QUALITY MANUAL IPC

POLITÉCNICO
DE COIMBRA

Technical File

Quality Manual
Implemented in the POLYTECHNIC OF COIMBRA

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President of the POLYTECHNIC OF COIMBRA

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POLITÉCNICO DE COIMBRA

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ACRONYMS AND ABBREVIATIONS

A2ES – Emergency Fund

A3ES – Agency for Assessment and Accreditation of Higher Education Programmes

BSC – Balanced ScoreCard

CE – Study Cycle

CINEP – Center for Innovation and Study of Pedagogy in Higher Education

CNA – National Tender of Access

CTeSP – Professional Higher Technical Courses

DGA – Academic Management Department

DGA/ACI – Academic Management Department/Institutional Communication Division

DGA/AAES – Academic Management Department/ Access to Higher Education Division

DGA/AGAP - Academic Management Department/Academic and Pedagogic Division

DGA/AGC – Academic Management Department/Programme Management Division

DGA/AE – Academic Management Department/Employability Division

DGA/ARI - Academic Management Department/International Relations Division

DGF – Financial Management Department

DGPI – Patrimony and Infrastructure Management Department

DGRH – Human Resources Management Department

DR – Official Journal of the Portuguese Republic (Diário da República)

DSD – Teaching Service Distribution

EPD – Data Protection Officer

ESAC – Coimbra College of Agriculture

ESEC – Coimbra Education School

ESP – Polytechnic Higher Education

ESTeSC – College of Health Technology of Coimbra

ESTGOH – Oliveira do Hospital School of Higher Technology and Management

FUC – Curriculum Unit File

GAE – Student Support Office

GCMP – Macroprocess Coordinating Group

GQ – Quality Office

IES – Higher Education Institution

i2A – Institute for Applied Research

I&D – Research and Development

INOPOL – Academy of Entrepreneurship

INOVIPC – Training Centre

IPC – Polytechnic of Coimbra

ISCAC – Coimbra Business School

ISEC – Coimbra Institute of Engineering

MP - Macroprocess

MQ – Quality Manual

OSOD – Body, Service or Another Appointee

OEIPC – Employability Observatory

P – Process

PA – Activity Plan

PE – Strategic Plan

PI – Stakeholders

QUAR - Assessment and Accountability Framework

RGPD – General Data Protection Regulation

RJIES – Juridical Regime of Higher Education Institutions

SAS – Social Service

SIADAP – Integrated System of Performance Assessment in Public Administration

SC – Central Services

SCTN – National Technological and Scientific System

SIGQ – Internal System of Quality Assurance

UC – Curriculum Unit

UO – Organic Unit

UOE – Organic Teaching Unit

UOI – Organic Research Unit

PROMULGATION OF THE POLICY REGARDING QUALITY

This Manual describes the Internal System of Quality Assurance (SIGQ) of the POLYTECHNIC OF COIMBRA, through which the compliance of the provisions laid down by national and international norms that govern Higher Education Institutions (HEI) is assured.

The POLYTECHNIC OF COIMBRA establishes its **quality policy** and continuous improvement in all its activities committing to:

1. Promote a culture of quality transversal to its mission areas: teaching and learning, research, involvement with the community and internationalisation;
2. Foster the involvement and active participation of relevant internal and external stakeholders in the functioning of the institution, in particular in the definition and design of procedures and processes;
3. Permanently listen to the needs and expectations of relevant stakeholders seeking to increase their satisfaction;
4. Aim at transparency in all activities undertaken within the framework of SIGQ;
5. Promote an institutional culture of quality and accountability based on regular self-evaluation and subsequent monitoring of the implementation of improvements and accountability;
6. Ensure the necessary conditions to update SIGQ and its certification by the benchmarks and standards established as a reference;
7. Ensure that the weaknesses and opportunities are identified, considered and controlled, increasing the effectiveness of SIGQ and obtaining the best institutional results.

With a view to the implementation of this policy, the president of the POLYTECHNIC OF COIMBRA, with the assent of the Management Board, adopted as of 8 November 2018, the first version of the Quality Manual, through which he assumed that the creation and implementation of an internal system of quality assurance, rather than a legal requirement, is an integral part of the management and planning mechanisms, in view of the continuous improvement, satisfaction of all involved and achievement of the corresponding institution's mission.

The President of the POLYTECHNIC OF COIMBRA, in conjunction with his management team and the governing teams of the Organic Units, after hearing the Management Board and the Advisory Board, renews his commitment to comply with and enforce the provisions of SIGQ, in its new version (MQ-1.1/2019).

Coimbra, 26th of July 2019

The President of the POLYTECHNIC OF COIMBRA,
Prof. Jorge Manuel dos Santos Conde

1. THE QUALITY MANUAL

This manual presents the SIGQ of the POLYTECHNIC OF COIMBRA representing, for all who deal with it, the reference document, either in the implementation, maintenance, compliance and improvement of quality policies in the institution, in line with European [European Higher Education Area (ESG), 2015] and national benchmarks [A3ES - Referenciais SIGQ – Referenciais para os sistemas internos de garantia da qualidade nas instituições de ensino superior (versão de outubro de 2016, adaptada aos ESG 2015)] for the quality of the IES, as well as with applicable legal requirements.

This version of the MQ OF THE POLYTECHNIC OF COIMBRA features, sequentially, the following contents:
1) Definition, purpose, framework, organization, preparation, approval, publication and revision of the MQ;
2) The institutional context: presentation of the organisational structure, mission, vision and values of the POLYTECHNIC OF COIMBRA, the strategic options and action plan for the four-year period;
3) The description/organization of SIGQ: presentation of the organizational structure and of the responsibilities and competences in the specific field of quality and quality assurance of the governing bodies, management bodies, and services; definition of the macroprocesses, processes, sub-processes and the monitoring, assessment and continuous development methodologies of the POLYTECHNIC OF COIMBRA SIGQ, in the different areas that comprise the institutional mission and the services, human resources and materials that support them. In addition, we present the tools for collection and analysis of data that allow for the production and dissemination of information relevant to the institution so that it can prepare the necessary improvement plans, signal, control and treat non-conforming situations for the implementation of preventive and/or corrective measures and proceed, also, to the identification and dissemination of good practices.

The elaboration of the MQ is the responsibility of the Vice-President for Quality and is approved by the President, after consulting the Management Board.

The revision of the MQ is performed annually by the Quality Office (GQ), thus ensuring an updated version. In addition, whenever a revision is necessary, within changes in rules and regulations, in improvement or correction actions, an extraordinary revision to the MQ is carried out.

The identification of the MQ of the POLYTECHNIC OF COIMBRA is described by the acronym MQ-X.N/YYYY where X indicates the number of the edition, N is the number of the revision in force, and YYYY the year of edition/review. The back cover of the MQ features the specification of the date of edition (Edited on) and of the responsible for

issuing (Issuer) the Manual and its revisions. In the event of a comprehensive revision, editing is incremented by one unit and the level of revision begins at zero (example: the second edition of the Manual is referenced as MQ-2.0/YYYY). In the case of a partial revision, the revision level is incremented by one, keeping the number of edition (example: the first revision of the first edition is referenced as MQ-1.1/YYYY).

After each revision of the MQ, the GQ is responsible for its publication online at the portal of the POLYTECHNIC OF COIMBRA (www.ipc.pt) and at the portal of SIGQ (http:sigq.ipc.pt) and for the communication, by electronic mail, to the entire community of the POLYTECHNIC OF COIMBRA.

The updated Table below will be included in Annex 1 to this Manual.

Table 1- Registration of revisions to the MQ

Edition/Revision	Date	Origin of Revision

2. PRESENTATION OF THE POLYTECHNIC OF COIMBRA

The POLYTECHNIC OF COIMBRA was created in 1979, in the context of the implementation of Polytechnic Higher Education (Ensino Superior Politécnico, ESP) in Portugal. The POLYTECHNIC OF COIMBRA is a legal person governed by public law, with statutory, pedagogic, scientific, cultural, administrative, financial, disciplinary and patrimonial autonomy. Despite its recent history, the POLYTECHNIC OF COIMBRA has inherited the tradition and experience of the Organic Units (UO) that integrated it: Coimbra College of Agriculture (ESAC), Coimbra Institute of Engineering (ISEC), Coimbra Education School (ESEC), Coimbra Business School (ISCAC), Oliveira do Hospital School of Higher Technology and Management (ESTGOH) and College of Health Technology of Coimbra (ESTeSC). These UO are part of the success of the POLYTECHNIC OF COIMBRA as one of the largest polytechnic institutes of the country, delivering Professional Higher Technical Courses (CTeSP), Bachelor's degrees, Master's degrees and other advanced training in a wide variety of fields of expertise.

The POLYTECHNIC OF COIMBRA also integrates: the Social Services (SAS), which constitute an UO, which seek to respond adequately and timely to the needs of the student community, offering support to the management of scholarships, food and lodging and medical services; a UO responsible for the development of research and production of scientific knowledge, the Institute for Applied Research (i2A); and the UO Central Services that integrates the cross-cutting areas of support, such as financial management and procurement, human resources management, heritage management and maintenance, management of computer resources and technology, academic management encompassing the management and technical and legal support in the academic area, access to higher education, academic records and educational offer, international relations, employability, Alumni Network and communication and image. The POLYTECHNIC OF COIMBRA also has a Sport Office and a Cultural Centre, with a cross-section action throughout the POLYTECHNIC OF COIMBRA.

In addition to the above mentioned UO, the POLYTECHNIC OF COIMBRA incorporates: (i) an Academy of Entrepreneurship (INOPOL), which acts as an innovative space created to support the promotion of entrepreneurial spirit and the integration of students in the business world, as well as in assisting the creation and sustainability of new companies and technology transfer; (ii) a Center for Innovation and Study of Pedagogy in Higher Education (CINEP), whose mission is to promote the pedagogical qualification of IPC professors and stimulate innovation, quality and excellence in higher education through the organization of pedagogical training and R&D actions and the production of educational resources; (iii) a Training Centre (INOVIPC) that aims at the modernisation of public administration and updating the knowledge of its employees, having the responsibility to implement the training plan of non-faculty employees of the POLYTECHNIC OF COIMBRA; it also offers a wide range of training solutions to audiences outside the Institution; and (iv) an Employability Observatory (OEIPC), essentially a research structure, operating within the Applied Research Institute, with a strong component of support to the management bodies of

the institution and its Teaching Organic Units (UOE). OEIPC has its own research program in the area of employability, and labour market and employment dynamics. As a priority activity, it develops mechanisms for measurement, assessment and regular forecast of the employment situation and the employment dynamics of IPC graduates.

IPC, as an organization that deals daily with personal data, is committed to the matters governed and the obligations imposed by the new European legislation on data protection (Regulation (EU) 2016/679 of the European Parliament and the Council on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, RGPD), wherefore a Data Protection Officer is already provided for in the formal structure of the institution.

Figures 1A to 1D show the functional macro-organisation charts of the POLYTECHNIC OF COIMBRA and of each UOE and Services: 1A represents the functional macro-organisation chart of the POLYTECHNIC OF COIMBRA; 1B refers to the functional macro-organisation chart of each Organic Teaching Unit; 1C represents the functional macro-organisation chart of the Organic Research Unit; and 1D represents the functional macro-organisation chart of the Social Services.

The statutes of the POLYTECHNIC OF COIMBRA (Legislative Order No 6/2019, 2nd Series, 14th March) define the competences of each management body of the Institution, and the competences of the Central Services are established in the Rules of Procedure of the Presidency Services (Order No 3364/2018, 2nd Series, 4th April). The statutes of each UOE (ESAC- Order No 16100/2009, 2nd Series, 14 July; ESEC - Order No 18158/2009, 2nd Series, 5 August; ESTeSC - Order No 11719/2009, 2nd Series, 14 May 2009; ESTGOH - Order No 19720/2009, 2nd Series, 27 August; ISCAC - Order No 16101/2009 2nd Series, 14 July; ISEC - Order No 19780/2009, 2nd Series, 28 August) establish the structure and competences of the management bodies and corresponding services.
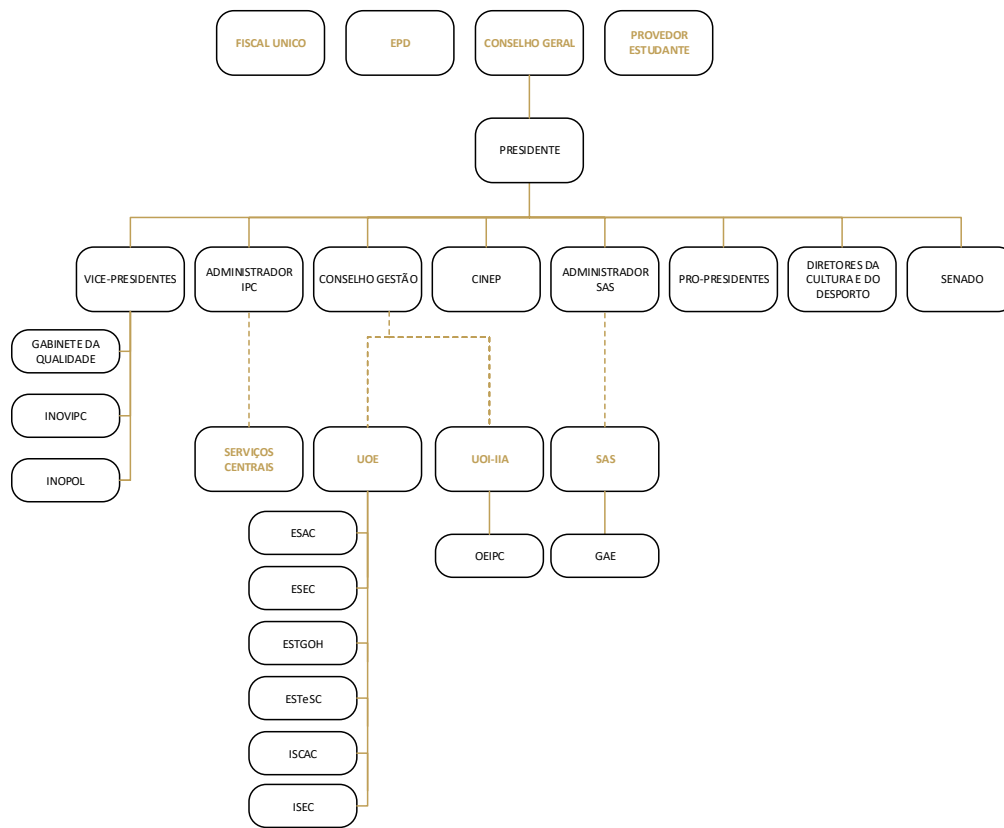
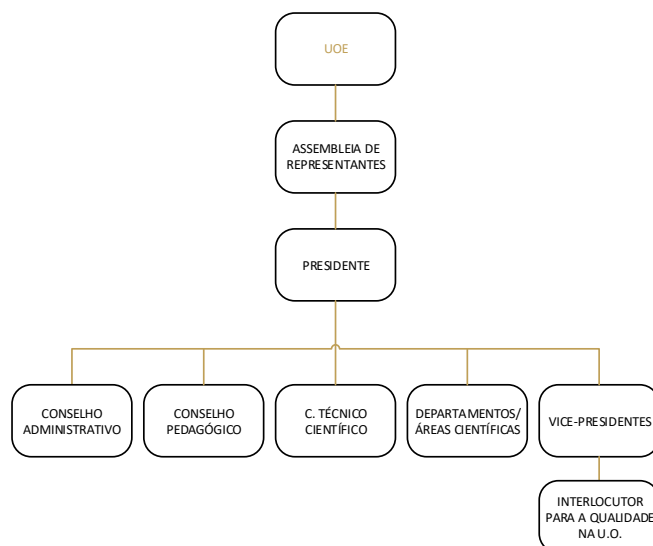Figure 1A - Functional macro-organisation chart of the POLYTECHNIC OF COIMBRA.

Figure 1B - Functional macro-organisation chart of the Organic Teaching Unit (UOE).
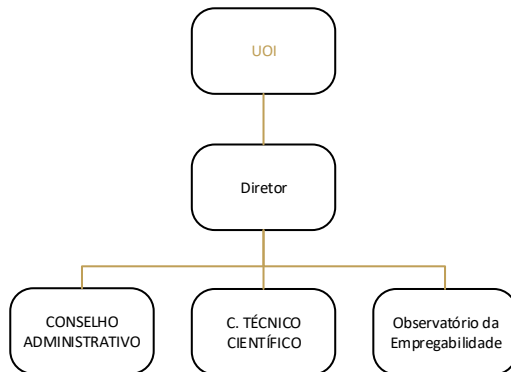
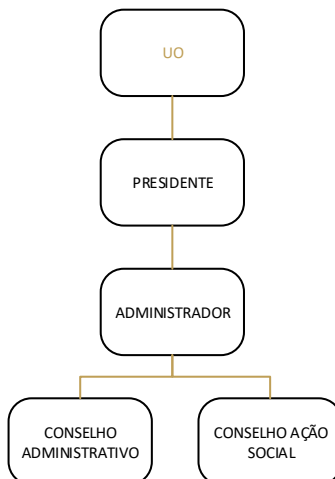Figure 1C - Functional macro-organisation chart of the Organic Research Unit.

Figure 1D - Functional macro-organisation chart of the Social Service.

2.1. Mission, Vision and Values

In the context of the special vocation of the polytechnic subsystem and in accordance with Article 2 of its Statutes, the POLYTECHNIC OF COIMBRA has as statutory mission: (i) the implementation of study cycles aiming at the awarding of academic degrees, as well as other post-secondary courses, post-graduate training courses and others under the law; (ii) the creation of an educational environment appropriate to its purposes; (iii) the performance of research and the support and participation in scientific institutions; (iv) the transfer and economic and social valorisation of scientific and technological knowledge; (v) the implementation of professional training and knowledge update; (vi) the provision of services to the community; (vii) the cooperation and cultural, scientific and technical exchange with similar national and foreign institutions, (viii) the contribution, within its scope of activity, for international cooperation and the rapprochement of people, with special emphasis on Portuguese-speaking

countries and European countries; (ix) the production and dissemination of knowledge and culture; and (x) the granting of equivalence and recognition of academic degrees and qualifications, in accordance with the law.

With the fulfilment of its mission, the POLYTECHNIC OF COIMBRA aims to train professionals of quality, suitable for the requirements of the labour market, strongly cognizant of the necessary technology and science, but, above all, cultivated and humanly responsible professionals, able to solve problems, to study and investigate solutions and share knowledge, exchanging ideas with their counterparts around the world. It is, therefore, important that the POLYTECHNIC OF COIMBRA strengthens its research and investigation capacity and expands the synergies with companies and national and international institutions.

The POLYTECHNIC OF COIMBRA constitutes an institution open to citizenship and cooperation among people and to cultural interaction, in respect for the values of independence, tolerance, humanism and excellence. For this purpose, the POLYTECHNIC OF COIMBRA values the work of its professionals, faculty and non-faculty and its students, creating an environment where intellectual rigour, ethics, freedom of opinion, stimulus to creativity and innovation and the recognition of merit are the reference.

The POLYTECHNIC OF COIMBRA sees its current and former students as bastions of its connection and affirmation in society, creating and maintaining close ties with them. Higher education institutions are spaces of creativity, freedom and movement. The constant renewal of students, the mobility programs of students and professors, their attitude and goals, joining in the same space the irreverence, the informality and formality, allow to differentiate the institutions that produce and transmit knowledge in a different way. The search for what is new or unknown, the space of debate, the confrontation of ideas, thoughts and experiences can and should make the POLYTECHNIC OF COIMBRA a stronger, more cohesive, more integrated and more supportive institution.

2.2. Analysis of Internal and External Context

The POLYTECHNIC OF COIMBRA identifies the (internal and external) contexts in which it operates at the beginning of the current four-year period, with the purpose of outlining the definition of the institutional strategy, guaranteeing a distinctive, motivating and reference position for the institution at a regional, national and international level.

Due to self-evaluation mechanisms, the POLYTECHNIC OF COIMBRA reviews its contexts, identifies the risks associated with its activity, as well as possible threats and weaknesses. After a necessary reflection, the POLYTECHNIC OF COIMBRA sets new goals for its UO and for those who work and study in the institution, redirecting what is necessary, so that individual strategies do not overlap collective strategies and, consequently, do not create noise and entropy to the path that **we build together**!

The analysis of contexts is documented and available to all stakeholders (PI) in the portal www.sigq.ipc.pt.

2.3. Strategic Options and Action Plan for the four-year period 2017-2021

Quality education, a close connection to companies and internationalisation are the central pillars of the training provided by the POLYTECHNIC OF COIMBRA, ensuring its graduates' career success, as well as high rates of employability. Also, it is the purpose of the POLYTECHNIC OF COIMBRA to strengthen its position in research and transfer of knowledge, promoting the continuous development of its UO, and the increment of an organizational culture of permanent internal evaluation, together with an effective contribution to the development of the region and the country.

Whereas the success of an higher education institution is measurable, in general terms, by the quality of its teaching, for the excellence of its research, by the professional capacity of its graduates, by its degree of internationalization and its social and economic sustainability, the POLYTECHNIC OF COIMBRA build its Action Plan during the 2017-2021 four-year period around the 15 strategic options listed in the table below and that intersect with the axes of the Quality Policy.

Table 2 - Matrix with the contribution of the Strategic Plan for pursuing the Quality Policy

Strategic Options	Quality Policy Axes						
	Promote a culture of quality with a cross-sectional approach to its mission axes	Foster the involvement and active participation of the relevant PI	Permanently listen to the needs and expectations of the PI	Aim at transparency in all activities undertaken	Promote an institutional culture of quality and accountability	Guarantee the necessary conditions to update SIGQ and its certification	Ensure that weaknesses and opportunities are identified, considered and controlled
Communication		X	X				
Evaluation of the Training Offer	X	X	X				X
Quality	X	X	X	X	X	X	X
Rehabilitation of Infrastructures							
Attracting students		X	X				
Inclusive School	X	X	X				
Employability and Entrepreneurship	X	X	X				
Former Students	X	X	X				
School Social Service	X						X
(Re)Organization of Services	X	X		X	X		X
Academic Career Development	X						
Career Development	X						
Internationalisation	X						
Research	X						
Integration in the Community		X	X				

3. THE INTERNAL SYSTEM OF QUALITY ASSURANCE (IPC's "SIGQ")

The POLYTECHNIC OF COIMBRA assumes quality as a structuring vector of its management model and organizational culture, the means par excellence to guarantee a model of teaching and research and a connection to the community with high standards of compliance with the requirements of national and international agencies.

Quality assurance is all the more realized if there is an increased ability of the system to establish efficient and impartial evaluation mechanisms, focusing both on hearing the opinion of professors, students, non-faculty professionals, employers and other PI, and on the internal and external measurement of their performance through reference indicators. This measurement is crucial for ensuring the quality of the services provided and the necessary satisfaction of the parties involved in the provision of these services.

The SIGQ of the POLYTECHNIC OF COIMBRA is binding to the whole range of first and second-cycle courses, awarding Bachelor's and Master's degrees, and non-degree programmes (Professional Higher Technical Courses, CTeSP), as well as to research and development activities, to the provision of services to the community and to social service. As such, it is the responsibility of all employees of the POLYTECHNIC OF COIMBRA to comply with the provisions of the SIGQ in a way that it constitutes a solid basis of organizational effectiveness.

3.1. Standards, Legislation and Other Support References

The POLYTECHNIC OF COIMBRA has built and deployed its SIGQ based on the following set of national and international laws, rules, standards and recommendations:

National Legislation	o Law No 62/2007 of 10 September - Legal System of Higher Education Institutions (RJIES); o Law No 38/2007 of 16 August - Legal System of Higher Education Assessment (RJAES); o Law No 66-B/2007 of 28 December - Establishes the Integrated System of Performance Management in Public Administration; o Law No 37/2003 of 22 of August - Establishes the Basic Law of Higher Education Funding.

Polytechnic of Coimbra	o Statutes of the POLYTECHNIC OF COIMBRA (in its amendment of 2019); o Rules of Procedure of the Central Services (2018); o Statutes of the Organic Units of THE POLYTECHNIC OF COIMBRA.

A3ES
- o Manual for the Institutional Assessment Process in Higher Education (2017);
- o Manual for the Audit Process - Audit to Internal Systems of Quality Assurance in Higher Education Institutions (2016);
- o Benchmarks for Quality Assurance Systems in Higher Education Institutions (2016).
- o Institutional Assessment Process (Jan. 2017)
- o Script of Self-evaluation of Study Cycles (ACEF)
- o Script of Prior Accreditation Request of New Study Cycles (PAPNCE);
- o Script of Special Request for Accreditation Renewal of Non-aligned Study Cycles (PERA);

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

NP
- o NP EN ISO 19011:2012 - Guidelines for auditing management systems.
- o Green Paper on Social Responsibility and Higher Education Institutions, ORSIES (2018).

3.2. Structure of the Internal System of Quality Assurance of the Polytechnic of Coimbra

The setting of benchmarks recommended by A3ES is systematized around the following vectors: (i) policy for quality assurance; (ii) nuclear processes of institutional mission - teaching and learning, research and development (university education) or targeted research and high level professional development (polytechnic education), and collaboration at the institutional level and with the community - including internationalisation; (iii) management of human and material resources and support services; (iv) management and disclosure of information; and (v) periodic external evaluation.

The POLYTECHNIC OF COIMBRA defined as the main objectives of its SIGQ:

i. Promote integrative measures of organisational change;

ii. Ensure the application of assessment instruments, collection, analysis and reflection on the corresponding results and consequent decision-making based on the results;

iii. Promote the implementation and monitoring of actions for improvement;

iv. Ensure the internal dissemination of analyses and their conclusions and recommendations/improvement plans resulting from the assessment procedures;

v. Promote the review and regular update of the assessment system of the institution.

The SIGQ of the POLYTECHNIC OF COIMBRA covers, in a systematic way, all its relevant activities, addressing the various macroprocesses in the institutional mission. Additionally, it identifies and lists all the resources used, as well

as all the PI and actors, as described below. The SIGQ is composed by a set of processes that interact among themselves and are organized into three hierarchical levels: Macroprocesses (MP); Processes (P) and Subprocesses (SP).

The macroprocesses and processes of IPC SIGQ are aligned with the frameworks of A3ES, implement IPC quality policy and are based on the approach of the PDCA cycle (Plan, Do, Check, Act) which guarantees a commitment to continuous improvement of the system and, consequently, of the institution. Thus, the SIGQ of the POLYTECHNIC OF COIMBRA is organized through the establishment of:

1) a Macroprocess of strategic management, governance and quality assurance (MP 01) which establishes the procedures that lead to the achievement of the strategic guidelines of the management of the POLYTECHNIC OF COIMBRA for the four-year period and which, in interconnection with the process of managing actions for continuous improvement, shall ensure the implementation, monitoring and review of the policy for quality;
2) Nuclear Macroprocesses (MP02, MP03, MP04, MP05) that systematize the core components of the mission of the POLYTECHNIC OF COIMBRA;
3) Support Macroprocesses (MP06, MP07) that lay down the procedures to manage and allocate services and human and material resources.

The definition of procedures associated to the Processes and Subprocesses that integrate each of the Macroprocesses was performed with the contribution of the representatives of all Organic Units (UO) that comprise the POLYTECHNIC OF COIMBRA. In the future, new versions of documents that constitute the SIGQ will be prepared, under the coordination of the Vice-President for Quality, by the Quality Manager assisted by the interlocutors for quality appointed by each UO and Services, after hearing the Heads of Division of the different services. After the opinion of the Management Board, the documents are approved by the President of the POLYTECHNIC OF COIMBRA.

STAKEHOLDERS NEEDS AND EXPECTATIONS - INTERNAL AND EXTERNAL

MACROPROCESS OF STRATEGIC MANAGEMENT, GOVERNANCE AND QUALITY ASSURANCE: MP01

The Macroprocess of strategic management, governance and quality assurance defines the commitment and responsibility of the management of the POLYTECHNIC OF COIMBRA to establish and implement the strategic guidelines for the four-year period. This Macroprocess, besides including the methodology of overall planning of activities (Ref.1) and the annual activities of the Institution's governance (Ref.1), also includes the guarantee of mechanisms for the regular provision of public information (Ref.12), the guarantee of mechanisms of appropriation of data/indicators and methodologies for continuous improvement (Ref.1), as summarized in the chart below:

Management and Strategy	Governance - Planning and Management of Activities	Information Management	Public Information	Quality Assurance

Strategic Management, Governance and Quality Assurance (Ref.1)
 	
Strategic management and governance in the UO (Ref.1)
	Budgetary and Financial Management (Ref.1)
	
	Annual Assessment of Services and Departments (Ref.1)
	
	Management of the Information Systems (Ref.11)
	
	Management of internal documentation and dissemination:
	
	    Management of processes
	
	    Management of the archive and elimination of documents
	
	    Management of the SIGQ documentation
	
	Conduct Internal Audits in the Context of Internal Control (Ref.1)
		Management of the Information Systems (Ref.11)
		
		Measurement of Institutional Performance by BSC (Ref.1)
			Management and disclosure of information (Ref.12)	Management of Actions for Continuous Improvement: Review the SIGQ; treatment of complaints, suggestions and compliments; internal audits (Ref.1|Ref.3)

NUCLEAR MACROPROCESSES

The nuclear Macroprocesses represent the fundamental components of the implementation of the mission of the POLYTECHNIC OF COIMBRA, with the central objective of guaranteeing that the performance of the institution adds value to its students, faculty and non-faculty staff and other PI. These Macroprocesses stem from the Macroprocess of strategic management, use the resources provided by the support Macroprocesses and are a guarantee of quality in teaching and learning, research, interaction with society and internationalisation, as briefly presented in the following chart:

MANAGEMENT OF THE TRAINING OFFER, TEACHING AND LEARNING: MP02

Creation, modification and accreditation of study cycles (CE)	The student's academic pathway	Pedagogical Activity	Monitoring of Teaching and Learning
Design and approval of training offer awarding a degree (Ref.2) Amendment to the study cycles awarding a degree (Ref.2; Ref.5) Design, approval and registration of non-degree programs (Ref.2)	Management of access to 1st-cycle programmes (Ref.4) Management of access to 2nd-cycle programmes (Ref.4) Management of access to CTeSP programmes (Ref.4) Recognition of evidence, established for international students, in the scheme of change of institution/programme (Ref.4)	Academic Regulation of 1st Study Cycles of the Polytechnic of Coimbra (Ref.3) Academic Regulation of 2nd Study Cycles of the Polytechnic of Coimbra (Ref.3) Academic Regulation of CTeSP programmes of the Polytechnic of Coimbra (Ref.3) Preparation of the academic and school year, timetables and map of exams.	Assessment of training performance through "cascade" evaluation: UC, CE and UO (Ref.5) Academic Glossary

Management of registrations and enrolments	Preparation of the Curriculum Unit File (Ref.3)	
Management of amounts charged to students	Credits Assigned for Curriculum Units (Ref.4)	
Administrative Management of Students Evaluation (Ref.4)	Credits Assigned for curriculum units held in mobility programmes and corresponding mark conversion (Ref.4)	
Project and/or Academic Internships Management (Ref.3)	Credits Assigned in the context of access through the scheme of change of institution/programme (Ref.4)	
Non-teaching component of 2nd-cycle programmes (Ref.3)	Credits in the context of access by Special Tenders for DET, DTESP and TOC (Ref.4)	
Issuance of Certificates and Formal Diploma (Ref.4)	Signs of failure and school dropout (Ref.4)	
Register a degree abroad or perform the recognition/equivalence of foreign qualifications (Ref.4)	Management of pedagogical implementation of CTeSP programmes (Ref.4)	

STRATEGIC MANAGEMENT OF INTERNATIONALISATION: MP03

Strategic Management of Internationalisation (Ref.8)

Mobility Management of Students, Faculty and Non-Faculty Staff In ERASMUS+ Mobility (Ref.8)

Mobility Management of Students, Faculty and Non-Faculty Staff in the Context of ICM (Ref.8)

Mobility Management of Recent Graduates (Ref.8)

KA2 Project Management (Ref.8)

Management of ERASMUS+ Mobility: ERASMUS+ KA103 Interinstitutional Agreements (Ref.8)

Management of Protocols and Agreements for International Cooperation (Ref.8)

MANAGEMENT OF RESEARCH AND DEVELOPMENT: MP 04

Submission of Research Project Application for Financing Program (Ref.6)

Contractualisation and Start Up of the Project (Ref.6)

Communication, Information and Dissemination of Financed Projects (Ref.6)

Submission of Applications for Reimbursement (Ref.6)

Allocation of Expenditure Relating to HR to Co-financed Projects (Ref.6)

Monitoring and Follow Up of the Project (Ref.6)

Acquisition of Goods and Services Associated with Financed Projects (Ref.6)

Documentary Organization and Management of Information (Ref.6)

Promotion, Monitoring and Evaluation of Scientific Output (Ref.6)

Management of Activities of Development of Research, Technology Transfer and Knowledge and Innovation (DIt&I) (Ref.6)

MANAGEMENT OF THE INTERACTION WITH SOCIETY AND INTERINSTITUTIONAL COLLABORATION: MP05

Management of the Interaction with Society and Interinstitutional Collaboration (Ref.7)

Monitoring of the Implementation of Protocols (Ref.7)

Management of Events/Activities/Initiatives Undertaken (Ref.7)

SUPPORT MACROPROCESSES

Support Macroprocesses are fundamental for the performance of Nuclear Macroprocesses with the guarantee of the required quality, in accordance with European and/or international standards, the frameworks and applicable legal requirements. Support Macroprocesses integrate all Processes necessary for the management and provision of resources, namely: human resources, material resources and services, in particular, services aimed at the direct support of students in any field of their academic life.

1) HUMAN RESOURCES MANAGEMENT: MP06

Hiring faculty and non-faculty staff and fellows (Ref.9)

Evaluation of the performance of faculty and non-faculty staff (Ref.9)

Training and qualification of faculty and non-faculty staff (Ref.9)

Management of staff costs (Ref.9)

Management of absences, holidays and allowances to faculty and non-faculty staff (Ref.9)

Management of outside work (Ref.9)

Management of missions (Ref.9)

2) MANAGEMENT OF MATERIAL RESOURCES AND SERVICES: MP07

Management of processes of procurement of goods and services (Ref.10)

Registration and management of fixed assets/inventory of net assets (Ref.10)

Maintenance of laboratory equipment (Ref.10)

Control of execution of contracts (Ref.10)

Management of Resources and ICT services (Ref.10)

Computer Security (Ref.10)

Management of cultural spaces (Ref.10)

Management of sporting venues (Ref.10)

Management of social service (Ref.10)

Occupational Safety (Ref.10)

Occupational Health (Ref.10)

Environment (Ref.10)

Management of students' residences (Ref.10)

Food Security Program (Ref.10)

Welfare food services (Ref.10)

Psychology services (Ref.10)

Management of direct support services to students (Ref.10)

Management of Libraries (Ref.10)

Management of Computer Resources (Ref.10)

STAKEHOLDERS SATISFACTION - INTERNAL AND EXTERNAL

The procedures for the proper performance of the activities of the institution's mission and respective monitoring (included in SIGQ) are hierarchically organized and identified according to the documentary structure of Table 3:

Table 3 - Documentary structure of SIGQ.

Level 1	Strategic Options and Action Plan for the Four-Year Period Annual Activity Plans Legislation Statutes Quality Manual (MQ)
Level 2	Macroprocesses (MP) Processes (P) Subprocesses (SP) Regulations (RG) Technical Guidance (OrT) Technical Standards (NT)
Level 2.1 (applicable in the UO)	Procedures (Pr) Work Instruction/responsibilities (ITR) Regulations (RG)
Level 3	Models (Mod)

Subprocess SP_01.06.03 of IPC SIGQ lays down the rules of coding and control of revisions of the SIGQ documentation.

3.3. Structure of Responsibilities

The development of a quality policy implies the involvement of all actors in the academic community, considered individually or collectively. However, each body, internal structure or more specifically each player in the life of the institution is accountable for different levels of responsibility regarding the implementation and promotion of quality. Hence, the POLYTECHNIC OF COIMBRA bases the organisational model of its SIGQ on the intervention of the different statutory bodies and of the multiple actors comprising the academic community and that are in different organisational levels and with different degrees of responsibility. Annex 4 systematises, for each area of activity integrated in SIGQ, the main responsibilities laid down in the statutes.

In accordance with the statutes and in the context of each UO, the different bodies/internal structures (Department, Scientific Area, Scientific Committee, Disciplinary Area, among others) assume, aligned with the SIGQ, distinct competences within the processes established by each UO, which are defined and available at http://sigq.ipc.pt.

3.3.1. Responsibilities in SIGQ

Structurally, SIGQ has a central coordination, while the Vice-President has coordination competences in the area of Quality. The operational coordination of SIGQ is the responsibility of the Office of Quality (GQ), coordinated by the Quality Manager. In a decentralized way, the Presidents of the Organic Units shall appoint an Interlocutor of Quality (IQ), as spokesman of the UO in the SIGQ, and Heads of the Macroprocess which jointly constitute the MP Coordinating Group (GCMP), as shown in the diagram below.
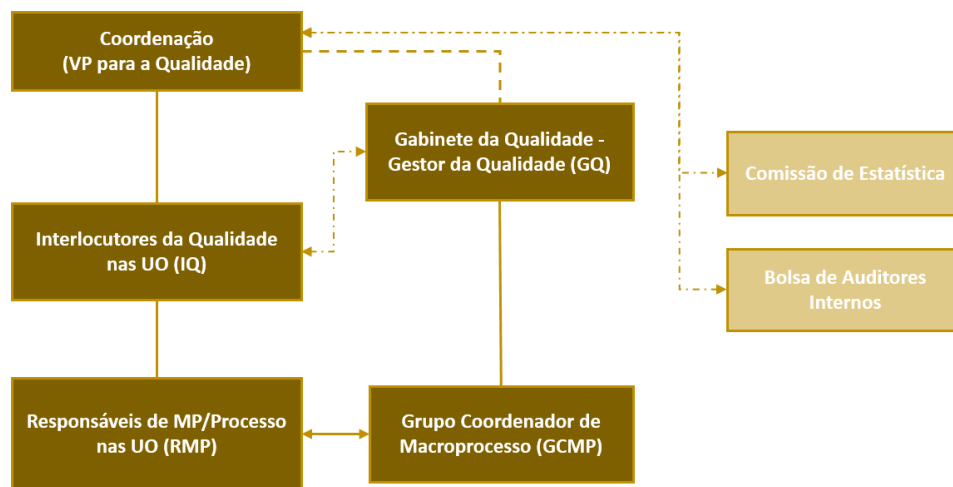

Figure 2 – Macro-Responsibilities of IPC SIGQ.

The functions of the Vice-President for Quality within the SIGQ are:

1. Support the President in defining the institutional policy and objectives for quality.
2. Coordinate the activities carried out in the framework of SIGQ.
3. Submit the annual assessment of the system's performance.
4. Submit proposed actions for the establishment and improvement of SIGQ, to be integrated into the plan of activities of the IPC.
5. Promote general awareness for quality and its requirements.

The Quality Office of the IPC is responsible for:

1. Ensuring the management and regular functioning of SIGQ.
2. Ensuring the technical and administrative support to the different stakeholders and decision-makers in SIGQ, as well as manage the articulation between the various bodies involved, interlocutors of quality in the UO and Group coordinators of macroprocesses.
3. Drawing up SIGQ institutional documents, namely the Quality Manual and the macroprocesses and processes of SIGQ.
4. Ensuring the adjustment of SIGQ to legal standards and criteria of regulators.

5. Monitoring the implementation of SIGQ processes that are under the responsibility of the Quality Office.

6. Drawing up the Annual Program of Internal Audits to SIGQ, as well as ensuring its implementation.

7. Monitoring the implementation of SIGQ, as well as the collection, systematisation and analysis of information.

8. Accompanying the implementation of specific operational tasks of quality management related to the requirements of general control of documents and records, internal audits, nonconformities, corrective actions, actions for improvement and complaints.

9. Supporting the Organic Units in the self-assessment of Curriculum Units, Study Cycles and Organic Units.

10. Supporting the development of institutional self-evaluation reports.

11. Preparing the annual review of SIGQ for reporting in the IPC Annual Report of Activities.

12. Proposing suggestions of development of the SIGQ portal.

13. Preparing the Quality Bulletin or other materials for internal communication.

14. Other responsibilities within SIGQ.

The Interlocutors of Quality are responsible for:

1. Streamlining the practices of quality within their unit, promoting the implementation of the quality policy and the fulfilment of the corresponding objectives, based on the mission, vision and quality policy of the POLYTECHNIC OF COIMBRA.

2. Keeping a permanent monitoring on quality issues in their unit, ensuring that any situations of non-compliance are recorded and reported to the GQ.

3. Ensuring that the documentation to support quality assurance is identified and kept updated by the Unit, periodically reporting this information to the GQ.

4. Participating in coordination meetings promoted by the GQ.

5. Taking on the coordinator role of the Macroprocess Coordination Groups.

6. Following up the internal audits carried out by collaborating with the GQ in the implementation of any improvement actions arising from these audits.

The Macroprocess Coordinating Groups (GCMP), constituted by the leaders of MP of the UO and Services of IPC, have the following competences:

1. check the adequacy, articulate and review the content described in the Macroprocess;

2. analysis of the feasibility of standardization of processes;

3. identification of best practices;

4. implementation of actions of benchmarking based on the analysis of indicators, results of internal audits, complaints, compliments and suggestions relating to the MP;

5. preparation of the annual review report of the SIGQ, regarding the MP;

6. promotion of the continuous improvement of the processes.

Each GCMP is coordinated by one of the Interlocutors of Quality.

The Statistics Committee, comprised by a lecturer indicated by each UOE, must:

1. provide highly specialized information from a wide range of scientific sources and PI associated to SIGQ of higher education systems at national and international level in the form of opinions and recommendations;

2. advise the President of the IPC on:

    (a) operationalisation of the goals pursued by the SIGQ;

    (b) definition of the universe to analyse and corresponding inclusion criteria;

    (c) sampling design if the option is not to conduct censuses to the universe;

    (d) construction and validation of instruments for data collection or adaptation of existing validated instruments;

    (e) preparation of the protocol for the administration of the instrument;

    (f) data analysis and drafting of reports appropriate to the objectives of SIGQ and the multiple agents that use the information.

Finally, it is the Pool of Internal Auditors (currently consisting of faculty and non-faculty staff with specific training for the task) main responsibility to implement the program of audits fixed annually for the SIGQ.

3.4. Stakeholders

The institutional quality policy favours the participation of internal and external PI, being an advantageous relationship in both directions:

1) The POLYTECHNIC OF COIMBRA aim to respond to the needs and expectations of its main PI;

2) The INTERESTED PARTIES, being monitored and called to participate in internal reflections, boost the success of the POLYTECHNIC OF COIMBRA, in particular, in the anticipation of problems, forecasting trends, creation of new ideas or improvement of organizational processes.

The POLYTECHNIC OF COIMBRA identifies and classifies its PI according to their importance and ability to influence the way its three axes of mission are implemented. To this end, IPC uses, with the necessary adaptations, the power/interest matrix proposed by Mendelow, whose results are validated by the President and Vice-President for Quality, resulting in the following table:

Table 4 - Mapping stakeholders of the POLYTECHNIC OF COIMBRA.

SORTING	STAKEHOLDER	INVOLVEMENT / RELEVANCE	RELEVANT NEEDS AND EXPECTATIONS	MONITORING AND CONTROL
1	Faculty Staff	- Ensure the operation and mission of the institution; - Produce the activity of the institution; - Hold the nuclear competences to transmit knowledge.	- Resources and facilities suitable for the performance of the tasks; - Remuneration; - Good working conditions; - Train human resources; - Transmit knowledge; - Personal and professional development; - Prestige.	- Survey on the perceptions of professors about the teaching/learning process; - Programme coordination meetings; - Complaints and Suggestions; - Pedagogical Council and Committees.
2	Students	- Source of revenue being one of the forms of financing the institution; - The "raison d'être" of the organization; - Are the result of what the institution does - inputs of the learning process.	- Source of training; - Good conditions (facilities, libraries, technological resources, material and scientific equipment, hygiene and safety, accesses); - Close link with the labour market; - Incentives to entrepreneurship; - Innovative contents; - Growth of the institution; - Learning methods and techniques increasingly innovative; - High rates of employability; - Consideration for specific groups of students (part-time employees, international students and people with disabilities); - Diploma.	- Pedagogic Surveys; - Curriculum Unit Report; - Programme Evaluation Report; - Organic Unit Report; - Regular meetings between the Board and the Students' Union; - Complaints and Suggestions; - Student's Ombudsman; - Pedagogical Council and Committees.
3	Non-Faculty Staff	- Cognizant of the business; - Exercise functions of technical and operational conduction of the institution.	- Adequate training; - Resources and facilities suitable for the performance of the tasks; - Remuneration consistent with the function; - Good working conditions and environment; - Stability in employment; - Personal and professional development.	- Employee survey; - Complaints and Suggestions; - Meetings.
4	Surrounding Community	- Impact on and are impacted by the institution; - Community living and/or working in the area surrounding the schools of the institution.	- Enhancement of the surrounding space; - Local, regional and national development; - Social change as a result of social and economic development; - Growth in the number of students; - Events.	- Listening to the community.
5	Board	- Determines the strategic plan and code of conduct of the institution.	- Revenue; - Teaching excellence; - New students each academic year; - Fill the vacancies available for each training offer.	- Annual Activity and Financial Reports; - Activity Reports; - Internal Audit Reports; - Evaluation Report of the UOE Teaching.
6	Companies that recruit students and/or research	- Recruitment of students; - Recruitment of research; - Contracting of services; - Partnership for programmes.	- Talent and potential of students; - Recruit Students; - Contract Research.	- Employer Survey; - Meetings; - Listening Process.
7	Ministry of Science, Technology and Higher Education	- Regulates and finances the activity.	- Proper functioning of the institution; - Compliance with legislation; - Ranking.	Does not apply.
8	Researchers	- Source of revenue and one of the forms of financing the institution.	- Source of resources for their activity; - Prestige.	- Satisfaction Survey of Researchers.

SORTING	STAKEHOLDER	INVOLVEMENT / RELEVANCE	RELEVANT NEEDS AND EXPECTATIONS	MONITORING AND CONTROL
9	Alumni	- Ambassadors of the institution; - Product image of the school.	- Prestige; - Receive information about post-graduate training, employment/internship offers, conferences, seminars and other relevant initiatives in the context of academic and professional development; - Exchange opinions, values and collaboration in the professional world.	- Surveys on employability and professional situation.
10	Secondary Schools and Vocational Schools	- Promotion of IPC and its training offer.	- Means of continuation of studies for its students.	- Number of new students from these schools.
11	National and International Institutes of Higher Education	- National institutes create synergies and foster entrepreneurship, research partnerships, development of programmes; however, they are also competitors regarding students, funds and resources. International institutes create research partnerships and mobility programs for students, faculty and non-faculty staff.	- Sharing of know-how; - Agreements and protocols; - Partnerships (strategic partnerships to support the exchange of good practices; partnerships for innovation and research); - Erasmus (higher education students (short cycle, first, second or third cycle), higher-education lecturers and professors, staff of higher education institutions, trainers and professionals of companies).	- Number of concluded protocols.
12	Accreditation Institutions (A3ES)	- Verify and certify that the establishment complies with the proposed requirements.	- Services compliant with regulatory, legal and statutory benchmarks.	- Certifications; - Accreditation of the programmes; - Accreditation of the Internal Systems of Quality Assurance.
13	Suppliers	- Assist in the functioning of the institution; however, most of them are replaceable.	- Payment under the agreed conditions; - Increase in the volume of business; - Compliance of the product supplied.	- Evaluation of suppliers; - Claims to suppliers.
14	Coordinating Council of the Polytechnics	- Representative body of public institutions of polytechnic higher education on the Competent Authority and other entities to deal with issues related to higher education; - Issuing opinions and positions on matters related with higher education; - Consultative body of the ministry responsible for higher education.	- Alignment with the strategies defined for the action of the polytechnics.	Does not apply.

ANNEXES

ANNEX 1 – REGISTER OF THE QUALITY MANUAL REVISIONS

Edition/Revision	Date	Origin of Revision
01	26/07/2019	Reorganisation and adaptation to the demands of A3ES, according to the recommendations of the report of institutional assessment

ANNEX 2– STRATEGIC OPTIONS OF THE POLYTECHNIC OF COIMBRA

Strategic Option 1: Communication

The POLYTECHNIC OF COIMBRA will constitute a reference brand, strong and influential. To that end, it will change the graphic image (logo) of the POLYTECHNIC OF COIMBRA and all the graphics used in the identification of THE POLYTECHNIC OF COIMBRA. It will be also implemented a strategy of changing the "branding" associated with the POLYTECHNIC OF COIMBRA, perceiving, among others, how to associate the brand of each UO and hence enabling the brand "POLYTECHNIC OF COIMBRA". A plan of internal communication will be implemented, enabling the interaction between the different actors and collaborators. An effective communication plan keeps people informed about the life of the Institution and fosters their commitment; motivates people, because it publicizes the impact of actions and their authors; increases the organizational culture, because it shows the Community the direction of the Institution; increases the participation of people in the initiatives; encourages production and quality; increases the knowledge about the Institution, reducing isolation and individualism. It is, therefore, essential to significantly increase internal communication, to build a stronger, more cohesive and integrated Institution.

Strategic Option 2: Evaluation of the training offer

To adequately predict the future, it is important to analyse the present and to where the societal and technological transformations in course are leading us. It is important, therefore, to make a clear, unassuming analysis of the training offer of the POLYTECHNIC OF COIMBRA and understand the evolution of the labour market and the professions, with the purpose of adjusting the available training offer to the market needs. It is in this context of future prediction that it is relevant to know, within the current offer, what programmes are lacking attractiveness and how the POLYTECHNIC OF COIMBRA can change that situation or, in addition, which changes are possible to guarantee a change of direction regarding demand.

Strategic Option 3: Quality

The establishment in the POLYTECHNIC OF COIMBRA of a culture of quality that meets the requirements imposed by national and international assessment bodies is essential. It is paramount that the POLYTECHNIC OF COIMBRA offers teaching, research and a link to the community with high standards of compliance with the requirements of assessment agencies and, as far as possible, aligned with the metrics of the rankings. However, it is also essential

that the POLYTECHNIC OF COIMBRA implements an internal policy of quality assurance, by measuring and comparing indicators that lead the POLYTECHNIC OF COIMBRA to the level of a reference institution. The creation of a quality strategy, that assesses the opinion of students, employers and faculty and non-faculty staff about what they do and how they do it in the POLYTECHNIC OF COIMBRA is indispensable to move toward excellence.

Strategic Option 4: Rehabilitation of Infrastructures

The building heritage of the POLYTECHNIC OF COIMBRA is mostly old and presents conservation/maintenance/rehabilitation needs that translate in large sums of funds. Although two of the UO of the POLYTECHNIC OF COIMBRA have buildings in perfect state of conservation, with adequate ventilation, lighting and climate control, other UO have buildings where the comfort provided does not attract its users; the same is true e.g. in certain canteens, cafeterias and students' residences. The POLYTECHNIC OF COIMBRA will perform an intervention plan that ensures, in the medium term, comfortable conditions to students, faculty and non-faculty staff, as well as an attractive image and functioning. This intervention in the patrimony image of the POLYTECHNIC OF COIMBRA should be understood as an asset for anyone who works and studies here, but also as a marketing action for the attractiveness of the POLYTECHNIC OF COIMBRA. The rationalization of the use of patrimony will free up physical spaces that will help to contribute to the implementation of the mission of the POLYTECHNIC OF COIMBRA, e.g. in venues for sports, culture and art.

Strategic Option 5: Attracting Students

The attraction of new students will begin at local and regional level, extending progressively to the national plan. At the regional level, a working and sharing network will be established between the Polytechnic of Coimbra and school groupings in the region, with the purpose of promoting attractiveness to students for degree programmes and CTeSP. The POLYTECHNIC OF COIMBRA wants to make 2nd-cycle and Post-graduate programmes more attractive scientifically, technologically and pedagogically, betting on the diversity of the faculty staff and the establishment of business and academic partnerships. At the international level, the POLYTECHNIC OF COIMBRA will wager on the Lusophone area and the Portuguese diaspora regarding the attraction of new students.

Strategic Option 6: Inclusive School

The POLYTECHNIC OF COIMBRA intends to become an inclusive school, allowing students coming to higher education with the status of sportsmen/sportswomen or artists to maintain these activities. The athletes who arrive at the POLYTECHNIC OF COIMBRA will be cherished and guided toward the maintenance of their sport activities through integration in partner clubs that may leverage this potential or, in specific sports, through the creation of teams at the Polytechnic of Coimbra. As regards art, culture and creativity, it is important to give space to students who integrate choirs, college musical groups, theatrical or musical groups or other types of art.

The POLYTECHNIC OF COIMBRA has created the Cultural Centre and the Sport Office and has already adopted and implemented the status of the Student Engaged in Artistic Activities.

Strategic Option 7: Employability and Entrepreneurship

The POLYTECHNIC OF COIMBRA intends to create a platform for professional integration and entrepreneurship, in line with the Institute of Employment and Vocational Training and with employers, which guarantees a proximity between those seeking graduates and those seeking employment. The purpose of the POLYTECHNIC OF COIMBRA is also to enhance the positive image of the institution and its graduates regarding employers and to be recognized as an incubator of talents where companies can look for the staff they need. In addition, it is the purpose of the POLYTECHNIC OF COIMBRA to promote the creation of business projects through partnership with the Pedro Nunes Institute (Instituto Pedro Nunes, IPN). THE POLYTECHNIC OF COIMBRA will implement an integrative solution that incorporates the "Employability Observatory" and the "Career Centre", created by the previous presidency, and the various employability offices of each UO.

Strategic Option 8: Ex-students (Alumni Network)

It is indisputable that Alumni networks are the real drivers of an institution's growth and notoriety. Ex-students are the best ambassadors of the image of an institution in the labour market and in society. The Alumni's network is also decisive in the internationalization, research and integration of young graduates into the community.

The link to former students will allow the POLYTECHNIC OF COIMBRA to capitalize on the training that the professional sector has added following the diploma, which is why it is so urgent that the institution promotes the return of former students to study, investigate, teach, provide or seek services or participate in the image and communication strategy of the POLYTECHNIC OF COIMBRA. The POLYTECHNIC OF COIMBRA already have an office responsible for the creation of the POLYTECHNIC OF COIMBRA Alumni Network. This office will work in conjunction with the "Employability Observatory", the "Career Centre" and the various employability offices of each UO.

Strategic Option 9: School Social Service/ Social Responsibility

The POLYTECHNIC OF COIMBRA also has the mission of implementing outreach strategies for students, through the creation of the Students' Support Office (Gabinete de Apoio ao Estudante, GAE), which will operate in each UO. Social service can and should go beyond the management of scholarships, canteens and residences, and should provide immediate solutions to unexpected student problems. The POLYTECHNIC OF COIMBRA also intends to provide a Health Service that, functioning as a health insurance, will guarantee the students and professionals of the institution a set of capacities that will contribute to the increase of the institution's attractiveness and to the decrease of absenteeism. In addition, the health service of the POLYTECHNIC OF COIMBRA will include health and safety at work and traveller's medicine, which is justified by the strong bet of the POLYTECHNIC OF COIMBRA in

internationalisation and cooperation with different countries. The POLYTECHNIC OF COIMBRA have created an emergency fund, with its own funding: A2ES Fund, which represents a measure of social support promoted through the Social Service of the Polytechnic of Coimbra (SASIPC) intended to complement various existing support schemes in higher education. This support measure specifically aimed at students enrolled in the Polytechnic of Coimbra (IPC allows them to be helped in an unexpected context of precariousness) is not intended to replace the State's obligations and the rules created by the State in the award of scholarships.

Strategic Option 10: (Re)Organization of Services

Thanks to the efficiency of current information systems and the existence of a planning office and with the aim of speeding procedures, optimizing information flows and avoiding duplication of activities and tasks, as well as optimizing resources, the POLYTECHNIC OF COIMBRA will:

- join presidency services and common services, which will be called central services and which will operate in the same physical space;
- centralise academic services, maintaining a helpdesk in each UOE;
- centralise, in the procurement service, the common and general procurement procedures of all UO; however, it will be up to the UO to carry out the procurement procedures of their specific and specialized goods, as well as to speed up communication with those responsible for procurement;
- centralise, in the asset service, the maintenance contracts for equipment and facilities and the inventory of assets, including equipment from the various UO laboratories, to achieve an effective planning of their maintenance, replacement and location;
- allocate (temporarily or partially) lecturers to the i2A, as a way of global rationalization of the teaching service;
- dematerialise, in the service of human resources, the procedures in the area of human resource management;
- amend, in the human resources service, the procedures for the recruitment of part-time professors with a view to making the process faster and more transparent;
- implement QUAR;
- reactivate the software for Balanced Scorecard (BSC) implementation.

This reorganization of services and procedures will not interfere with the autonomy in the decision-making and management options of each UO with regard to their specific area of intervention and internal procedures.

Strategic Option 11: Academic Career Development

The POLYTECHNIC OF COIMBRA aims to be a reference institution in the training of faculty and non-faculty staff. As such, it will create incentives to foster the motivation for all professors to obtain a doctorate, thereby raising their personal status and, consequently, the collective status of the institution. As far as non-faculty is concerned, the

procedure must be similar, as it has already been done, creating conditions for all those who wish to attain a Bachelor's or Master's degree to do so within the institution or, when this is not possible due to the absence of the scientific area of interest to the professional and the Institution, outside the Institution. A more qualified non-faculty staff is a more efficient non-faculty staff.

Strategic Option 12: Career Development

THE POLYTECHNIC OF COIMBRA will promote the professional progression of faculty and non-faculty staff, on the basis of personal merit and with equity regardless of the UO. The services will have a clear hierarchy and tools that value meritocracy. To this end, a new grid will be implemented to evaluate the performance of professors in the POLYTECHNIC OF COIMBRA aiming at achieving the strategic objectives of the POLYTECHNIC OF COIMBRA. Similarly, the implementation methodologies of SIADAP will be re-evaluated.

Strategic Option 13: Internationalisation

Internationalisation is a clear bet of the POLYTECHNIC OF COIMBRA and will be operationalised beyond the network of Erasmus partners and the attraction of international students. THE POLYTECHNIC OF COIMBRA will enhance the existing synergies, contacts and protocols, e.g. Erasmus Network, in all its UO with various international partners, which will allow, in addition to the reciprocal exchange of students, faculty and non-faculty staff, to leverage intervention and research projects by integrating professors/researchers into international networks of specific scientific areas. The POLYTECHNIC OF COIMBRA intend to see the number of outgoing students significantly increased as well as the number of incoming mobility. To this end, it will develop a set of better hosting activities aimed at alleviating the difficulties of our students when they temporarily enter or leave the institution. The POLYTECHNIC OF COIMBRA also intends to promote effective actions that lead to a better and effective integration of incoming international students by the implementation of appropriate hosting measures, in particular, by using its own students to accompany the incoming international students in their first days in the institution and the city.

Strategic Option 14: Research

THE POLYTECHNIC OF COIMBRA includes in its short- and medium-term strategy the promotion of community links through research, but also through cultural sharing, provision of services and insertion of the institution in local, regional, national and international networks that increase opportunities and make the most of the expertise available in the institution. As regards research, the i2A is a UO of the POLYTECHNIC OF COIMBRA, a unifying agent of scientific interests and a driver in the design of research projects and the provision of services to the community. It is therefore important to provide it with an internal organization and structure that launch it to a level of excellence, so as to be recognized as such by the entities of the international and National Scientific and Technological System (SCTN). The POLYTECHNIC OF COIMBRA intend to enhance the funded research, the number of publications, the number of quotations, the number of patents, etc., allocating more human resources

(professors/researchers) to the i2A. This allocation will be the result of the process of optimizing the distribution of the teaching service and/or the training offer. In addition, the POLYTECHNIC OF COIMBRA will create the status of researcher, which will partially or totally free professors from their teaching service charge according to the corresponding participation in financed projects or in the provision of services. This statute aims not only to reward merit, but also to generate more drivers of the research practice in the POLYTECHNIC OF COIMBRA, which will help the institution to make the way of and to science. The POLYTECHNIC OF COIMBRA also intends to promote intra- and inter-institutional and inter- and transdisciplinary collaborative research by integrating external entities, e.g., employers, municipal councils, business associations and business organisations of the different sectors of the region in identifying and solving problems, as well as in the dissemination and transfer of knowledge in the community, facilitating processes of cultural, social, economic and sustainable development.

Strategic Option 15: Integration into the Community

The POLYTECHNIC OF COIMBRA has an obligation, inherent to its mission, to be a regional reference partner in its territorial, cultural, social and economic context, in particular, by training young people entering higher education in the IPC or by qualifying or requalifying companies in the region, where more and better skills mean greater and/or better employability. However, it is crucial that the POLYTECHNIC OF COIMBRA takes on a differentiated role in generating value and services to its regional partners, whether they are related to the primary, secondary or tertiary sector of the economy. The POLYTECHNIC OF COIMBRA will create a community liaison service that will enable a partnership commitment with the different actors of all sectors of the economy of the region, which in turn will contribute to the diffusion and dissemination of the knowledge produced in the POLYTECHNIC OF COIMBRA. In addition, an integrated strategy will be developed to meet the specific training needs of each territorial area. The POLYTECHNIC OF COIMBRA will create in its online portal, and in the UO portals, a space to connect to the community in order to get suggestions/acknowledgements/criticism.

The incorporation of principles of social responsibility is an important domain in the life of higher education institutions, through which the interaction of the academic environment with the surrounding community can be promoted. In particular, since higher education institutions are central elements in the production, systematization and dissemination of knowledge and in the training of professionals with active interference in society, their contribution in the field of social responsibility is of particular relevance. The development of socially responsible action by higher education institutions results from the contribution and complementarity of numerous aspects, recently systematized in the Green Paper "Social responsibility and higher education institutions" (ORSIES, 2018). Based on this systematization, recommendations were organized in four main areas: socially responsible campus; personal and professional training of students and relationship with Alumni; socially responsible management of the production and dissemination of knowledge; and social participation in the community.

Annex 3 – SIGQ DOCUMENTAL STRUCTURE

Identification of the SIGQ structure, its approval and framework responsibilities in A3ES benchmarks

DOCUMENT	BENCHMARK A3ES	APPROVAL RESPONSIBILITY*	PROCESS WITH APPLICATION ALSO ON THE UO
MACROPROCESS 01 STRATEGIC MANAGEMENT, GOVERNANCE AND QUALITY ASSURANCE	01 | 11 12 | 13	Management Board	X
Budgetary and Financial Management	01	Management Board	X
Sectorial Evaluation	01	Management Board	X
Management of internal audits to SIGQ	01	Vice-President of IPC for Quality	
Management of the Information Systems	11	IPC Administrator	X
Measurement of Institutional Performance by BSC	01	Management Board	X
Management of internal documentation and dissemination	01	IPC Administrator	
Management of processes	--	IPC Administrator	
Management of the archive and elimination of documents	--	IPC Administrator	X
Management of the SIGQ documentation	01	Vice-President of IPC for Quality	X
Management of internal audits in the context of internal control	01	Management Board	
Management and disclosure of information	12	Management Board	X
Strategic management and governance in the UO	01	Management Board	x
Management of complaints, suggestions and compliments	01 | 03	Vice-President of IPC for Quality	X
MACROPROCESS 02 MANAGEMENT OF THE TRAINING OFFER, TEACHING AND LEARNING	02 | 03 04 | 05	Management Board	X
Design and approval of training offer awarding a degree	02	Vice-President of the IPC with competence in the academic field	X
Amendment to the study cycles awarding a degree	02 | 05	Vice-President of the IPC with competence in the academic field	X
Design and amendment of study cycles	02|05	Senate	X
Design, approval and registration of non-degree programs	02	Vice-President of the IPC with competence in the academic field	X
Evaluation of the training performance	05	Senate	X
Management of access to 1st-cycle programmes	04	Vice-President of the IPC with competence in the academic field	X
Management of access to 2nd-cycle programmes	04	Vice-President of the IPC with competence in the academic field	X
Management of access to CTeSP programmes	04	Vice-President of the IPC with competence in the academic field	X
Preparation of the academic and school year, timetables and map of exams.	--	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Vice-Presidents of the UOE with this competence)	X
Management of registrations and enrolments	--	Management Board	X

DOCUMENT	BENCHMARK A3ES	APPROVAL RESPONSIBILITY*	PROCESS WITH APPLICATION ALSO ON THE UO
Preparation of the Curriculum Unit File	03	Senate	X
Management of amounts charged to students	--	Management Board	X
Credits Assigned for Curriculum Units	04	Vice-President of the IPC with competence in the academic field	X
Signs of failure and school dropout	04	Management Board	X
Management of pedagogical implementation of CTeSP programmes	04	Vice-President of the IPC with competence in the academic field	X
Administrative Management of Students Evaluation	04	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Vice-Presidents of the UOE with this competence)	X
Project and/or Academic Internships Management	03	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Vice-Presidents of the UOE with this competence)	X
Non-teaching component of 2nd-cycle programmes	03	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Vice-Presidents of the UOE with this competence)	X
Academic Regulation of the 1st Study Cycle of the Polytechnic of Coimbra	03	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Pedagogic Council and Technical-Scientific Council of the UOE)	
Academic Regulation of the 2nd Study Cycle of the Polytechnic of Coimbra	03	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Pedagogic Council and Technical-Scientific Council of the UOE)	
Academic Regulation of CTeSP programmes of the Polytechnic of Coimbra	03	Vice-President of the IPC with competence in the academic field (with the positive opinion of the Pedagogic Council and Technical-Scientific Council of the UOE)	
Register a degree abroad or perform the recognition/equivalence of foreign qualifications	04	Vice-President of the IPC with competence in the academic field	X
Issuance of Certificates and Formal Diploma	04	Vice-President of the IPC with competence in the academic field	X
Give order to print formal diplomas and register diploma	04	Vice-President of the IPC with competence in the academic field	
MACROPROCESS 03 STRATEGIC MANAGEMENT OF INTERNATIONALISATION	08	Management Board	X

DOCUMENT	BENCHMARK A3ES	APPROVAL RESPONSIBILITY*	PROCESS WITH APPLICATION ALSO ON THE UO
Mobility management of students, faculty and non-faculty staff in the Context of ICM KA107	08	President *pro tempore* for International Relations	X
Mobility management of Erasmus students/faculty/non-faculty staff in + KA103 mobility	08	President *pro tempore* for International Relations	X
Erasmus+ mobility management: internships for newly graduates KA103	08	President *pro tempore* for International Relations	X
Erasmus+ mobility management: Erasmus+ KA103 interinstitutional agreements	08	President *pro tempore* for International Relations	X
KA2 Project Management	08	President *pro tempore* for International Relations	X
Mobility management of non-faculty staff SC and SAS in Erasmus+ KA103 mobility	08	President *pro tempore* for International Relations	
MACROPROCESS 04 RESEARCH, DEVELOPMENT, TRANSFER AND INNOVATION	06	Management Board	X
Submission of research project application to funding program	06	Director of the Applied Research Institute	X
Accreditation for Project Submission, Contractualisation and Startup	06	Director of the Applied Research Institute	
Communication, Information and Dissemination of Financed Projects	06	Director of the Applied Research Institute	
Submission of Applications for Reimbursement	06	Director of the Applied Research Institute	
Allocation of Expenditure Relating to HR to Co-financed Projects	06	Director of the Applied Research Institute	
Monitoring and Follow Up of the Project	06	Director of the Applied Research Institute	
Acquisition of Goods and Services Associated with Financed Projects	06	Director of the Applied Research Institute	
Documentary Organization and Management of Information	06	Director of the Applied Research Institute	
Promotion, Monitoring and Evaluation of Scientific Output	06	Senate	X
Management of activities of development of research, technology transfer and knowledge and innovation (DIt&I)	06	Senate	X
MACROPROCESS 05 MANAGEMENT OF THE INTERACTION WITH SOCIETY AND INTERINSTITUTIONAL COLLABORATION	07	Management Board	X
Monitoring of the Implementation of Protocols	07	Management Board	X

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Management of events/activities/initiatives undertaken	07	Management Board	X
MACROPROCESS 06 HUMAN RESOURCES MANAGEMENT	09	Management Board	X
Contracting faculty and non-faculty staff	09	Vice-President for Human Resources Management	X
Evaluation of the performance of faculty and non-faculty staff	09	Vice-President for Human Resources Management	X
Training and qualification of faculty and non-faculty staff	09	Vice-President for Human Resources Management	
Management of staff costs	09	Vice-President for Human Resources Management	X
Management of absences, holidays and allowances to faculty and non-faculty staff	09	Vice-President for Human Resources Management	X
Management of missions and outside work	09	Vice-President for Human Resources Management	X
Hiring fellows	09	Vice-President for Human Resources Management	X
MACROPROCESS 07 MANAGEMENT OF MATERIAL RESOURCES AND SERVICES	10	Management Board	X
Management of procurement processes for goods and services	10	IPC Administrator	X
Registration and management of the fixed assets/inventory of net assets	10	IPC Administrator	X
Control of execution of contracts	10	IPC Administrator	X
Management of Resources and ICT services	10	Head of Division of the Department of Information and Communication Technologies	
Request for ICT resources and services	10	Head of Division of the Department of Information and Communication Technologies	
Maintenance of ICT infrastructure and equipment	10	Head of Division of the Department of Information and Communication Technologies	
Computer Security Management	10	Head of Division of the Department of Information and Communication Technologies	
Access management to ICT resources	10	Head of Division of the Department of Information and Communication Technologies	
Backups	10	Head of Division of the Department of Information and Communication Technologies	
User account management policy	10	Head of Division of the Department of Information and Communication Technologies	

DOCUMENT	BENCHMARK A3ES	APPROVAL RESPONSIBILITY*	PROCESS WITH APPLICATION ALSO ON THE UO
Rules of use and ICT services	10	Head of Division of the Department of Information and Communication Technologies	
Management of cultural spaces	10	Director of Culture	
Management of sporting venues	10	Director of Sport	
Management of Direct Social Service	10	SAS Administrator	
Occupational and Environmental Health	10	Vice-President for Safety, Occupational Health and the Environment	
Access, placement and internal management of accommodation	10	Vice-President for Safety, Occupational Health and the Environment	
Food Security Program	10	SAS Administrator	
Welfare Food Services	10	SAS Administrator	
Psychology Services	10	SAS Administrator	

* The responsibilities of the Vice-Presidents and the IPC Presidents *pro tempore* were delegated by the IPC President.