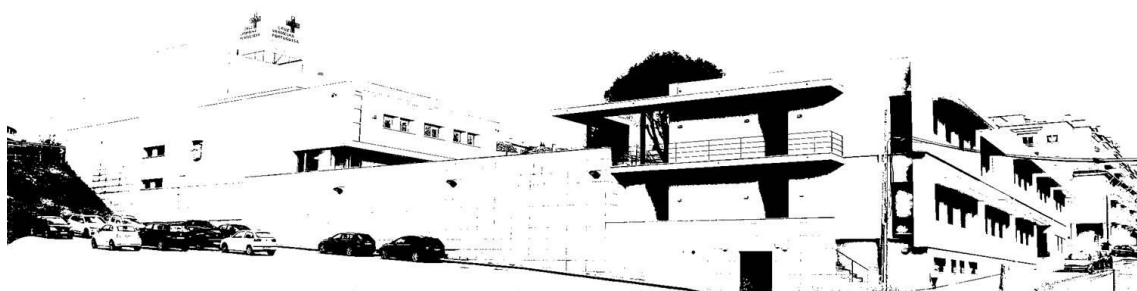




Escola Superior de Saúde **Norte**
CRUZ VERMELHA PORTUGUESA

QUALITY MANUAL



Revision	Date	Revision Changes	Elaborate	Approved
7	10-12-2018	Revision according to the new ESSNorteCVP statutes	GQA	CDIR

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ACRONYMS AND ABBREVIATIONS

A3ES	Agency for the Assessment and Accreditation of Higher Education
APCER	Portuguese Certification Association
CAQ	Quality Assessment Council
CC	Course coordinator
CCON	Advisory Council
CDIR	Board of Directors
CPED	Pedagogical Council
CTC	Technical-Scientific Council
CVP	Portuguese Red Cross
DAE	Direction of the Teaching Area
ECTS	European Credit Accumulation and Transfer System
ESSNorteCVP	ESSNorteCVP The Northern School of Health of the Portuguese Red Cross
GAEIVA	Student Support and Inclusion in Active Life Office
GMCI	International Mobility and Cooperation Office
IES	Higher education institutions
MQ	Quality manual
PAO	Activity Plan and Budget
PDE	Strategic Development Plan
POP	Objectives / Processes Plan
PQ	Quality policy
RAA	Annual Activity Report
RH	Human Resources
SA	Administrative services
SAG	General Support Service
SAI	Academic and Admission Services
SCTA	Accounting, Treasury and Provisioning Service
SDIB	Documentation, Information and Library Service
SIGQ	Internal Quality Assurance and Management System
SRH	Human Resources Service
STI	Technical Installation, Equipment, Computer and Multimedia Services
UC	Curricular unit
UFDH	Training and Human Development Unit
UID	Research and Development Unit
UPSC	Community Service Delivery Unit

Introduction

The Northern School of Health of the Portuguese Red Cross (ESSNorteCVP) develops its activity within the scope of polytechnic higher education, in the area of health, according to its own plans and programmes or prepared in association with other higher education institutions, national or foreign, and in compliance with the fundamental principles of the Red Cross.

The guidelines for quality in the European space of higher education constitute a fundamental pillar in changing policies for quality assurance in different programs and study cycles, making higher education institutions (HEI) responsible. The Legal Regime for the Evaluation of Higher Education in Portugal also contemplates the requirement for the IES to implement their own quality assurance systems, which promote an internal quality culture supported by continuous improvement strategies, which clearly show the rules and procedures, as well as the function of all its internal and external collaborators.

Aware of this reality, ESSNorteCVP, in its policy for quality, has developed a set of formal instruments and mechanisms for evaluation, periodic review and monitoring of the courses in operation, organization and structures through the collection and systematic analysis of data that considers relevant to the strategic orientation.

ESSNorteCVP documents its Internal Quality Assurance and Management System (SIGQ), through this Quality Manual (MQ), in Objective / Process Planning (POP), where it specifies the strategic objectives, indicators and targets defined by the six axes, due to its Strategic Development Plan (PDE) 2015-2019, and in the Activity and Budget Plan (PAO).

The first MQ, dated November 2004, and emerged following the certification process by the Portuguese Certification Association (APCER) under NP EN ISO 9001: 2000. It has been reviewed, in accordance with changes in the reference standard, integration of national and international directives for quality assurance in higher education, changes in the scope certification and computerisation of the SIGQ. This revision to the MP integrates the changes resulting from the new statutes of the ESSNorteCVP, published by Ordinance No. 60/2018, of 28 February that considers the change in the recognition of public interest of the Higher School of Nursing of the Portuguese Red Cross of Oliveira de Azeméis, operated by Decree-Law No. 155/2017, of December 28, for the new denomination, Escola Superior de Saúde Norte of the Portuguese Red Cross. Northern School of Health of the Portuguese Red Cross

This MQ describes the means and procedures adopted by ESSNorteCVP to ensure the organizational quality and the functioning of the SIGQ, with regard to: compliance with the Quality Policy (PQ); the definition of skills and articulation between the bodies; the design, development and validation mechanisms; application of the normative and legal guidelines for the means of quality assurance; processes, plans and reports. The MQ is organized by chapters for easy and perceptible identification of its contents, as well as the attachments that integrate it.

Chapter I focuses on ESSNorteCVP's quality assurance and management system, with a description of the quality and structure policy, with emphasis on its organizational model. In chapter II we present the monitoring of the quality assurance of the axes: qualification of human resources and support structures and services; education and training; investigation; relationship with the community and internationalization.

The articulation of SIGQ with the institution's strategic management is presented in chapter III, as well as, the participation of internal and external stakeholders in SIGQ. It is also described the mechanisms of producing, and disseminating the information. Finally, in chapter IV, the approach to monitoring, evaluation and continuous development of the SIGQ is made. This MQ also includes references and annexes. Annex 1 presents the manual of functions and responsibilities and in annex 2 the monitoring instruments.

The Board of Directors (CDIR) ensures that the PQ is understood, enforced and promoted the continuous improvement of SIGQ. Quality is a constant concern of the collaborators, each competing, according to their functions, the fulfillment of the determinations of this MQ and collaborate in its improvement.

This MQ is revised whenever it is necessary to make any changes. It is prepared by the Quality Assessment Council (CAQ) and approved by CDIR. With the revision of the MQ, it is always issued a new version, properly identified and dated and made available for inspection by the entire educational community ESSNorteCVP in www.essnortecvp.pt address. CAQ is responsible for the controlled original of the MQ and for its review, update, archive (paper folder and electronic format), publication and dissemination.

Chapter I

1. Assurance and Quality Management System

The ESSNorteCVP is committed to quality in teaching and services, as a fundamental factor of its strategic development and its sustainability, and enshrined in its statutes to promote initiatives for the adoption of a culture of quality, around the educational project and of ESSNorteCVP's mission and to ensure the monitoring of the quality policy by maintaining internal evaluation procedures and instruments and external evaluation mechanisms, such as quality assurance.

1.1. Quality policy

ESSNorteCVP affirms its quality policy as a structuring pillar to guarantee the best practice in the performance of its functions. The adoption of procedures, to achieve the quality objectives and the execution of a strategy of continuous improvement, based on its culture of quality, fulfills the commitments expressed in the mission, vision and values.

1.2. Mission, vision and values

Mission

Develop Health Education within the scope of Higher Polytechnic Education, research, learning throughout life and the provision of services to the community, adapted to the needs of today's society, aiming at an excellent professional performance. Promote health and well-being policies that contribute to a healthy academic context.

Vision

- Reinforce the recognition for the quality of teaching, collaborative and innovative, creative and entrepreneurial, in a changing global space, oriented to the new needs of the labour market, lifelong learning, culture, arts and sport;
- Expand recognition for research and development of good practice, with extension and articulation with the academic, regional, national and international community, assuming itself as a strategic partner in the scope of interdisciplinary research;
- Maintain recognition as a sustainable ESSNorteCVP, through its spirit of volunteering, social responsibility, commitment to the future of its students, stimulating networks with national and international educational and business institutions, as well as adopting sustainable ecological behaviour;

- Be recognised as a healthy Institution, through a multidisciplinary and mobilising actions of the entire educational community, with interventions to promote health and well-being with extension to the community with an effective impact of its intervention projects.

Values

The ESSNorteCVP complies with the fundamental principles of the Portuguese Red Cross and the stated values as guiding principles of their action:

Knowledge: Promotion of innovation, creativity and entrepreneurship, as essential factors of the academic community to the creation of scientific, cultural and artistic knowledge, higher education, deeply rooted in research, in the creation of social and economic value of knowledge and the active participation in the development of the communities where it is located.

Competences: Ability to transform knowledge into skills, with training for decision-making, independent and evidence-based, through the current contexts of problem solving.

Ethics: Cultivating responsibility and professional practice acting with respect and transparency, safeguarding the intellectual freedom to teach and investigate, autonomy and independence in compliance with the strategic and operational purposes defined by ESSNorteCVP.

Social Responsibility: cultivating social commitment as an agent of social promotion, favouring a more reliable and credible relationship between ESSNorteCVP and the different partners / networks, reinforcing and strengthening the organisational image with the city, the region and the country.

Solidarity: concern to provide support and voluntary assistance to all those who demonstrate the need, at local and regional level, to protect life and health, to promote respect for the human being, to promote understanding, cooperation and relations between individuals.

Transparency: Equity of access and treatment, regardless of gender, social order, cultural, ethnic, political or religious nature.

Trust: to promote a positive view of recognition of the Portuguese Red Cross (CVP), based on past experiences that support a standard expected (predictability of behaviour), shared values, perceived as compatible strongly rooted in its fundamental principles.

1.3. Organic and functional structure

ESSNorteCVP presents an organisational model based on a matrix (Figure 1), which enhances the management and interaction between bodies and structures with the perspective of integrating processes and creating synergies that allow the fulfilment of its mission, ensuring an efficient use of its means and resources.

Figure 1 shows the functional organization chart of ESSNorteCVP. The competencies are described in the Manual of Roles and Responsibilities attached to this Manual.

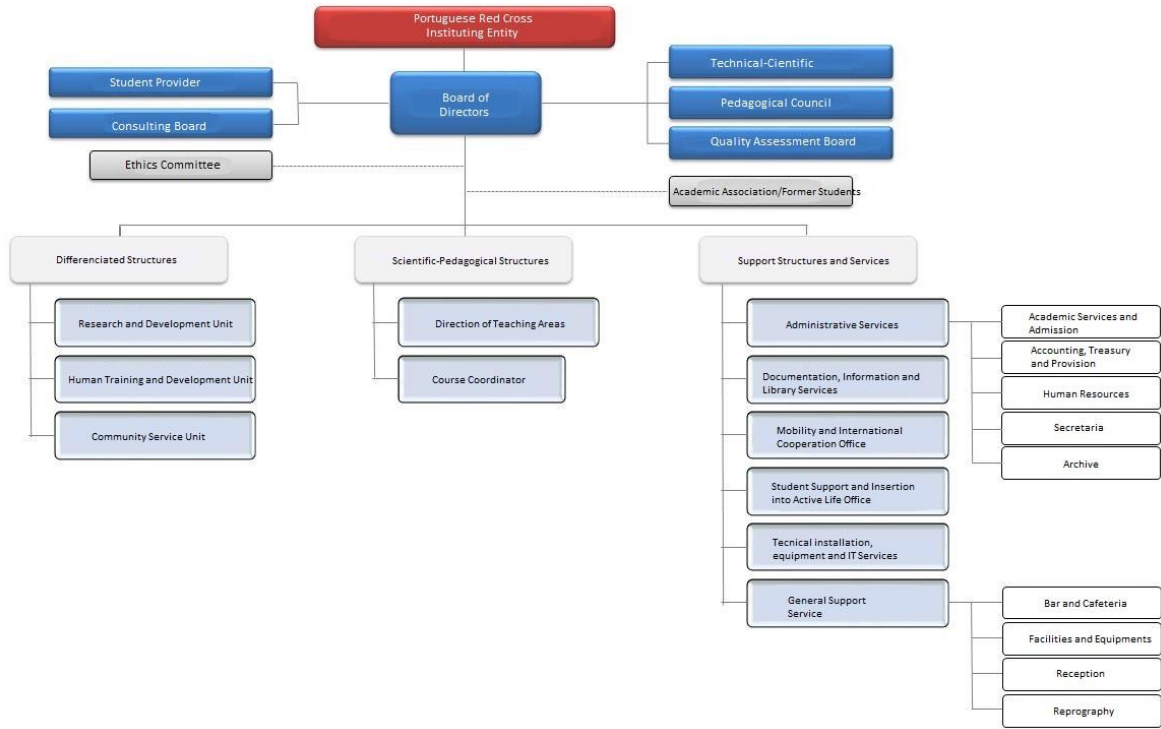


Figure 1 | Functional organisation chart

1.4. Context of ESSNorteCVP

The quality assurance of ESSNorteCVP is based on a SIGQ incorporating national recommendations and legal provisions: Legal Regime of Higher Education Institutions - Law nº 62/2007, of 10 September; Legal Regime for Higher Education Assessment - Law 38/2007, of 16 August; Higher Education Assessment and Accreditation Agency (A3ES) - Decree-Law No. 369/2007, and international: European Standards and Guidelines for Quality Assurance, European Association for Quality Assurance in Higher Education, Frameworks for Assessing Learning and Development Outcomes, Council for the Advancement of Standards in Higher Education; Using Learning Outcomes - European Qualification Framework. It also integrates the requirements of the NP EN ISO 9001 standard and APCER's General Certification Regulation; the principles of the Portuguese Red Cross and the quality culture developed since the creation of ESSNorteCVP.

This context continuously interacts with the various actors at different levels of the organization and with different degrees of responsibility. For quality assurance and management to be ensured, it is necessary to control, regulate and monitor the interactions of all stakeholders in this process, characterized by an individual and collective action promoting quality, in each of the four aspects (teaching and learning, research, continuous training and service to the community).

The coordination at the strategic level is materialized through the action of the bodies and structures and requires permanent monitoring by the management bodies and scientific and pedagogical coordination. The Advisory Board and the Student Ombudsman also play an important role in supporting and improving SIGQ within the scope of their competencies.

Administrative services are a key basis of the system with regard to the implementation, enforcement of procedures and the monitoring of teaching and learning activities.

Stakeholders relevant to ESSNorteCVP's strategy also contribute to the system, adding value to its mission, in the process of lifelong learning, at the scientific, social, cultural and artistic level, and also promoting community development.

1.5. Organizational Model of the Internal Quality Assurance and Management System

In accordance with paragraph e) of Article 20 of EssNorteCVP statutes, the Quality Assessment Council (CAQ) becomes part of the management bodies, having as generic competences, promoting the control and evaluation of the quality of the ESSNorteCVP and the courses.

Chapter II

2. Quality Assurance Monitoring

The POP, specifies the strategic objectives, indicators and goals defined by axes resulting from the PDE 2015-2019 and the PAO, reflects in a coherent and articulated manner the development and sustainability strategies based on the quality standards of ESSNorteCVP.

The POP is a model developed in digital support, and is organized according to the six strategic development axes, with the definition of actions to be implemented and their goals to be achieved, responsible, methodology for the implementation of actions implementation rate and comments.

The monitoring of the implementation of the SOP is coordinated by the CAQ, which promotes the analysis of the results obtained with the bodies and structures, including proposals for adjustments to the defined objectives / goals. The monitoring has periodicity adjusted to the academic years of the resulting activities, being this: quarterly, half-yearly or annual, and its results systematized in the Annual Activity Report.

The CAQ based on the results of the evaluation proposes to the CDIR the institutional policy and strategic objectives for quality assurance.

2.1 The Quality Assurance of Human Resources and Support Structures and Services

Human Resources

ESSNorteCVP has mechanisms that impose quality standards on the recruitment, management and training of employees, in order to ensure that employees have the necessary conditions to effectively and efficiently fulfil the functions and responsibilities assigned to them. The required quality standards emerge from the A3ES benchmarks and criteria, from the Career Statute for Higher Polytechnic Teaching Staff, from the Labour Code, from the Instituting Entity, from the mission, vision and values of ESSNorteCVP and from the quality policy.

The guarantee of the quality of human resources is reflected in the Regulation of the Human Resources Service, which integrates the Human Resources Policy and the Portuguese Red Cross Code of Conduct.

SIGQ integrates and monitors a set of indicators related to the quality assurance of human resources through POP, MP02 - People Management.

Support Structures and Services

The ESSNorteCVP is equipped with support structures and services organized and properly regulated allowing you to plan, manage and improve the learning environment of students, as well as other scientific and educational activities.

ESSNorteCVP offers a variety of resources to support learning, such as: physical resources (facilities, library, simulation and interactive learning center, room of the future, ICT resources, educational and scientific equipment, safety and environmental equipment, facilitating mobility equipment, signage); tutoring support; supervision; ombudsman and counselling; reception and service.

SIGQ integrates and monitors a set of indicators related to the quality assurance of structures through POP, MP04 - Infrastructures and Purchases, MP05 - Information Systems; MP06 - Academic and administrative management, MP07-Teaching and Learning.

2.2 Quality Assurance in Education and Training

The current European and international standards require that IES higher education institutions have a policy for the quality assurance of teaching and learning and to foster an internal culture that recognizes its importance.

The ESSNorteCVP in the MQ includes the essential procedures and standards of quality assurance in all aspects of teaching and learning, in accordance with the references and standards produced by external entities and A3ES. This manual is based on the level of detail that external entities have been proposing, supporting the organization and operation of the SIGQ in order to ensure compliance with the Quality Policy, in a perspective of continuous improvement. ESSNorteCVP also has an Education Department Director and a guide to good practice for higher education.

Rationale for teaching and learning assessment

The Study Plans, for the established programmes, are organized based on curricular units (UC) which in articulation, promote competence – based education aiming the acquisition of knowledge, skills and attitudes in a context of permanent evolution, facilitator of a process of intra and extracurricular autonomy, through the voluntary action of its collaborators and students in actions of the Portuguese Red Cross in the defence of life, health and human dignity, in line with its mission, respecting the structural pillars of the profession, regulated by the Order of Nurses (Nursing Council) and international references.

Thus, the UC are basic and fundamental elements in the structure and dynamics of the courses, as it will be described below, so that their preparation, approval, and monitoring is essential in the quality assurance process, as well as, the implementation of the objectives of the courses' study plans.

Monitoring the quality of teaching and learning is carried out according to a multifactorial approach, taking into account the specificity of each scientific field that promotes the integration and coordination throughout the course of study, leading to the development of systematic assessment procedures. These procedures allow ESSNorteCVP bodies and structures to obtain data to feed back into the monitoring processes, expressed in the annual reports that contribute to guarantee the quality of education.

The quality assurance mechanisms for the courses are the responsibility of CDIR, Technical-Scientific Council (CTC), Pedagogical Council (CPED), Advisory Council (CCON), CAQ according to the standards specified in this MQ.

Procedure for monitoring

CAQ, in coordination with the Course Coordinator (CC), provides the technical and logistical support intended in their responsibilities, particularly the application of various satisfaction questionnaires of students and employees, related to education CAQ provides support for the production and availability of information and reports to be prepared at the different levels of assessment, which, in conjunction with CPED, carry out the pedagogical monitoring and respective guidelines. The application of the pedagogical monitoring questionnaires, to students and teachers, is carried out in controlled documents (predefined format and content), also contemplating open questions that allow the recording of comments by the respondents.

Evaluation procedure for Curricular Units (UC)

The UC are materialized in the Q191-Organization model of the Curricular Unit whose completion and update is the responsibility of the UC's regent and approved by the CC, in compliance with the provisions of MP07 - Teaching-Learning Process.

Prior to the beginning of the semester, pedagogical coordination meetings are held, in which the coherence between educational objectives of each UC, competences to be developed, contents, pedagogical strategies, assessment methodologies and respective articulation between UC, among other pedagogical aspects, is analysed such as school hours and teaching hours.

The process is mandatory, being triggered by the CC, with the monitoring of the CPED, with the presence of the UC regents and their assistants, if applicable, in compliance with the provisions of the ESSNorteCVP Rules of Procedure.

The student satisfaction questionnaire on teaching and learning in the UCs is applied at the end of each semester and includes groups of questions, related to the functioning of services and courses, organization and teaching performance.

After the end of the UC, it is the responsibility of the respective regent, based on the opinions of the assistants, if applicable, to carry out the evaluation of their works. This evaluation is discussed in a pedagogical coordination meeting, with the aim of establishing a global evaluation of the UC taught according to the objectives and skills to be developed.

CAQ promotes the individualized sending to teachers of the results of the students' satisfaction questionnaires.

Course assessment procedure

The CC prepares a semi-annual record of the meeting that includes critical and prospective analysis on key aspects in improving the quality of teaching and learning of the respective course, being referred essentially:

- Analysis of teaching activity management (relationship between expected and effective workload, content taught, summaries);
- Synthesis of academic success results;
- Analysis of the implementation of the recommendations and plan presented at the planning meeting of the semester;
- Analysis of competencies developed by the students and which are valued for the exercise of professional practice;
- Analysis of competencies developed by the students and which are valued for the exercise of professional practice;
- Synthesis of the strengths and weaknesses of the course and proposals for improvement to be implemented in the following year, with their schedule and expected results;
- Identification of relevant pedagogical practice that can be made available and transferable.

The assessment procedures mentioned above are part of the CPED meeting agenda, and after discussion, the information is sent to the CTC and / or CDIR according to the subjects and the competencies of the referred bodies.

Evaluation of teaching at institutional level

In the Annual Activity Report (RAA), prepared in conjunction with the bodies and structures of ESSNorteCVP, approved by CDIR, highlights the quality and adequacy of the training offer and the teaching provided, which includes, in particular:

- Description of the information created about the courses, the improvement plans proposed in the fulfilment of the PDE;
- Analysis of the results obtained concerning the standards and goals established in the PAO;

- Main strengths and weaknesses in the coordination between teaching, research, human development and service to the community;
- Synthesis of improvement measures to guarantee the quality of education.

CAQ annually reviews the SIGQ, which emerges from the discussion and results obtained in the different processes defined in its review report. This guides the activities planning and improvement actions, of the study cycle, for the new annual period. It also contains the conclusions on the suitability and improvement actions to be developed, namely: framework with the objectives; compliance with legislation; improvements obtained in the processes; adequacy of the structure and resources; setting goals and guidelines for redefining goals.

Based on what has been described, the outputs of this process are diverse, ensuring continuous improvement in the quality of the study cycle. This analysis is carried out in meetings of the management bodies and the educational community, published on the ESSNorteCVP website and other documents: PAO; Audit reports, Study Plan Change Follow-up Report, among others.

CAQ, in meeting, analyses the results from the RAA, and proposes interventions in order to promote the guarantee of quality of education through institutional policy and strategic objectives.

At the annual meeting, CCON issues an opinion on the PAO, Continuous Training Plan, and promotes the coordination of the teaching with activities of scientific, cultural, recreational, sporting nature among others.

Results and impact

In the process of integrating the results obtained in the indicator map, an individual analysis of them is developed according to the defined goals and the developed PAO. Results that deviate significantly from the objectives and goals set, either in relation to teaching and learning, or to other dimensions of the activity of ESSNorteCVP, are considered not achieved, so they automatically generate opportunities for improvement that lead to the definition of actions by the areas / services involved, with CAQ support. In turn, results that are above the same objectives and goals and other criteria are considered to have been achieved. The rate of achievement of objectives is also monitored.

As previously mentioned and taking in consideration the efficiency of the quality assurance system, the UC / Teachers in which the results are not achieved are identified by CPED and CTC and supported by CAQ. They will be reflecting on the reasons underlying these results, namely in areas such as ESSNorteCVP success, teaching methods and strategies, student involvement, innovative practice and student monitoring.

CPED and CTC intervene in a systematic and structured manner, in view of the identification of UC / teachers whose results were not achieved. Thus, CAQ, due to its information system that supports the evaluation processes, produces, for each year and course, a database containing the results of student satisfaction by UC and teacher.

At a meeting of CPED and CTC, the results are analysed and actions to be implemented are defined. The actions must be scheduled and may include the need for teachers to undergo training in relevant pedagogical development areas, thus integrating the Annual Training Plan, as well as having these results reflected in the performance evaluation.

Course creation and review

ESSNorteCVP, within the scope of its mission, develops a continuous process of frequent adjustment of the study plan. Based on quality assurance processes, oriented towards high levels of efficiency, this adjustment comes, in a context of globalization, of a constant update and analysis of the contexts of professional development, of the processes of monitoring the study plans of the courses, as well as compliance with the benchmarks of A3ES

For the creation, approval, review and updating of the Study Cycle, the elements that must be included in the instruction of the respective processes (Design and Development Planning Form) are identified, with the involvement of the statutory bodies: CDIR, CTC and CPED, according to their competences, where the references are explained, namely those inherent to the Bologna paradigm and to the European Credit Accumulation and Transfer System (ECTS).

2.3 Research Quality Assurance

ESSNorteCVP also assumes research, within the scope of its mission, as a decisive factor for the development of health sciences, and simultaneously, as an integrating element of the curricular structure, with the active participation of students, teachers and external researchers, National and International.

The quality assurance of research, related to axis 3 - Research and Development, is prepared and monitored in the SOP, specifying a set of indicators and targets, that express the quality standards intended to the researching activity, compliance the institutional strategy in matters of research and development. In order to ensure the quality of the investigation, the general activities of the Research and Development Unit (UID) are ruled by predefined internal procedures and specific activities and also the participation and intervention of several bodies according to the process map MP08- Research & Development.

The SIGQ is also linked to the performance evaluation system of ESSNorteCVP teachers and researchers, which comprises an exhaustive set of indicators on its scientific activity.

The UID, through its Activity Plan, allows the following: design and reinforce research and its coordination with teaching; specify the set of actions that operationalize the institutional strategy for research and coordinate research with teaching.

The UID prepares an annual report, to be submitted to the CDIR, which includes a survey of the performance indicators provided in the Activity Plan, namely:

- Level of research activity (human resources and projects);
- Level of implementation of the projects;
- Scientific production;
- Articulation of research with teaching.

2.4 Quality Assurance in Community Relations

The relationship with the community is a fundamental pillar for ESSNorteCVP, not only as an integral part of its mission, but also as a national and international differentiating factor.

Quality assurance in community relationships is implemented and monitored in the POP, regarding axis 5 - Provision of services to the community, which specifies a set of initiatives, indicators and goals.

In partnership with institutions, public and private bodies, ESSNorteCVP, develops a permanent intervention, with the involvement of the academic community, in a perspective of research and development, in order to allow a transfer to and with the community concerning health gains.

The Community Service Delivery Unit (UPSC) prepares its annual report, based on the analysis of the indicators planned in its activity plan, where it is possible to show the articulation and involvement in activities, concerning the inter institutional collaboration, and service provision to the community. UOSC develops activities in collaboration with the Student Support and Inclusion in Active Life Office (GAEIVA) and the ESSNorteCVP Volunteer Group.

2.5 Quality Assurance in Internationalization Activities

ESSNorteCVP within the scope of its internationalization policies has defined procedures to promote, monitor, evaluate and improve the international activities namely those related to the participation and coordination of training, education and investigation. Quality assurance in the relationships with the community is implemented and monitored in the SOP, regarding axis 6 - Mobility and International Cooperation, which specifies a set of objectives, indicators and targets.

The internationalization of teaching and research and the mobility of students, teachers and staff are of high strategic interest for the development and sustainability of ESSNorteCVP.

In order to facilitate access to information, applications and communication between teaching staff, non-teaching staff and students and the institutional coordinator of the Portuguese Red Cross (CVP) and institutional representatives, was established an International Office to the website: www.iocvp.

The Mobility and International Cooperation Office prepares a financial cycle for the ERASMUS mobility project consisting of a mid-term report, a final financial pre-report and a final report, where it highlights the achievement of the objectives and indicators, and it is sent to the National Agency Erasmus + Education and Training.

2.6 Scope of the Quality Assurance and Management System

ESSNorteCVP obtained the ISO 9001 certification of the system in 2004, and since then it has been systematically renewed, by the standard NP EN ISO 9001 - Quality Management Systems - Requirements, with all the requirements applicable, on which the SIGQ organization is based. The SIGQ is applicable to all processes with the following scope: “Higher health education, including research and development. Conception, development and implementation further training”.

It is also the objective of this MQ to present a summary of the methodologies adopted by ESSNorteCVP to ensure the implementation of the NP EN ISO 9001 standard to the management of its processes and resources, promoting the satisfaction of its customers, employees and other interested parties.

All employees are responsible for implementing and improving the SIGQ. The monitoring of the implementation and improvement of the system is guaranteed by CDIR and CAQ. CDIR is committed to complying with all legal, normative and statutory requirements and ensuring the continuous improvement of SIGQ.

ISO 9001 certification

The implementation of the ISO 9001 Quality Management System is developed within the scope of process management: MP01-System Management, MP02-People Management, MP03-Evaluation and Improvement, MP04-Infrastructure and Purchasing, MP05-Information Systems, MP06-Academic and Administrative Management, MP07-Teaching and Learning, MP08-Research & Development, MP09-Community Services, MP10-Continuous training and MP11-Internationalization. The processes define how to implement all the requirements of the norm. Figure 2 illustrates the interaction between the SIGQ processes.

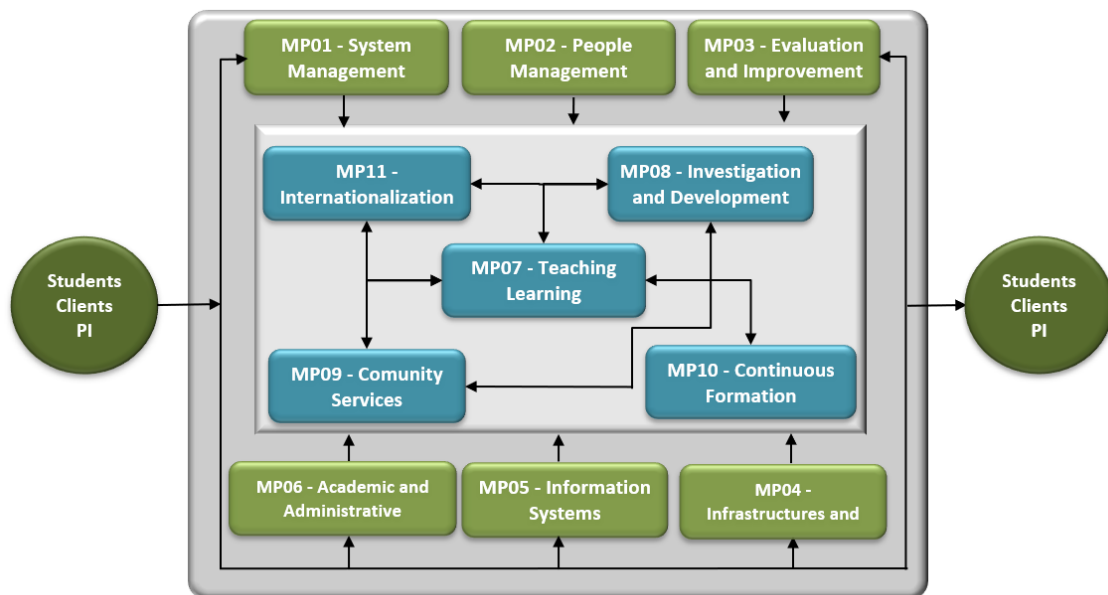


Figure 2 | Interaction between SIGQ processes

Chapter III

3. Articulation of the Internal Quality Assurance and Management System with Strategic Management

Based on the reports and results from the different processes, including the POP, the CAQ in articulation with the other ESSNorteCVP bodies, it is annually analysed the degree of achievement of the proposed objectives and goals and it is promoted a wide ranging discussion on them, as well as the involvement of employees and students.

The CDIR is responsible for preparing the PAO to be sent to the Institution.

3.1. Participation of Internal and External Stakeholders in the SIGQ

ESSNorteCVP's policy for quality, gives to the participation of all interested parties, internal and external, a vital importance in strategic planning and quality assurance. Evidence of this, is the organizational design of SIGQ, in which the coordination and involvement of the bodies and services is clear, of which the CCON stands out, as a way of fostering permanent cooperation between ESSNorteCVP and the local and regional community, namely with the local authorities, professional organizations, health and educational institutions, scientific, sports, cultural and recreational associations, among others.

Interested party	Participation in bodies with responsibility in the SIGQ	Participation in quality assurance processes
Professors	CDIR CTC CPED CCON Student Ombudsman CAQ	Ensure the conformity of the study plans of the courses with the standards, policy and strategy of ESSNorteCVP for quality. <i>Input</i> to PAO. <i>Output</i> to RAA. Consideration and approval of the Institutional Self-Evaluation Report.
Students	CPED CCON CAQ	Support in quality assurance in the design of objectives and in monitoring the implementation of the quality policy.
Non-teaching staff	CAQ	Implement the processes of providing services certified by ISO 9001. <i>Input</i> to PAO. <i>Output</i> to RAA. Participate in the preparation of self-assessment reports.
Graduates	CCON Alumni Association	Ensure that the policy and quality objectives articulate the strategies and activities in ESSNorteCVP, taking into account the norms and standards of the regulatory bodies <i>Inputs</i> to PAO.
External Entities	CCON CAQ	Support the quality assurance committee in designing the objectives and monitoring the implementation of the quality policy. <i>Inputs</i> to PAO.

Figure 3 | Stakeholder Participation in SIGQ

3.2. Production and Disclosure of Information

The availability of information and its transparency are a fundamental element of ESSNorteCVP's quality assurance system.

In this sense, the CAQ, in conjunction with the CPED and course coordinator, promote support, with regard to the collection of information from different process managers, in order to allow efficient time management and ensure the reliability of data and other outputs.

As previously mentioned, the evaluation of teaching / learning is, due to several factors, the most complex aspect of the internal quality assurance system and, therefore, the system provides maximum support for the registration and collection of information with regard to:

- Organization and planning of each semester, as well as, its results achieved that are part of the pedagogical portfolio of the year / course;
- Results of the questionnaires on the opinions of students and teachers on the functioning of teaching;
- Other results relevant for the evaluation of education, in particular those related to employability, such as surveys of graduates and employers;
- Available elements of external evaluations, including audit reports and recommendations.

3.3. Disclosure of Information

The disclosure of information to the academic community is a practice already established at ESSNorteCVP. It is intended, therefore, to develop a quality policy through the transparency and the pedagogical effect of this information, promoting a spirit of self-responsibility and a greater commitment and participation of all in the implementation of the SIGQ of ESSNorteCVP.

With respect for institutional ethics and responsible practice, there are levels of differentiated information disclosure, as well as, in its detail, particularly with regard to:

- Level of satisfaction of students about the UC, their teachers and course functioning and ESSNorteCVP, are disclosed to the community only aggregated results; individual results are made known only to management bodies;
- The results reports are analysed by the CAQ in conjunction with CPED, presented and discussed at a CPED meeting and sent to the CTC and CDIR.

With regard to public information on student satisfaction with the different dimensions of ESSNorteCVP, a summary report of student satisfaction results is published annually. As has been done in previous years, the RAA is made public on the ESSNorteCVP website(<http://www.essnortecvp.pt/>).

In accordance with European standards for quality assurance in education, it is relevant to regularly publish up-to-date, impartial and objective information, both quantitative and qualitative, on the teaching provided. In raising these standards, ESSNorteCVP maintains duly updated information on the website, covering, in particular, the following items:

- Characterization of the Institution, standards and regulations;
- The available training offer;
- Rules and requirements for student access and admission
- The study programme for the courses;
- Accreditation titles and results of the assessment of the institution and its study cycles;
- Learning objectives, qualifications conferred;
- The teaching methodologies, learning and assessment of students;
- Mobility opportunities - Programmes;
- Employability perspectives concerning the 1st cycle of studies;
- The teaching staff;
- Access to material resources and education support services;
- Internal quality assurance policies;
- Instruments for dealing with complaints and suggestions;
- Learning outcomes and levels of student satisfaction;
- The Study Plan Change Follow-up report.

Chapter IV

4. Monitoring, Evaluation and Continuous Development of SIGQ

The CAQ promotes a permanent monitoring of the quality assurance system, particularly with regard to:

- POP Level of completion;
- Collection of indicators and application of questionnaires;
- Meeting deadlines;
- The quality of the analysis performed;
- Relevance and applicability of action plans for improvement and their evaluation;
- Effectiveness of actions to address risks and opportunities.

The CAQ prepares an annual management review report, in which the functioning of the SIGQ is reflected, identifying the difficulties encountered, the system's strengths and weaknesses, and proposing improvement measures resulting from the identified improvement opportunities.

The ESSNorteCVP periodically promotes and hosts external institutional assessments. The periodicity and form of the assessment are defined according to the national framework adopted by A3ES and the Ministry and, annually, by APCER.

Figure 4 shows the layout of the overall process of quality assurance monitoring and its relationship with the strategic management of the institution.

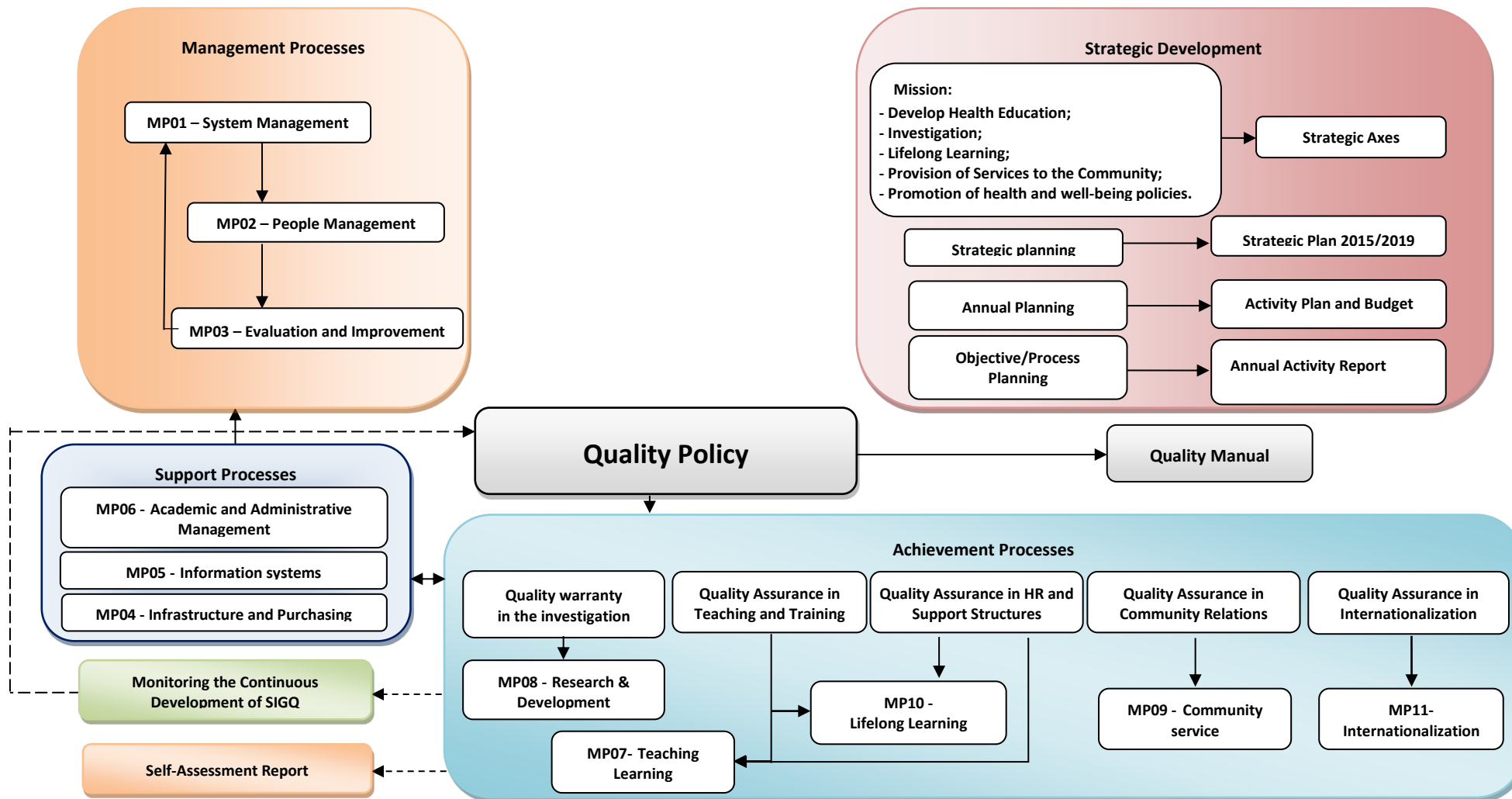


Figure 4 | General Quality Assurance Monitoring Process

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Appendices

Appendix 1. Roles and Responsibilities

1. Bodies of ESSNorteCVP

ESSNorteCVP has the following bodies:

- 1.1. Board of Directors (CDIR);
- 1.2. Technical-Scientific Council (CTC);
- 1.3. Pedagogical Council (CPED);
- 1.4. Advisory Council (CCON);
- 1.5. Quality Assessment Council (CAQ);
- 1.6. Student Ombudsman.

1.1. Board of Directors

Responsible body for ensuring the good management and functioning of the ESSNorteCVP.

Competences of the CDIR

- Take the necessary decisions for the management of ESSNorteCVP and ensure its proper functioning within the limits of the legislation in force, statutes and other internal regulations that apply to it;
- Preparing the annual activity plan and budget, to be proposed to the founding body, after consultation with the technical-scientific, pedagogical and advisory council;
- Prepare and submit, to the instituting entity, the annual report of accounts;
- Prepare, under the terms of the law, the annual activity report, to be presented to the instituting entity for approval and publication, with opinions from the technical-scientific and pedagogical council;
- Promote the coordination between management bodies, teaching areas, offices and services;
- Ensure the coordination between administrative activities and scientific-pedagogical areas;
- Create, alter or extinguish teaching areas, after hearing the technical-scientific advice;
- Appoint or dismiss the directors of the teaching areas, under the terms of these statutes;
- Approve the objectives, organization and functioning of the teaching areas by proposal or with the favourable opinion of the technical-scientific council;
- Take the necessary measures to guarantee the quality of teaching and research at ESSNorteCVP;
- Ensure compliance with the applicable legal rules and regulations;

- Ensure the maintenance of ESSNorteCVP's facilities and equipment, proposing to the instituting entity what it considers convenient for the good administration of the assets that affect it;
- Ensure the good execution of the activity plan and budget, in conjunction with the strategic development plan;
- Support student associations, ensuring the necessary conditions for the development of extracurricular skills, namely through collective and social participation;
- Support former students and their associations, facilitating and promoting their contribution to the strategic development of ESSNorteCVP;
- Institute ESSNorteCVP awards;
- Approve the granting of titles or honorary distinctions;
- Enforce, in the exercise of its own competence, the acts of the other bodies;
- Ensure the execution of the electoral acts foreseen in these statutes and in the ESSNorteCVP internal regulations;
- Prepare, in collaboration with the other bodies, the internal regulations of ESSNorteCVP;
- Ratify the electoral acts concerning the members of the technical-scientific and pedagogical council and the student ombudsman;
- Approve the vacancies for the courses to be created and the annual vacancies for the courses in ESSNorteCVP, according to the law;
- Appoint and dismiss the course coordinators with the favourable opinion of the technical-scientific council and the director of the teaching area;
- Elaborate support proposals to be granted to students in the framework of ESSNorteCVP social action and other activities within the guidelines and limits set by the instituting entity;
- Approve the teaching service and the access and admission calendars for bachelor's and master's degree courses, for non-degree courses, namely technical higher professional courses, post-graduate and specialization courses;
- Submit the request for registration of professional higher technical courses, in the terms of the law;
- Approve the continuous training plan;
- Approve the working hours and vacation plans of teaching and non-teaching staff, within the guidelines of the instituting entity;
- Propose the hiring, appointment, promotion or dismissal of teaching and non-teaching staff according to what is provided for in the legislation in force, in the internal regulations of ESSNorteCVP and the instituting entity, as well as their distribution through the services, after hearing the competent bodies;
- Elaborate and approve its bylaws.

Competences of the President of the CDIR

- Convene and preside over the work of the board of directors, delegating whenever it deems necessary to the vice-president or, in his absence, to another member of the board;
- Represent ESSNorteCVP externally, by itself or together with other members;
- Correspond with public and or private entities within the scope of its competence;
- Submit for approval to the instituting entity the issues that need its intervention;
- Ensure the permanent connection between ESSNorteCVP and CVP, transmitting to the instituted bodies the norms and or instructions issued by the instituting entity;
- Propose to the instituting entity the Strategic Development Plan for each period of its mandate;
- Assume the powers delegated to it by the instituting entity;
- Assume the powers delegated to him by the board of directors;
- Take, under the legal and statutory terms, the initiatives leading to the development of ESSNorteCVP and the pursuit of its objectives.

Competences of the Vice – President of the CDIR

Perform the functions that the President expressly determines or delegates or sub-delegates to him and substitute him in his absences and impediments, following the order established by him.

Responsibilities

In addition to the statutory competencies - Article 24 “Competences” - the CDIR is also responsible within the SIGQ for the following:

- Manages MP01-System Management;
- Appoints the elements that make up the Council for Quality Assessment, after hearing the CTC, CPED, and the Academic Association;
- Approves the MQ, Process Map, management procedures, manual functions and objectives (Q03 - Planning of objectives / processes);
- Communicates to the organization the importance of compliance with customer requirements, statutes, and regulations;
- Defines, communicates, and reviews the quality policy;
- Establishes and communicates quality objectives and ensures that they meet the requirements of the services;
- Ensures internal communication of the follow-up of quality objectives;
- Ensures that responsibilities are defined and communicated within the organization;
- Ensures that the SIGQ planning is conducted taking into account the system requirements and the quality objectives;
- Approves the Audit Program, analyses the results of the SIGQ audits and proposes corrective and/or improvement actions, as deemed appropriate, to the competent bodies and services;
- Approves the SIGQ Review Report;
- Reviews the activities associated with the SIGQ, as well as its results;

- Communicates the results of the evaluation of the effectiveness of the SIGQ;
- Proposes the creation and / or revision of the SIGQ.

Authority

According to statutes and delegation of powers defined by the instituting entity

Replacement Policy

Vice-President of the CDIR

1.2. Technical-Scientific Council

Body responsible for guiding scientific policy to pursue in the fields of education, training, research, cultural extension and provision of services to the community.

Competences of the CTC

- Establish the general guidelines for scientific orientation and monitor the development of scientific activity;
- Prepare and approve its regulations;
- Prepare the annual activities plan and report;
- Assess the ESSNorteCVP scientific activities plan;
- Decide on the creation, transformation or extinction of ESSNorteCVP teaching areas;
- Deliberate on the distribution of teaching service, subjecting it to the approval of the President of the Board of Directors of the ESSNorteCVP;
- Define the training areas of the higher technical professional courses, taking into account the professional training needs in the region where the ESSNorteCVP is located;
- Give opinion about the creation of degree conferring study cycles, of non-degree conferring courses, namely post-graduate and specialization courses and higher technical professional courses and approve the respective study plans;
- Approve the changes to degree conferring study cycles, to non-degree conferring courses, namely post-graduate and specialization courses and professional higher technical courses, in accordance with the law;
- Approve the regulatory standards of the bachelor's degree, master's degree and professional technical courses, provided by law and that integrate the ESSNorteCVP internal regulations;
- Propose the vacancies for the courses to be created and the annual vacancies for the courses in operation at ESSNorteCVP, under the terms of the law;
- Approve the attendance, precedence, transition and limitation rules;
- Propose or decide on the granting of honorific titles or distinctions;
- Propose or decide on the institution of ESSNorteCVP awards;

- Propose or issue an opinion about the creation of international agreements and partnerships;
- Propose the composition of the juries of academic examinations and competitions;
- Perform other acts prescribed by law regarding the teaching and research careers and the recruitment of teaching and research staff;
- Give opinion about the hiring of technical staff assigned to scientific tasks;
- Give opinion about the creation, alteration, or extinction of teaching areas and about the appointment and dismissal of course coordinators;
- Deliberate about crediting in the cases foreseen by law;
- Propose the acquisition of didactic, scientific, and bibliographic material or its alienation;
- Give opinion about the previous year's activity report;
- Study and prepare proposals on scientific activity, cultural extension, and community service provision;
- Propose the signing of agreements and collaboration protocols with other entities and other acts of scientific nature;
- Propose the organization of courses, conferences, seminars and other activities of scientific interest;
- Decide on the regulations for the evaluation of the students' performance;
- Decide on student transfers;
- Decide on the alteration of the number of annual admission vacancies, according to the law;
- Approve the ESSNorteCVP calendars and exams calendar;
- Present projects or proposals regarding the functioning of the courses;
- Comment on all issues of scientific scope that are submitted by the president of the Board of Directors;
- Perform any other functions that may be assigned by law or by the statutes;
- Pronounce on the results of student satisfaction surveys.

Competences of the Presidente of the CTC

- Conduct the functioning of the Council;
- Conduct the meetings;
- Represent the Council.

Competences of the CTC Vice President

Perform the duties delegated to him by the President and substitute him in his impediments.

Responsibilities

In addition to the statutory competencies - Article 28 "Competences" - the CTC is also responsible within the SIGQ for the following:

- Creation and restructuring the study cycles;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and or revision of procedures and models applicable to its specific activities.

Authority

- Elaborate and approve its bylaws
- Deliberate on the distribution of teaching service subjecting it to the approval of the Director of ESSNorteCVP;
- Define the training areas of the higher technical professional courses, taking into account the professional training needs in the region where the ESSNorteCVP is located;
- Approve the changes to degree courses, to non-degree courses, namely post-graduate and specialization courses and technical higher professional courses, according to the law;
- Approve the regulations for the bachelor's degree, master's degree and technical professional courses, according to the law and that are part of the ESSNorteCVP internal regulations;
- Approve the attendance, precedence, transition and prescription systems;
- Decide about crediting in the cases prescribed by law;
- Approve the school calendars and examination schedules.

Replacement policy

Vice President of CTC

1.3. Pedagogical Council

Body responsible for ensuring the proper functioning of the courses taught at ESSNorteCVP from the pedagogical point of view.

Competences of the CPED

- Study and assess the guidelines, methods, acts and results of teaching and learning activities in order to ensure the proper functioning of the courses taught at ESSNorteCVP;
- Elaborate and approve its bylaws;
- Pronounce on pedagogical guidelines and teaching and assessment methods;
- Promote regular surveys on the ESSNorteCVP pedagogical performance as well as the analysis and dissemination of its results;
- Promote teachers' pedagogical performance assessment, by themselves as well as by the students, and the analysis and dissemination of its results;
- Assess complaints regarding pedagogical failures, and propose the necessary measures;
- Propose the attendance, precedence, and transition systems;
- Approve the regulations for the evaluation of the students' performance
- Pronounce on the prescription system;
- Pronounce on the creation and alteration of degree conferring study cycles and respective study plans;
- Pronounce on the creation and alteration of higher professional technical courses and other non-degree courses and respective study plans;
- Pronounce on the ESSNorteCVP activity report;
- Pronounce on the creation of ESSNorteCVP awards;
- Pronounce on the academic calendar and exam maps;
- Give an opinion about the ESSNorteCVP schedules;
- Prepare proposals regarding the functioning of the information and library documentation service;
- Propose the acquisition of didactic, audiovisual and bibliographic material of pedagogical interest;
- Propose the holding of courses, conferences, seminars and other activities of didactic or scientific interest, taking into account, whenever possible, the collaboration of other bodies, as well as the academic association or other Institutions;
- Promote pedagogical training and new pedagogical experiences and propose actions to improve teaching;
- Pronounce on the regulation of attendance, year transition and precedence;
- Prepare the pedagogical council's annual plan and report;

- Pronounce on all pedagogical matters submitted to it by other ESSNorteCVP bodies;
- Exercise any other powers that may be conferred by law or the statutes.

Competences of the Presidente of the CPED

- Conduct the functioning of the Council;
- Guide the meetings;
- Represent the Council.

Competences of the CPED Vice President

Perform the duties delegated to him by the President and substitute him in his impediments.

Responsibilities

In addition to the statutory competencies - Article 32 “Competences” - the CPED is also responsible within the SIGQ for the following:

- Analysis and dissemination of the results of the student satisfaction questionnaires;
- Comply with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and or review of procedures and models applicable to its specific activities.

Authority of CPED

- Elaborate and approve its bylaws;
- Approve the regulations concerning the assessment of students performance.

Replacement policy

Vice President of CPED

1.4. Advisory Council (CCON)

A consultative body, with representatives from the local and regional community, which issues opinions about matters foreseen in the statutes and others that may be submitted to it by the CDIR.

Competences

- Promote permanent cooperation between ESSNorteCVP and the local and regional community, namely with the local authorities, professional organizations, health and educational institutions, scientific, sports, cultural and recreational associations, among others;
- Issue an opinion on: the strategic development plan; the creation of new courses; the annual activity plan; the continuous training plan;

- Prepare and approve its internal regulations;
- Issue opinions on all matters submitted for consideration by the Board of Directors.

Responsibilities

In addition to the statutory competencies - Article 35 “Competences” - the CCON is also responsible within the SIGQ for the following:

- Issue opportunities for improvement.

Authority

- Elaborate and approve its bylaws.

Replacement policy

Not applicable

1.5. Quality Assessment Council (CAQ)

Body responsible for implementing, monitoring and evaluating compliance with the quality policy.

Competences

- Promote the control and evaluation of the quality of ESSNorteCVP and courses;
- Promote initiatives for the adoption of a culture of quality, around the educational project and the mission of ESSNorteCVP;
- Ensure the quality policy and its monitoring in all teaching areas, structures and services of ESSNorteCVP;
- Propose the standardization of procedures, whenever justified;
- Ensure that the necessary processes for the internal quality assurance system are designed and developed in conjunction with the other organs, structures and services;
- Define the methodology of control of documents that constitute the internal quality assurance system;
- Develop internal audit plans and analyse their results, proposing actions for continuous improvement;
- Propose the creation or revision of service delivery processes, management and support processes, methodologies, operating procedures and models, submitting them for verification and approval;
- Streamline the revision and updating of the quality manual;
- Streamline the process of evaluation of employee satisfaction, students, trainees and employers;
- Manage, collect and analyse information on quality assurance;

- Ensure the permanent updating of indicators and information about the internal quality assurance system;
- Prepare the report of the internal quality assurance system and propose improvement actions;
- Prepare the proposal for the institutional and course self-evaluation report;
- Provide on the ESSNorteCVP website, the self-assessment and external evaluation reports of the institution, as well as of its study cycles and other courses, namely the higher technical professional courses;
- Prepare and approve its regulations.

Responsibilities

In addition to the statutory competencies - Article 38 “Competences” - the CAQ is also responsible within the SIGQ for the following:

- Manages the quality assurance and self-assessment process;
- Manages, under the Data Protection Regulation, the database of lawfulness of personal data processing;
- Manages the ESSNorteCVP risk matrix and proposes actions according to the risk value;
- Manages the Q01- General ESSNorteCVP Documents List;
- Manages Q02-General Regulations and Legislation List;
- Ensures the maintenance of the SIGQ;
- Monitors the POP;
- Manages MP03-Evaluation and Improvement;
- Manages Q19-Corrective and Preventive Actions;
- Streamlines the handling of non-conformities and the taking of corrective actions to avoid the repetition of problems and preventive actions, which on the other hand, avoid their occurrence.
- Streamlines the handling of complaints and suggestions;
- Promotes corrective actions, preventive actions, and improvement opportunities.
- Analyses the results of process audits and proposes corrective and/or improvement actions as deemed appropriate to the CDIR, according to the non-conformities and/or opportunities for improvement detected;
- Proposes to CDIR the quality policy and strategic objectives based on quality standards;
- Ensures that the PQ reflects the culture and values of ESSNorteCVP, in pursuit of the strategies and activities undertaken by ESSNorteCVP;
- Makes a statement on the proposed institutional self-assessment report;
- Promotes a culture of quality around the educational model and the mission of ESSNorteCVP.

Authority

- Elaborate and approve its bylaws.

Replacement policy

CAQ member with delegated powers

1.6. Student Ombudsman

Single body, designated by the Board of Directors, to exercise the function of ombudsman with independence, equidistance, impartiality and with fairness judgment.

Competences

- Assess students' complaints and complaints and to make recommendations to the competent bodies;
- Make recommendations in order to safeguard the students' interests, namely in the domain of their statutory rights;
- Promote preventive activities in the different services of interest to students.

Responsibilities

In addition to the statutory competencies - Article 41 "Competences" - the Student Ombudsman is also responsible within the SIGQ for the following:

- Appreciation of the students' suggestions and complaints and makes recommendations in conjunction with the CAQ.

Authority

Not applicable

Replacement policy

Not applicable

2. Scientific-Pedagogical Structures

ESSNorteCVP is organized by teaching areas with a view to carrying out teaching, training, research and service-providing activities to the community

- Nursing;
- Non-conventional therapies.

2.1. Management of the teaching areas

The Director of the Teaching Area (DAE), appointed by CDIR, ensures the coordination, pedagogical and scientific management of his teaching area.

Competencies

- Ensure the pedagogical and scientific coordination and management;
- Promotes proper functioning, in the strict condition of the legal provisions, the provisions of the statutes, the internal regulations, the opinions of CPED, the deliberations of CTC and the orders of the CDIR or its President;
- Accumulate course coordinator roles when the teaching area has only one cycle of studies in operation.

Responsibilities

In addition to the statutory competencies - Article 44 “Competences” – the DAE is also responsible within the SIGQ for the following:

- Convenes and conducts teaching area director meetings;
- Convenes and conducts the planning meetings of the school year;
- Gives an opinion on the appointment of the course coordinator of its teaching area;
- Approves the annual report of the pedagogical and scientific activities of their teaching area;
- Complies with the provisions of the MQ, procedures and models applicable to their specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

- Approval of annual report of pedagogical and scientific activities

Replacement policy

President of CPED

2.2. Course Coordinator

The CC is appointed and dismissed by the CDIR with the opinion of the CTC and director of the teaching area.

Competencies

- Organisation and pedagogical management and coordination and monitoring of the teaching work of the respective Course;
- Represent the Course inside and outside ESSNorteCVP;
- Coordinate the UC programmes and ensure their proper functioning;
- Ensure that the learning objectives within the scope of curriculum development are achieved;
- Coordinate the tutoring activities and those related to clinical teaching / internships;
- Inform the CDIR about the teachers' performance in the theoretical and practical components;
- Prepare the annual report on the operation of the course.

Responsibilities

In addition to the statutory competencies - Article 46 “Competences” – the CC is also responsible within the SIGQ for the following:

- Convenes and conducts course coordination meetings with the students;
- Promotes the presentation and integration of teachers and makes known the regulations, within the MP07-Teaching Learning, in force;
- Convenes and conducts the follow-up meetings of the school and pedagogical processes and clinical/internship teaching with the teachers/advisors;
- Convenes and conducts the semester planning meetings, with their teaching staff;
- Promotes the presentation / integration of students and informs students of the regulations in force;
- Prepares, in conjunction with the Pedagogical Secretariat, the activities in the context of pedagogical management relating to: annual schedule; teaching schedules; calendar of assessment tests and exams; monitoring map of assessment tests; teaching service schedule; monthly verification of the management of teaching activity; management of teaching and pedagogical and clinical teaching/internship portfolios; annual report of the course's pedagogical and scientific activities and information to the Academic Services on the assessment methodology of the different curricular units;
- Approval of UC Organizations;
- Assessment of local needs of clinical teaching / internship;
- Complies with the provisions of the MQ, procedures and models applicable to their specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;

- Proposes the creation and or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

Not applicable.

Replacement policy

Director of the teaching área

Teaching Staff

The teaching staff must have the proper qualifications and degrees legally required for the exercise of their functions within the private education, subject to the exceptions set out by law.

Responsibilities

- Promotes the integrated development of personality, knowledge and current and potential skills of students, taking into account the future of the profession;
- Promotes the training of students in ESSNorteCVP or in other public or private health establishments and services, or in other institutions of social and community nature;
- Provides the teaching service assigned to them;
- Accompanies students in their respective clinical teaching/internship sites and in all activities leading to the learning and assessment of their knowledge and skills;
- Makes the assessment of the students' knowledge according to the Internal Regulation;
- Carries out the examination service assigned to them;
- Provides pedagogical support and assistance to students;
- Develops, individually or in groups, scientific research;
- Promotes the updating and improvement of the syllabus of the UCs, whose responsibility is entrusted to them;
- Prepares pedagogical materials and the elements that are indispensable to teaching;
- Participates in the convened work meetings and integrate the bodies they are nominated or elected, without prejudice to their teaching activity;
- Participates in extra academic tasks;
- Collaborates in the organisation of individual students' files, ensuring that they contain all elements relating to their performance;
- Collaborates in the preparation and organisation of teachers' individual files, providing information regarding their competences and personal and professional development;
- Complies with the guidelines issued by CTC and CPED, in accordance with the Statutes;

- Prepares the UC organization;
- Prepares the corresponding summary in the Netp@ software;
- Ensures the signature of the attendance sheet in person teaching sessions;
- Complies with the provisions of the MQ, procedures and models applicable to their specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

Not applicable.

Replacement policy

Not applicable

3. Differentiated Structures

The ESSNorteCVP has the following differentiated structures:

- 3.1. Research & Development Unit;
- 3.2. Training and Human Development Unit;
- 3.3. Community Service Unit.

3.1. Research & Development Unit

The purpose of the Research and Development Unit is to carry out research and development activities in health and education, as well as to coordinate the production and diffusion of knowledge, training in the area of research methodologies and definition of guidelines for research policy in ESSNorteCVP. The coordinator of the UID is nominated by the President of the Board of Directors, from among researchers with a doctoral degree and after the Technical - Scientific Council has been consulted.

Competences of the Coordinator of the UID

- Represent the UID to the organs of ESSNorteCVP and abroad;
- Promote the articulation between teaching and research, in particular with regard to students' contact with research and innovation activities;
- Define mechanisms for economic valorisation of knowledge;
- Create procedures for the monitoring and assessing and improvement of resources, taking into account the results of scientific, technological and artistic production, the valorisation of knowledge and the articulation between teaching and research;
- Support and monitor applications for research and development projects for funding;
- Prepare and submit to the approval of the president of the Board of Directors, after hearing the Technical-Scientific Council, the activity plan and budget estimate;
- Prepare the annual activity plan and report.

Responsibilities of the Coordinator of the UID

In addition to the statutory competences - Article 47 "Competences" Research & Development Unit – the coordinator is also responsible within the SIGQ for the following:

- Manages MP08 - Research & Development;
- Gives an opinion on the creation or alteration of the research lines;
- Gives its opinion on research studies presented;
- Issues opinions on submitted scientific matters;
- Gives its opinion about the admission and/or exclusion of members;
- Prepares the annual activities plan;
- Prepares the annual activities report;

- Proposes protocols or other forms of cooperation for scientific exchange with similar national or international institutions;
- Supports the application for funding research studies;
- Supports the scientific dissemination of research results;
- Promotes the organisation of national and international scientific events;
- Promotes the ESSNorteCVP scientific journal;
- Promotes advanced training for researchers;
- Prepares its regulation and proposes eventual alterations;
- Analyses research studies and submits them to the Ethics Committee for opinion, if applicable;
- Proposes research studies for approval at the UID meeting;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to its specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

Not applicable.

Replacement policy

President of CTC

3.2. Training and Human Development Unit

The UFDH aims to:

- Develop actions for the qualification of its employees, teaching and non-teaching staff, through participation in lifelong learning programmes aimed at updating knowledge with a view to personal and professional development;
- Develop short courses aimed at health professionals in the public or private sector.

The coordinator of the UFDH is nominated by the President of the Board of Directors.

Competences of the coordinator of the UFDH

- Promote the diagnosis of the employees' training needs ;
- Prepare, disseminate and monitor the implementation of the annual training plan according to the results of the diagnosis of training needs and the needs identified in the performance evaluation process;
- Coordinate the presentation and monitor of the implementation of training applications for external funding;
- Promote the assessment of trainee satisfaction;
- Promote the assessment of training impact;
- Prepare the annual plan and report.

Responsibilities of the Coordinator of the UFDH

In addition to the statutory competences - Article 48 "Competences" Training and Human Development Unit – the coordinator is also responsible within the SIGQ for the following:

- Identifies in-service and overseas training needs;
- Prepares the internal and external training plan;
- Manages, in conjunction with SRH, MP02 - People Management;
- Manages MP10 - Continuous Training;
- Develops external training according to the health area in general and especially in the teaching areas of ESSNorteCVP;
- Designs and disseminates training programmes;
- Organises the technical-pedagogical dossier;
- Prepares and controls the training actions;
- Issues professional training certificates, vocational training attendance certificates and in-service training certificates;
- Evaluates the training by the trainee;
- Contributes to the RAA, regarding the activities of the UFDH;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and or revision of procedures and models applicable to its specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

- Organise the technical-pedagogical dossier;
- Issue certificates.

Replacement policy

Human Resources service

3.3. Community Service Unit

Its purpose is to develop mechanisms to promote, evaluate and improve interinstitutional and community collaboration, contributing to regional and national development in the area of health. The community service unit develops its activity through:

- Institutional collaboration;
- Providing services abroad;
- Sports and artistic cultural action abroad;
- Integration in national projects and partnerships;
- Raising its own income through its activities.

The UPSC coordinator is nominated by the President of the Board of Directors.

Competences of the Coordinator of the UPSC

- Represent the unit abroad;
- Prepare the necessary regulations for the functioning of the unit;
- Prepare and submit for approval by the Board of Directors, the activity plan and budget estimate;
- Promote the assessment of the impact of the activities carried out;
- Prepare the annual activity report.

Responsibilities of the Coordinator of the UPSC

In addition to the statutory competences - Article 49 "Community Service Unit"– the coordinator is also responsible within the SIGQ for the following:

- Manages MP09 - Community Services;
- Promotes extracurricular activities of Health Promotion in the Community;
- Collaborates with the Academic Association, Association of Former Students and Volunteer Group of ESSNorteCVP in joint initiatives;
- Promotes activities and projects in collaboration with entities or other people from abroad;
- Responds to requests from the community, within the scope of health education, provision of nursing care, psychological research and consultation and others that may be constituted;

- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and / or review of Procedures and models applicable to its specific activities;
- Reports unfit equipment and means associated with the workspace.

Authority

Not applicable.

Replacement policy

Student Support and Inclusion in Active Life office

4. Support Structures and Services

ESSNorteCVP organises its services as follows:

- 4.1. Administrative services (SA);
- 4.2. Documentation, Information and Library Service (SDIB);
- 4.3. International Mobility and Cooperation Office (GMCI);
- 4.4. Student Support and Inclusion in Active Life Office (GAEIVA);
- 4.5. Technical Installation, Equipment, Computer and Multimedia Services (STI);
- 4.6. General Support Service (SAG)

The creation or extinction of other services necessary for ESSNorteCVP to carry out its activities is approved by the founding body by proposal of the Board of Directors.

Those responsible for each service are accountable to the board of directors for their efficiency and discipline.

4.1. Administrative Services

The administrative services carry out activities in the following areas:

- 4.1.1. Academic and Admission Services (SAI);
- 4.1.2. Accounting, Treasury and Provisioning Service (SCTA);
- 4.1.3. Human Resources Service (SRH);
- 4.1.4. Secretariat;
 - 4.1.4.1. CDIR Secretariat;
 - 4.1.4.2. Pedagogical Secretariat;
 - 4.1.4.3. UID Secretariat;
 - 4.1.4.4. CAQ Secretariat.
- 4.1.5. Archive

4.1.1. Academic and Admission Services

The IAS is organised according to the following professional categories:

- Head of Section;
- Administrative Assistant.

Required skills of the Head of Section

Experience in the area and training at the level of the 12th grade, knowledge of the legislation applicable to the academic area, knowledge of ICT and mastery of communication and public relations in the official language and English.

Responsibilities of the Head of Section

- Organizes his workplace keeping it clean and functional;
- Manages the MPO6 - Academic and Administrative Management;
- Establishes, in conjunction with the Board of Directors, contacts with the Ministry of tutelage, in order to comply with legal requirements;
- Ensures the control in the emission of marks, posting and transfer to the individual sheets in the Module CSE® - Control of the Teaching System - SIGES® Platform;
- Serves the public;
- Receives applications and registrations;
- Prepares and posts the results of the applications to the courses taught;
- Registers students in their own programme;
- Receives and prepares students' document requests;
- Prepares the terms books;
- Performs other current administrative activities related to the academic activities;
- Organises and collects statistical data regarding the academic area;
- Sends students' personal and curricular data for the issuing Course Letters and Diplomas;
- Sends documentation of the academic activities to archive;
- Collaborates with the Board of Directors in the management of the academic services;
- Analyses the results of the audits to MPO6 and proposes corrective and/or improvement actions as deemed appropriate;
- Complies with the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;

- Receives payments from students, using the CXA® - Control of Fees and Emoluments - SIGES® platform;
- Uses the CSE® - Teaching System Control Module, CSS® - Grade System Control Module, Netp® - Virtual Office, MSD - Diploma Supplement; LNDnet - Grades Launching by the Teacher, RAIDES-IS - Students' Biographical Records - SIGES® Platform;
- Communicates students' merit scholarships;
- Reports unfit equipment and means associated with the workspace.

Authority of the Head of Section

- Prepares and updates the students' individual files;
- Analyses scholarship applications from the General Directorate of Higher Education and other external entities;
- Controls the entry and exit of documents in the central archive.

Replacement policy for the Head of Section

Administrative assistant

Required skills of the Administrative Assistant

Experience in the area and training at the level of the 12th grade, knowledge of the legislation applicable to the academic area, knowledge of ICT and mastery of communication and public relations in the official language and English.

Responsibilities of the Administrative Assistant

- Organizes his workplace keeping it clean and functional;
- Performs access and admission to the courses;
- Files the grades in the course folder;
- Ensures the control in the emission of marks, posting and transfer to the individual sheets in the Module CSE® - Control of the Teaching System - SIGES® Platform;
- Promotes the updating of the MP06 - Academic and Administrative Management
- Performs, disseminates and promotes Access and Admission to the courses taught;
- Serves the public;
- Receives applications and registrations;
- Prepares and posts the results of the applications to the courses taught;
- Launches the students' absences;
- Receives justification or remission of students' absences;
- Manages and communicates the students' absence limit;

- Receives and prepares the students' document requests;
- Issues the Diploma Supplements;
- Performs other current administrative activities related to the academic activities;
- Organizes and collects statistical data regarding the academic area;
- Elaborates and updates the means of information and dissemination of the courses;
- Sends documentation of the academic activities to archive;
- Updates the database of academic legislation;
- Complies with the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Receives payments from students, using the CXA[®] - Control of Fees and Emoluments - SIGES[®] platform;
- Uses the CSE[®] - Teaching System Control Module, CSS[®] - Grade System Control Module, Netp@[®] - Virtual Office, MSD - Diploma Supplement; LNDnet - Grades Launching by the Teacher, RAIDES-IS - Students' Biographical Records - SIGES[®] Platform;
- Communicates students' merit scholarships;
- Reports unfit equipment and means associated with the workspace.

Authority of the Administrative Assistant

Not Applicable

Replacement policy for the Head of Section

Head of Section

4.1.2. Accounting, Treasury and Provisioning Service

The SCTA is organized according to the following professional categories:

- Accounting Technician;
- Certified Accountant.

Competences of the Accounting Technician

Experience in the area and training at the level of the 12th grade, knowledge and experience in accounting and administration, knowledge of ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Organizes his workplace keeping it clean and functional;
- Manages MP02 - People Management in partnership with UFDH and SRH;
- Manages MP04 - Infrastructure and purchases in partnership with the Facilities and Equipment Service;
- Manages the CXA® - Tuition and Emoluments Control module of the SIGES® Platform;
- Performs accounting and treasury services;
- Performs auditing, accounting and financial analysis services;
- Collaborates in financial analysis;
- Performs the ESSNorteCVP Annual Budget based on the assumptions defined by CDIR;
- Prepares ERASMUS+ contract, manages the Mobility tool platform and the OLS platform of ERASMUS+ Programme;
- Manages the SIBS - Interbanking Services Society platform;
- Performs daily cash service - Academic and bar services;
- Makes payments to suppliers, maintenance and external services;
- Processes salaries of internal and external collaborators;
- Issues Caixa Geral de Aposentações, Social Security and IRS forms;
- Sends to Human Resources and Financial Control of CVP the file Monthly Remuneration Declaration (DMR), SAFT, VAT, IRS, Social Security and VAT receipts, and remuneration map to the Insurance Company;
- Prepares Model 10 - Income from Dependent and Independent Work;
- Submits the Integrated Waste Registration Map - SIRAPA platform;
- Organizes the processes related to absences, holidays and licenses and controls absences, in partnership with the Human Resources service;
- Prepares the Single Report in collaboration with the Human Resources Service;
- Responsible for provisioning;
- Makes contacts related to suppliers;
- Prepares and controls the list of suppliers;
- Communicates the award to suppliers;
- Negotiates conditions with suppliers, under the guidance of CDIR;
- Clarifies suppliers in relation to orders placed;
- Receives and checks the delivery note against the order, with area managers;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;

- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated with the work space.
- Reports unfit equipment and means associated with the workspace.

Authority of the Accounting Technician

- Management remuneration;
- Process and prepare the monthly discounts for their entities;
- Coordinate the applications for scholarships from the General Directorate of Higher Education and other external entities.

Replacement policy of the Accounting Technician

Certified Accountant

Competences required of the Certified Accountant

External service contract for accounting, auditing and financial analysis.

4.1.3. Human Resources Service (SRH)

The SRH, together with ESSNorteCVP bodies and structures, promotes the guarantee and management of people, as stated in the MP02-People Management process map in the SIGQ.

Required competences

Experience in the area and training at the level of bachelor's degree in management, management of human resources or equivalent, knowledge of ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Prepares contracts for the provision of teaching services;
- Manages MP02 – people management in conjunction with UFDH and STCA;
- Manages the CSD - Control of Teaching Staff System in the SIGES platform;
- Collaborates in the process of changing the career/contract of teachers and non-teachers staff;
- Collaborates in the process of recruitment, selection and integration of teaching and non-teaching staff;

- Monitors employees' labour issues;
- Collaborates with the CDIR according to the requests made to it;
- Issues statements that are requested by employees or external entities.
- Collaborates in the preparation of the Single Report;
- Monitors employees' absences, holidays and leaves of absence in collaboration with the SCTA;
- Ensures the filing of documentation and the updating of employees' individual files (teaching and non-teaching) regarding absences, holidays and leave in collaboration with SCTA;
- Collects the Curriculum Vitae and organises them according to scientific areas;
- Guarantees the maintenance and updating of employees' physical and digital records;
- Ensures and processes statistical information in the field of RH - REBIDES;
- Keeps the Human Resources Database up to date;
- Keeps the Teaching Service distribution updated, in collaboration with the CTC and CDIR;
- Organises the process related to the performance evaluation of non-teaching collaborators;
- Manages the process map MP02 - People Management;
- Analyses the results of the audits to MP02 and proposes corrective and/or improvement actions as deemed appropriate;
- Collaborates in the training of employees in articulation with UFDH;
- Collaborates with the CDIR in the preparation of the RH activities plan;
- Secretariat of the Mobility and International Cooperation Office;
- Collaborates with the CDIR in the assessment of non-teaching staff;
- Organises his work place keeping it clean and functional;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Emission of service declaration
- Human resources management.

Replacement policy

CDIR Secretariat

4.1.4. Secretariat

The Secretariat is organised according to the following functions:

CDIR Secretariat;

- 4.1.4.2. CTC Secretariat;
- 4.1.4.3. Pedagogical Secretariat;
- 4.1.4.4. UID Secretariat;
- 4.1.4.5. CAQ Secretariat.

4.1.4.1. CDIR Secretariat

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in the area of secretariat and ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Receives and welcomes external "clients" to the CDIR;
- Establishes direct contacts with the CVP;
- Triages nominal or institutional requests addressed to CDIR;
- Secretariat the CDIR in external activities;
- Organises and manages the agenda of the President of the CDIR;
- Plans activities with the other members of the Board;
- Disseminates and executes all the CDIR orders;
- Manages and schedules CDIR meetings;
- Provides logistical and secretarial support for meetings;
- Writes the minutes of the CDIR and UFDH meetings;
- Records the CDIR minutes in the computerized book;
- Records the minutes of the CCON;
- Prepares documents for written, telephone and email correspondence, among others;
- Manages correspondence;
- Establishes contacts with organisations and institutions;
- Develops activities that are requested by the CDIR;
- Secretariats the UFDH and the CCON;
- Establishes external contacts in the scope of CDIR, CTC and CCON;
- Manages the organisation and logistics in the scope of events held by ESSNorteCVP;
- Prepares the correspondence for the National Direction concerning admission/contracting proposals;
- Organises his work place keeping it clean and functional;

- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Deal with the logistical support for meetings;
- Receive correspondence;
- File external documents.

Replacement policy

Pedagogical Secretariat

4.1.4.2. CTC Secretariat

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in the area of secretariat and ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Receives and welcomes external "clients" to the CTC;
- Triages nominal or institutional requests addressed to CTC;
- Organises and manages the agenda of the President of the CTC;
- Plans activities with the other members of the Board;
- Manages and schedules CTC meetings;
- Provides logistical and secretarial support for meetings;
- Writes the minutes of the CTC.
- Records the CTC minutes in the computerized book;
- Establishes external contacts in the scope of the CTC;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;

- Organises his work place keeping it clean and functional;
- Reports unfit equipment and means, associated to the work space.

Authority

- Deal with the logistical support for meetings;
- Receive correspondence.

Replacement policy

Pedagogical Secretariat

4.1.4.3. Pedagogical Secretariat

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in the area of secretariat, quality management and ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Secretariat the CPED, the UPSC and the GAEIVA;
- Secretariat the functioning courses;
- Manages the CSH - Time Management module and shares the CSD - Teaching System Control of the SIGES Platform;
- Establishes contacts whenever requested, with bodies and / or Institutions;
- Establishes contacts abroad in the scope of teaching and extracurricular activities in the organisation of events;
- Prepares letters and other correspondence in the context of pedagogical management;
- Collaborates with the course coordinators under the pedagogical management regarding: annual schedule, teaching hours, calendar of assessment tests and exams, monitoring map of assessment tests, monthly verification of the management of teaching activity; management of teaching and learning and clinical teaching/internship folders; filing of internal/external documents of pedagogical scope;
- Ensures the timely availability of schedules of the courses in operation; students' Clinical Training/Internship folders and the Diploma Supplement;
- Prepares and sends the tutor declarations and collaboration certificates of external guests;
- Sends acknowledgments by email/office to institutions and external collaborators;
- Develops all the activities that are requested by the CDIR;
- Collaborates with teachers in the interpretation and use of the SIGQ models;
- Organises his work place keeping it clean and functional;

- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Deal with the logistical support for the respective meetings;
- Manage the classrooms;
- Post documents of the pedagogical area, in the showcases of the courses;
- Elaborate and update the database of clinical teaching/internship tutors.

Replacement policy

CDIR Secretariat

4.1.4.4. UID Secretariat

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in the area of project management, financing, support strategies and incentives, secretariat and ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Establishes contacts with researchers and external entities;
- Manages requests addressed to the Coordinator of the UID;
- Secretariat the UID in external activities;
- Manages and schedules UID meetings;
- Manages the researchers' publications database;
- Handles written, telephone and email correspondence, among others;
- Develops the activities requested by the UID Coordinator;
- Manages the organisation of events promoted by the UID together with the UID Coordinator;
- Creates, disseminates and keeps up-to-date the UID database jointly with the UID Coordinator;
- Manages the UID communication, image and marketing resources;
- Promotes the consultation of funding lines for research studies, innovation and development;
- Makes proposals for funding to the European Social Fund;

- Organises his work place keeping it clean and functional;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Deal with the logistical support for meetings;
- Receive correspondence;
- File documents.

Replacement policy

UID Coordinator

4.1.4.5. CAQ Secretariat

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in the area of management, quality, secretariat and ICT and mastery of communication and public relations in the official language and English.

Responsibilities

- Establishes contacts with collaborators;
- Manages requests addressed to the President of CAQ;
- Secretariat the CAQ in external activities;
- Manage and schedules the CAQ meetings;
- Makes the registration / minutes of the CAQ meetings;
- Develops the activities requested by the President of CAQ;
- Organises his work place keeping it clean and functional;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;

- Reports unfit equipment and means, associated to the work space.

Authority

- Deal with the logistical support for meetings;
- Receive correspondence;
- File documents.

Replacement policy

Teaching member of CAQ

4.1.5. Archive Service

Competences

Experience in the area and training at the level of the 12th grade, knowledge and experience in ICT and multimedia and mastery of communication and public relations in the official language and English.

Responsibilities

- Manages MP05 - Information Systems in conjunction with SDIB and STI;
- Organises his work place keeping it clean and functional;
- Implements and updates the internal security plan in conjunction with a security officer;
- Organizes the general file at the request of Academic Services;
- Identifies unsuitable equipment;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities.

Authority

- Access to the archive.

Replacement policy

Reception

4.2. Documentation, Information and Library Service

The Documentation, Information and Library Service (SDIB) is responsible for collecting, processing and disseminating scientific, technical and pedagogical documentation related to the activities of teachers, students and other staff, as well as cooperating with related services and institutions.

Competences

Professional Course of Archivist and Documentary Library; knowledge and experience in ICT and multimedia and mastery of communication and public relations in the official language and English

Responsibilities

- Manages MP05 - Information Systems in conjunction with SDIB and STI;
- Organises his work place keeping it clean and functional;
- Prepares and updates the SDIB Regulation;
- Provides reading and loan services, bibliographic acquisition, catalogues and databases, exchange with other libraries, location of titles and publications and elaboration of bibliographies;
- Carries out document processing - cataloguing, indexing, registering, stamping and labelling;
- Serves the public - loans, bibliographical research and on-line research;
- Proposes the acquisition of material for the SDIB;
- Proposes the acquisition of books, periodic publications;
- Carries out daily consultations to the Electronic Official Gazette (Diário da República);
- Draws up the Activities Plan and Annual Activity Report;
- Secretariat the Scientific Journal;
- Keeps the Facebook page updated;
- Prepares and disseminates the newsletter;
- Keeps RCAAP updated;
- Prepares the list of fines for SCTA;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Carry out document processing - cataloguing, indexing, registration, stamping and labelling.
- Keep RCAAP up to date.

Replacement policy

Not applicable.

4.3. International Mobility and Cooperation Office

Defines the strategies and policies for student and staff mobility at national and international level. Follows and supports all the internationalization initiatives developed by ESSNorteCVP.

Competences

- Promotes the relationships with the national and international community;
- Manages the mobility programmes for students, teachers and non-teaching staff within the ERASMUS+ programme;
- Promotes the development of teaching, research and cultural extension activities with international partners.

Responsibilities

- Establishes the communication with the Erasmus National Agency;
- Manages MP11 - Internationalisation;
- Publicises the Erasmus + programme;
- Proposes partnerships between national and international institutions in the scope of mobility;
- Establishes opening and closing dates for pre-applications of students, teachers and non-teaching staff;
- Establishes selection procedures to be developed by department heads responsible for students, teachers and non-teachers;
- Disseminates the results of the selection of candidates;
- Coordinates the administrative and contractual procedures of students, teaching and non-teaching staff;
- Collaborates in the promotion and dissemination of the Erasmus + programme to students, teachers and staff;
- Proposes European partners in order to conclude bilateral agreements in order to be presented to CVP's Institutional Erasmus Coordinator;
- Defines criteria for selecting candidates in accordance with the direction of the teaching area and CTC;
- Selects and chooses the candidates;
- Welcomes students in conjunction with GAEIVA;
- Promotes mechanisms for evaluating experience;
- Defines criteria for the selection of teachers for teaching mission in direct collaboration with the direction of the teaching area;
- Welcomes foreign teachers on a visit or teaching mission within the scope of the Erasmus + program;

- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

- Defines selection criteria;
- Selects and chooses the candidates.

Replacement policy

Human Resources Service

4.4. Student Support and Inclusion in Active Life Office

The office promotes the integration of students, addresses learning needs in order to increase ESSNorteCVP success, support students in terms of health and psychosocial needs.

Competences

- Promotes the integration of students in higher education;
- Addresses students' learning needs by enhancing academic success;
- Supports students in terms of health and psychosocial needs;
- Supports the personal development of students in their preparation for active citizenship;
- Collects and disseminates information on employment.

Responsibilities

- Promotes activities of interest to students;
- Promotes GAEIVA's dissemination activities;
- Collaborates with the Academic Association and Former Students Association in joint initiatives;
- Promotes the integration of students in ESSNorteCVP, meets the learning needs in order to increase success;
- Supports students in terms of learning and psychosocial needs;
- Supports graduates in their integration into working life;
- Supports mobile, outgoing and incoming students in their adaptation to new contexts;
- Disseminates information about professional services to final-year students;
- Promotes integration activities for welcomed students;

- Prepares the annual activity plan;
- Prepares the activity report;
- Prepares the report on the employability of graduates;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities;
- Reports unfit equipment and means, associated to the work space.

Authority

Not applicable.

Replacement Policy

UPSC

4.5. Technical Installation, Equipment, Computer and Multimedia Services

The STI develops its activity in the areas of repair, maintenance, conservation and operation of facilities and technical, technological and audio visual equipment according to the needs of ESSNorteCVP.

Competences

Professional Course in Network and Computer Systems Management and mastery of communication in the official language and English.

Responsibilities

- Manages MP05 - Information Systems in conjunction with SDIB and Archive;
- Organizes his workplace keeping it clean and functional;
- Supports users in the use of information and communication technologies;
- Plans, implements, configures and manages the internal computer network and communication systems;
- Manages the computer system, detects and corrects anomalies, ensuring the necessary conditions for its operability;
- Proposes ICT training in conjunction with the GFC;
- Proposes the acquisition of computer equipment and software;
- Monitors the users and operation of the e-learning platform;
- Implements and ensures adequate security policies for networks and information systems;
- Manages the ICT park;

- Ensures the management, maintenance and optimization of the servers;
- Manages the ESSNorteCVP website, in its technical component, and respective graphical interfaces;
- Ensures the installation and configuration of new versions of applications, preparing the information producers for their use;
- Manages the printing computer system;
- Guarantees the support to the users, members of the academic community, in the use of the computer resources made available in terms of communication, computer and audio visual equipment, software, applications and information systems.
- Manages the functionality of computer and multimedia hardware and equipment;
- Manages software and their licenses;
- Supervises the computer system;
- Supports teachers in the use of multimedia equipment;
- Maintains computer equipment and software;
- Opens and closes the ESSNorteCVP when requested;
- Prepares and updates the files and list of equipment and software;
- Identifies unfit computer equipment and software;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities.

Authority

Network, server and software management.

Replacement policy

Facilities and equipment

4.6. General Support Service

The SAG develops activities in the following areas:

- 4.6.1. Bar and Canteen;
- 4.6.2. Facilities and equipment
- 4.6.3. Reception;
- 4.6.4. Copy room.

4.6.1. Bar e Canteen

The Bar and Canteen service is organised according to the following services:

- Bar;
- Canteen.

Required competences in the bar

12th grade, knowledge and experience in the area of catering, customer service, and ICT and mastery of communication and public relations in the official language.

Responsibilities in the bar

- Organises the workplace by keeping it clean and functional;
- Attendance;
- Checks the delivery note in relation to the order;
- Stores products;
- Checks expiry dates of products;
- Prepares lists of missing products;
- Monitors the temperature of the cold room;
- Closing of the day;
- Complies with the MQ, procedures and models applicable to its activities;
- Promotes the handling of non-conformities and the taking of corrective actions to avoid the repetition of problems and preventive actions to avoid their occurrence;
- Proposes the creation and/or revision of procedures and models applicable to their activities;
- Communicates unfit equipment and means associated to the work space.

Authority of the Bar

Not Applicable

Replacement policy

Canteen

Required competences in the canteen

12th grade, knowledge and experience in the area of catering, customer service, and ICT and mastery of communication and public relations in the official language.

Responsibilities in the canteen

- Organises the workplace by keeping it clean and functional;
- Attendance;

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- Checks the delivery note in relation to the order;
 - Stores products;
 - Checks expiry dates of products;
 - Prepares lists of missing products;
 - Monitors the temperature of the cold room;
 - Closing of the day;
 - Complies with the MQ, procedures and models applicable to its activities;
 - Promotes the handling of non-conformities and the taking of corrective actions to avoid the repetition of problems and preventive actions to avoid their occurrence;
 - Proposes the creation and/or revision of procedures and models applicable to their activities;
 - Communicates unfit equipment and means associated to the work space.

Authority of the canteen

Not Applicable

Replacement policy

Bar

4.6.2. Facilities and equipment

Competences

- Organises his workplace keeping it clean and functional;
- Manages MP04 - Infrastructure and Procurement in partnership with the SCTA;
- Promotes the maintenance and cleaning of computers;
- Implements and updates the internal security plan in articulation with the security officer;
- Supervises the surveillance and alarm system;
- Supports teachers in the use of multimedia equipment;
- Provides external services when requested;
- Maintains infrastructure and work environment;
- Performs inventory of infrastructure, materials and equipment;
- Performs the opening and closing of the ESSNorteCVP according to the schedule;
- Prepares and updates the Infrastructure List and files;
- Records the external maintenance services;
- Supervises the cleaning service;
- Identifies unfit equipment;
- Records external maintenance services;

- Welcomes and directs external people;
- Complies with the provisions of the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to their specific activities.

Authority

- Keep the inventory of ESSNorteCVP infrastructures, materials and equipment up to date;
- Keep updated the Infrastructures List and files.

Replacement policy

STI

4.6.3. Reception

Competences

12th grade, knowledge and experience in the public attendance area and ICT and mastery of communication and public relations in the official language.

Responsibilities

- Organises the workplace, keeping it clean and functional;
- Develops all the work related to the function of operator and receptionist;
- Makes calls abroad according to the rules defined by the CDIR
- Welcomes and directs external people;
- Provides external services when requested;
- Supports the activities of SAGAR, when requested;
- Controls the access of vehicles to the car park;
- Complies with the MQ, procedures and models applicable to its specific activities;
- Promotes the handling of non-conformities and the taking of corrective actions to avoid the repetition of problems and preventive actions to avoid their occurrence;
- Proposes the creation and/or revision of procedures and models applicable to its specific activities.

Authority

Not applicable.

Replacement policy

Copy room.

4.6.4. Copy room

Competences

- Organizes his workplace keeping it clean and functional;
- Provides external services when requested
- Reproduces, scans and binds documents;
- Maintains and updates the documents displayed in the showcases;
- Identifies unsuitable equipment;
- Complies with the MQ, procedures and models applicable to its specific activities;
- Issues non-conformities and defines corrections, corrective and preventive actions;
- Proposes the creation and/or revision of procedures and models applicable to its specific activities.

Authority

Not Applicable

Replacement policy

Reception

Appendix 1. Quality assessment monitoring tools

Code	Designation	Main objective	Target group	Application method	Responsible for application	Frequency of application
Q03	Planning Objectives	Monitor the strategic objectives through the indicators defined in the SIGQ	ESSNorteCVP	Online	CAQ	Continuous
Q15	Student Satisfaction Survey	Know the students' opinion, for the continuous improvement of ESSNorteCVP	Students from ESSNorteCVP	Paper/Online	CC	Biannual
Q17	Annual Internal Audit Programme	Define the timing of the internal audits.	ESSNorteCVP	Paper	CAQ	Annual
Q18	Audit Report	Disclose the results of internal audits	ESSNorteCVP	Paper	CAQ	Annual
Q19	Corrective and Preventive Actions	Analyse all stakeholder reactions	ESSNorteCVP / Stakeholders	Online	CAQ	Continuous
Q20	Suggestions and Complaints	Collect suggestions and complaints from stakeholders	Stakeholders	Paper	CAQ	Continuous
Q24	Employer Satisfaction Assessment Questionnaire	Know the opinion of employers about ESSNorteCVP graduates	Employers	Online	CAQ	Annual
Q26	Questionnaire to assess collaborators - teachers satisfaction	Know the opinion of teachers, for the improvement of ESSNorteCVP	Collaborators Teachers	Online	CAQ	Annual

Code	Designation	Main objective	Target group	Application method	Responsible for application	Frequency of application
Q27	Questionnaire to assess collaborators - non-teaching staff satisfaction	Know the opinion of non-teaching staff for the improvement of ESSNorteCVP	Collaborators - non-teaching staff	Online	CAQ	Annual
Q58	Evaluation of training by trainees	Know the opinion of trainees, for the improvement of the formative offer.	Trainees	Paper	UFDH	Per course
Q150	Questionnaire to assess students' satisfaction Clinical Teaching Process/Internship	Know the opinion of the Students in Clinical Teaching Process regarding their continuous improvement	Students	Online	CAQ	Annual
Q192	Questionnaire to assess students' satisfaction with the services	Collect students' opinions on services performance.	Services of ESSNorteCVP	Online	CAQ	Annual
Q195	Employability Questionnaire	Know the paths of professional / occupational insertion from the end to one year after the conclusion of the course.	Alumni of ESSNorteCVP	Online / Telephone	GAEIVA	Annual
NA	Candidate Questionnaire	Know the preferences of the candidates in the choice of IES and Course; identify expectations for their academic path.	Candidates	Paper	SAI	Annual



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