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	PGC 8.4 TALENT MANAGEMENT AND INTERNAL MOBILITY	EDITION 08


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MODIFICATIONS			
EDITION	DATE	REASON FOR MODIFICATION	PAGES
01	10/09/2008	INITIAL VERSION	
02	30/09/2009	Update of process, records and responsibilities	3-6,8,12-13
03	19/09/2012	Adaptation of Procedure	3-5.11-13
04	28/02/2014	Adaptation of Procedure	1,2,3-5,7,8,9
05	18/04/2018	Update of Procedure	
07	04/07/2019	Unification of SGIC I and II	All
08	26/04/2021	Update Director of Quality and Academic Compliance	All
Approved by:		Approved by:	Approved by:
Olga Castelao Director of the Academic Quality and Compliance Department		Eva Icarán. Vice-Rector for Teaching Staff and Research	Elena Gazapo. Rector
Date: 26/04/2021		Date: 26/04/2021	Date: 26/04/2021

PURPOSE

The aim of this procedure is to define how talent is identified and managed internally, and how internal mobility and career plans are managed. It is also designed to identify and secure the

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human resources that will be available in the future to meet the academic and business challenges.

SCOPE

The procedure applies to all University employees, both teaching and non-teaching. This procedure does not apply to commercial contracts.

RELATED DOCUMENTATION

- PGC 1.2 Strategic planning
- PGC 1.5 Management of the Human Resources Policy
- PCG 2.1 Public Information and Accountability
- PGC 8.1 Recruitment and Selection
- PGC 12.3 Analysis and Improvement
- Teaching career plan
- Organisational Talent Review (OTR)
- The UEM's Mission and Vision
- Document 2 Programme AUDIT: Guidelines
- University Statutes
- VIII National Collective Agreement for Private Universities PROCESS DEVELOPMENT

PROCESS DEVELOPMENT

Organisational Talent Review (OTR)

Every year, as part of the exercise of drawing up the 5-year Strategic Plan (Long Range Plan), a Talent Review (OTR) is carried out at department and/or faculty level. This exercise consists of a study that is planned and coordinated by the Human Resources Department, and conditioned by the academic and business goals of the Institution, regarding:

Future organisational structure (organigram)

Need for positions to be created, modified or made redundant Talent Matrix for area or faculty managers.

Succession plan for key roles

Development actions for current team members, based on their position in the matrix.

The exit of talent: risks and impact


Estimation of the economic cost of the structure, and the resulting action plan with a view to its partial or total incorporation into the budget for the following year.

The UEM talent matrix is based on two criteria:

Sustained performance over time, measured through performance appraisals for the two preceding years as a minimum.

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

Talent management and professional development

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All employees included in the Performance Management process are required to draw up an individual Development Plan, as described in the Procedure.

These professional development plans are aimed at improving the skills the employee needs to perform their current role, and must also take into account their expectations and career plans.

Based on the final talent analysis, the University will establish training and development programmes aimed at specific groups.

The implementation of the professional development plan agreed upon is the responsibility of the person's line manager. HR promotes, advises and monitors the implementation of the planned professional development actions.

Filling vacancies, internal mobility and promotion

Whenever a vacancy arises within the organisation for a key position, the first thing to be taken into consideration is the succession plan for the department in question. If no short-term successor for the position has been identified, the vacancy is advertised internally.

All current opportunities are open to employees on the University's jobs portal, which is accessible via the corporate Intranet.

Together with the HR and Recruitment and Development Departments, the line manager for the vacant position decides whether or not it is necessary to advertise externally and to use other recruitment channels alongside the internal recruitment process.

Priority will be given to internal applicants in all cases, provided that they meet all the requirements for the vacant position.

Teaching career plan

With regard to the categories of Full Professor, Professor, Research Professor and Emeritus Professor, Universidad Europea offers a number of positions each year through the following procedure:

Each Dean/Director of School proposes a number of Full Professor/Chair/Research Professor/Emeritus Professor positions associated with specific areas of knowledge to the Academic Council. The number of posts is based on the needs established in the teaching staff structure of each faculty or school, as well as on the availability of candidates.

The Academic Council will reach a consensus, and propose a number of positions to the Management Committee, allocated to their corresponding fields of study.

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


The HR Department will announce the general call for applications for these vacancies on the Universidad Europea's Intranet, communicating it to the whole of the University community.

Specific call for applications for each of the proposed positions

Each Department Director proposes to their Dean or School Director the composition of the selection panel for each of the positions in accordance with the standard document 'Specific call for applications for the positions of Full Professor/Chair/Research Professor/Emeritus Professor' as well as the date on which the competition is to be held.

The selection panel consists of three members, two of whom will preferably be UE professors, while the third is required to be from another national or international university institution. All must be specialists in the field of knowledge in question or in related fields, and have at least equivalent status to that of the post to be filled. In the event that there are no professors in the UE to sit on the selection panel, it may be entirely composed of external professors.

Once the composition of the selection panel and the competition date have been approved, the

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Department Directors publish this information on the UE Intranet via the Human Resources Department.

Within the deadline established in the call for applications, candidates must submit the following documentation to the HR Department:

- a. Completed application form
- b. CV in ANECA/Autonomous Quality Agency format
- c. Document from the Spanish National Agency for Quality Assessment and Accreditation (ANECA) certifying that the lecturer is accredited in the category of Private University Professor or Associate Professor.
- d. Sworn statement attesting to the veracity of the information contained in the professor's CV.

The HR Department will inform each Department Director of the applications received.

Each Department Director will contact the members of the selection panel, and send them the details of the call for applications and the candidate CVs. At least two weeks' advance notice must be given before the competition is held.

The members of the selection panel may request the original documentation that will enable them to double-check the veracity of the information included in the candidates' CVs if they consider this appropriate, through the Department Directors.

The professors interested in the post present their achievements and future academic projects to the selection panel on the date set for the competition. To do so, they must provide a document describing their professional career and their proposals, as well as giving a brief oral presentation on the same (no more than 30 minutes).

The selection panel assesses the work carried out and the proposals put forward by the candidates in the three basic areas of activity defined in the specific call for applications (teaching, research and management), awarding the post to the most suitable candidate.

Once the applicants have made their presentations, each of the members of the selection panel will draw up a written report assessing the suitability of the candidate they consider best suited to the post. The selection panel then sign the official record of the meeting.

In the light of the minutes, the Dean or Director of School proceeds to formally appoint the lecturer, notifying the Academic Council and the HR Department of the appointment.

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 Programmes

N/A

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RECORDS (evidence)

RECORDS		
RECORD NAME	CONTROLLER	LOCATION
Annual call for applications for more senior teaching positions	HR Department	HR Records
Talent identification documentation	HR Department	HR Records

INDICATORS

IND01-PGC8.4 Percentage of managerial positions for which a short-term successor has been identified.

IND02-PGC8.4 Percentage of teaching and non-teaching positions that are filled by a person from the University

IND03-PGC8.4 Voluntary employee turnover during the first year in post

RESPONSIBILITIES

Owner of the process: Human Resources Department.

Participants in the process:

Manager:

Analyse and share with the Vice-Dean/Dean/Director of School the specific needs of their Department, and their ideas on the potential for staff development and possible development initiatives.

Act as a mentor for the staff member, drawing up an individual professional development plan with them and supporting them throughout the year.

Member of the Management Committee/Dean/School Director:

Draw up the Organisational Talent Review (OTR) for their area of responsibility.

Discuss their OTR with Human Resources and submit it to the CEO for approval.

Translate the OTR into the following year's budget, making the necessary adjustments in line with the guidelines and suggestions of the CEO and the Finance Department.


Approve full professor and/or chair of faculty/school applications for their own faculty/school and submit the proposal to the Academic Council.

Propose a number of full professor/chair/research professor/emeritus professor positions associated with specific areas of study to the Academic Council.

Appoint teaching staff

HR Department:

Establish the methodology and processes for the identification and management of talent

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internally, together with training and development programmes and internal career/mobility plans.

Set up talent identification tools, encourage talent programmes and develop specific initiatives for the fulfilment of the professional development plans for each talent, reviewing them annually.

Monitor the implementation of the professional development plans resulting from the OTR.

Announce the general call for applications for these vacancies on the Universidad Europea's Intranet communicating it to the whole of the University community.

Accept applications for teaching staff positions.

Handle the recruitment/promotion of teaching staff.

Vice President of HR:

Request the approval of the Management Committee for talent management and career plan programmes.

Coordinate programme management within their department.

Management Committee:

Annually review the results of the talent management programmes.

Approve the final number of teaching posts.

Select from the definitive list applicants for the posts of full professor/chair those professors who are to be appointed to those positions.

Academic Council:

Submit the final list of professors who have been included in the annual call for applications for the posts of full professor and/or chair to the Management Committee.

Communicate the results of the call for applications to the faculties/schools or department directors.

Propose to the deans/directors of schools the creation of posts for their department within the framework of calls for full professor/chair applications.

Propose the composition of the selection panel for each of the positions.

ANNEXES

N/A