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MODIFICATIONS			
EDITION	**DATE**	**REASON FOR MODIFICATION**	**PAGES**
01	10/09/2008	INITIAL VERSION	
02	24/09/2009	Update of process, records and responsibilities	2-4.8-9
03	19/09/2012	Adaptation of procedure	4,5,8.9
04	06/02/2014	Adaptation of procedure -Reformulation of objective and scope -Process development update -Flowchart update -Inclusion of communication and indicators field -Review of responsibilities	2 3,4,5 and 6 7 8 8
05	22/04/2018	Adaptation of procedure	
07	02/07/2019	Unification of SGIC I and II	All
08	26/04/2021	Update Director of Quality and Academic Compliance	
Approved by: Olga Castelao. Director of the Academic Quality and Compliance Department Date: 26/04/2021	Approved by: Eva Icarán. Vice-Rector for Teaching Staff and Research Date: 26/04/2021	Approved by: Elena Gazapo. Rector Date: 26/04/2021	

PURPOSE

The purpose of this procedure is to establish a systematic approach to the formulation and development of the UEM Training Plan, taking into account the strategic and pedagogical needs of University staff.

SCOPE

This procedure covers all the activities that are developed for the creation, dissemination, execution and assessment of the Training Plan, as well as the activities for the promotion of the University's research activities. This procedure does not apply to commercial contracts.

RELATED DOCUMENTATION

- Human Resources Policy
- PGC 1.1 Quality Policy
- PGC 1.2 Strategic planning
- PGC 1.5 Management of the Human Resources Policy
- PGC 11.1 Stakeholder group satisfaction
- PGC 12.3 Analysis and Improvement
- Collective Agreement of Private Universities, Private University Centres and Postgraduate Training Centres
- UEM Strategic Plan (Long Range Plan)
- Job descriptions
- UEM competences model: GLLM (Non-teaching) and Teaching
- VIII National Collective Agreement for Private Universities, Private University Centres and Postgraduate Training Centres (BOE 27 August 2019).

PROCESS DEVELOPMENT

One of the UEM's priorities is to maintain, update and promote the ongoing professional development of those who form part of the organisation. To this end, the HR Department develops a training programme aimed at teaching, non-teaching and research staff. This programme is adapted to the needs of the organisation, with the aim of providing the knowledge and skills that employees need for optimum performance in their roles.

Identification of training needs

Training needs are identified in the following way:
The Recruitment and Selection Department analyses the University's strategic challenges, as well as other reports that may contribute to the identification of collective learning needs (aggregated results Performance Management, Net Promoter Score (NPS) results report). Together with the Vice-Rector's Office (Innovation and Teaching Development Department) exclusively academic priorities plus all the relevant documentation on the current academic model are analysed. On this basis, priorities and actions for training and general development are established.

At the same time, meetings are held with the Vice-Deans/Directors of Undergraduate

Programmes/Directors of Postgraduate Programmes and Faculties in order to establish the specific offer to be included in the Training Plan for each of these organisational areas. In academic terms, this offer is reflected in the portfolios for each faculty, and in interdisciplinary teaching and learning.

The Training Plan is a living document, and is therefore subject to change throughout the year. This is because business and academic demands and challenges are also constantly evolving. Together with the Vice-Rector's Office, the Recruitment and Professional Development Department periodically reviews the Plan in order to update the offer, and adapt it to the needs of that particular moment in time.

Planning and implementation of actions

The Annual Training Plan already contains an initial approximation of the content methodologies, facilitator (if applicable), estimated cost and planned date for the activity to be held.

These parameters are reviewed with the department at which the training is targeted as the date provisionally scheduled approaches, in order to as far as possible respect the work cycles of each department or group, and optimise lessons learned.

New training and/or development proposals are analysed each quarter, in terms of how well they fit with the Plan's guidelines and the availability of economic resources for their effective delivery.

Internal suppliers (staff) play a fundamental role in the delivery of the initiatives programmed, as the aim is to prioritise the exchange of knowledge within the organisation itself, rather than using external experts.

The training available is published on the employee portal, and on the organisation's Intranet, which is also where participants can register for the different courses. Each individual course is only visible to those who fall within the group at which it is aimed, as indicated by HR. Registration for a course must be approved by the coordinator of the department to which the employee belongs.

Once the course has been completed, HR sends a satisfaction survey to the participants.

The results of the survey are used for the final monthly, termly (for pedagogical training) and annual reports. The results recorded in these reports will serve as input for the design of the new training programme, including any improvement actions that may be appropriate. When deemed necessary, non-conformities will be noted, and the corresponding improvement actions will be undertaken.

On completion of the course/training session the training database will be duly updated.

Research, Innovation and Technology Transfer Activities

The UEM promotes and manages the University's research policy and activities through the Research and Doctoral Department. To this end, it seeks the social recognition of these activities, and of the transfer of technology from the UEM via the Office for the Transfer of Research Results (OTRI).
In order to be able to develop its work in a coherent way in line with social developments, the EDI participates in the Sectoral R&D Committee of the CRUE (Conference of Rectors of Spanish Universities), and the OTRI is part of the National Network for the Transfer of Research Results which in turn is part of the Network of University OTRIs.

Within the UEM, the OTRI essentially focuses its services on four main groups:

− On UEM Research Groups:

The OTRI works on behalf of the research groups as it is responsible for providing support in the work of technology transfer. To this end, it offers advice on the preparation of proposals and budgets for research projects, seeks co-financing sources for public and private research, offers technologies developed at the University to companies and institutions, collaborates with companies and research centres related to the University's research activities, and protects research results by means of industrial and intellectual property rights with a view to their commercial exploitation.

The OTRI is actively committed to participating in R&D programmes, and is responsible for managing information on calls for proposals, and in the search for partners, at the same time offering its collaboration on the implementation of projects.

The OTRI issues a fortnightly Research Grants Newsletter, which can be accessed via the employee portal on the UEM Research Intranet, and is also e-mailed to subscribers. This newsletter provides information on opportunities for the public or private funding of research activity. The OTRI also collaborates on the legal, economic and administrative management of R&D projects.

− On Professors:

It informs professors about the certification processes by accredited bodies, and gives personalised advice to those responsible for research in the faculties/schools, particularly where there is a link to research at the UEM. It also offers support in terms of access to doctoral programmes and researcher training.

Via the EDI, it also leads the pedagogical training plan for teaching staff in the supervision of doctoral students' theses. In addition, it develops part of the research training programme.

− On businesses:

The OTRI jointly manages with companies, participates in research, technological development and innovation (R&D&I) projects, promoting the search for external funding to permit their implementation, and formalising research contracts with companies. It provides advice on issues regarding industrial and intellectual property, such as the commercialisation of patents, as well as on project management, the search for partners (constitution of consortia) and applications for grants from public or private bodies.

− On students:

It manages and provides information on all matters related to research grants offered by public and private entities, or by the UEM itself.

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 Research and Doctoral Studies
N/A

RECORDS (evidence)

RECORDS		
RECORD NAME	**CONTROLLER**	**LOCATION**
Training Application	Training Department	HR Records
Training Budget	Finance Department	HR Records
Training Plan	Training Department Innovation Unit	HR Records
Training Programmes	Training Department	HR Records
Documentation linked to each training initiative	Training Department	HR Records
Training Database	Training Department	HR Records

INDICATORS

IND01-PGC8.3 Number of Training Courses Offered
IND02-PGC8.3 Percentage of Employees Trained
IND03-PGC8.3 Satisfaction of Professors with Training Offered

RESPONSIBILITIES

Owner of the process: HR Training Manager **Participants in the**

process:

Heads of teaching and non-teaching departments:

Identify training needs in their departments, and complete training requests.
Respond to requests from staff to participate in these training activities.

Dean/School Director/Director of Non-teaching Department

Identify or review training needs in the areas that they coordinate, and approve applications from department heads.

Postgraduate Programme Director:

Identify or review training needs in the areas that they coordinate, and approve applications from programme directors.

Governing Bodies:

Assess the results of training initiatives.

Training Department:

Study training proposals from the different departments, approve those considered appropriate, drawing up a training programme that includes those that are viable and are a priority.
Identification of general or corporate training needs.
Prepare a calendar of the training activities that are scheduled to take place.
Notify the departments of approved training initiatives and supervise their implementation.
Design and plan training activities aimed at non-teaching staff, and liaise with the Vice-Rector's Office in the development of the plan for teaching staff.
Periodically propose training activities.
Coordinate the space, time and logistical arrangements required for the training activity to be carried out.
Manage the contracting of training providers, the administrative tasks associated with training activities, and the assessment of the suitability of a given activity with regard to established objectives, putting in place the appropriate measures to correct possible deviations.
Assess training initiatives, and draw up a termly (in the case of pedagogical training) or annual report that will be reviewed at Academic Council meetings.

Office of the Vice-Rector for Teaching Staff and Research:

Design the Training Plan for the teaching community
Propose and promote pedagogical training activities.
Provide and coordinate specific training related to online teaching, technology and quality.

Vice President of HR:

Set the training budget, and align training requests with the final budget as agreed. Assess the results achieved in the different plans developed on the basis of the Personnel Policy, and devise improvements in the event of possible shortcomings. Communicate results achieved to the governing bodies.

Financial Analysis Department:

Evaluate, together with the HR Directorate, the economic viability of training proposals in order to include them in the UEM budget and present it to Management. Communicate the authorised training budget to HR Management.

OTRI Manager:

Advise on research policies and activities.
Identify and analyse technological proposals and capabilities.
Advise researchers and companies in their search for funding, and for partners in the development, implementation and dissemination of R&D projects, the processing of patents and the management of results, as well as on the accreditation process, particularly in relation to R&D&I.
Manage UEM research activities: contracts, projects, and calls for internal proposals linked to UEM Chairs, the information provided to companies via their directors.

<u>ANNEXES</u>

N/A