

Quality Manual



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Quality Manual Approval

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Dean



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Glossary and List of Symbols and Abbreviations

The glossary and symbols and abbreviations used by the Faculty of Pharmacy of the University of Lisbon in the context of its Quality Management System are included in the "[Glossario-FFUL](#)" database.

VOID after 2025.12.23 or if PRINTED

1. Introduction

The aim of this Quality Manual is to define the operations and organization of the Internal Quality Assurance System of the Faculty of Pharmacy of Lisbon University (in Portuguese: *Sistema Interno de Garantia da Qualidade da Faculdade de Farmácia da Universidade de Lisboa* (SIGQ-FFUL)) and the responsibilities of the various organs involved in Quality Policy and its related processes, procedures and indicators.

The Quality Manual (QM) is designed to be an operational document for procedures in the field of Quality. It is to be a fundamental point of reference for defining quality assurance policies and for describing the processes, indicators and actors responsible for carrying out those activities which promote continuous improvement at the FFUL in its various strategic areas.

The Quality Manual is in line with the norms defined by the A3ES (Agency for Assessment and Accreditation of Higher Education) and the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG).

The Quality Manual has been drafted by the Office for Quality Assessment and Assurance (*Gabinete de Avaliação e Garantia da Qualidade*) and approved by the Director, following the opinion of the internal Evaluation Committee. It is a working tool which it is intended to update on an ongoing basis, with a view to continuous quality improvement and adjustment to the national and international context.

2. Legislation and Relevant Documents

Listed below are the legislation, standards, recommendations and references which are considered to be of fundamental significance for implementation of the Higher Education Quality Assurance System (*Sistema de Garantia da Qualidade no Ensino Superior*), and which were used as the basis for creating this Manual.

A3ES. Auditoria dos Sistemas Internos de Garantia da Qualidade nas Instituições de Ensino Superior: Manual para o Processo de Auditoria (V1.4, Jan). Lisboa: A3ES; 2020 Auditing Internal Quality Management Systems in Higher Education: Audit Procedure Manual (V1.4, Jan). Lisboa: A3ES; 2020
A3ES. Glossário da A3ES . Lisboa: A3ES; s.d. A3ES Glossary. Lisboa: A3ES; undated
A3ES. Regulamento dos procedimentos de avaliação e de acreditação das instituições de ensino superior e dos seus ciclos de estudos – Regulamento nº 392/2013, de 16 de outubro Regulations for assessment and accreditation procedures in higher education institutions and their study cycles – Regulation 392/2013 of 16 October 2013
Conselho de Garantia da Qualidade da ULisboa – Despacho n.º 10371/2018, de 8 de novembro Lisbon University Quality Assurance Board – Legal Order 10371/2018 of 8 November 2018
Conselho de Prevenção da Corrupção. Recomendação: Planos de Prevenção de Riscos de Corrupção e Infracções Conexas . Lisboa: CPC; 2015

Corruption Prevention Board. Recommendation: Plans for dealing with risks of corruption and related offenses. Lisboa: CPC; 2015
<p>Criação da Agência de Avaliação e Acreditação do Ensino Superior e aprovação dos respetivos estatutos – Decreto-Lei n.º 369/2007, de 5 de novembro</p> <p>Establishment of the Agency for Assessment and Accreditation in Higher Education and approval of its statutes – Decree-Law 369/2007 of 5 November 2007</p>
<p>Estatutos da Faculdade de Farmácia da Universidade de Lisboa – Despacho n.º 6226/2019, de 5 de julho</p> <p>Statutes of the Faculty of Pharmacy of the University of Lisbon – Legal Order 6226/2019 of 5 July 2019</p>
<p>Estatutos da Universidade de Lisboa – Despacho Normativo n.º 8/2020, de 17 de julho que altera o Despacho Normativo n.º 14/2019</p> <p>Statutes of the University of Lisbon – Normative Legal Order 8/2020 of 17 July 2008, amending Normative Legal Order 14/2019</p>
International Organization for Standardization - Quality management systems. Requirements (ISO 9001:2015) . Geneva: ISO; 2015
International Organization for Standardization - Quality management systems -- Fundamentals and vocabulary (9000:2015) . Geneva: ISO; 2015
<p>Regime Jurídico da Avaliação do Ensino Superior (RJAES) – Lei n.º 38/2007, de 16 de agosto</p> <p>Legal Framework for Assessment of Higher Education – Law 38/2007 of 16 August 2007</p>
<p>Regime Jurídico das Instituições de Ensino Superior (RJIES) – Lei n.º 62/2007, de 10 de Setembro</p> <p>Legal Framework for Higher Education Institutions – Law 62/2007 of 10 September 2007</p>
<p>Regime jurídico dos graus académicos e diplomas do ensino superior – Decreto-Lei n. 65/2018, de 16 de agosto, republica o Decreto-Lei n.º 74/2006, de 24 de março, alterado por Decreto-Lei n.º 107/2008, de 25 de junho, Decreto-Lei n.º 230/2009, de 14 de setembro, Decreto-Lei n.º 115/2013, de 7 de agosto e Decreto-Lei n.º 63/2016, de 13 de setembro</p> <p>Legal Framework for academic degrees and diplomas in higher education – Decree-Law 65/2018 of 16 August 2008, which republishes Decree-Law 74/2006 of 24 March 2006, as amended by Decree-Law 107/2008 of 25 June 2008, Decree-Law 230/2009 of 14 September 2009, Decree-Law 115/2013 of 7 August 2013 and Decree-Law 63/2016 of 13 September 2016</p>
<p>Regulamento do Sistema Integrado de Garantia da Qualidade da Universidade de Lisboa – Despacho n.º 15622/2015, de 29 de dezembro</p> <p>Regulations for the Lisbon University Integrated Quality Assurance System – Legal Order 15622/2015 of 29 December 2015</p>
<p>Santos SM. Análise comparativa dos processos europeus para a avaliação e certificação de sistemas internos de garantia da qualidade. Lisboa: A3ES; 2011</p> <p>Santos, S.M. Comparative Analysis of European procedures for the assessment and certification of internal quality assurance systems. Lisboa: A3ES; 2011</p>

Santos SM. **Sistemas internos de garantia da qualidade nas agências de avaliação e acreditação.** Lisboa: A3ES; 2011

Santos, S.M. Internal Quality Assurance Systems in the Assessment and Accreditation Agencies. Lisboa: A3ES; 2011

Sarrico C, (ed). **Indicadores de Desempenho para Apoiar os Processos de Avaliação e Acreditação de Ciclos de Estudo** (v. Abril, 2010). Lisboa: A3ES; 2010

Sarrico, C. (ed.). Performance Indicators for the Assessment and Accreditation of Study Cycles (April 2010 version) Lisboa: A3ES; 2010

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). 2015

3. Introducing the Faculty of Pharmacy of the University of Lisbon

The Faculty of Pharmacy of the University of Lisbon (FFUL) is an institution engaged in teaching, research and the dissemination of culture, science and technology, in particular in the domain of the Pharmaceutical Sciences and their associated occupational fields, by means of:

- a) Human, cultural scientific and technical training;
- b) Pre- and post-graduate teaching/learning and lifelong training;
- c) Basic and Applied Research;
- d) Providing services to the community, on the basis of mutual benefit and improvement;
- e) Cultural, scientific and technical exchanges with fellow institutions in Portugal and abroad.

3.1. Mission

FFUL's mission, through its Teaching, Research, Knowledge Transfer and University Extension activities in the field of Pharmacy, Medicine and the Pharmaceutical Sciences, is to train pharmaceutical professionals for the Portuguese and international markets, endowing them with a high level of scientific, technical and professional knowledge, as well as ensuring that their training is kept up to date throughout their lives, in line with advances in science and technology and strategic challenges in the profession and in society as a whole.

The Faculty's mission involves tying together Teaching, Research and University Extension Activities by:

- a) Promoting technological development and entrepreneurship;
- b) Providing services to the community, in a context of mutual benefit and improvement between scientific work and its contribution to society (Knowledge Transfer);
- c) Establishing partnerships with Businesses, Regulatory Bodies, Public and Private Institutions in the Health field and Patient Associations;
- d) Encouraging international cooperation and mobility;
- e) Asserting itself as a benchmark institution in its field, both nationally and internationally.

3.2. Vision

FFUL will seek to maintain its recognised position among fellow Portuguese and international bodies as one of the benchmark institutions in the field of Pharmacy and Pharmaceutical Sciences, whether in terms of Teaching, Research or Technological Development.

This objective will be implemented by means of a diverse faculty body and strong connections with the pharmaceutical profession, the business world, and health institutions, adopting a culture based on responsibility, ethics, rigour and quality.

3.3. Values

- a) Commitment to excellence in all activities undertaken.
- b) Upholding a culture of innovation in which daring ideas and creative solutions accelerate change in education, research, health care and service provision.
- c) Seeking out and promoting collaboration in the various aspects of the work to be undertaken — in the education and training of students in every study cycle; in development and innovation in health care and service provision focussed on people; in scientific discovery and the development of new scientific knowledge.
- d) Promoting an organisational culture which embodies respect and sympathetic consideration for others in work and collaborative relationships.
- e) Valuing diversity in thought, inclusion and respect for differences, recognising the benefits they bring to the academic community.
- f) Promoting professional development of students, lecturers, researchers and other staff members at all levels and grades.
- g) Encouraging dedication and commitment at work to all those we serve: students, people, the ill, society.
- h) Standing up for the values of integrity, trust, honesty and a sense of responsibility in all acts undertaken as individuals or as an institution.

3.4. Duties and Responsibilities

In addition to those defined by law and those mentioned in article 42 of the Statutes of the University of Lisbon, the following are the duties and responsibilities of the FFUL:

- a) To administer training in higher education, at graduate and post-graduate level, organising courses leading to bachelor's, master's and doctoral degrees;
- b) To organize other, non-degree courses and other life-long specialization and learning activities;
- c) To organize competitive examinations in a branch of knowledge or specialisation leading to the doctoral degree and to granting the corresponding academic title by the University of Lisbon;
- d) To promote and organize scientific research, providing incentives for international dissemination of the research output of its lecturers and researchers, as well as to add social and economic value to the results obtained through its research units;
- e) To collaborate with other schools and departments of the University of Lisbon and with other Portuguese and foreign universities to develop and undertake courses, research projects and any other activities in their common interest;
- f) To facilitate the personal and professional development of its members, ensuring academic freedom, freedom of supervision in teaching and the free formation of expression of scientific doctrines and opinions;

- g) To promote students' quality of life and work, supporting student associations, participation in academic and social life, and artistic, sporting and cultural activities;
- h) To take part in the definition and execution of teaching and research policy in the specific field of Pharmaceutical Sciences and in professional training for Pharmacists;
- i) To ensure the provision of services to the community and to contribute to the development of the country, establishing partnerships with businesses and institutions and reinforcing the human, cultural and social aspects of university work;
- j) To sponsor the maintenance of alumni connections to their *alma mater*, as well as participation by other persons and institutions in material and strategic development support to the Faculty;
- k) To encourage internationalisation and cultural, scientific and technological cooperation, ensuring the free movement of students, lecturers and researchers and helping them to project their work internationally.

4. Organisation

4.1. Faculty of Pharmacy of the University of Lisbon

The Faculty of Pharmacy of the University of Lisbon is a corporate legal entity under public law, a part of the University of Lisbon, having its own statutes and assets and endowed with academic, pedagogical, cultural, administrative, and financial independence, without prejudice to the provisions of clause 5 of article 10 of the Statutes of the University of Lisbon.

To fulfil its mission, the administration of the FFUL is organised as follows:

- School Council
- Dean
- Scientific Council
- Pedagogical Council
- Management Board

And it has the following consultative bodies:

- Advisory Board
- Interdepartmental Coordination Board
- Strategy Board

In organisational terms, the FFUL is made up of sub-units, known as Departments, which manage and promote teaching, research, service provision and cultural dissemination activities.

The FFUL also has a Technical and Administrative Support organisation (called Services), to assist in the development of teaching and research activities.

4.2. Departments

The Departments are organic sub-units of the Faculty and are responsible for Teaching, Research, Service Provision and Cultural Dissemination activities.

4.2.1. Research Unit

Scientific research is carried out by the Research Unit, the iMed.ULisboa – *Research Institute for Medicines*.

The research undertaken involves basic and translational questions in the field of therapeutic innovation, from laboratory to pre-clinic, with a high value placed on an environment which helps to respond to challenges in emerging areas.

4.2.2. Service Provider Units

Service Provider Units provide support to the Departments and to the Research Unit of the FFUL which offer to the community, as part of their scientific work, university extension services involving the provision of specialised technical and scientific services.

4.3. Organisation of Technical and Administrative Support

There are two operational areas in the structure of Technical and Administrative Support: Services and Institutional Support.

4.3.1. Services:

- a) Academic Services
 - i. Academic Planning and Management Office
 - ii. Post-graduate Office
- b) Library and Information Services
- c) Human Resources and Document Management Services
 - i. Personnel Management
 - ii. Document Management
- d) Financial and Facilities Services
 - i. Accounting
 - ii. Purchasing and Supplies
 - iii. Project Planning and Management
 - iv. Treasury
- e) Technical and Maintenance Services
 - i. Information Technology and Telecommunications
 - ii. Maintenance and Security

4.3.2. Institutional Support:

- a) Governance Bodies Support Office
- b) Quality Assessment and Assurance Office
- c) Communications and Image Office
- d) External Relations Office

4.4. Other Bodies and Committees

Other organs and committees carry out the following duties:

- a) Internal Assessment Committee
- b) Academic and Professional Qualifications Accreditation Committee
- c) Ethics Committee for Research with Human Beings
- d) Health and Safety at Work Committee
- e) Equal Representation Committee
- f) Assessment Coordination Committee (CCA)
- g) Coordination Board for the Assessment of Lecturer Performance (CADD)
- h) Animal Welfare Body (ORBEA)

4.5. FFUL Statutory and Functional Organisation Chart

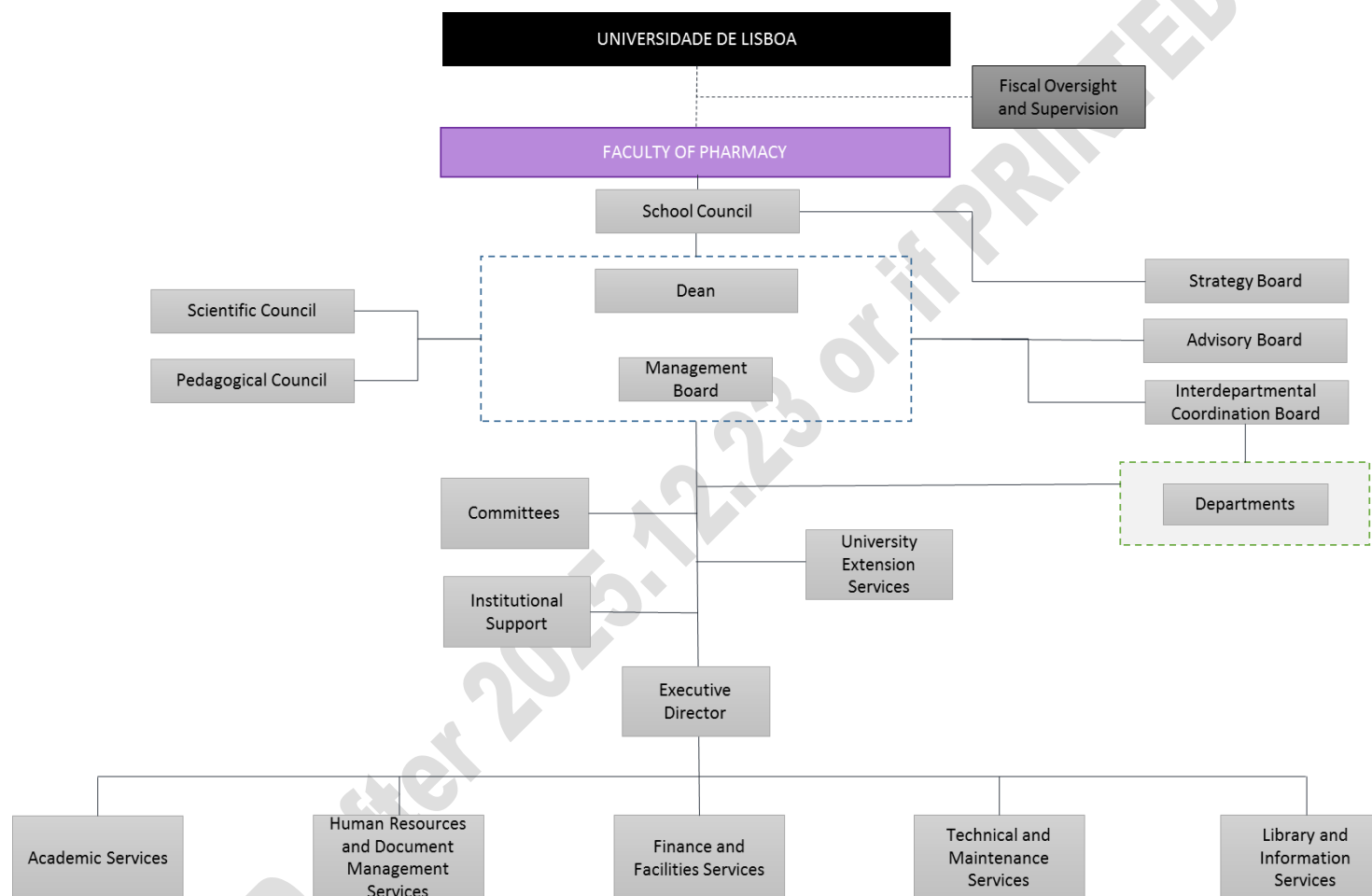


Figure 1. Internal Organisation of the FFUL

Detailed Organisation Chart: <https://www.ff.ulisboa.pt/organizational-chart/?lang=en>

5. Quality Policy

The commitment to quality assurance and management is enshrined in the FFUL's statutes. In conjunction with the assessment and quality assurance mechanisms of the University of Lisbon, and as decreed by law, the FFUL undertakes a periodic internal assessment of the quality of teaching, research, knowledge transfer and university extension activities and services provided, as the fundamental basis for pursuing its mission.

Quality assurance policy should encourage all interested parties to take part in the continuous improvement of the FFUL, involving the Director, Departments, Research Units, Service Provider Units, Technical and Administrative Support Bodies and other stakeholders, so that the assessment becomes a common and intrinsic procedure in the various fields which make up the FFUL's strategic activity.

The following is the methodology adopted for implementing the quality policy:

- Identify areas (and sub-areas) for strategic action
- Identify processes, sub-processes and procedures to be adopted with a view to implementing the strategy
- Define annual indicators
- Description of the measures (single year or multi-annual) included in the work plans for each area (and sub-area) in the strategic action plan

5.1. Strategic Action Plan Areas

There are four major areas in the FFUL's strategic action plan: Governance, Centres, Transversal and Support.

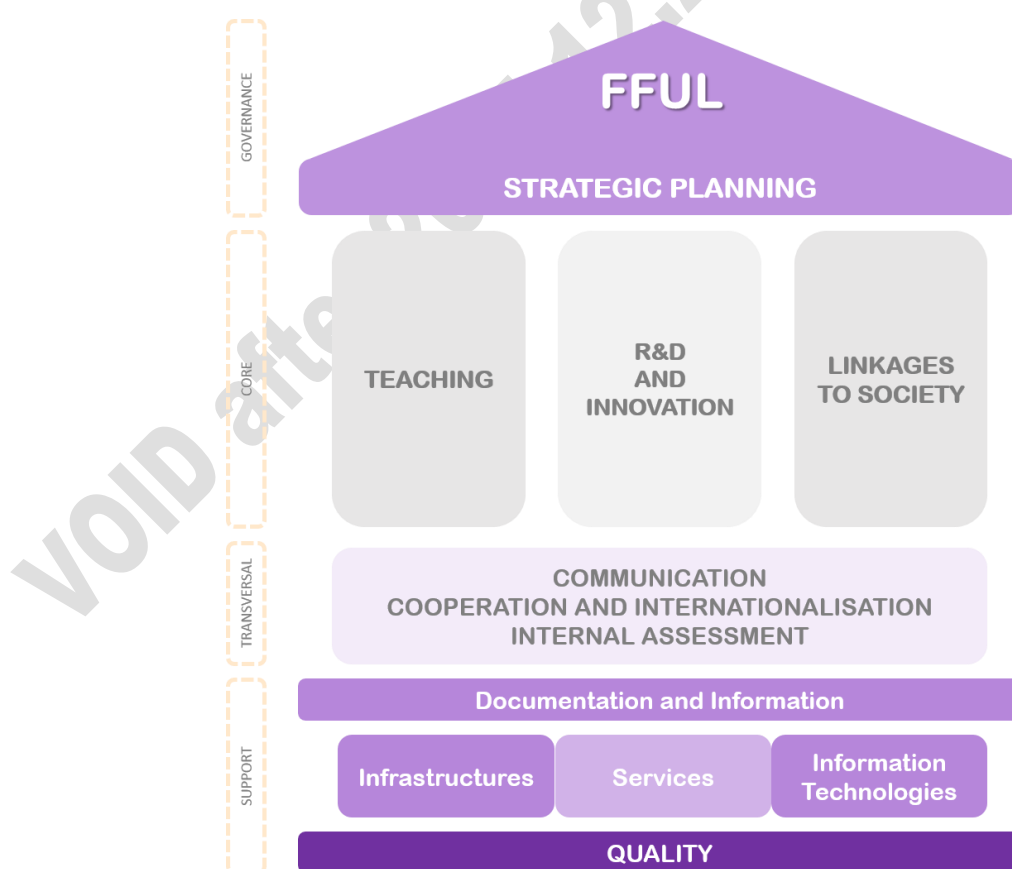


Figure 2. FFUL Strategic Areas Diagram

6. FFUL Quality Management System (SGQ-FFUL)

The SQG-FFUL rests on two fundamental elements of the institutional assessment process:

- Internal Assessment (self-assessment)
- External Assessment (assessment by bodies outside the School).

The SQG-FFUL contemplates a cyclical revision of results based on continuous quality improvement processes, focused on the teaching/learning process and the institution as a whole, with a view to determining how well it is fulfilling its mission and objectives and succeeding in implementing improvements.

6.1. External Benchmarks (A3ES, ESG, ISO 9001:2015)

Higher education institutions' integrated quality management systems should be aligned with the A3ES and ENQA benchmarks. The following table shows the main vectors and benchmarks applying to an internal quality assurance system which is consolidated and aligned with European standards.

Table 1. Equivalence of A3ES and ESG benchmarks

A3ES Benchmarks		ESG Benchmarks (2015)	
Vector 1 – Quality Assurance Policy			
1	Adoption of Policy for ensuring quality and pursuing quality objectives	1	Policy for quality assurance
Vector 2 – Quality Assurance in the institutional mission’s core processes			
2	Design and approval of courses offered	2	Design and approval of programmes
3	Student-centred teaching, learning and assessment	3	Student-centred learning, teaching and assessment
4	Student admission, progression, recognition and certification	4	Student admission, progression, recognition and certification
5	On-going monitoring and periodic course review	9	On-going monitoring and periodic review of programmes
6	R&D / Guided research and high-level professional development	-	-
7	Inter-institutional and community collaboration	-	-
8	Internationalisation	-	-
Vector 3 – Quality Assurance in resource management and support services			
9	Human Resources	5	Teaching staff
10	Material Resources and Services	6	Learning resources and student support
Vector 4 – Management and Dissemination of Information			
11	Information management	7	Information management
12	Public information	8	Public information
Vector 5 – Periodic External Assessment			
13	Cyclical nature of external quality assurance	10	Cyclical external quality assurance

6.2 Organisational Structure of the SGQ-FFUL

The aim of the SGQ-FFUL is to implement a quality policy. It is an integral part of the University of Lisbon Quality Management System. It has its own regulations governing the organisation and main instruments for continuous improvement. Coordination and management of the SGQ-FFUL is the responsibility of the Office for Quality Assessment and Assurance.

6.2.1 Office for Quality Assessment and Assurance

The Office for Quality Assessment and Assurance (GAGQ) aims to implement, manage and coordinate the SGQ-FFUL and to undertake the quality assessment of the School. It is organised as follows:

- Coordinator/Manager of the SGQ-FFUL
- Quality Technician
- Independent person with specific experience in the field of Quality
- Lecturer representing the FFUL on the University of Lisbon Quality Assurance Board

Within the Portuguese system of accreditation and assessment, as decreed by law and in observation of the directives issued by the governing bodies of the Faculty, the GAGQ's responsibilities are to put forward procedures aimed at:

- An institutional culture of quality assurance;
- Quality management and assessment methods to be undertaken by each office;
- Internal and external assessment methods;
- Providing information on the activities undertaken within the SGQ-FFUL;
- Drawing up the Quality Manual and Plan;
- Appraisal reports, recommendations and proposals for corrective measures appropriate to ensuring good performance and enhancing the image of the Institution;
- Providing support structure for effective implementation of the quality assurance policy
- Publicising the work and reports of the SGQ-FFUL internally and externally;

6.2.2 Internal Assessment Committee

The Internal Assessment Committee (CAI) seeks to carry out the work of internal assessment and quality assurance as set out by law. It is governed by its own internal regulations and is made up as follows:

- The Chairman of the School Board, who may delegate this authority to another member of the School Board who holds a doctoral degree;
- The Director, who may delegate this authority;
- A professor or researcher appointed by the Academic Board;
- A professor appointed by the Pedagogical Board;
- A student appointed by the Pedagogical Board;
- The employee on the School Board who is not a lecturer and not a researcher;
- The Executive Director, who may delegate this authority;
- Two persons from outside the School, appointed by the Chairman of the School Board

6.2.3 Organisation of Documents and Records

Information produced, received and collected by each body and department in the course of their duties is recorded in various types of document and media (e.g. print, digital). These are essential tools for making decisions, operating more efficiently and recording collective memory.

The SGQ-FFUL was designed with the following form of organisation of its documents and records, in order to set out and disseminate all the methodologies associated with process development.



Figure 3. SGQ-FFUL Document Organisation

The organisation's various documents are incorporated in the structure of documents and records and in accordance with the benchmarks and related procedures, to ensure regular updating and compliance with the internal and external standards to which the organisation is bound.