PGC 8.4 TALENT MANAGEMENT AND INTERNAL MOBILITY

MODIFICATIONS COMPARED TO THE PREVIOUS VERSION		
EDITION	**DATE**	**REASON FOR CHANGE**
01	02/10/2015	New procedure, the previous procedure is split into two
02	04/10/2021	Updating of procedures. Adaptation of the name SGIC to SAIC.
03	20/09/2023	Complete revision of the SAIC in form and content. The procedure is renumbered (until now PGC12), it is homogenised with respect to PGC 8.4 EMU, the indicators are modified.

Elaborated:	Reviewed:	Approved:
Director of Quality Date: 20/09/2023	**Vice-Rector, Faculty and Research** Date: 20/09/2023	**Rector** Date: 20/09/2023

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1. OBJECT

The aim of this procedure is to define the system for the identification and management of internal talent, as well as the management of internal mobility and career plans. It determines and ensures the human resources that the Universidad Europea de Canarias (hereinafter, the University) will have in the future to meet the academic and business challenges.

2. SCOPE

The scope covers all employees of the University. This

procedure does not apply to commercial collaborations.

3. RELATED DOCUMENTATION/APPLICABLE REGULATIONS

✓ Internal Quality Assurance System Documentation
✓ HR Policy
✓ Document 02 AUDIT International Model: Criteria and guidelines for the definition and documentation of Internal Quality Assurance Systems in Higher Education.
✓ Current teaching career plan
✓ Organizational Talent Review (OTR)
✓ University Statutes in force
✓ VIII Convenio colectivo nacional de universidades privadas, centros universitarios privados y centros de formación de postgraduados (Spanish State Official Gazette 27 August 2019).

4. DEFINITIONS

✓ **Teaching staff:** University teaching staff who carry out teaching and research activities.
✓ **Non-teaching staff:** Non-teaching staff who make up the administrative, management and service structure of the University.
✓ **HR**: Human Resources.
✓ **SAIC/IQAS:** Internal Quality Assurance System.
✓ **UEC:** Universidad Europea de Canarias.

5. DEVELOPMENT OF THE PROCESS

5.1 TALENT MANAGEMENT (OTR)

Each year, a Talent Review (OTR) is carried out at Department level and in each of the University's Centres. This exercise consists of a guided and coordinated reflection from the HR Department and conditioned by the academic and business goals of the Institution, around the following issues:

• Future organisational structure (organisation chart)

- Need for creation, modification and/or amortisation of positions Talent Matrix of the Heads of Departments and of Centres

- Succession planning for key positions

- Development actions of current team members, according to their position in the Matrix

- Risk and impact analysis of talent outflows

- Economic estimate of the cost of the structure and resulting action plan with a view to its incorporation, in part or in full, in the budget for the following year.

The University's Talent Matrix is constructed on the basis of two criteria:

- Sustained performance over time, as measured by the performance assessments of at least the two preceding financial years.

- Potential, measured as the individual's ability and willingness to take on new and increased responsibilities.

The University, based on the final distribution of the Talent Matrix, will establish specific training and development programmes for specific groups.

The implementation of the defined development plan is the responsibility of the immediate manager of the vacant position. The Human Resources Department drives, advises and monitors the implementation of the planned development actions.

5.2 INTERNAL MOBILITY

Whenever a vacancy arises in the University, the Succession Plan of the Department concerned is consulted in the first instance for key positions. If no short-term successor for the position is defined, the vacancy is advertised internally.

All current opportunities are available to employees in the HR IT application.

The Head of Department of the position in conjunction with the HR Department determines whether it is necessary to also publish externally and to enable other sources of recruitment in parallel with the internal process.

In all cases, priority is given to internal applications, provided that they meet all the requirements of the vacant position.

Teaching career plan

In order to fill teaching posts in the categories of Professor, Professor, Researcher and Emeritus, the University offers a number of positions each year.

The Head of Centre will propose to the Academic Council a number of places in these categories associated with specific fields of knowledge. The number is determined on the basis of the needs established in the teaching staff model of each Centre, as well as the availability of candidates.

The Academic Council shall reach a consensus and propose to the Management Board a number of places, assigned to their corresponding fields of knowledge.

The Management Board will assess the organisational and economic impact of the proposal and will ultimately determine the number of places to be offered each year.

The Department of Human Resources will publish on the University's Intranet the general call for entries, which in turn is communicated to all University employees.

The Centre proposes the composition of the defence panel and the date on which it will be held, for each of the posts, as established in the specific call for entries for these posts.

The defence panel is made up of three members, two of whom will preferably be university lecturers, and the third must belong to another national or international university institution. All of them must be specialists in the Field that is the object of the call for entries or related areas and have, at least, a similar category to that of the post being called for. In the event that there are no professors at the University to constitute the defence panel, it may be made up entirely of external professors.

Once these aspects have been passed, the Department of Human Resources publishes the information on the University's intranet. In order to apply for these positions, a series of documents must be submitted to the Department of Human Resources.

Once the applications have been received, the Human Resources Department will inform the Centre of the applications received. This information, together with all other necessary information, will be sent from the Centre to the members of the defence panel at least two weeks in advance.

Interested candidates will present their merits and academic projects, through a brief document and a short oral introduction to the defence panel on the scheduled date.

The defence panel assesses the work carried out and the proposals put forward by the candidates in the three basic areas of action defined in the specific call for entries (teaching, research and management) and proceeds to award the place to the most suitable candidate, which will be recorded in a report signed by the members of the defence panel.

The Head of Centre formally appoints the lecturer, informing the Academic Council and the Human Resources Department of this appointment.

6. SPECIFICITIES PER CENTRE

School of Architecture
NA

School of Social Sciences
NA

School of Health Sciences
NA

7. STAKEHOLDERS AND ACCOUNTABILITY

As described in this procedure, the University, based on the principle of transparency of information, communicates vacancies to employees in the Human Resources computer application and publishes the general call for entries for teaching positions in the categories of Graduate, Professor, Researcher and Emeritus on the University's Intranet.

Moreover, professors from other national or international university institutions also participate as members of the defence panel for teaching posts.

8. INDICATORS

- PGC 8.4-IND01: Ratio of Management Board positions with identified successor in the short-term

- PGC 8.4-IND02: Ratio of teaching posts that are filled internally

- PGC 8.4-IND03: Ratio of non-teaching posts that are filled internally

- PGC 8.4-IND04: Voluntary turnover first year in post

9. RESPONSIBILITIES

- Process owner: Human Resources Department.

- Participants in the process:

- HR Department:

    ✓ Define methodology and processes for internal talent identification and management programmes, Training and development plans and career/internal mobility plans.

    ✓ Define talent identification tools and promote talent programmes and develop concrete actions for the fulfilment of the development plans for each talent, reviewing them annually.

    ✓ Monitor the implementation of the Development Plans resulting from the RTO.

    ✓ Publish the general call for entries on the University's Intranet and communicate it to the entire University.

    ✓ Receive applications for teaching staff positions.

    ✓ To process the recruitment/promotion of teaching staff.

- Management Board:

    ✓ Annually review the results of the Talent Management programmes.

- Academic Council

  - ✓ To submit to the Management Board the final proposal of the teachers who have been included in the annual call for entries for specific category teaching posts.

  - ✓ Communicate the results of the final call for entries to the Centres.

  - ✓ Validate the final number of teaching posts.

  - ✓ To select from the definitive list of those called for teaching posts.

- Head of centre:

  - ✓ Drafting the Organisation and Talent Review (OTR) for their area of responsibility and its subsequent validation.

  - ✓ Translate the OTR into the following year's budget, making adjustments as necessary

  - ✓ To make the appointment of teaching staff.

10. MONITORING AND MEASUREMENT

The monitoring of this procedure is carried out by the HR Department, which conducts an annual Talent Review (OTR) and monitors the implementation of the planned development actions and the process of filling teaching and non-teaching vacancies.

11. RECORDS

The implementation of this procedure generates the following records:

RECORDS			
RECORD NAME	RESPONSIBLE	SUPPORT	CONSERVATION TIME
Annual call for entries for the Teaching Career Plan	HR Dept.	Digital	3 years
Documentation talent identification	HR Dept.	Digital	3 years

12. ANNEXES

Not applicable.