

## QUALITY MANAGEMENT GUIDELINES

### 1. Purpose

- 1.1. This document outlines the quality management guidelines of Zangador Research Institute (ZRI).
- 1.2. The quality management guidelines should be applied by all employees (researchers and administrative staff) of ZRI.

### 2. Quality Management Principles and Objectives

- 2.1. Quality management in ZRI is implemented based on the following principles:
  - 2.1.1 *Everyone is involved* – the outputs of ZRI will be of high quality if all employees deliver high quality work.
  - 2.1.2 *Limited bureaucracy* – the quality management procedures need to require as much documentation as necessary but not more and not less than necessary.
  - 2.1.3 *Time management* – all employees need to plan their work appropriately and keep the due dates.
  - 2.1.4 *Proactive* rather than reactive quality management – the quality management should prevent quality failures.
  - 2.1.5 *Process and output focus* – quality management is based on both *what* is done and *how* it is done.
  - 2.1.6 *Transparency* in decisions, documentation, quality assurance, and procedures.
- 2.2. Quality management in ZRI aims to:
  - 2.2.1. To guarantee that the work is implemented in a *timely manner*.
  - 2.2.2. To ensure that the research activities are implemented in a *professional and ethical way*.
  - 2.2.3. To ensure that the characteristics of the products/deliverables *match* their specifications in the product descriptions, research contract, and/or the aims and scope of the respective research project.
  - 2.2.4: To ensure that the quality-related issues are *identified, analysed and actioned upon* in a timely manner.

### 3. Quality Management Responsibilities

- 3.1. *Head of Quality Management*
  - 3.1.1. Quality Management is organised and controlled by the Head of Quality Management at ZRI.
  - 3.1.2. The Head of Quality Management is elected by the General Assembly of ZRI.
- 3.2. *Project Manager*
  - 3.2.1. For each research project implemented by ZRI, The Director of ZRI and the Head of the Projects Department, select a Project Manager.
  - 3.2.2. The Project manager coordinates the activities within the project and distributes the work among ZRI employees working on the project.
  - 3.2.3. The Project manager oversees the timely delivery of employees' work, and the completeness and correctness of respective administrative documents (e.g. contracts, reports, timesheets, invoices, receipts, etc.).

### 3.3. *Project Quality Manager*

3.3.1. For each research project implemented by ZRI, the Head of Quality Management, the Head of the Projects Department and the respective Project Manager, select a Project Quality Manager.

3.3.2. The Director, the Head of Quality Management, the Head of the Projects Department and the respective Project Manager can perform the role of Project Quality Manager for a particular project, depending on their expertise and workload.

3.3.3. The Project Quality Manager is responsible for managing the quality of the research work of ZRI employees within the project.

## 4. **Quality Management Procedures**

### 4.1. *Preventive measures*

4.1.1. The Project Quality Manager defines the quality parameters and provides quality guidance to ZRI employees about the expected quality of their work on a project in accordance to project's aim, scope, contract, grant agreement, best research practices, internal project documentation, etc.

4.1.2. The parameters and guidance should be clear, reasonable, feasible, relevant, and reflect the best research practices in the field.

4.1.3. Employees should be provided with sufficient time to implement their research work.

4.1.4. Project Quality Manager determines the submission due dates of employees' research work to allow for sufficient time for quality checks.

### 4.2. *Internal quality check*

4.2.1. The research work quality of ZRI employees is checked internally by the respective Project Quality Manager.

4.2.2. The feedback is provided within a reasonable period that would allow the employee to correct and resubmit the work.

4.2.3. The research work is submitted to customers only after the Project Quality Manager has approved it.

### 4.3. *External quality check*

4.3.1. The research work is submitted externally to project partners only after the Project Quality Manager has approved it.

4.3.2. The Project Quality Manager organises the revision of the research work if required by the project partners.

### 4.4. *Collaborative research projects*

4.4.1 For projects funded by the EU or other organisations, the Project Quality Manager aligns the quality management procedures with the requirements of the respective funder.

4.4.2. For collaborative projects, if ZRI provides quality assurance for the whole project, the review of partners' work is implemented by ZRI's Project Quality Manager.

These Quality Management Guidelines have been accepted by ZRI's General Assembly on 30<sup>th</sup> December 2025.