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## **PURPOSE**

The purpose of this procedure is to define the activities carried out by Universidad Europea de Madrid in terms of planning, procurement, operation, maintenance, revision and improvement of material resources and infrastructures, as well as decision-making on the contracting of services that the University considers necessary to meet the needs of the teaching and learning process, and to ensure that decisions are made on environmental issues, and that the appropriate channels of communication are available for the communication of the results to the different stakeholder groups.

## **SCOPE**

This procedure extends to all the facilities and equipment, scientific, technical, artistic and connected with welfare that are used by the University, as well as effective environmental management and the effective management of the services involved in the delivery of all degree programmes offered by the University, and for which it is responsible.

## **RELATED DOCUMENTATION**


- Internal Quality Assurance Manual (MAGIC)
- Guidelines for the development of university bachelor's and master's degrees established by the Ministry of Education, Culture and Sport.
- Criteria and guidelines for Quality Assurance in the EHEA.
- Organic Law on Universities, Organic Law 6/2001, of 21 December, on universities.
- Organic Law 4/2007, of 12 April, which amends Organic Law 6/2001 of 21 December on Universities.
- SISCAL madri+d Guide. Certification of Internal Quality Assurance Systems.
- Contracts and agreements associated with the management of the University's material resources and infrastructures.
- CRAI library management system
- PGC 2.1 Public information. Accountability.
- PGC 11.1 Stakeholder group satisfaction.
- PGC 12.3 Analysis and improvement.

## **PROCESS DEVELOPMENT**

### **Introduction**

The management of resources and services is a fundamental aspect to be taken into account when providing a range of high quality courses. Therefore, this procedure describes the coordination of all the steps that Universidad Europea de Madrid takes to ensure the correct use of facilities and equipment, both its own and those provided through agreements and contracts, as well as the contracting of the services necessary for the University to carry out its work. The Operations Department together with the Purchasing Department carries out these management tasks in coordination with the other University departments, and they include:

- The way in which the procurement of material resources and services is planned based on the information obtained from the different groups involved, regarding the design, provision and maintenance needs of the facilities, and how decisions are made on this basis (resource planning).

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- The guidelines necessary for requesting and purchasing new resources, as well as the verification of suitability for their stated purpose (acquisition of resources and planning and installation of infrastructures).
- The mechanisms by which the University ensures that its material resources are reviewed and maintained in optimum condition to carry out its functions (maintenance and modification of infrastructure).
- The way in which incidents that may arise during the use of Universidad Europea de Madrid's resources are managed (management of incidents concerning resources).
- The system used to deal with requests for the use of free spaces (non-routine management of spaces).
- The procedure for ensuring that the University's suppliers comply with the essential guidelines, ensuring the provision of products in accordance with the stipulated requirements (evaluation of suppliers).
- Systems for the subcontracting and provision of services (subcontracting and provision of services).

The resource management process enables the Academic Quality and Compliance Department to gather information on the suitability of its material resources to support the teaching and learning process via the Procedure for the Analysis and Measurement of Results, and on the satisfaction levels of stakeholder groups with the management of material resources, as described in PGC 11.1 Stakeholder group satisfaction. After analysis, possible improvements are identified and implemented in order to better adapt the University's Resource Plan to client and user needs.

Finally, the University is accountable to its stakeholders - the results obtained are communicated to the stakeholder groups via the mechanisms described in PGC 2.1 Public Information and Accountability.

### **Planning of goods and services**

Each year the University starts to look at resource planning in order to ensure that it is in a position to deliver all its educational programmes in a satisfactory way. Each department (teaching or non-teaching) assesses its own investment needs, and identifies the resources it considers necessary to cover those needs effectively. The results of these assessments are then submitted to the non-teaching area deans/directors of postgraduate studies, who will decide whether to include them in the budget proposal.


Each department (teaching and non-teaching) puts forward its proposals together with costings to the Department of Administration and Finance which then checks that the proposal is appropriate to the department's needs, and includes it in the general budget. If no calculation of expenditure has been provided, this will now be undertaken, together with the departmental Directors/Deans. Finally, the cost is added to the budget.

The Director of Financial Planning and Analysis prepares the final budget proposal and sends it to the Vice-Rectorate for Finance, who then submits it to the Management Committee for final approval.

With regard to services, the Operations Department identifies the services that the University will require and the objectives of the same, including the actions, responsibilities, timeframes and resources that will be necessary to provide them. This forecast is calculated to coincide with the University's annual planning.

The final Universidad Europea de Madrid budget approved by the Management is sent to the UEM (finance) so that proposals from the various departments can be adjusted, and so that each department can be informed of the resource budget that has been allocated to it. Once the budget has been approved, an action plan is drawn up.

Each department will be responsible for the acquisition of the resources and services it requires, charging these to the appropriate cost centre.

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### **Purchasing of goods and resources**

The activities of Universidad Europea generates a significant volume of purchases from companies supplying goods or services, and this requires coordinated and efficient management that takes into account aggregate purchasing power.

This, together with the significant importance that Universidad Europea attaches to supplier operations in terms of ethics and corporate social responsibility, justifies the need to define a purchasing policy and process for the identification, approval and periodic evaluation of suppliers used.

For this reason, Universidad Europea de Madrid has a Purchasing Policy available on the Intranet, which regulates the purchasing procedure and whose ultimate aim is to:

- Improve the quality of the products and services purchased; and the optimisation of the University's resources.
- Ensure 100% transparency throughout the purchasing process.

This policy makes it possible to:

- Ensure that the UE obtains goods and services of the highest quality and at the best price via transparent procurement processes.
- Set up a supplier register that will make it possible for us to have a base of solid information to support all supplier selection processes, new tenders, auctions or contract awards.
- Obtain an overview of the companies with which we work, thus facilitating the development of framework agreements and a better use of our aggregate purchasing power.
- Ensure that companies that contracts are awarded to comply with the provisions of the General and Autonomous Community Regulations on OCCUPATIONAL RISK, in accordance with current legislation at any given time.

Once a department's annual budget has been approved, no purchases of materials or services not included in that budget will be processed without prior review by the Financial Planning Department and, if necessary, the authorisation of the Management Committee.

Before any purchase is made, it is necessary to ensure that the budget amount is consistent with the total amount to be negotiated in the request, that it is sufficient for the contract to be entered into, and that the account to be used for the purchase has available funds.

### **Contracts for the occasional purchase of goods or services**

This refers to contracts for the purchase of goods or services on a once yearly or non-recurring basis.

| AMOUNT | ACTION TO BE | AUTHORISED BY | TOOLS |
|--------|--------------|---------------|-------|
|--------|--------------|---------------|-------|

|  | <b>CARRIED OUT</b>  |                |  |
|--|---|----------------|--|
| Less than €20,000 (or the equivalent in local currency)        | <ul style="list-style-type: none"> <li>- One quote must be submitted to the Purchasing Department (self-service).</li> <li>-The supplier will manage registration on our supplier portal in the Oracle system directly.</li> </ul>  | Senior Manager | Oracle order management system.  |
| From €20,000 to €100,000 (or the equivalent in local currency) | <p>Two options:</p> <ul style="list-style-type: none"> <li>-1-3 estimates to be submitted to the Purchasing Department. In the case that 1 or 2 quotes only are submitted, Purchasing will have the option of providing additional alternatives for comparison. If the supplier or manufacturer is the only one on the market, a justification will be required, which should be included in the purchase request together with the quote.</li> <li>-The purchase request will be sent directly to the Purchasing Department, without previous estimates but with all the specifications of the product or service, who will deal with it.</li> </ul> | EXCOM          |  |
| More than €100,000 (or the equivalent in local currency)       | The purchase request will be sent to the Purchasing Department for negotiation, including technical specifications.   | CFO AND CEO    | <ul style="list-style-type: none"> <li>-Request for quote.</li> <li>-Letter of award</li> <li>-Oracle order management system</li> </ul> |

**Contracts for the recurring purchase of goods or services:**

In the case of a recurring or periodic need for the purchase of goods or services, the supplier will be selected via a single process (approved supplier). That supplier will provide the goods or services in question for the duration of the contract (a minimum one year) at previously established and authorised rates, without the need to hold a tender for each order. Framework contracts for services also fall within this category.

| AMOUNT | ACTION TO BE CARRIED OUT | AUTHORISED BY | TOOLS |
|--------|--------------------------|---------------|-------|
|--------|--------------------------|---------------|-------|

|   |   |                       |   |
|---|---|-----------------------|---|
| <p>Less than €20,000 (or the equivalent in local currency)</p>        | <p>Competition/Tender in collaboration with the purchasing department with the participation of a minimum of 3 suppliers and at least the following phases:</p> <ul style="list-style-type: none"> <li>· Selection and assessment of suppliers</li> <li>· Negotiation</li> <li>· Confirmation email sent to supplier</li> </ul> <p>-Supplier registration via the Oracle Supplier Portal (new suppliers only)</p> <p>Completion of order(s) in the order management system by the requesting department.</p>  | <p>Senior Manager</p> | <p>Negotiation</p> <p>document, award</p>   |
| <p>From €20,000 to €100,000 (or the equivalent in local currency)</p> | <p>Competition/Tender in collaboration with the purchasing department with the participation of a minimum of 3 suppliers and at least the following phases</p> <ul style="list-style-type: none"> <li>· Selection and assessment of suppliers</li> <li>· Negotiation</li> <li>· Award letter or confirmation email to supplier</li> </ul> <p>- Execution of the contract by the Legal Department.</p> <p>-Supplier registration via the Oracle Supplier Portal (new suppliers only)</p> <p>-Completion of order(s) in the order management system</p> | <p>EXCOM</p>          | <p>letter template or confirmation email to supplier</p> <p>Order management system</p> |
| <p>More than €100,000 (or the equivalent in local currency)</p>       | <p>Competition/Tender organised by the purchasing department with the participation of a minimum of 3 suppliers and at least the following phases:</p> <ul style="list-style-type: none"> <li>-Selection and assessment of suppliers</li> <li>-Negotiation document</li> <li>-Award letter or confirmation email to supplier</li> </ul> <p>- Execution of the contract by the Legal Department.</p> <p>-Supplier registration via the Oracle Supplier Portal (new suppliers only)</p> <p>- -Completion of order(s) in the order management system</p> | <p>CFO AND CEO</p>    |   |

### Documentation and Records

It is the responsibility of the department making the purchase to prepare and store the supporting documentation for each purchase, keeping it at the disposal of the University for possible audits.


### Orders

It is the responsibility of the department making the purchase to record the order to be placed in the requisition management system together with all the necessary data.

Orders are logged for all purchases, including the purchase of products/services from approved suppliers.

### Bibliographic Resources

In terms of library resources, there are three categories to be considered:

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a. Bibliographic resources for the CRAI Library collections

Acquisition/subscription of all types of library resources in printed or digital format to meet the needs of students, professors, researchers and non-teaching staff. The CRAI Library is responsible for the development of a relevant and up-to-date collection of bibliographic resources for the entire university community via the incorporation of the recommended literature for new academic programmes, the subscription/renewal of serial publications and digital resources, the acquisition of new items, the replacement of obsolete copies, etc.

Purchase requests for the development and maintenance of the collections are the responsibility of the CRAI Library. Requests for the purchase of the recommended literature for new academic programmes are the responsibility of the Faculties/Schools in question. The department heads or other authorised persons will be responsible for processing them. The acquisition/subscription of these resources is charged to the CRAI Library's annual bibliographic resources budget.

b. Library resources for research projects

Purchase of bibliographic materials for research projects requested by the teaching departments. The CRAI Library is responsible for managing these requests and for processing and inventorying the materials, as well as for lending them to those in charge of each project and monitoring them throughout, until the completion of the project at which point the resources acquired will be incorporated into the CRAI Library collections.

The authorisation and the budget necessary for managing these acquisitions are the responsibility of OTRI.

c. Bibliographic resources external to the CRAI Library

Acquisition/subscription of bibliographic resources that will not form part of the CRAI Library collections. In this case it is the Purchasing Department that will provide authorisation and will manage the acquisitions.

The complete process for the acquisition of bibliographic resources is explained in the CRAI Library key process "PC1.1. Acquisition of resources", along with the corresponding procedures and technical instructions.


### **Maintenance of laboratory resources**

The heads of each department are responsible for identifying those resources that require maintenance not covered by the Technical Services Department (SSTT). If maintenance work carried out by an external company should be required, the Heads of Department/Dean/Director of School/Director of Postgraduate Studies must be informed, and once approval has been granted the necessary contracts or agreements will be drawn up.

Alternatively, the department heads prepare a preventive maintenance plan for their resources, and designate those responsible for carrying out these tasks. Upon completion, the results will be recorded in the maintenance files or in the corresponding register as appropriate. These records are kept by the department heads as evidence that the tasks have been carried out.

### **Infrastructure planning, maintenance and modification**

The different departments (teaching and non-teaching) identify needs for new infrastructures or modifications to existing ones, and communicate these to the Director of Technical Services (SSTT) through different channels. All proposals are evaluated, and those that the Director of Technical Services (SSTT) considers to be a priority are included in a works schedule, and budgetary approval is requested from the Financial Analysis Department.

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Works that can be carried out by the subcontracted internal maintenance service are passed on to be managed by the person in charge of that service. Other works will be contracted to be executed within the estimated timeframe and in accordance with the requirements set out.

Each month, the Technical Services Department will review the progress of the works, adjust timeframes and make any amendments that may be necessary to the schedule of works, adding any new items that may have arisen and are a priority, delaying those that can be postponed, without going beyond the agreed budget. If a newly added job should require special budgetary approval, the Director of Technical Services will contact the Financial Analysis Department to assess whether or not it is feasible, and under what conditions it may be approved in relation to the established schedule.

### **Infrastructure Management**

Depending on the scope of the works, the Technical Services Department (SSTT) decides whether the job is to be managed by the in-house maintenance company or by specialised external companies. In the case of external companies, it is the Technical Services Department itself together with the Purchasing Department that manages the subcontracting in compliance with the Purchasing Policy, and periodically reviews the progress of the work (against the schedule) until it has been completed, in order to check that the work is being carried out in compliance with the initial requirements established.

Works assigned to the internal maintenance company are managed by the person in charge of the job in question, who will be responsible for assigning tasks to his or her staff and ensuring that all necessary maintenance is completed.

If the internal maintenance company needs to purchase materials, approval must be requested from the Technical Services department, and the delivery note for the purchases made must subsequently be forwarded.

### **Non-routine space management**

When the University plans the courses for the different degree programmes that it offers, the Academic Coordination Department looks at the necessary requirements in terms of space to be used. Nevertheless, in order to deliver quality education, an additional unforeseen need for space may arise during the course of the academic year and this will need to be taken into account.


Efficient space management is key for the University, which is aware of the importance of a comfortable environment conducive to the teaching and learning process. For this reason, Universidad Europea de Madrid has developed a system via the Intranet that facilitates the process for all UEM staff who have an unforeseen need for classroom, auditorium or equivalent teaching space (included in PGC10.2 Allocation of Learning Spaces and Materials).

### **Service delivery**

The Operations Department, together with the Purchasing and Legal Departments, contact different suppliers to establish the necessary contracts. When choosing suppliers, the Technical Services Department (SSTT) and the Operations Department take into account the procedure established by the Purchasing Department

Some of the services are managed directly through the internal facility management outsourced by the UEM. In other cases, the service is provided by external subcontractors. In all cases, the directors of the Technical Services (SSTT) and Operations Departments and the subcontracted companies sign permanent service contracts (gardening, security, hospitality, cleaning, etc.) or on request (bus service, catering, etc.). The contracts contain details of the conditions of the service and the duration of the contract, as well as



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any other information deemed appropriate to ensure that the services are provided in accordance with the specified requirements.

Contracts are held by the Legal Department, together with any records evidencing the provision of the service. These records are tracked in accordance with PGC 12.2 System Review and Documentary Control.

When contracts expire, it is the Technical Services Manager (SSTT) who is responsible for evaluating the quality of the service provided, and for either renewing or terminating the contract with the companies concerned. Those annexes that are considered necessary to guarantee effective service provision and therefore the continuous improvement of service management, can also be modified by the SSTT.

### **Incident management**

All University staff who observe a deficiency in any of the University's resources may complete a maintenance report (available on the Intranet) in order to report it to those responsible and to ensure that it is rectified as soon as possible.

#### **Incidents connected with infrastructure or technical resources**

The person who identifies the incident may complete the maintenance report that can be found on the Technical Services application on the Intranet. This will then be forwarded to the person in charge of the maintenance service so that they can assign staff to deal with it, or let Technical Services know that it is a task that needs to be carried out by a specialised external company.

#### **IT incidents**

UEM staff complete an Incident Report via the corresponding application on the Intranet. The incident is then monitored by the Help Desk, which prioritises, resolves or escalates it in order to resolve the issue. In the case of incidents of an urgent nature, assistance may be requested by telephone, using the extension available for this purpose.

#### **Incidents arising during service delivery**


Any incident that may arise during service delivery will be dealt with by the internal maintenance company when it falls within their area of responsibility. In all other cases the Technical Services Department (SSTT) and/or Operations Department will ask the external company to resolve the issues identified.

#### **Other incidents connected with resources**

In the event of incidents affecting resources that are not managed by the Technical Services Department (SSTT), the department heads will be responsible for requesting the assistance of specialised companies in order to resolve them, keeping the delivery notes as evidence of the service provided.

#### **Assessment and selection of suppliers**

All suppliers of resources to the University are included in the database used by administration for invoicing purposes. All suppliers from whom the UEM has requested a product or service on a recurring basis are considered approved suppliers, and must be periodically assessed by the different managers involved (Purchasing Manager/ICT Director/Director of Technical Services), depending on the expiry date of the contract/agreement in effect. All other suppliers are considered non-approved suppliers. The assessment and selection of CRAI Library suppliers is carried out by the Purchasing department who are advised by the CRAI Library.

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Each of those responsible periodically re-assesses the approved suppliers. If a supplier should fail to provide the contracted service, or fails to meet the agreed conditions regarding price or delivery of that service, that supplier may be removed from the list.

### **SPECIFICS BY CENTRE**

#### **School of Architecture, Engineering and Design.**

N/A

#### **Faculty of Sports Sciences**

N/A

#### **Faculty of Social Sciences and Communication**

N/A

#### **Faculty of Biomedical and Health Sciences**


N/A

#### **School of Doctoral Studies and Research**

N/A

### **RECORDS (evidence)**

| <b>RECORDS</b>                                      |                                       |   |
|---|---------------------------------------|---|
| <b>RECORD NAME</b>                                  | <b>CONTROLLER</b>                     | <b>LOCATION</b>                               |
| Purchase order                                      |                                       | Purchase management system                    |
| Preventive maintenance management plan              | Facility Management)                  | Operations Department Archives                |
| Maintenance log                                     | CBRE                                  | Operations Department Archives                |
| Works schedule                                      | Technical Services Department         | Operations Department Archives                |
| Maintenance reports                                 | Technical Services Department         | Operations Department Archives                |
| IT incident report                                  | ICT                                   | Incident ticket platform                      |
| List of approved suppliers                          | Administration                        | Purchasing Department Archives                |
| Library purchase/subscription request (by category) | CRAI Library                          | CRAI Library Department Archives              |
| Invoices  | Responsible Department/Administration | Departmental Archives                         |
| Contracts and agreements with external companies    | Legal Department                      | Departmental Archives                         |
| Service planning                                    | Technical Services Department         | Technical Services Department Archives (SSTT) |
| Services monitoring report                          | Technical Services Department         | Technical Services Department Archives (SSTT) |

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## **INDICATORS**

|                |  |
|----------------|--|
| IND01-PGC 10.1 | Number of digital document downloads   |
| IND02-PGC 10.1 | Number of sessions on (visits made to) the CRAI Library website                      |
| IND03-PGC 10.1 | Number of visits to the CRAI Library facilities                                      |
| IND04-PGC 10.1 | Number of training sessions (workshops) provided by the CRAI Library                 |
| IND05-PGC 10.1 | Number of attendees at CRAI Library training in information literacy skills sessions |

## **RESPONSIBILITIES**

### **Management Committee:**

- Approval of the procedure in question.
- Assessment and approval of final budgets.

### **SGIC Manager**

Act as liaison between the Management Committee and the AC with regard to the procedure and the outcomes.

### **Quality Coordinator:**

- Obtain information on the process, including the established indicators and the degree of satisfaction of the different stakeholder groups associated with it.
- Examine the suitability of the process as implemented, identifying actions that can be taken that will lead to improvement in the event of shortcomings, either actual or potential.
- Communicate the results of the process obtained by the monitoring and measurement of the system to the different stakeholder groups.
- Ensure that this procedure is familiar to and understood by all those involved with it, and that copies of the procedure are controlled in accordance with PGC12.2 System Review and Documentary Control.

### **Academic Coordination:**

Coordinate the non-routine reservation of rooms/spaces via the Intranet.

### **Director of Non-teaching Department/Dean/School Director/Centre Director/Postgraduate Studies Director:**

- Approve resource requests from their respective departments.
- Put forward and to implement the budgets assigned to different departments and to collaborate on the assessment of the same with the Department of Financial Analysis.

### **Net-uem Manager:**

Manage requests for technological tools


### **Purchasing Manager:**

- Negotiate with non-approved suppliers in order to obtain the most beneficial price/quality terms.
- Ensure that the purchasing of resources via the System for the Recording and Management of Orders is carried out correctly.

### **Environmental Manager:**

- Management and measurement of environmental matters.
- Maintenance of the Environmental Management System in accordance with the ISO 14001:2004 standard
- Assessment of resource suppliers.

### **ICT Director:**

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- Manage the purchasing of ICT resources.
- Assess suppliers of ICT resources.
- Coordinate the management of ICT incidents.

**CRAI Library Management:**

- Manage CRAI Library resources

**Director of Financial Planning and Analysis:**

- Approve the final budget proposal.
- Assess requests that fall outside the budget, putting them forward to the Committee who will then make the final decision.
- Assess budgets presented by the different departments, and to prioritise the items assigned to each.

**Director of the SSTT Department:**

- Manage the different actions carried out by the UEM with regard to infrastructures, and to coordinate their team.
- Supervise the contracting of external service providers to carry out required works and tasks.
- Assess the suppliers/subcontractors associated with infrastructure management.
- Supervise the contracting of external service providers to carry out required works and tasks.
- Assess the suppliers/subcontractors associated with infrastructure management.

**Department Managers:**

- Assess needs in terms of material resources, infrastructures and services, requesting these via the established channels.
- Plan the preventive maintenance of their facilities and to provide supervision to ensure that external maintenance is performed correctly.

**Academic Postgraduate Studies Director:**

- Coordinate and optimise the programme schedule with regard to the availability of classroom and laboratory space, and of audiovisual equipment.
- Coordinate logistical factors such as the spaces required for teaching activities together with Academic Coordination.

**Assistant Programme Coordinator:**

- Manage logistics with regard to professors: advance confirmation calls, trip management, accommodation, attendance certificates.
- Manage hospitality services for the programme: breakfasts, lunches, etc.
- Coordinate the preparation of the classrooms and materials required together with the Programme Director and other programme coordinators.

**Director of Financial Planning and Analysis:**

- Assess budgetary requests for services, and to approve the final budget allocated for those services.

**Director of the SST Department/Operations Director:**


- Manage the different actions carried out by the UEM with regard to service provision established, and to coordinate their team.
- Supervise the contracting of external services.

**SSTT Department/Operations Department:**

- Assess the suppliers/subcontractors associated with service management.
- Assess service needs as requested by the departments, and to include in planning those considered appropriate based on the criteria of the organisation.

**Legal Department:**

- Hold the contracts and records generated during service provision.

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**ANNEXES**

N/A