POLITÉCNICO DE PORTALEGRE

MANUAL

INTEGRATED MANAGEMENT SYSTEM

(Abstract) 2020

CONTENTS

ACRONYMS AND ABBREVIATIONS

BioBIP	Bioenergy and Business Incubator of Portalegre
BSC	Balanced Scorecard
CLiC	Language and Culture Centre of the Polytechnic of Portalegre
CEAQ	Strategic Council for Evaluation and Quality
C3i	Interdisciplinary Coordination for Research and Innovation
ESAE	School of Agrarian Studies- Elvas
ESECS	School of Education and Social Studies
ESS	School of Health
ESTG	School of Technology and Business Studies
FCT	Foundation for Science and Technology
GAQ	Office of Evaluation and Quality
GEE	Entrepreneurship and Employment Office
GMC	Continuous Improvement Group
MSIG	Integrated Management System Manual
NFC	Continuous Training Unit
SAS	Social Welfare Services
QUAR	Evaluation and Accountability Framework
MIS	Integrated Management System
UI	Research Unit
UO	Organic Unit

INTRODUCTION

1. The Polytechnic Institute of Portalegre is an institution of higher education that integrates organic units globally oriented to the pursuit, among others, of the same scope, of the following purposes:

2. a) the training of pupils with a high level of quality in cultural, scientific, technical, artistic and professional aspects; b) carrying out research and applied research activities; c) the provision of services to the community;

3. d) cultural, scientific and technical exchanges with national and foreign counterparts; e) participation in regional, national and international cooperation projects;

4. f) compliance with all principles of the social responsibility management system; The President is committed to developing and implementing an Integrated Management System focused on the satisfaction of stakeholders. Its mission is to ensure the continuous improvement of the System's effectiveness.

5. For this purpose:

6. Communicates to the various levels of the Institute the importance of fulfilling the legal requirements and the requirements of our clients (students);

7. define a Policy for the Organization and its Objectives;

8. promote the follow-up of objectives and periodic reviews of the Integrated Management System;

9. ensure that the necessary resources are available;

10. ensure that appropriate communication processes are established within the organisation;

11. ensure that the processes necessary for the Integrated Management System are established, implemented and maintained;

12. assess the performance of the System and any improvement needs;

13. It ensures that the entire Institute is aware of the need to meet the requirements of clients (students).

14. The promulgation of the Integrated Management System Manual (MSIG) represents the President's written commitment that Policies are planned, executed and evaluated in order to ensure its continued applicability and suitability to our clients and to the evolution of the teaching needs.

2. STRUCTURE AND FRAMEWORK OF THE MANUAL

This manual describes the Integrated Management System (SIG) implemented at the Polytechnic of Portalegre and the means available to comply with its policies, being a reference document for the Institute and its stakeholders.

This version was approved in March 2020 and is available on the Institute's website.

3. CHARACTERIZATION OF THE INSTITUTE

3.1. DESCRIPTION

The Polytechnic of Portalegre integrates four Schools - Higher School of Education and Social Sciences (ESECS), Higher School of Technology and Management (ESTG), Higher School of Health (ESS) in Portalegre, and the Higher School of Agriculture of Elvas (ESAE) - dedicated to education and training projects that ensure education, training, research and other activities in the respective scientific, pedagogical, technical and artistic fields.

The Polytechnic also integrates the Social Action Services (SAS) which include Food, Accommodation and Psycho-pedagogical Office and which also constitute an organic unit of the Polytechnic.

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The Common Services of the Institute and Schools are structured as follows: Assessment and Quality Office, General Services and Support Services.

General Services include Administrative and Financial Services, Academic Services, IT Services and Auxiliary and Maintenance Services; The Support Services comprise the External Relations and Cooperation Office, the Communication and Image Office and the Technical Office.

The educational offer of the Polytechnic of Portalegre encompasses diversified areas of knowledge, in accordance with the training matrix of each of its schools. Education/training, social action, tourism, journalism/communication, management, engineering and technology, information technology, design, marketing, agriculture, equine culture, nursing and health technologies are the areas fundamental knowledge that sustain the training, research and intervention of the Polytechnic and its schools.

One of the main concerns of the Polytechnic of Portalegre is regional development, having a strong relationship with the surrounding community. On the other hand, it is concerned with monitoring the professional insertion of its students, creating conditions for them to stay in the region. Despite this strong regional commitment, the Polytechnic does not neglect exchanges and national and international foreign relations.

In this sense, the Interdisciplinary Coordination of Research and Innovation (responsible for the development of research and production of scientific knowledge), the Ongoing Training Center and the Language and Culture Center (which aims to teach, disseminate and promote languages and cultures, through the offer of courses of different lengths and formats in addition to providing academic linguistic support), the Entrepreneurship and Employment Office, External Relations and Cooperation and the Europe Direct Office, are strong and consolidated bets of intervention units of the Polytechnic Institute of Portalegre. In 2015, the Polytechnic of Portalegre made a new commitment to BioBIP's active participation in the development of the region. BioBIP – Bioenergy and Business Incubator of Portalegre – is a structure of the Polytechnic dedicated to the incubation of companies and/or projects, essentially technology-based, related to the Institute's training areas, or to the use of the region's resources. The direction of BioBIP is ensured by the Office of Entrepreneurship and Employment of the Polytechnic of Portalegre, which is responsible for the global management of the structure's activities and all the material and human resources attached to it.

Linking the areas of Entrepreneurship and Employment with Research and Innovation, BioBIP technology-based incubator has spaces for business incubation and a space for the production of bioenergy. This equipment

also integrates the Circular Laboratory of Alentejo, in partnership with CCDRA, as well as the Energy and Climate Forum, and the Forest Support Laboratory, the AGIFR. In 2020 and 2021, BioBIP, through a new project, BioBIP2 TECH TRANSFER, will see its incubation space increased, as well as integrating other laboratories in the technological and digital areas to support the development of companies and to cross training-research- companies, and definitively bring teaching and learning closer together in this strategic triangle for the development of the Polytechnic and the region.

Since 2019, the Polytechnic has had a research unit accredited by the Foundation for Science and Technology (FCT) for the period 2020-2023. This unit - VALORIZA - is focused on the investigation and valorization of endogenous resources, assuming disadvantaged, low-density and cross-border territories, as a research field with specific characteristics, fitting in the institutional mission of a higher education institution polytechnic, with regional and cross-border implantation, as is the Polytechnic of Portalegre.

VALORIZA has privileged links to the socio-economic fabric of the surrounding region, through a close and involving approach of entities linked to the public and private sectors, with special emphasis on some companies operating in the region, consolidating a strong network of partnerships.

Its team of researchers, with different institutional affiliations to universities and polytechnics, brings together skills, recognized and scientifically validated, nationally and internationally, in multiple fields of knowledge (engineering and agronomy sciences, economics and management, social sciences, education and information technologies).

VALORIZA is organized, in an inter and transdisciplinary way, in a single research group, concentrating its main research focus in three thematic areas:

(i) energy and waste recovery

(ii) sustainable production and environment

(ii) enhancement of low-density cross-border territories

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 Assuming itself as a UI strongly committed to the territory where its main management entity operates, it integrates a set of concerns, of a scientific and technological nature, namely: Food and Forestry, the Economy of Mineral, Natural and Environmental Resources, Critical Technologies and Energy, as well as the Social Economy.

In this context, the carrying out of projects and other dynamics of scientific research are particularly relevant, enhancing networking and cross-border cooperation, continuing a practice carried out by the respective research team. The participation and integration of the Polytechnic of Portalegre in the National Collaborative Laboratory for Biorefineries, COLAB BIOREF, together with other higher education institutions, research centers and companies, is a good example of this aspect.
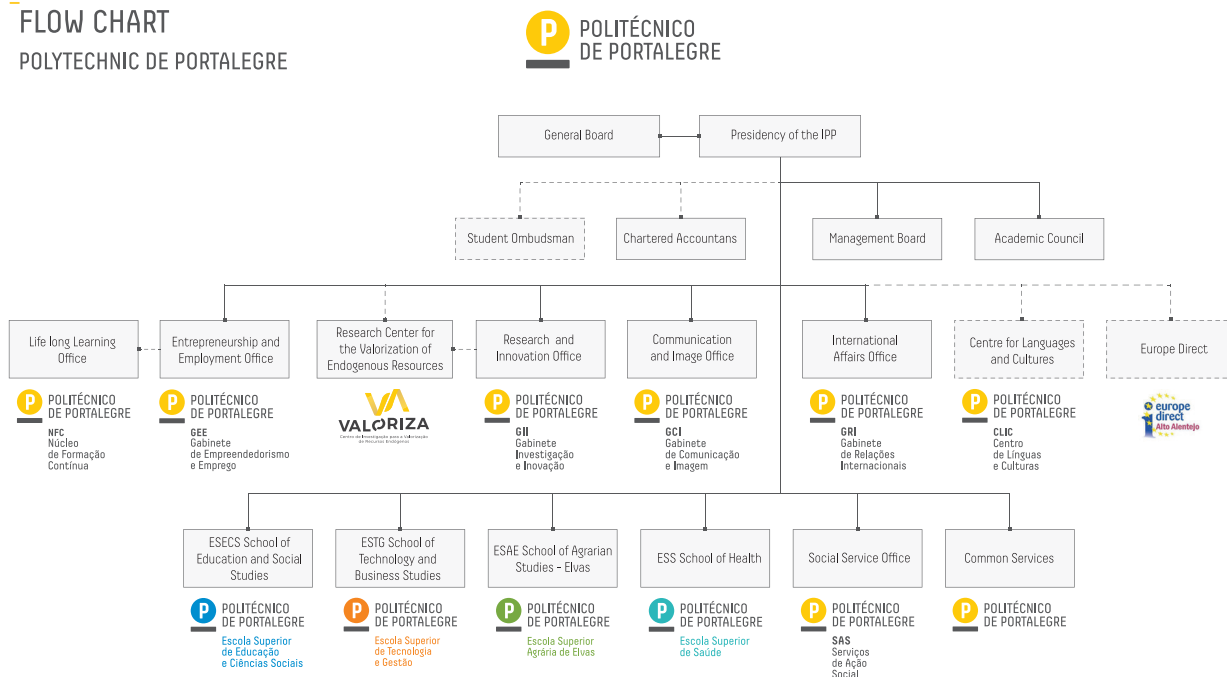
Social concern has been the Polytechnic's motto and bet since its foundation. The creation and deepening of social action services, the development of quality and excellent teaching, support for the school community, support for graduates in their insertion into active life and interaction with the surrounding environment are dominant concerns. But also social inclusion, the creation of conditions for the practice of sports, concern with the health and safety of students, teachers and employees are social practices of the Polytechnic of Portalegre that are institutionally asserting themselves.

Consistent with its concerns and principles, the Polytechnic of Portalegre is creating increasingly sustainable conditions to support the community, favoring the practice of volunteering by students and employees, as well as creating conditions to deal with internal situations of social emergency, namely by developing the Psychopedagogical Support Office, which has a wide range of work and intervention programmes.

The Polytechnic Institute of Portalegre is an institution with unavoidable influence on regional development.

3.2. Flow Chart

FLOW CHART
POLYTECHNIC DE PORTALEGRE

POLITÉCNICO DE PORTALEGRE

General Board — Presidency of the IPP

Student Ombudsman | Chartered Accountans | Management Board | Academic Council

Life long Learning Office
POLITÉCNICO DE PORTALEGRE
NFC
Núcleo de Formação Contínua

Entrepreneurship and Employment Office
POLITÉCNICO DE PORTALEGRE
GEE
Gabinete de Empreendedorismo e Emprego

Research Center for the Valorization of Endogenous Resources
VALORIZA
Centro de Investigação para a Valorização de Recursos Endógenos

Research and Innovation Office
POLITÉCNICO DE PORTALEGRE
GII
Gabinete Investigação e Inovação

Communication and Image Office
POLITÉCNICO DE PORTALEGRE
GCI
Gabinete de Comunicação e Imagem

International Affairs Office
POLITÉCNICO DE PORTALEGRE
GRI
Gabinete de Relações Internacionais

Centre for Languages and Cultures
POLITÉCNICO DE PORTALEGRE
CLIC
Centro de Línguas e Culturas

Europe Direct
europe direct
Alto Alentejo

ESECS School of Education and Social Studies
POLITÉCNICO DE PORTALEGRE
Escola Superior de Educação e Ciências Sociais

ESTG School of Technology and Business Studies
POLITÉCNICO DE PORTALEGRE
Escola Superior de Tecnologia e Gestão

ESAE School of Agrarian Studies - Elvas
POLITÉCNICO DE PORTALEGRE
Escola Superior Agrária de Elvas

ESS School of Health
POLITÉCNICO DE PORTALEGRE
Escola Superior de Saúde

Social Service Office
POLITÉCNICO DE PORTALEGRE
SAS
Serviços de Ação Social

Common Services
POLITÉCNICO DE PORTALEGRE

3.3. Mission, vision and values

MISSION

The Polytechnic Institute of Portalegre is the Public Institution of Higher Education that creates, transmits and disseminates knowledge, professionally oriented, through training and qualification, of high level, for differentiated audiences, at various times in academic and professional life, and in research and technological development for the promotion of communities, in cooperation with regional, national and international entities.

VISION

A CLOSE AND COMMITTED POLYTECHNIC - A Polytechnic **anchor of regional development**, where knowledge is derived fundamentally from the articulation between specialized training and applied research; and from the interaction of its close and committed academic community, with different partners of companies and different organisations. A Polytechnic c**apable of critically self-renewal** with the active contribution of its graduates and their partners in the economic, social, political, cultural and educational sectors.

VALUES

The values of the Polytechnic Institute of Portalegre are:

Organizational excellence - Exceed the expectations of external stakeholders with high motivational standards of employees.

Ethics and transparency - Link of the employees of the Polytechnic of Portalegre to a conduct of rigor, zeal and transparency, stimulating dialogue and information sharing.

Subsidiarity - The Polytechnic of Portalegre believes in the capacity and autonomy of stakeholders, both internal and external, to maintain social order and the common good, intervening only in their inability.

Stakeholder involvement and guidance - Work always and with stakeholders.

Sustainable development - Achieve in a balanced way the growth of the Portalegre Polytechnic and the well-being of the stakeholders, making a rational use of the available resources.

3.4. Principles of Quality and Social Responsibility

In defining its Policy, the Polytechnic of Portalegre assumes the principles of **Quality**

- Focus on the Client
- Leadership
- Commitment of people
- Process approach
- Improvement
- Evidence-based decision-making
- Management of relations

In defining its Policy, the Polytechnic of Portalegre assumes the principles of Social Responsibility

- Compliance with the law, collective regulation instruments and applicable regulations;
- Respect for internationally recognised conventions and declarations;
- Ethical conduct in the development of the activity according to accepted principles of right or good conduct;
- Transparency, information sharing and open behaviour in the relationship with stakeholders;
- recognition of the right of interested parties to be heard and the duty of the organisation to react;

- recognition of the direct and indirect aspects of social responsibility of the organisation, taking into account the whole life cycle of its products;

- adoption of the precautionary principle;

- privilege to prevent pollution at source;

- Transparent performance, information sharing and open behavior;

- Accountability for the actions and omissions of the organization and accountability for its conduct towards the legitimate concerns of stakeholders;

- integration of social responsibility aspects into the management systems of the organisation and its decision-making process;

- Non-regression, that is, not using the provisions of this Standard as a basis for reducing performance levels in social responsibility already achieved by the organization.

3.5. Quality Policy and Social Responsibility

The Polytechnic of Portalegre, through its governing bodies and its academic community, undertakes to develop a policy of compliance with legal, regulatory and other requirements to which the Institute subscribes, with the involvement of interested parties, its different activities and management system, with the implementation of a dynamic process of continuous improvement in the development of its processes and activities, and with full respect for the principles of social responsibility, defining quality objectives and social responsibilities in response to the significant liability aspects identified, aiming at the satisfaction of its significant stakeholders.

In the development of the Social Responsibility policy, based on its Code of Ethics, the Polytechnic of Portalegre identified a number of concerns. The answer to these concerns is reflected in the Social Responsibility programs, available on the website of the Polytechnic of Portalegre.

The Quality and Social Responsibility policy framed and supported the Educational, Scientific, Cultural and Sports Project of the Portalegre Polytechnic, as well as the Strategic Multi-annual Development Plan.

3.6. Educational, Scientific, Cultural and Sports Project

The elaboration of the Educational, Scientific, Cultural and Sports Project is the result of a wide participation of the stakeholders of the Polytechnic of Portalegre, coordinated by its General Council, assuming itself as a bet on a new paradigm, so that the Polytechnic can affirm the institution's own and unique identity, based on a model that must include the definition of the technical and scientific fields, based on the requirements of the region for its development, also being clarified, that each of the technical and scientific fields should identify a set of four dimensions: training, research, community intervention and partnerships. The document is currently under renewal, aiming to reflect it from the new realities, differentiation and objectives of the Polytechnic and the national objectives for Science and Higher Education.

3.7. Strategic Development Plan: objectives and strategic axes

The Multi-annual Strategic Development Plan is based on four strategic objectives that are materialized in 12 strategic axes:

STRATEGIC OBJECTIVE 1 - QUALITY EDUCATION AND DIFFERENTIATED TRAINING

We aim to qualify people capable of working anywhere in the world, while acquiring the skills necessary to meet and adapt to regional needs, enhancing the development of the region through the establishment of qualified staff. From this strong interaction derives a differentiating sense of our training offering, based on innovative methodologies focused not only on students and the application of knowledge to solving practical problems of businesses and community organizations, but also in the strong association with applied research (PBL and PBR) and the transversal skills that we deem essential to train competent professionals and able to respond to the problems and challenges of the world of work.

This objective is divided into three strategic axes:

01.1 - **Strengthening of the Training Offer:** to promote a permanent improvement of the differentiated training offer, specialized and linked to the profession.

01.2 - Quality educational environment: develop lines of action that promote a strong link between education and research, based on projects of partnership between academia and companies and organizations.

01.3 - AALUMNI: develop lines of action that promote an active participation of graduates in the life of the Polytechnic.

STRATEGIC OBJECTIVE 2 - TO BE A COMMUNITY OF RESEARCH AND TECHNOLOGICAL DEVELOPMENT PROMOTING INNOVATIVE REGIONAL KNOWLEDGE AND RESPONSES

Having a Polytechnic strongly linked to the companies and organizations of the region as intended, implies a very close relationship between teaching and applied research carried out by groups of teachers, students and entrepreneurs, from the curricular activity. The problems and challenges facing businesses and organisations could be the centre of the teaching and learning of curricular units, in order to promote the student as a researcher capable of supporting the resolution of real problems in a team.

This objective is divided into three strategic axes:

02.1 - Teaching and applied research: develop lines of action that promote a constant development of research in the Polytechnic of Portalegre, focusing in particular on anchor areas of regional development.

02.2 - Linking to the economic, social and cultural sector: developing lines of action to promote strategic articulation with regional partners, contributing to the consolidation of regional clusters, developing various projects and partnerships at the level of applied research and service provision.

02.3 - Innovation, employment and knowledge transmission: develop lines of action that promote the integration of the Polytechnic into national and international research networks, promote the development of research projects in association with companies and organisations, fostering the development of programmes that promote the relationship of the Polytechnic with regional partners, and the creation of inter-institutional cooperation projects around entrepreneurship.

STRATEGIC OBJECTIVE 3 - TO BE AN OPEN ORGANISATION WITH AN INTERNATIONAL ENVIRONMENT

There is a need for a policy of attracting students, including the increase in the number of international students. In addition to these students, the number of students in and out of the Erasmus programme, as well as teachers and non-teaching staff should be constantly increased. In all this work, the international partnerships are decisive and for the possibility of having dual degrees with foreign higher education institutions.

This objective is divided into three strategic axes:

03.1 - Interculturality and internationalisation: developing lines of action to enhance the openness of the Polytechnic to abroad and the identification and replication of good practices at international level, in order to promote the attraction of international students, and increase the levels of mobility in and out of students and teaching and non-teaching staff.

03.2 - International environment: develop lines of action that enhance, in close cooperation with the community and with municipalities, the creation of favorable environments for the establishment of international students.

03.3 - Partnerships and international networks: develop lines of action to increase interinstitutional international projects, taking into account the partnerships and network of contacts established in the scope of programmes for the modernisation and upgrading of Politécnico higher education, the existing possibilities of dual qualification and cooperation with Portuguese-speaking countries and neighbouring Spain.

STRATEGIC OBJECTIVE 4 - TO HAVE AN INCLUSIVE AND SUSTAINABLE POLYTECHNIC

We intend to guide our internal management system through the benchmarks of the A3ES SIGQ, in order to allow the maintenance of an excellent performance, both in institutional evaluation and in the different study cycles. We want to enhance an institutional identity based on a policy of close proximity to the internal and external community, ensuring a strong social concern with the most disadvantaged pupils.

Valuing human resources is another key concern. We believe that the recognition and satisfaction of teaching and non-teaching employees is a fundamental factor for institutional stability and development.

This objective is divided into three strategic axes:

04.1 - Institutional identity: developing lines of action based on principles of transparency and democraticity that favour quality and excellence, considering an organizational model capable of meeting the requirements set out in the A3ES benchmarks for internal quality assurance systems.

04.2 - Valuing human resources: developing lines of action that take advantage of the installed capacity, promote the progression and enhancement of teaching and non-teaching staff.

04.3 - Infrastructure and equipment management: develop lines of action that taking advantage of the physical and patrimonial resources of the Polytechnic of Portalegre allow to enhance the valorization of infrastructures, assigning to the Polytechnic Campus a new centrality.

The objectives and strategic axes are described in a more developed way in the Strategic Development Plan of the Polytechnic of Portalegre (2018/2021), which includes the various actions, indicators and annual targets.

4. INTERNAL QUALITY ASSURANCE SYSTEM

4.1. Scope

The following has been defined as the scope of the Quality Management System and the Social Responsibility System:

"Training, research and scientific and technological development, community services and social services, in all organic units of the Polytechnic of Portalegre".

4.2. Parties concerned

In the Quality and Social Responsibility Policy, the Polytechnic of Portalegre is committed to the satisfaction of its stakeholders. To this end, it identified stakeholders as well as their needs and expectations, seeking to identify actions that meet those needs and expectations, with particular attention to significant Stakeholders, through various mechanisms of involvement.

4.3. System organisation

The Internal Quality Assurance System of the Polytechnic is part of an integrated management philosophy, which includes the quality management system, the social responsibility management system, the evaluation system of teaching and non-teaching workers, as well as the BSC - Balanced Scorecard methodology, thus forming an Integrated Management System (GIS).

Quality and social responsibility management systems are certified by ISO 9001:2015 and NP 4469:2019, respectively. The quality assurance system has been certified by the Higher Education Assessment and Accreditation Agency (A3ES).

The present organization of the GIS, took into account the A3ES benchmarks for internal quality assurance systems in higher education institutions, approved in October 2016.

The current revision of the system also had as a guiding principle, the version of the statutes of the Polytechnic of Portalegre and its Schools, approved and implemented during the year 2016.

4.4. System management

The responsibility for ensuring quality and social responsibility is not exclusive to those responsible for Top Management, but a privilege shared by all employees of the Polytechnic of Portalegre and the elements that in its name develop activities.

Management of the system is ensured by two structures: the Strategic Council for Evaluation and Quality (CEAQ) and the Office for Evaluation and Quality (GAQ).

The ECAQ consists of the President, the Vice-president of the Polytechnic of Portalegre, the Principals of the Schools, the Administrator of the Polytechnic and an element of the coordination of the GAQ. It also integrates an internal consultant, an external consultant and a student.

The GAQ is a service of the Polytechnic of Portalegre, provided for in its statutes, whose functions and competences aim to respond to all issues related to the internal and external evaluation of the Institution. This Office is also responsible for promoting mechanisms and tools for assessing and promoting the quality of all the institution's processes.

All issues of day-to-day management of the GIS are discussed with the President who approves them and establishes the lines of action necessary to pursue the Quality Policy approved by the ECAQ.

The Strategic Council for Evaluation and Quality is generally responsible for:

a) To collaborate with the Presidency in defining the Quality and Social Responsibility Policy of the Polytechnic of Portalegre.

b) Articulate the Quality and Social Responsibility Policy with the organs and structures of the Polytechnic of Portalegre, Schools, Research Units and Functional Units
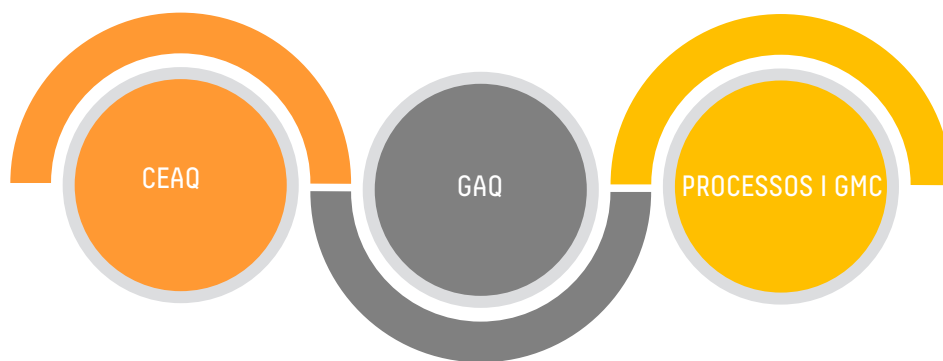
c) (...)

d) (...)

e) Approve the organisation of the GIS and its revisions

f) Appoint process members and managers of continuous improvement groups

g) Coordinate the work of Management Review

h) (...)

i) Evaluate the performance results of the system

4.5. Process approach

The process approach consists in the organization of work by functional areas, bringing together all workers, teachers and non-teachers, who, in different Organic Units (UO), perform the same functions. In this sense, to implement the Quality and Social Responsibility Policy, Continuous Improvement Groups (GMC) were established.

The Gmcs, which cover all the functional areas of the Institute, develop activities that promote the achievement of the objectives defined in the Strategic Development Plan, taking into account the A3ES benchmarks.

For the constitution of the GMC, the CEAQ invites an element from each of these areas to integrate a first-line group, bringing together representatives from the various areas that, by their nature, can best articulate themselves to, jointly meet the objectives set out in the A3ES benchmarks.

Whenever possible, the GMC of the nuclear processes should count on the participation of students.

With this philosophy of constitution and management is ensured the participation of all UO and functional areas

These working groups are the assurance of permanent improvement, in a balanced way, in all the Organic Units of the Institute, generating significant efficiency gains.

The groups meet periodically. They are responsible for managing the process, they are responsible for complying with the matrix, they analyze the reports of the Balanced Scorecard, with the indicators that concern them, and they propose solutions to the management bodies to improve their services.

Each group establishes the modes of action (including responsible and scheduling) through Working Instructions.

Depending on the importance of the subjects, the continuous improvement groups propose to the Academic Council or the Management Board (depending on the nature of the subjects) the implementation of generic procedures, the implementation of which should apply to the whole Institute, established by Deliberations of those entities.

Each Group has a Coordinator (Process Manager), who, in addition to the functions inherent to all members of the Group, has the task of convening and logistically ensuring the functioning of the Group, as well as articulating with the GAQ, including the preparation of the annual Management Review document.

The identification of the processes and their articulation with the A3ES references is described in the following paragraph. The link with the requirements of ISO 9001 and NP 4469 standards is identified in Annex 5.1 (full version of the Manual).

The Social Responsibility Management System is transversal to the whole Institution. Thus, the different continuous improvement groups incorporate in their objectives, activities and indicators, the principles of social responsibility assumed by the Institution and develop programs that enable or facilitate the objectives of Social Responsibility defined by the Polytechnic of Portalegre.

4.6. System processes

The current system organization has been in force since April 2019 and integrates the following processes:

EDUCATION AND TRAINING

Objectives: to define procedures for the creation, approval and evaluation of the training offer; to promote the standardization of procedures and respective regulations applied to students, including those related to admission, progression, evaluation, recognition and certification, ensuring the conditions and support necessary for students to progress normally in their academic careers.

RESEARCH INNOVATION AND DEVELOPMENT

Objectives: to promote, value and evaluate R&D / Targeted research and high-level professional development; to promote inter-institutional and community collaboration.

INTERNATIONALIZATION

Objectives: to promote, keep track, evaluate and improve international cooperation activities

RESOURCE MANAGEMENT

Objectives: to establish mechanisms to plan, manage and improve services and material and human resources, with a view to the adequate development of students' learning and other scientific-pedagogical activities
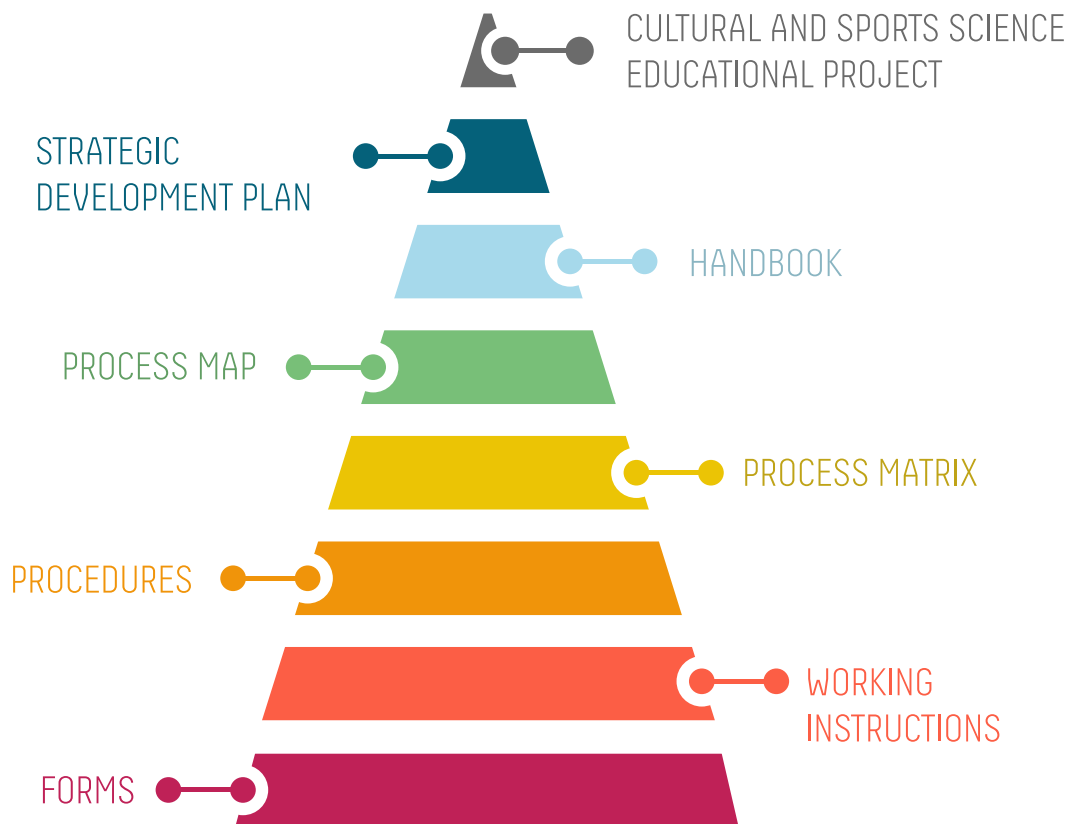
COMMUNICATION AND INFORMATION SYSTEMS

Objectives: to develop tools to ensure the collection, analysis and dissemination of information to the different stakeholders.

REFERENCES OF A3ES	CONTINUOUS IMPROVEMENT GROUP/SERVICES
Reference number (2) *Design and approval of the training offer*	EDUCATION AND TRAINING
Reference number (3) *Student-centred teaching, learning and evaluation*	
Reference number (4) *Student admission, progression, recognition and certification*	
Reference number (5) *Continuous monitoring and periodic review of courses*	
Reference number (6) *Research and development / Targeted research and high-level professional development*	RESEARCH, INNOVATION AND DEVELOPMENT
Reference number (7) *Interinstitutional collaboration and with the community*	
Reference number (8) *Internationalization*	INTERNATIONALIZATION
Reference number (9) *Human Resources*	RESOURCE MANAGEMENT
Frame of reference (11) *Information management*	COMMUNICATION AND INFORMATION SYSTEMS
Frame of reference (12) *Public information*	
Reference number (1) *Policy adoption for quality assurance and pursuit of quality objectives*	STRATEGIC ASSESSMENT AND QUALITY BOARD
Referential (13) *Cyclical character of external quality assurance*	

4.7. Document structure

The constituent documents of the Integrated Management System are organised as follows:

CULTURAL AND SPORTS SCIENCE EDUCATIONAL PROJECT

STRATEGIC DEVELOPMENT PLAN

HANDBOOK

PROCESS MAP

PROCESS MATRIX

PROCEDURES

WORKING INSTRUCTIONS

FORMS

CULTURAL AND SPORTS SCIENCE EDUCATIONAL PROJECT

Document that defines the technical-scientific fields of action, based on the requirements of the region, with the identification, for each of the technical-scientific fields, of four dimensions: training offer, research, community intervention and partnerships.

STRATEGIC DEVELOPMENT PLAN

Four-year document establishing the objectives and indicators determined to address the Policy defined in the Institution.

HANDBOOK

Guiding document of the system organization.

PROCESS MAP

A guidance document for the system establishing relationships between processes and bodies of the Institute to ensure that the objectives set out in the Strategic Development Plan are met (Annex 5.2 in the full version of the Manual).

PROCESS MATRIX

This document identifies the objectives and indicators of the GMC, the activities carried out to achieve the defined objectives, detailing the stakeholders for each of the activities, as well as related information/documentation for the inputs and outputs, support the start and end of the activity, respectively (Annex 5.3 in the full version of the Manual).

PROCEDURES:

With the implementation of the Integrated Management System, several procedures have been established to regulate the execution of tasks of general scope, the application of which relates to the whole Institute.

WORKING INSTRUCTIONS

Each group establishes the modes of action, where determines the tasks, responsible and schedule through Work Instructions. The working instructions shall be verified by the QA and approved by the Management Board. After approval, they will be made available in the PAE, in the group folder.

FORMS

All forms, documents and records are checked in accordance with Procedure 5.

All system documentation is available on the PAE platform.

4.8. Monitoring, evaluation and continuous improvement

4.8.1. Instruments

QUAR

Since the Strategic Development Plan is a document that reflects a multi-annual programme, there is, however, another management and planning instrument that defines for the Polytechnic of Portalegre the objectives to be achieved annually. This instrument is the Evaluation and Accountability Framework (QUAR), under the SIADAP, approved by the Coordinating Council of the Evaluation of the Institute.

Elaborated the QUAR, based on this instrument, each Continuous Improvement Group defines the objectives associated with the respective processes of the Quality Management System, available in the process matrices.

INDICATORS

The performance evaluation of Continuous Improvement Groups is done through indicators. Their determination and continuation shall be carried out at defined intervals with the aim of quantifying and thereby continuously improving their efficiency and effectiveness.

The Strategic Council for Evaluation and Quality, through the Office for Evaluation and Quality, ensures the continuous monitoring of the performance of the different processes.

Where the indicators do not reach the targets previously defined, action plans shall be drawn up with a view to correcting the deviations recorded.

The summary of the indicator map is given in Annex 5.4 (full version of the Manual).

PERFORMANCE ASSESSMENT

Each Continuous Improvement Group establishes its own monitoring and self-assessment mechanisms, according to its activities.

Compilation of these instruments is available in Annex 5.7 (full version of the Manual)

BALANCED SCORECARD

In the construction of the Balanced Scorecard, the original methodology of the model, by Kaplan and Norton, was followed, consisting of the four perspectives - financial, client, internal processes, learning and growth.

In each perspective, the corresponding objectives and indicators, previously defined in the Strategic Development Plan, were identified.

STRATEGIC MAP

The strategic map makes it possible to identify the determinant cause-effect link in the organization, which is transversal to all perspectives, requiring special attention in monitoring the results obtained in the various indicators.

Through the analysis of the Strategic Map, the Management Board establishes corrective action plans for deviations from the targets set.

MANAGEMENT REVIEW

Every year, during the months of December and January, the ECAQ carries out a critical analysis of the Integrated Management System, referring the preliminary report to the top management which is subsequently presented in an extended session of the Academic Council of the Polytechnic of Portalegre. At this meeting, a reflection is made from which results conclusions which are then considered in the final document of the review by management.

This report aims to assess the performance and results of each year. It results from the contributions of the Continuous Improvement Groups and is then completed, harmonised and discussed in the ECAQ.

Decisions shall contribute to the preparation of the forward documents for the following year.

SATISFACTION ASSESSMENT

Each year, the QA shall consult the Stakeholders to determine their level of satisfaction. The reports produced shall be referred to the Management Board, which shall evaluate them and shall define a corrective action plan for the least achieved results.

In addition to these instruments, which are widely applied throughout the Institute, the Continuous Improvement Groups develop and implement their own instruments, identified in Annex 5.7. (Full Version of the Manual).

AUDITS

Each year the system is subject to internal and external audits. An external audit by the certifying body and an internal audit under the responsibility of the GAQ are part of the annual programme.

The GAQ is also responsible for organizing the internal audit of the study cycles, which in each school year will be evaluated by A3ES. This audit takes place in the calendar year preceding the A3ES audit.

Each year an audit of the Plan for the Prevention of Corruption, Risks of Corruption and Related Infractions, ensured by the GAQ, as well as the internal control system in the financial and human resources area, under the responsibility of the Single Tax.

4.8.2. Responsibilities

The performance of the system shall be planned and assessed at various levels:

STAKEHOLDERS	RESPONSABILIDADES NO SISTEMA
Chairmanship	Defines Policy Sets strategic objectives and indicators in the Strategic Development Plan
Academic Council	Sends out opinions on results and annual action plans Sends out opinions on academic procedures
Management Board	Analyses the results and establishes action plans
CEAQ	Establishes guidelines for the system Elaborates the Management Review
GAQ	Ensures the functioning of the system: definition of models and system tools; implementation of monitoring mechanisms (audits and satisfaction assessment); articulation between the GMC and CEAQ
GMC	Defines objectives according to the DPE Create working instructions to support your activity Establish mechanisms for self-assessment

4.9. Information system

In the Polytechnic of Portalegre there are several platforms/ information systems: SIGES, for academic management; Spring for the management of accounting information, fi nanceira and human resources management; Cognos, for the management of indicators of the whole system; edoclink for document management; PAE - Enterprise Architecture Platform of the Polytechnic of Portalegre - as a platform for information management, integrating the various systems used in the Institution, in addition to various monitoring and management functionalities of the Institution's various areas of activity.

In order to store, preserve, disseminate and give access to the intellectual production of the Polytechnic (articles published, communications accepted and published in conferences, theses and dissertations

approved) in digital format, the common repository is used, indexed by the RCAAP portal.

Information management in libraries is done using PRISMA software.

In order to make information available to the community, which is collected in the various existing information systems, the PAE system is a key element, since it facilitates the connection between the various systems, to improve the effectiveness of decision-making with a view to continuous improvement, allowing for the analysis of results and reasoned decision-making on the main activities in the Institution.

The following are some functionalities of the systems that, due to the functions they provide, are used by all teaching and non-teaching collaborators: PAE and EDOC

PAE-IPP (POLYTECHNIC DE PORTALEGRE ENTERPRISE ARCHITECTURE PLATFORM)

The technological base of the PAE is composed in its entirety by free software and the development of the system was fully conceived by Human Resources of the Polytechnic of Portalegre. From an early age this platform proved to be able to overcome all the needs of integration of the numerous information, processing and document management systems of the Polytechnic, which is why it has become the central base of many of the processes that the Polytechnic has today, and that are mostly digital processing.

The PAE System has been designed and designed, since its inception, to be a centralized system accessible on the Web and on the mobile devices of the community, aiming to support the processes integrated and designed to standardise working methods and access to information at the Polytechnic Institute of Portalegre.

All improvement processes are part of the SAP development process. The problems are analyzed from a global perspective, ensuring that they allow maximum automation and re-use, from a service development perspective, with a solid and systemic basis. An example of this systemic development was the adoption of practices for producing evaluation reports of the courses, teachers, among others, generated automatically, based on academic information produced during the year. This functionality facilitates the work of information analysis by the teaching staff and scientific-pedagogical bodies, aiming at improving the teaching - learning process. Another example of this is the CLOUD Ippdrive, which has been specially

developed to be the basis of all the information that exists in the form of files. The PAE is also one of the major gains in supporting distance lessons. The integration of the PAE with the distance learning systems of the FCCN, since its inception, has in fact been an excellent way of adapting to the methodologies and tools of distance learning, which, although not embedded in the platform, are an extension of the platform, This allows teachers and students an extraordinary ease in scheduling synchronous classes as well as the availability of asynchronous sessions, videos and offline content through their CLOUD Ippdrive.

the fact that the SAP has been progressively used over the last few years as a means of communication between teachers and students and vice versa, considering the ease of use of any kind of documentation through the CLOUD Ippdrive, whether in the placement of advertisements and other information which, in addition to being available on the platform, are also the subject of notification to the interested community at the same time as they are made available, it facilitated the transition to distance learning in a preponderant way.

having regard to the excellent response of this platform to the needs arising from the new methodologies of distance learning, new features have been developed, such as the chat for direct communication between users of the platform, the online assessment test module, and the voting module for collegiate meetings. In the PAE are available several modules to support the management and monitoring of continuous improvement processes: construction, approval and updating of curricular unit sheets; management of the pedagogical technical dossiers of curricular units; monitoring and system management of suggestions, concerns, occurrences and complaints (Helpdesk); document repository of quality management system and social responsibility; regulatory repository and legislation supporting the various areas of work; management of educational assessment questionnaires of the Curricular Units, by students; management of consents and access profiles, in accordance with the General Data Protection Regulation, among others.

EDOC - DOCUMENT MANAGEMENT SOFTWARE AND ONE-STOP SHOP FOR EDUCATION

The edoc platform - Document Management Software and One-Stop Desk for Education - is a platform to support the dematerialization of procedures, integrating, among others, the following applications and modules: document management, which will provide both document management and document repository functions; digital and digitised signature features via electronic certificates or Citizen Card; "One-Stop Shop" support platformproviding online services/forms integrated with Document Management; support platform

for Dematerialised Meetings Management; drafting documents in numbered process format.

This solution allows the dematerialisation of processes with the consequent decrease of the paper circulation; make available a single, centralized repository of digital document archiving; make available a centralized document archiving/repository mechanism, as well as ensuring fast access and effective access control over all information circulating within the Polytechnic; Implement a Single Counter platform (online, anywhere and at any time) in order to provide all its regular services to students, candidates, teachers, former students and the general public.

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