REALIZATION OF PROCESS APPROACH PRINCIPLE DURING THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM AT THE NATIONAL UNIVERSITY OF PHARMACY

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As education is one of the main factors in the economic and social development of a country, quality in the area of higher education is a need of increasing significance. The present management systems of universities still utilize the traditional principles and are deficient of any element of modern management. The management of universities is being based on principles of "common law" that in the most cases don't correlate with actual requirements of dynamically developed society. In many cases there are not clearly defined responsibilities and authorities. The management systems are without desired level of transparency and formalization. Currently the universities are situated at competitive environment. It is the principal reason why they have to identify as the organizations providing the services that satisfy their customers. To lead and operate an organization successfully, it is necessary to manage it in a systematic and visible manner.

The implementation of quality management system (QMS), as inherent part of university management, is the way how to reach this aim. That's why The National University of Pharmacy decided to implement QMS into university management. The decision was supported by existence of ISO 9001 registration. The ISO 9001 certificate is outstanding supporting material. It is the evidence that proclaims the university is properly managed, the needs of their customers are identified and the environment to satisfy them is established. One of the important parts in QMS is the implementation of process approach (PA). PA is a way of organizing and managing, helps to achieve planned goals and objectives, allows the organization to focus on improving process effectiveness and efficiency, facilitates consistent performance and contributes to lower costs. The main steps of implementation of PA are:

- Determine processes needed;
- Determine sequence and interaction of processes;
- Determine criteria needed to keep operation and control of process;
- Ensure the availability of resources and information needed to support operation and monitoring of processes;
- Implement action to achieve planned results and continual improvement.

So we identified all processes and described them. There are 3 main processes, 6 management processes and 11 auxiliary processes have been defined (Table 1). Thereafter were determined interactions between processes with help of graphic and text tools. This model would be the basis for the regulation of all QMS processes.

Table 1

Offered Processes of QMS of the University

Main processes	Management processes	Auxiliary processes
Educational activity	Planning of QMS	Interactions with suppliers
Scientific and Research	Development and designing of services	Personnel maintenance
Socio-cultural activity	Resource management	Management of the infrastructure and work environment
	Analysis of QMS by top management	Publishing activity
	Marketing research	IT, library and information provision
	Public awareness and interactions with consumers	Logistical support
		Financial provision
		International activity
		Documentation management
		Educational and methodological support
		Providing safety and labor protection

Therefore we suggest making their description using such documents:

- Quality manual (includes the scope of the QMS, including details of, and justification for, any exclusions, the documented procedures established for the QMS and a description of the interaction between the QMS processes);
- Documented procedures for carrying out processes (describe the conditions and the execution order of each process according to the PDCA Cycle);
- Standard Operating Procedures (SOP's), duty regulations, regulations for divisions (describe some operations or activities under the QMS processes);
- Records (protocols, journals and other instruments of registration).

So, an effective implementation of the PA would start by laying out how we select, manage and improve the most critical processes that impact our customers and internal management objectives. This would include assigning responsibility to certain individuals or teams to take charge of our key processes. Teams work well when processes cut across the organizational structure. Then, these process owners will monitor and improve these processes on an ongoing basis taking full responsibility for their performance.