Check – Act (PDCA)** methodology.

Plan

The Company shall:

- establish objectives;
- identify risks;
- define responsibilities;
- allocate resources;
- establish quality indicators.

Do

The Company shall:

- implement planned activities;
- deliver services;
- undertake research;
- provide education;
- monitor operational performance.

Check

The Company shall:

- evaluate outcomes;

- analyse performance indicators;
- collect stakeholder feedback;
- conduct internal reviews;
- identify opportunities for improvement.

Act

The Company shall:

- implement corrective actions;
- improve procedures;
- revise objectives where appropriate;
- strengthen organisational performance.

The PDCA cycle shall operate continuously throughout the organisation.

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6. Governance and Responsibilities

6.1 Governance Principles

Effective governance is essential for maintaining organisational quality.

Quality governance shall ensure:

- clear leadership;
- defined responsibilities;
- transparency;
- accountability;
- continual monitoring;
- evidence-based decision-making.

Quality shall form part of the Company's overall governance structure.

6.2 Leadership Commitment

Senior management shall demonstrate active commitment to quality by:

- promoting a culture of excellence;
- supporting continuous improvement;
- providing adequate resources;

- monitoring organisational performance;
- encouraging innovation;
- ensuring compliance.

Leadership commitment is fundamental to maintaining an effective Quality Management System.

6.3 Quality Responsibilities

Responsibilities for quality shall be clearly defined throughout the organisation.

Every individual shall understand:

- their responsibilities;
- quality expectations;
- reporting arrangements;
- authority levels;
- accountability.

Quality responsibilities shall be documented within relevant Company Policies and Procedures.

6.4 Decision-Making

Quality-related decisions shall be based upon:

- objective evidence;
- organisational data;
- stakeholder feedback;
- risk assessments;
- legal requirements;
- recognised professional standards.

The Company shall avoid decisions based solely upon assumptions or unsupported opinion.

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7. Planning and Quality Objectives

7.1 Strategic Quality Planning

Quality planning shall support the Company's long-term strategic objectives.

Strategic planning shall consider:

- organisational growth;

- educational quality;
- research excellence;
- innovation;
- international cooperation;
- stakeholder expectations;
- financial sustainability.

Quality objectives shall support the Company's mission and vision.

7.2 Quality Objectives

Quality objectives shall normally be:

- specific;
- measurable;
- achievable;
- relevant;
- time-bound.

Performance against quality objectives shall be reviewed regularly.

7.3 Performance Indicators

The Company shall establish Key Performance Indicators (KPIs) where appropriate.

Performance indicators may include:

- learner satisfaction;
- research quality;
- publication standards;
- programme completion;
- stakeholder satisfaction;
- response times;
- complaint trends;
- audit findings;
- compliance performance.

Indicators shall support evidence-based organisational improvement.

7.4 Resource Planning

Adequate resources shall be provided to achieve quality objectives.

Resources include:

- competent personnel;
- financial resources;
- facilities;
- technology;
- information systems;
- training;
- external expertise where necessary.

Resource allocation shall reflect organisational priorities and identified quality risks.

8. Education Quality Assurance

8.1 General Principle

Surkovsky Centre Ltd is committed to delivering education that is accurate, relevant, professionally designed and responsive to the needs of learners.

Educational quality shall be monitored throughout programme design, delivery and evaluation.

8.2 Programme Development

Educational programmes shall be designed to ensure:

- clearly defined learning outcomes;
- academic integrity;
- professional relevance;
- evidence-based content;
- accessibility;
- consistency with organisational objectives.

Programmes shall be reviewed periodically to maintain relevance and effectiveness.

8.3 Learning Materials

Educational materials shall be:

- accurate;
- current;
- evidence-based;
- appropriately referenced;
- professionally prepared;
- regularly reviewed.

Outdated material shall be revised or withdrawn where appropriate.

8.4 Delivery of Education

Educational activities shall be delivered by appropriately qualified personnel possessing suitable knowledge, competence and professional experience.

Teaching methods shall encourage:

- active participation;
- critical thinking;
- lifelong learning;
- ethical practice;
- professional development.

Educational delivery shall be evaluated regularly through quality monitoring processes.

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9. Research Quality Assurance

9.1 General Principle

Surkovsky Centre Ltd is committed to maintaining the highest standards of quality, integrity and excellence throughout all research activities.

Research quality shall be supported through effective planning, ethical conduct, robust methodology, competent supervision and continual evaluation.

Every research activity undertaken by the Company shall contribute to the advancement of knowledge while maintaining the highest professional and ethical standards.

9.2 Research Planning

Research projects shall be planned systematically before commencement.

Research planning shall include consideration of:

- research objectives;

- methodology;
- ethical requirements;
- available resources;
- project risks;
- expected outcomes;
- quality assurance measures;
- legal and regulatory obligations.

Research planning shall ensure that projects are realistic, feasible and scientifically justified.

9.3 Research Methodology

Research shall be conducted using recognised scientific methods appropriate to the research objectives.

Researchers shall ensure that methodologies are:

- scientifically sound;
- transparent;
- reproducible where appropriate;
- evidence-based;
- appropriately documented.

Methodological limitations shall be acknowledged and clearly reported.

9.4 Research Supervision

Research undertaken under the responsibility of Surkovsky Centre Ltd shall receive appropriate academic or professional supervision where necessary.

Supervision shall support:

- scientific quality;
- ethical compliance;
- methodological consistency;
- professional development;
- effective project management.

Supervisors shall provide guidance while respecting the academic independence of researchers.

9.5 Evaluation of Research Quality

Research quality shall be evaluated through appropriate mechanisms, including:

- peer review;
- expert evaluation;
- internal quality reviews;
- project monitoring;
- publication assessment;
- research impact analysis.

Evaluation shall focus upon scientific quality rather than quantity alone.

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10. Publications and Professional Services

10.1 Publications

Publications issued by Surkovsky Centre Ltd shall reflect the Company's commitment to academic excellence and professional integrity.

Every publication shall be:

- accurate;
- evidence-based;
- professionally presented;
- ethically prepared;
- appropriately reviewed.

Publication quality shall be monitored before and after publication where appropriate.

10.2 Editorial Standards

Editorial processes shall ensure:

- accuracy;
- consistency;
- clarity;
- objectivity;
- appropriate referencing;
- compliance with publication ethics.

Editorial review shall contribute to improving publication quality without compromising authorial independence.

10.3 Consultancy Services

Professional consultancy provided by the Company shall be delivered:

- competently;
- ethically;
- objectively;
- transparently;
- in accordance with contractual obligations.

Consultancy shall be supported by appropriate professional expertise and quality assurance arrangements.

10.4 Conferences and Events

Academic conferences, seminars and professional events organised by the Company shall be planned and delivered in accordance with recognised quality standards.

Quality assurance shall include:

- programme planning;
- speaker selection;
- participant communication;
- logistical management;
- event evaluation;
- post-event review.

Participant feedback shall contribute to future improvements.

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11. Risk-Based Quality Management

11.1 General Principle

Quality assurance shall incorporate a risk-based approach to organisational management.

The Company shall identify, assess and manage risks that may affect:

- educational quality;
- research quality;
- professional services;

- organisational performance;
- stakeholder confidence;
- legal compliance.

Risk management shall support proactive rather than reactive quality assurance.

11.2 Identification of Risks

Quality-related risks may include:

- inadequate planning;
- insufficient resources;
- legislative changes;
- technological failures;
- information security risks;
- research integrity risks;
- reputational risks;
- operational failures.

Risks shall be identified at both strategic and operational levels.

11.3 Risk Assessment

Each identified risk shall be evaluated according to:

- likelihood;
- potential impact;
- urgency;
- existing controls;
- residual risk.

Risk assessments shall be documented and reviewed periodically.

11.4 Risk Mitigation

Appropriate controls shall be implemented to reduce identified risks.

Mitigation measures may include:

- policy development;

- procedural improvements;
- additional training;
- enhanced supervision;
- technological controls;
- monitoring activities;
- contingency planning.

The effectiveness of risk controls shall be reviewed regularly.

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12. Monitoring and Performance Measurement

12.1 Performance Monitoring

The Company shall monitor organisational performance using objective quality indicators.

Monitoring activities shall support:

- informed decision-making;
- continual improvement;
- accountability;
- organisational learning.

Performance monitoring shall occur on a regular basis.

12.2 Quality Indicators

Quality indicators may include:

- learner satisfaction;
- research outputs;
- publication quality;
- project completion;
- stakeholder satisfaction;
- audit findings;
- complaints;
- corrective actions;
- regulatory compliance;
- strategic objectives achieved.

Indicators shall be reviewed periodically to ensure continuing relevance.

12.3 Data Collection

Quality data shall be collected systematically using reliable and appropriate methods.

Information may be obtained from:

- surveys;
- evaluations;
- audits;
- performance reports;
- stakeholder feedback;
- research metrics;
- operational records.

Collected information shall support objective organisational improvement.

12.4 Performance Evaluation

Performance shall be analysed to determine:

- achievement of objectives;
- effectiveness of quality controls;
- organisational strengths;
- opportunities for improvement;
- emerging risks.

Evaluation findings shall be communicated to management where appropriate.

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13. Internal Audits

13.1 General Principle

Internal audits form an essential component of the Company's Quality Management System.

Their purpose is to provide independent assurance that organisational activities comply with:

- Company Policies;
- established procedures;
- legal and regulatory requirements;

- recognised professional standards;
- strategic objectives.

Internal audits shall also identify opportunities for continual improvement.

13.2 Audit Planning

Internal audits shall be planned using a risk-based approach.

Audit planning shall take into account:

- organisational priorities;
- previous audit findings;
- quality risks;
- legislative changes;
- strategic developments;
- stakeholder expectations.

Higher-risk activities shall normally be audited more frequently.

13.3 Audit Independence

Internal audits shall be conducted by individuals who are independent of the activities being audited wherever reasonably practicable.

Auditors shall:

- act objectively;
- avoid conflicts of interest;
- maintain confidentiality;
- report findings honestly;
- base conclusions upon evidence.

Audit independence is fundamental to maintaining confidence in the Quality Management System.

13.4 Audit Findings

Audit findings shall be categorised according to their significance.

Findings may include:

- examples of good practice;

- opportunities for improvement;
- observations;
- minor non-conformities;
- major non-conformities.

Each finding shall be supported by objective evidence.

13.5 Audit Reports

Following completion of each audit, a formal audit report shall be prepared.

The report shall normally include:

- audit objectives;
- audit scope;
- audit methodology;
- evidence reviewed;
- findings;
- conclusions;
- recommendations;
- agreed corrective actions where appropriate.

Audit reports shall be communicated to the relevant management personnel.

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14. Corrective and Preventive Actions

14.1 General Principle

Surkovsky Centre Ltd is committed to addressing quality issues promptly and effectively.

Corrective and preventive actions shall be implemented to eliminate the causes of identified deficiencies and reduce the likelihood of recurrence.

14.2 Corrective Actions

Corrective actions shall be initiated where quality deficiencies have been identified.

Corrective actions may include:

- revision of procedures;
- staff training;
- process improvement;

- allocation of additional resources;
- enhanced supervision;
- revision of documentation;
- technological improvements.

Corrective actions shall be proportionate to the significance of the identified issue.

14.3 Preventive Actions

Preventive actions are intended to reduce the likelihood of future quality issues.

Preventive measures may include:

- risk assessments;
- process redesign;
- policy development;
- staff awareness programmes;
- quality monitoring;
- strategic planning;
- organisational learning.

Preventive action is considered an essential element of continual improvement.

14.4 Verification of Effectiveness

The effectiveness of corrective and preventive actions shall be evaluated following implementation.

Verification activities may include:

- follow-up audits;
- management reviews;
- performance monitoring;
- stakeholder feedback;
- quality indicators.

Where actions prove ineffective, additional measures shall be considered.

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15. Continuous Improvement

15.1 Commitment

Surkovsky Centre Ltd is committed to continual improvement across all organisational activities.

Continuous improvement shall be integrated into:

- governance;
- education;
- research;
- publications;
- consultancy;
- administration;
- quality management.

Improvement shall become part of everyday organisational practice.

15.2 Sources of Improvement

Improvement opportunities may arise from:

- internal audits;
- stakeholder feedback;
- complaints;
- performance indicators;
- management reviews;
- research findings;
- technological developments;
- legislative changes;
- organisational experience.

Every employee is encouraged to contribute ideas that improve organisational quality.

15.3 Innovation

Innovation shall be encouraged where it contributes to:

- educational excellence;
- research quality;
- organisational effectiveness;
- stakeholder satisfaction;

- operational efficiency.

Innovation shall always be supported by appropriate evaluation and risk assessment.

15.4 Learning Organisation

Surkovsky Centre Ltd seeks to develop as a learning organisation.

Knowledge gained through experience shall be:

- shared appropriately;
- documented;
- incorporated into organisational practice;
- used to strengthen future performance.

Learning from both success and failure shall support sustainable organisational development.

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16. Responsibilities

16.1 Responsibility of the Company

Surkovsky Centre Ltd is responsible for establishing, implementing and maintaining an effective Quality Management System that supports the Company's mission, strategic objectives and commitment to excellence.

The Company shall:

- ensure effective implementation of this Policy;
- promote a culture of quality throughout the organisation;
- provide adequate resources for quality management activities;
- establish measurable quality objectives;
- monitor organisational performance;
- encourage innovation and continual improvement;
- support evidence-based decision-making;
- ensure compliance with applicable legal and regulatory requirements.

Quality shall be regarded as a shared organisational responsibility rather than solely a management function.

16.2 Responsibilities of the Director

The Director has overall responsibility for the effectiveness of the Company's Quality Management System.

The Director shall:

- ensure implementation of this Policy;
- demonstrate leadership and commitment to quality;
- establish strategic quality objectives;
- allocate appropriate resources;
- review organisational performance;
- approve major quality improvement initiatives;
- ensure that quality risks are effectively managed;
- promote continual improvement throughout the organisation.

Leadership commitment shall be demonstrated through both strategic direction and personal example.

16.3 Responsibilities of Managers

Managers are responsible for implementing quality assurance within their respective areas of responsibility.

Managers shall:

- communicate quality expectations clearly;
- ensure compliance with Company Policies and Procedures;
- monitor operational performance;
- identify quality risks;
- implement corrective actions where necessary;
- support staff development;
- encourage continuous improvement.

Managers shall actively promote a culture in which quality is regarded as everyone's responsibility.

16.4 Responsibilities of Employees

Every employee is responsible for maintaining the quality of their own work.

Employees shall:

- perform their duties competently and professionally;
- comply with Company Policies and Procedures;
- contribute to quality improvement initiatives;

- report quality concerns promptly;
- participate in relevant training;
- cooperate during audits and reviews;
- support organisational learning.

Every employee contributes directly to the overall quality and reputation of Surkovsky Centre Ltd.

16.5 Responsibilities of Researchers and Academic Staff

Researchers, lecturers and other academic personnel shall:

- maintain high academic standards;
- comply with the Academic Integrity Policy;
- comply with the Research Ethics Policy;
- ensure accuracy in teaching and research;
- support evidence-based practice;
- contribute to quality enhancement;
- participate in academic review activities.

Academic excellence shall remain central to all educational and research activities.

16.6 Responsibilities of Quality Review Participants

Individuals participating in audits, reviews or evaluations shall:

- cooperate fully;
- provide accurate information;
- maintain confidentiality;
- identify opportunities for improvement;
- support implementation of agreed actions.

Participation in quality assurance activities shall contribute to continual organisational improvement.

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17. Monitoring and Review

17.1 Monitoring

The effectiveness of this Policy shall be monitored on a continuing basis.

Monitoring activities shall include:

- internal audits;
- management reviews;
- performance measurement;
- stakeholder feedback;
- quality indicators;
- compliance monitoring;
- risk reviews.

Monitoring shall support informed management decisions and continual improvement.

17.2 Policy Review

This Policy shall normally be reviewed:

- annually;
- following significant legislative changes;
- following major organisational changes;
- following significant audit findings;
- following major quality incidents;
- where improvement opportunities are identified.

Revised versions shall replace previous editions upon approval.

17.3 Management Review

Senior management shall periodically review the effectiveness of the Quality Management System.

Management reviews shall consider:

- achievement of quality objectives;
- audit findings;
- organisational performance;
- stakeholder feedback;
- complaints and compliments;
- corrective actions;
- preventive actions;

- resource requirements;
- strategic opportunities.

Management reviews shall support evidence-based strategic planning.

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18. Related Company Documents

This Policy shall be read in conjunction with:

- Code of Conduct
- Academic Integrity Policy
- Research Ethics Policy
- Complaints Procedure
- Equality, Diversity and Inclusion Policy
- Data Protection Policy
- Information Security Policy
- Risk Management Policy
- Records Management Policy
- Anti-Bribery and Corruption Policy
- Whistleblowing Policy
- Business Continuity Policy

Where another Company Policy establishes more specific quality requirements for a particular activity, that Policy shall take precedence over this document where appropriate.

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19. Approval

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Approved by:	Board of Directors
Authorised by:	Director **Surkovsky Centre Ltd**

Signature:

Name: Jozef SURKOVSKY

Date: 1 August 2026

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