

Quality Manual



Title

Manual da Qualidade
MQ-2.3/2025

Edition

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Índice

1. Introduction	7
1.1. Quality Manual Approval	7
1.2. Scope	8
1.3. Reference Documents	8
1.4. Definitions	9
1.5. Acronyms and Abbreviations	9
1.6. Quality Manual Structure	12
1.7. Manual Review	13
1.8. Manual Distribution	13
2. Mission, Strategic Vision and Values	14
3. Policies	15
3.1. Quality Policy	15
3.2. Reconciliation Policy	16
3.3. Equality Policy	17
3.4. Information Security Policy	17
4. IPT Organisational Structure	18
4.1. Organisational Model	18
4.2. Powers and duties of management and governing bodies	20
4.2.1. IPT Governing bodies	20
4.2.2. IPT Advisory bodies	20
4.2.3. Student Ombudsman	20
4.2.4. Heads of Functional Units	20
4.2.4.1. Departmental Units	20
4.2.4.2. Training Units	22
4.2.4.3. Support Units	23
4.2.4.4. Research, Technological and Artistic Development Units	25
4.2.5. Heads of organisational units	27
4.2.6. Programme Management	28
5. Organisation of the Integrated Quality Management System	28
5.1. Introduction	28
5.2. SIGQ Structures	28
5.3. SIGQ Leadership Structure	33
5.4. Stakeholders	36



Table Index

Table 1: History of the Quality Manual	13
Table 2: IPT Departmental Units	21
Table 3: IPT Training Units	22
Table 4: IPT Central Services	23
Table 5: IPT Planning and Management Support Services	24
Table 6: IPT Specialist Services	25
Table 7: IPT Research and Technological or Artistic Development Unit	27
Table 8: IPT Organisational Units	27
Table 9: SIGQ documentary structure, powers and duties and consistency with A3ES guidelines	32
Table 10: IPT stakeholder mapping	40

Figure Index

Figure 1: IPT Organisational Chart	19
Figure 2: PDCA Cycle	29
Figure 3: Integrated Quality Management System (SIGQ)	33
Figure 4: SIGQ Stakeholder Diagram	36





1. Introduction



1.1. Quality Manual Approval

The implementation, maintenance and improvement of the Integrated Quality Management System of the Polytechnic University of Tomar (IPT) is a strategic goal. Its implementation is the responsibility of all employees.

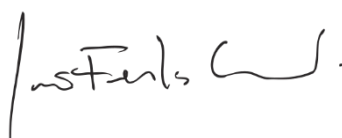
This manual outlines the strategy implemented to guarantee the desired level of quality in the services provided by IPT, in accordance with Article 43 of the IPT Statutes.

The leadership structure of IPT, represented by its President, is primarily responsible for ensuring compliance with the directives in this Manual, fostering a culture of continuous improvement at all levels.

Under the provisions of article 43(s) of IPT Statutes, approved by Regulatory Order No. 17/2009, published in Diário da República, 2nd series, No. 84 of 30 April and revised by Regulatory Order No. 9/2021 of 4 March which ratifies the amendments to the Statutes of the Polytechnic University of Tomar, I hereby approve and enact this Quality Manual as well as the documents that support the Integrated Quality Management System.

Polytechnic University of Tomar, 31 March 2025

The President,



(Professor João Paulo Pereira de Freitas Coroado, PhD).



1.2. Scope

The Integrated Quality Management System (SIGQ) of IPT is grounded on European guidelines and standards, as well as legal precepts applicable to its institutional mission and the cross-cutting areas that support it.

The scope of SIGQ encompasses Quality Management and the Reconciliation of professional, family, and personal life within the realms of teaching and learning, research, societal engagement and internationalisation.

1.3. Reference Documents

- Regime Jurídico das Instituições de Ensino Superior [Legal Framework of Higher Education Institutions] Law No. 94/2019 , of 4 September;
- Regime Jurídico da Avaliação do Ensino Superior [Legal Framework of Higher Education Evaluation] - Law no. 38/2007 of 16 August;
- Sistema Integrado de Gestão do Desempenho na Administração Pública [Integrated System for Performance Management and Appraisal in Public Administration] - Law no. 66-B/2007 of 28 September;
- Lei de Bases do Financiamento do Ensino Superior [Higher Education Funding Act] Law no. 37/2003 of 22 August;
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium, ISBN: 978-9-08-168672-3;
- Referenciais para os Sistemas Internos para a Garantia da Qualidade nas IES [Benchmarks for Internal Quality Assurance Systems in HEIs] (Adaptation to ESG 2015)- ASIGQ_EN_V1.2_Oct2016 - A3ES Standards;
- Portuguese Standard NP EN ISO 9001: Quality Management System – Requirements
- Portuguese Standard NP4552: Work-Life, Family and Personal Life Reconciliation;
- Manual para o Processo de Avaliação Institucional no Ensino Superior, A3ES, Janeiro 2017 [Manual for the Institutional Assessment Process in Higher Education, A3ES, January 2017];
- Manual para o Processo de Auditoria dos Sistemas Internos de Garantia da Qualidade nas Instituições de Ensino Superior [Manual for the Audit Process of Internal Quality Assurance Systems in Higher Education], A3ES, January 2020;
- Autoavaliação de Ciclos de Estudos em Funcionamento (ACEF), A3ES, Julho de 2018 [Self-Evaluation of Courses of Study in Operation A3ES July 2018];
- Pedido de Acreditação Prévia de Novo Ciclo de Estudos (PAPNCE) [Application for Prior Accreditation of New Courses of Study - PAPNCE] A3ES, June 2018;
- Pedido Especial de Renovação da Acreditação de Ciclos de Estudos Não-Alinhados (PERA) [Special Application for the Renewal of Accreditation of Non-Aligned Courses of Study (PERA)] A3ES, July 2018;
- Estatutos do Instituto Politécnico de Tomar, IPT [Statutes of Polytechnic University of Tomar, IPT] May 2009, ISBN 978-972-9473-43-2, in its current wording - Regulatory Order no. 9/2021, of 4 March;
- Plano de Ação, Candidatura a Presidente do IPT, João Coroado [Action Plan, Candidacy for President of IPT, João Coroado] December 2023.

1.4. Definitions

The definitions relevant to this document are those outlined in the glossary of the Agência de Avaliação e Acreditação do Ensino Superior (A3ES) [Agency for Higher Education Evaluation and Accreditation] based on the NP EN ISO 9000 and NP 4552 standards.

1.5. Acronyms and Abbreviations

A3ES - Agência de Avaliação e Acreditação do Ensino Superior/Agency for Higher Education Evaluation and Accreditation

ACAP - Academia de Ciências, Arte e Património/Academy of Science, Arts and Heritage

ADM- Administrador/Administrator

AGE - Assuntos Operacionais e Expediente/Operational and Document Processing Service

BIOTEC.IPT - Laboratório de Bioenergia e Biotecnologia Aplicada/Laboratory of Bioenergy and Applied Biotechnology

BUN/SPOC - One Stop Shop/Student Point of Contact

CAB - Centro de Arquivo e Bibliotecas/Library and Archive Centre

CAC - Conselho Académico/Academic Council

CAI – Centro de Artes e Imagem/Centre for Visual Arts

CA2PT – Centro Centro de Arqueologia, Arqueociências e Paleontologia/Centre for Archaeology, Archaeosciences and Palaeontology

CCO - Conselho Consultivo/Advisory Council

CEFT - Centro de Estudos de Fotografia de Tomar/Tomar Photography Research Centre

CGE - Conselho Geral/General Council

CGEO - Centro de Geociências/Geoscience Centre

CGT - Conselho de Gestão/Management Board

CI2.IPT - Centro de Investigação em Cidades Inteligentes/Smart Cities Research Centre

CIAEGT - Centro de Investigação aplicada em Economia e Gestão do Território/Centre for Applied Research in Economics and Land Management

CIF - Centros de Investigação FCT/FCT Research Centres

CIS – Centro de Informática e Sistemas/Computer Systems Centre

CLI - Centro de Línguas/Language Centre

CPR - Conselho da Presidência/Board of Directors

CRBA- Centro de Gestão e de Reservas de Dados e Bens Arqueológicos/Centre for the Management and Preservation of Archaeological Data and Artifacts

CSI - Centro de Som e Imagem/Sound and Image Centre

DSA – Divisão de Serviços Académicos/Academic Services Division



DFP - Divisão Financeira e Patrimonial/Finance and Property Division

DFP_APROV - Secção de Aprovisionamento e Economato/Procurement and Consumables Section

DFP_CTD - Secção de Contabilidade/Accounting Section

DFP_GCF - Gabinete de Controlo Financeiro/Financial Control Office

DFP_TES - Secção de Tesouraria/Treasury Section

DGES - Direção Geral do Ensino Superior/Directorate-General for Higher Education

DOMUS.IPT - Estrutura de Apoio Tecnológico à Indústria AECO do Médio Tejo/AECO Industry Techno-logical Support Centre of Médio Tejo

DRH - Divisão de Recursos Humanos/Human Resources Division

ESC_CCC - Comissão de Coordenação de Curso/Programme Steering Committee

ESC_CGR - Cursos com ou sem diploma/Diploma and non-diploma programmes

ESC_CPE - Conselho Pedagógico/Pedagogical Council

ESC_CTC - Conselho Técnico-Científico/Technical and Scientific Council

ESC_DIC - Diretor de Curso/Programme Director

ESC_SAP - Serviços de Apoio e de Secretariado/Support and secretarial services

ESC_SEC - Secretariado da Direção/Board Secretariat

ESGT - Escola Superior de Gestão de Tomar/Tomar Business School

ESTA - Escola Superior de Tecnologia de Abrantes/Abrantes School of Technology

ESTT - Escola Superior de Tecnologia de Tomar/Tomar School of Technology

GAI - Gabinete de Apoio à Investigação e Inovação/Research and Innovation Support Office

GCR - Gabinete de Comunicação e Relações-Públicas/Communication and Public Relations Office

Gest&9 - Centro de Investigação e Inovação em Gestão/Centre for Management Research and Innovation

GJU - Gabinete Jurídico/Legal Office

GQS - Gabinete da Qualidade e Sustentabilidade/Quality and Sustainability Office

GRI - Gabinete de Relações Internacionais/International Relations Office;

GTP - Gabinete Técnico e de Planeamento/Technical and Planning Office

GTR - Gabinete de Tradução/Translation Office

IPT - Instituto Politécnico de Tomar/Polytechnic University of Tomar

ITM - Instituto Terra e Memória - Centro de Estudos Superiores de Mação/Institute for Earth and Memory - Mação Higher Studies Centre

LAB.IPT - Unidade Laboratorial Central/Central Laboratory Unit

LABAUDIO - Laboratório de Produção Audiovisual/Audiovisual Laboratory

LABFOTO - Laboratório de Fotografia/Photo Lab

LABVIDEO - Laboratório de Vídeo e de Cinema Documental/Video and Documentary Film Lab

LACPS.IPT - Laboratório de Arqueologia e Conservação do Património Subaquático/Laboratory of Underwater Archaeology and Heritage Conservation

LAR - Laboratório de Arqueologia Rupestre/Laboratory of Rock Archaeology

LQUAT - Laboratório de Quaternário e estudo de materiais/Quaternary and Materials Laboratory

LCC - Laboratório de Construção Civil/Civil Construction Lab

LCR.IPT - Laboratório de Conservação e Restauro/Conservation and Restoration Lab

LE - Laboratório de Eletrotecnia/Electrical Engineering Lab

LEM - Laboratório de Engenharia Mecânica/Mechanical Engineering Lab

LFÍSICA - Laboratório de Física/Physics Laboratory

LIA - Centros/Laboratórios de Investigação Aplicada/Applied Research Centres/Laboratories LIED.IPT - Laboratório de Inovação e de Ensino a Distância/Innovation and Distance Learning Laboratory

LINE.IPT - Laboratório de Inovação Industrial e Empresarial/Industrial and Business Innovation Laboratory

LISI - Laboratório de Informática e de Sistemas Inteligentes/Computing and Smart Systems Laboratory

LTAG - Laboratório de Tecnologia e Artes Gráficas/Technology and Visual Arts Laboratory

LTQA - Laboratório de Tecnologia Química e do Ambiente/Chemical and Environmental Technology Laboratory

L-TOUR.IPT - Laboratório de Turismo/Tourism Laboratory

NHRC.IPT - Laboratório de Investigação Aplicada em Riscos Naturais/Laboratory for Applied Research on Natural Hazards

ODS - Objetivos de Desenvolvimento Sustentável/Sustainable Development Goals (SDG)

OIVA- Observatório de Inserção na Vida Ativa (inclui Núcleo Alumni)/Observatory of Student Transition to the Labour Market (includes Alumni Centre)

OPAP- Observatório de Prevenção do Abandono e Promoção do Sucesso Escolar/Observatory for Dropout Prevention and School Success Promotion

PES - Provedor do Estudante/Student Ombudsman

PI - Partes Interessadas/Stakeholders

PRE - Presidência/Governing Board

SAS - Serviços de Ação Social/Student Welfare and Support Services

SAS_ADM - Administrador SAS/SAS Administrator

SAS_BOL - Setor de Bolsas de Estudo/Grant-awarding Section

SAS_CAS - Conselho de Ação Social/Board of the SAS-IPT

SAS_DES - Setor de Desporto e Atividades Culturais/Sports and Culture Section

SAS_OUT - Setor de Outros Apoios Sociais/Other Social Supports Section

SAS_PSI - Setor de Apoio Psicopedagógico e Saúde/Psychopedagogical Support and Health Section

SAS_SAL - Setor do Alojamento/Accommodation section

SAS_SCO - Serviços Concentrados IPT/IPT Centralised Services

SAS_SEC - Serviço de Secretariado e de Expediente/Secretarial and Office Support Service

SAS_SLI - Setor da Alimentação/Food Section

SCE - Serviços Centrais/Central Services

SES - Serviços Especializados/Specialist Services

SGC - Sistema de Gestão da Conciliação/Reconciliation Management System

SIGQ - Integrated Quality Management System

SOM - Serviços Operacionais de Manutenção/Operational Maintenance Services

SPA - Serviços de Planeamento e Apoio à Gestão/Planning and Management Support Services

TBS - Tomar Business School

Techn&Art - Centro de Tecnologia, Restauro e Valorização das Artes/Centre for Technology, Restoration and Art Enhancement

UAP - Unidades de Apoio/Support Units

UDE - Unidades Departamentais/Departmental Units

UDE_CON - Conselho de Unidade Departamental/Departmental Unit Committee

UDE_DIR - Diretor de Unidade Departamental/Head of Departmental Unit

UFO - Unidades de Formação/Training Units

UFU - Unidades Funcionais/Functional Units

UID - Unidades de Investigação e Desenvolvimento Tecnológico e Artístico/Research, Technological and Artistic Development Units

UOR - Unidade Orgânica/Organisational Unit

VITA.IPT - Vida Assistida por Ambientes Inteligentes/Ambient Assisted Living

1.6. Quality Manual Structure

The Quality Manual is identified by the acronym MQ-X.N/YYYY, where X is the edition number, N is the revision number and YYYY is the edition/revision year.

The manual describes the mission, vision and values of the IPT, the organisational structure, the quality policy, the organisation of the SIGQ, the quality assurance methods for learning and student support, the interface between the SIGQ and the institution's strategic management, the participation of internal and external partners in the SIGQ, the production and- of information as well as the monitoring, evaluation and continuous development of the SIGQ.

1.7. Manual Review

This manual is reviewed every two years or as needed. The review may be full, leading to a new edition, or partial. In the first case the edition number is changed, in the second the revision number is changed.

Version	Version date	Summary of changes	Responsibility
MQ-1.0/2014	20-06-2014	Original Draft	Centro de Avaliação e Qualidade
MQ-2.0/2021	11-11-2021	Adaptation to the new IPT structure, revision of the SIGQ and adaptation to the ESG 2015 benchmark	Quality and Sustainability Office
MQ-2.1/2022	31-03-2022	Inclusion of the Reconciliation Policy and updating of some terms throughout the text, designation of processes in Table 9, and revision of Figure 3	Quality and Sustainability Office
MQ-2.2/2024	12-11-2024	Adjustment to the new IPT structure	Quality and Sustainability Office
MQ-2.3/2025	31-03-2025	Adjustment to the new SIGQ designation and NP EN ISO 9001	Quality and Sustainability Office

Table 1: History of the Quality Manual

1.8. Manual Distribution

This manual is available for consultation on SharePoint - IPT Community, which is accessible to all members of the academic community, and on the IPT website. Outdated versions are archived within the GQS in an electronic format for a period of five years.



2. Mission, Strategic Vision and Values

Mission

The IPT is a polytechnic higher education institution within the European higher education area with an educational offer in science, arts and humanities related areas intended to provide the students with a comprehensive educational background and produce - useful knowledge, abilities, competencies and skills as well as prepare them to the labour market and to be active citizens in a democratic society.

IPT aims at promoting access to knowledge to the benefit of individuals and society through teaching, research and cooperation and actively participating in the construction of a European learning/ research area and of a model for regional development based on the production, innovation and transfer of scientific and technological knowledge.

In order to fulfil its mission, IPT values the work of its researchers, teachers and non-teaching staff; it provides opportunities for the intellectual and professional training of its students and ensures that all citizens, who meet the necessary qualifications, have access to higher education and lifelong learning. Furthermore, IPT promotes The effective mobility of students and graduates, both nationally and internationally, namely in the European Higher Education Area and in the Community of Portuguese-speaking Countries, contributes to activities aimed at connecting with society, namely the dissemination and transfer of knowledge, as well as the economic use of scientific knowledge. Finally, it contributes to the public understanding of the humanities, arts, sciences and technology by promoting and organising actions to support the dissemination of humanistic, artistic, scientific and technological culture and by providing the necessary resources.

Strategic Vision

An IPT committed to providing reliable value for the benefit of society, in a creative, participatory and inclusive environment sustained by applied research, development and innovation with the highest academic and ethical standards.



Values

Commitment and responsibility: IPT is committed to the principles of respect for the individual, social justice, equal opportunities, intellectual rigour and cultural sensibility, transparency and the assumption of responsibilities, which foster a collective sense of commitment to social well-being in its different dimensions (social, environmental and cultural);

Boldness and creativity: the development of IPT involves promoting new approaches, responding in a critical and creative way to internal and external challenges and daring to think big;

Quality and effectiveness: IPT is committed to the highest intellectual and ethical quality standards, in training and research, in service delivery and in the operation of the entire organisation, recognising the need to make choices that demonstrate the effectiveness of objectives and efficiency in sustainable resource management;

Sharing and cohesion: IPT promotes sharing and exchange in all areas, the pooling of wills and optimisation of synergies, valuing differences and respect for pluralism of opinion.

3. Policies

3.1. Quality Policy

The Quality Policy established by the Polytechnic University of Tomar (IPT) demonstrates the institution's commitment to implementing an Integrated Quality Management System (SIGQ), in accordance with the criteria and principles outlined in the European standards for Quality Assurance in Higher Education, the Higher Education Institutions Legal Framework (Regime Jurídico das Instituições de Ensino Superior – RJIES), the NP EN ISO 9001 standard and the benchmarks of the Higher Education Assessment and Accreditation Agency (A3ES). It embodies a set of principles that define the institutional culture and enable the fulfilment of its mission, consistently striving to satisfy the academic community and partners, with a focus on the continuous enhancement of the quality of the services provided.

In order to fulfil its mission, IPT has established the following guiding principles for its Quality Policy:

- to identify and meet the needs and expectations of students, staff, partners and other stakeholders;
- to ensure staff qualifications;
- to expand access to knowledge to benefit both individuals and society.
- to promote the efficiency of teaching and research;
- to foster innovation and cultivate partnerships with educational and research institutions, municipalities, companies, and other entities, thereby contributing to the sustainable development of the region;
- to expand and enhance IPT's operations in Europe and globally by internationalising its products;
- to assess performance across its various activity areas to continuously enhance the effectiveness and efficiency of the SIGQ.

3.2. Reconciliation Policy

For the Polytechnic University of Tomar (IPT), the reconciliation of professional, family, and personal life is an integral part of the action plan and a key factor in shaping the strategy for a sustainable future, thus contributing to improving the effectiveness and efficiency of the performance of the Reconciliation Management System (SGC) through compliance with applicable legislation and other relevant requirements.

The Strategic Vision, Mission, Values, Guiding Principles and Code of Ethics and Conduct reinforce this policy in order for the IPT to be a pioneer and benchmark institution in this regard, undertaking to comply with the following principles:

- Good labour practices

Ensure quality standards by taking on the commitment to continue improving/increasing performance, developing a set of practices and measurable objectives in order to achieve the quality of services, of the organisational environment and the respect for the principles reflected in the SGC.

Integrate risk-based thinking as a support to planning, considering the risks and opportunities associated to its processes and stakeholders taking measures to prevent and reduce undesired effects and achieve improvement, in promoting employee satisfaction, involvement and motivation.



- Services and benefits

Continue to promote and conclude agreements that meet the needs of the relevant stakeholders (workers, families and students).

- Professional support and personal development

Encourage and support internal and external training activities that promote the development of employees and the updating of their skills.

The IPT supports and fosters an inclusive, efficient and effective communication, adopts a position which is favourable to gender equality practices and ensures the monitoring and improvement of SGC.

The Board takes responsibility for ensuring the implementation of this policy among all stakeholders relevant to the service and the competent authorities.

3.3. Equality Policy

The Equality Policy of the Polytechnic University of Tomar (IPT) shows the Institution's commitment and engagement in the observance and compliance with the regulatory standards in this area. Equality between women and men is one of the objectives of the European Union, enshrined in Article 3 of the European Union Treaty, which imposes on Member States the obligation to adopt appropriate measures and national policies to create equal opportunities for men and women to participate in all spheres of public and private life.

The Polytechnic University of Tomar is a public higher education institution, committed to being a socially responsible community, ensuring strict respect for the privacy of its users, in accordance with article 13, paragraphs 1 and 2 of the Constitution of the Portuguese Republic.

A policy of equality and the reconciliation of work and family life not only optimises human resource utilisation but also plays a vital role in advancing societal development. Recognising the significance and benefits of balancing work and family life, IPT is committed to implementing best practices that foster societal equality.

In the recruitment, selection, and evaluation processes for employees, candidates or students, no criteria that could lead to discrimination are applied.

Any conduct that favours, benefits, harms, deprives of any right, or exempts from any duty an employee, candidate, or student in comparable situations, without justification for such unequal treatment, is considered discriminatory.

3.4. Information Security Policy

The Information Security Policy of the Polytechnic University of Tomar shows the institution's commitment and engagement in the observance and compliance with the regulatory standards in this area, based on the requirements of the international standard for Information Security ISO/IEC 27001, which establishes a standard and code of good practices on Information Security Management.

IPT is a public higher education institution that defines itself as a socially responsible community, ensuring strict respect for the privacy of its users in accordance with the General Data Protection Regulation (GDPR) legislation.

To ensure intentionality and implement this Policy, the IPT Presidency appoints the Data Protection Officer and the Information Security Manager, who are responsible for applying the rules and procedures that support the Security Policy, which is guided by the following principles:

- Promote the implementation of measures necessary to ensure compliance with current information security legislation and the RGPD;



- Identify, analyse and manage the risks to which the institution is exposed, using internationally recognised methods and in accordance with the processes of the Integrated Quality Management System (SIGQ).
- Promote and establish continuous assessment procedures and measures to ensure adequate levels of integrity, confidentiality and availability of information about the institution and its staff, students and suppliers, and the systems and personnel that process and maintain it. These procedures should be part of an Information Systems Management process integrated into the Integrated Quality Management System (SIGQ).
- Prevent security incidents that may affect the Institution and its relevant stakeholders and plan an effective response, together with a subsequent analysis should they occur. Ensure the continuity of the institution's critical operations.

This policy will be communicated, disclosed and followed by all relevant stakeholders, including students, employees, partners, suppliers and other organisations that share services with the institution or process its information. Compliance with this policy will be mandatory within the scope of their respective areas of responsibility.

4. IPT Organisational Structure

4.1. Organisational Model

In order to carry out its tasks, the institution comprises schools, research units (study centres and related units), social welfare services and specialised technical services, which are coordinated and directed by the President and other governing and administrative bodies of the IPT, as laid down in the respective statutes. The IPT adopts a cross-functional model which translates into interaction between projects and human and material resources units, enabling project development and the institution's operation.

The projects represent activities in fields such as education, training, research and specialised services, which are conducted by the organisational units in order to fulfil IPT's mission. This is achieved through the implementation of a management by objectives approach, as outlined in the Statutes.

The human resource and material units enabling project accomplishment and appropriate operation of the institution are run both at central and school level in order to improve effectiveness, efficacy and quality. Nevertheless, IPT operational units are permitted, on their own initiative, to develop training, research and specialist services projects..

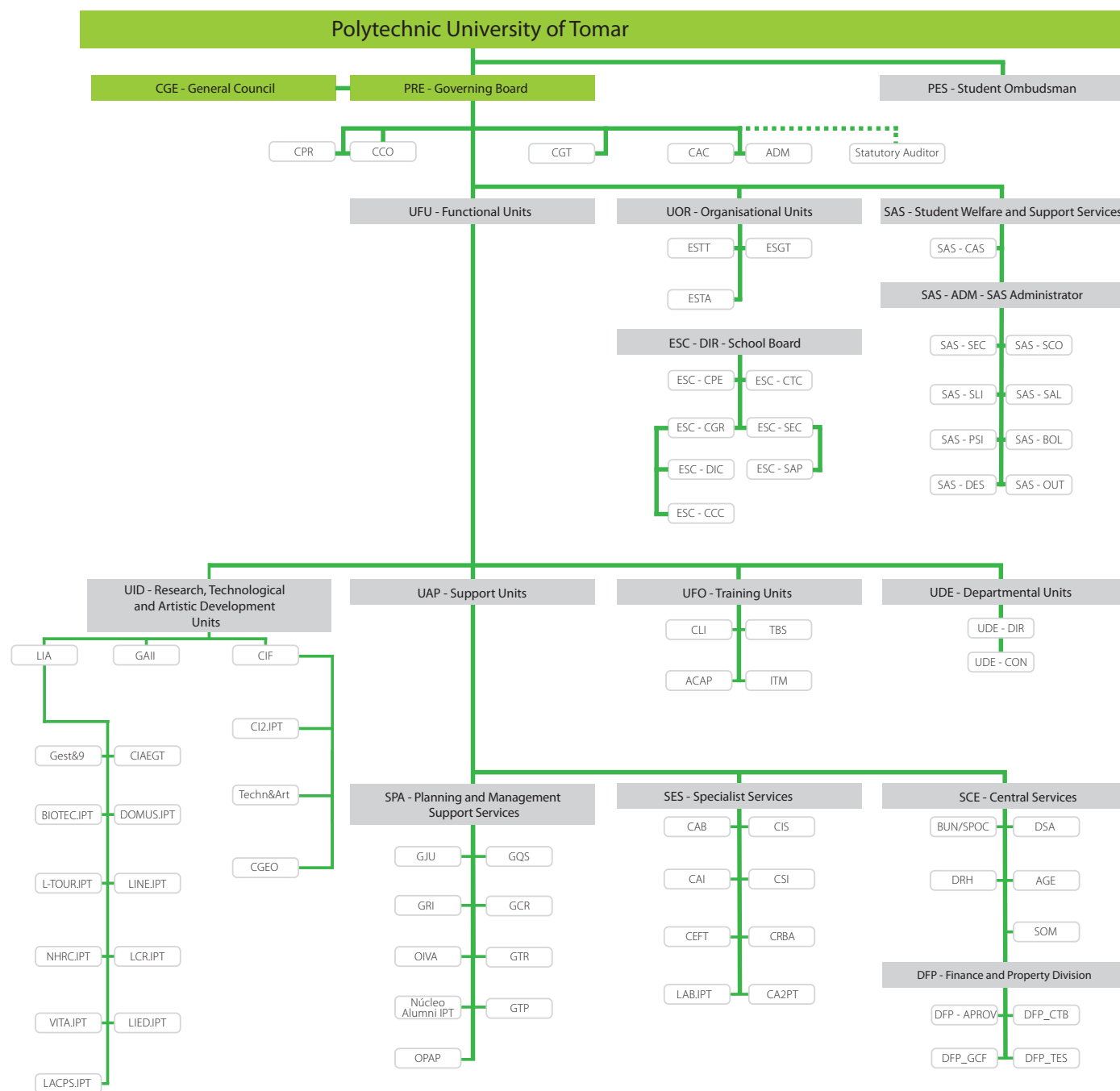


Figure 1: IPT Organisational Chart





4.2. Powers and duties of management and governing bodies

4.2.1. IPT Governing bodies

General Council

The powers and duties of the General Council are those set out in Article 32(1) and (2) of IPT Statutes.

President

The powers and duties of the President are those set out in Article 43(1) and (2) of IPT Statutes.

Management Board

The powers and duties of the Board of Directors are those set out in Article 46(1) and (2) of IPT Statutes.

4.2.2. IPT Advisory bodies

Academic Council

The powers and duties of the Academic Council are those set out in Article 48(1), (2), (3) and (4) of IPT Statutes.

Advisory Council

The powers and duties of the Advisory Council are those set out in Article 51 of IPT Statutes.

4.2.3. Student Ombudsman

The powers and duties of the Student Ombudsman are those set out in Article 54(1) and (2) of the IPT Statutes.

4.2.4. Heads of Functional Units

4.2.4.1. Departmental Units

UDE	Description
Archaeology, Conservation/ Restoration and Heritage	The unit brings together a structuring component of its current dynamism, much of which has emerged from it. This unit is comprised of academic staff with expertise in a range of disciplines, including architecture, conservation and restoration, history, art history and urban studies. In terms of research and service provision, it would be beneficial to exploit their cross-sectoral synergies or synergies with other departmental units.
Art, Design and Communication	The unit brings together lecturers and researchers who work in the fields of communication and image, organised into three main areas: communication, graphic design and audio-visual. This unit comprises faculty lecturers and researchers specialised or experienced in Communication, Design, Plastic Arts, Graphic Technology, Photography and Film Studies. In terms of research and service provision, it would be beneficial to exploit their cross-sectoral synergies or synergies with other departmental units.

UDE	Description
Social Sciences	The unit gathers the technical and scientific domains of Economics, Law, Social Sciences and Behaviour, Tourism and Languages. The lecturers and researchers who comprise the unit have undergone training and possess a track record in their respective fields. Its various sectoral areas act as basic or interdisciplinary areas in terms of teaching and service provision. In terms of research and service provision, it would be beneficial to exploit their cross-sectoral synergies or synergies with other departmental units.
Corporate Sciences	The unit brings together the technical and scientific areas of management, finance, marketing and accounting. This definition has remained unchanged since the inception of the IPT, where it was established as one of its scientific and academic fields. The lecturers and researchers who comprise the unit have undergone training and possess a track record in their respective fields. The unit offers academic programmes and provides external services in various corporate science related areas. In terms of research and service provision, it would be beneficial to exploit their cross-sectoral synergies or synergies with other departmental units.
Engineering	The unit gathers the human and material resources directly involved in the teaching activities of the scientific areas of engineering: Civil, Electrical, Mechanical and Chemical. These scientific fields are autonomous in their specific matters and ensure the delivery of teaching and training activities, the technical-scientific execution of research projects, and the provision of services that align with the Institution's mission and directly relate to the knowledge areas of these engineering disciplines.
Mathematics and Physics	This unit covers the scientific areas of mathematics and physics and is concerned with the communication and application of knowledge in these areas. This unit consists of lecturers and researchers specialising in mathematics and physics, dedicated to delivering targeted content in these disciplines as part of the curricula offered by IPT's Schools of Technology and Management. It also participates in training projects developed by IPT training units and in applied research projects. In terms of research and service provision, their cross-sectoral synergies or synergies with other departmental units of the Polytechnic are taken into account.
Information and Communication Technologies	The unit brings together a key component for the cross-functional coordination of information and communication technologies to facilitate knowledge sharing within the IPT and external project collaboration. This unit includes lecturers and researchers with expertise or a dominant curriculum in Computing, Information Technology and Equipment, Information and Knowledge Systems, Data Science, Industrial Computer Systems, and Digital Technologies. This unit focuses, in both teaching and service provision, on the fields of Software Applications, Equipment, Networks and IT Infrastructure, Digital Content Production, Distributed Systems, Information Systems, Automation Systems, Intelligent Systems, Knowledge Systems, Analytical Systems, Virtual and Augmented Reality and Integrated Projects. In terms of research and service provision, it would be beneficial to exploit their cross-sectoral synergies or synergies with other departmental units.

Table 2: IPT Departmental Units

Departmental Committee

The powers and duties of the Departmental Committee are those specified in Article 58(2) of IPT Statutes.

Head of Departmental Unit

The powers and duties of the Head of Departmental Committee are those specified in Article 59(4) of IPT Statutes.

4.2.4.2. Training Units

UFO	Powers and Duties
ACAP	It aims to develop skills deemed essential for the 21st century, focusing on knowledge in the STEAM fields and aligning with priority educational themes provided by the scientific community that is part of IPT. The activities developed include workshops in IPT laboratories, hands-on experimental activities in primary schools, certified STEAM training actions for primary teachers, and the development of artefacts and prototypes as part of end-of-course projects to be implemented in the activities carried out.
CLI	Contribute to the teaching, dissemination and promotion of foreign languages as well as the cultures they represent; Promote the development of multilingual and multicultural skills; Foster lifelong learning in the field of languages; Provide translation services as needed
ITM	Promote and carry out teaching and research in postgraduate studies, promote technological and professional training, disseminate new technologies and collaborate with other institutional actors in scientific, technological, economic, social and cultural development; Develop an active partnership, cooperation and collaboration in local socio-cultural and economic development through the certification and accreditation of skills, the organisation of seminars and the promotion of scientific dissemination in various fields of knowledge. Promote specific projects related to the culture of Portuguese-speaking countries; Serve as a qualified tool for the consolidation and continuous improvement of the region's industrial potential.
TBS	It is a unit of the ESGT created with the aim of improving the quality of management, increasing the efficiency of public administration, promoting creativity, innovation and development, combating unemployment and creating value in the region. Its mission is to provide postgraduate and continuing education for senior and middle management in companies and other public and private non-profit institutions, to retrain unemployed young graduates, and to develop applied research projects and consultancy in the field of business science.

Table 3: IPT Training Units

Training Unit Committee

In the case of training units established in accordance with the provisions of Article 60(3), a unit committee may be established, the terms and conditions of which shall be laid down in these Regulations.

Head of Training Unit

The powers and duties of the Head of Training Unit are those specified in Article 63(3) of IPT Statutes.

4.2.4.3. Support Units


The Support Units report directly to the President and consist of the following services: Central Services, Planning and Management Support Services and Specialist Services.

SCE	Powers and Duties
BUN/SPOC	Single point of contact with students in order to respond quickly and efficiently to any queries relating to their academic life.
DFP	The Finance and Property Division is responsible for areas such as financial management, property management, budget and financial control ensuring efficient handling of the IPT and SAS budgets.
DSA	The department is responsible for the organisation of the academic year, the management of special local competitions, the administration of the Individual Student File, including Erasmus students (outgoing and incoming), the certification of degrees and the issuing of diplomas and certificates. It also prepares annual statistics and communicates with the Directorate-General for Education, Science and Culture (DGES).
DRH	Ensures the implementation of the human resources management guidelines set out by the Board.
AGE	Ensures document reception, registration, classification and distribution, manage the cession and use of the vehicle fleet, ensure the scheduling of classrooms and auditoriums for both internal and external events, the provision of support within the scope of the A3ES platform. Additionally, it ensures that all IPT orders are included in the electronic version of the Diário da República.
SOM	Support services aimed at ensuring repair, maintenance, conservation, and cleaning activities for IPT's infrastructure. Manages the operational staff supporting the classroom and the maintenance staff.

Table 4: IPT Central Services

SPA	Powers and Duties
GJU	Provide technical and legal support for the smooth operation and development of the activities of the IPT and its constituent schools, in a structured manner and with a view to rationalising resources. It is responsible for supervising all legal advisory activities and for carrying out technical-legal studies.
GQS	The mission of the GQS is to develop evaluation activities and promote Quality in accordance with the guidelines of IPT's statutory bodies, aiming for continuous quality improvement. It facilitates the incorporation of the Sustainable Development Goals into the Institution's diverse activities.





SPA	Powers and Duties
GRI	Supports the Board and the Schools in the implementation of IPT's internationalisation strategy, promoting cross-cutting activities and projects that contribute to the institution's international projection. It runs the Erasmus+ programme and supports mobile and international students.
GCR	Engages in media and press relations, communication, and institutional outreach; coordinates and organises external events to promote the training programmes; designs graphic content for both internal and external event promotion; and maintains public relations with the broader community.
GTR	The GTR supports IPT by providing text translation and revision services, as well as offering linguistic and terminological assistance in foreign languages.
OIVA (includes Alumni Centre)	Observes the employment trends of IPT graduates periodically, ensuring the dissemination of this information. Promotes and assists with the transition of IPT graduates into the labour market. It is also integrated into the Alumni Centre, which is dedicated to fostering strong social and professional connections with former students, while encouraging communication and the sharing of mutually beneficial experiences.
OPAP	Regularly monitors and supports IPT students to gain insights into and prevent school dropout; identifies such situations promptly and proposes strategies to assist students, aiming to avoid their early departure from higher education or the institution; promotes and facilitates continuous pedagogical and didactic training activities for faculty members.
GTP	Management Support Office aimed at planning and implementing activities related to infrastructure management, maintenance and conservation, as well as promoting improvements in working conditions, health and sustainability at IPT.

Table 5: IPT Planning and Management Support Services

SES	Powers and Duties
CAB	Serves students, faculty and staff and the wider academic community by providing access to information required for teaching, learning and research activities.
CIS	Promotes the development and maintenance of IPT's computer and communications infrastructures of the IPT and its schools; ensures the management and administration of the computer system, the technical support to users and respective specialised training.
CAI	Develops visual arts projects in partnership with the artistic and cultural initiatives of the region, both nationally and internationally.
CSI	Provides technical support to the whole IPT academic community in the planning, design and implementation of audiovisual materials.
CEFT	This centre is designed to investigate and explore the interdependence of photographic culture and the role of the image in territorial governance.
CRBA	Organises, manages, receives and makes available archaeological remains to researchers and students interested in carrying out research, in accordance with the legal and regulatory provisions defined by the Directorate-General for Cultural Heritage.

SES	Powers and Duties
CA2PT	The Centre for Archaeology, Archaeosciences and Palaeontology develops activities linked to Social and Human Sciences and Earth and Life Sciences. With the exception of the collections supervised by the IP Cultural Heritage Institute, it takes on the powers and duties that the former CPH and CTA, created in 1987, had within the functional structure of the IPT. CA2PT maintains the responsibilities of these former IPT centres: archaeobotany, at the Tomar campus; archaeology, analysis of archaeological materials, cultural heritage teaching and publications, at the Mação campus; and includes a new research area - palaeontology - at the Tomar campus.
LAB.IPT	Provides the technical, material and human resources required to support a range of activities including teaching and training, experimentation, research and external service provision, coordinating and articulating all the laboratory facilities of the institution.

Table 6: IPT Specialist Services

4.2.4.4. Research, Technological and Artistic Development Units

UID	Powers and Duties
GAll	Supports research and innovation projects. Encourages the creation of a favourable environment to promote innovation and accelerate the development of promising ideas. Co-operates with IPT Research Centres and Laboratories to share and transfer knowledge to partners.
Ci2.IPT	An R&D Unit funded by the Foundation for Science and Technology. Its strategy is aligned with the IPT's strategy and with the RIS3 of the Centre Region, where it is located. Ci2's main mission is to contribute to the sustainable development of cities and regions through cross-disciplinary and applied research, but in an integrated way, in areas such as Big Data and Decision Support Systems, Monitoring and Control Systems, E-health and Ambient Assisted Living, Energy, Transport and Environment, Efficiency and Productivity.
Techn&Art	Research and development unit of the Polytechnic University of Tomar funded by the Foundation for Science and Technology. TECHN&ART brings together researchers from various disciplinary areas with the aim of developing research strategies and methodologies in the field of conservation and enhancement of artistic and cultural heritage in its various forms of expression. This work is based on a sustainable, holistic and transdisciplinary approach with the aim of linking the present with the past.
CGEO	Research Centre within the FCT network which aims at developing territorially based cross-sector projects on urbanism that make use of geoscience methodologies. This global perspective implies, in particular, an integrated approach to these territories, starting from the identification of resources, studying their transformation by technology in time and space, assessing the socio-cultural mechanisms for identifying needs and designing strategies to face dilemmas. This approach is primarily focused on addressing concerns and exploring opportunities related to energy resources, the continental shelf and the management of less populated areas trying to understand how choices were made in the past and how this could be used in the present. The IPT is the headquarters of one of the four hubs of the Centre, taking on special responsibilities in the coordination of studies on human adaptations in the Quaternary.
CIAEGT	Research, studies, consultancy and training in the areas of Economics and Land Management.

UID	Powers and Duties
BIOTEC.IPT	BIOTEC.IPT is a research and skill development centre in the field of bioenergy and practical applications of biotechnology, bearing in mind the strategy and interests of companies in the Central Region. BIOTEC.IPT attaches particular importance to the promotion of applied research in areas that aim to improve the sustainability of industrial operations, particularly in economic activities that use bioprocesses, the use of by-products and industrial waste from a circular economy perspective, and actions that promote environmental protection and the sustainable development of society.
DOMUS.IPT	Technological support for the AEC industry in the Médio Tejo region. Aims to be a forum to debate issues related to the construction sector, to evaluate and present proposals to solve or minimise problems, to be a privileged space for lifelong training on themes of interest to companies and entities and to establish partnerships that enable applications to research and development projects.
L-TOUR.IPT	IPT's Tourism Laboratory operates in the area of Tourism and Culture by developing cross-cutting innovative methods and techniques in line with an integrated, multidisciplinary and sustainable vision. It integrates its training and entrepreneurial mission with the institution's strategic objectives, ensuring that the core values of higher education are embedded in the design and management of projects.
LINE.IPT	Aims to develop new products, technologies and processes and/or improve/reconvert existing products and processes directly applicable in the industry. It acts as a driving force for innovation and technological progress, strengthening competitiveness while advancing the expertise and specialisation of technical personnel within organisations.
NHRC.IPT	It develops projects on natural and mixed risks, provides services to public and private entities in the Central Region and fosters research partnerships with national and international institutions.
VITA.IPT	Develops research and education activities focused on support for independent living and new forms of human-machine interaction.



UID	Powers and Duties
LCR.IPT	The Laboratory of Conservation and Restoration (LCR.IPT) is a research, technological and artistic development unit comprising several conservation and restoration (C&R) specialities ranging from painting (both ancient and contemporary), sculpture, graphic documents, furniture, architectural heritage, ceramics and tiles. LCR.IPT activity has always been linked to undergraduate and master courses in C&R, namely in the support to classes and research, such as internships and research projects. The recognition of the expertise and capabilities of the LCR.IPT has led to a fruitful relationship with various bodies/institutions, through the conclusion of cooperation agreements. Several public administration or church-related bodies, such as the charities and dioceses, or even private collectors, contribute to the diversity and quality of the artistic and cultural assets that have been in the LCR.IPT over the years.
LIED.IPT	Designed to promote pedagogical innovation and the use of information and communication technologies in classroom and distance learning.
Gest&9	Its mission is to carry out research and disseminate scientific knowledge with an impact on the innovation and development of organisations, whether for-profit or not, in areas such as Management, Economics, Finance, Accounting, Marketing, Logistics, Production, Organisational Behaviour and Human Resources.
LACPS.IPT	Conservation treatment of movable property and structures from damp or waterlogged environments. Execution of underwater surveys and archaeological or heritage projects.

Table 7: IPT Research and Technological or Artistic Development Unit

Head of the Research and Technological or Artistic Development Unit

The responsibilities of the Head of the Research and Technological or Artistic Development Unit are those specified in Article 68(4) of the IPT Statutes.

4.2.5. Heads of organisational units

UOR	Powers and Duties
ESGT	Organisation and duties defined in Chapter III of IPT Statutes.
ESTA	
ESTT	

Table 8: IPT Organisational Units

School Director

The School Director is the body that represents, governs, manages, guides and coordinates the School. The powers and duties of the School Director are those specified in Article 72(4) of IPT Statutes.

Technical and Scientific Council

The powers and duties of the Technical and Scientific Council are those specified in Article 74(1) of IPT Statutes.

Pedagogical Council

The powers and duties of the Pedagogical Council are those specified in Article 76 of IPT Statutes.



4.2.6. Programme Management

Each degree programme, technological specialisation or postgraduate course taught in IPT Schools has a scientific and pedagogical management structure consisting of the Programme Director and the Programme Steering Committee.

Programme Director

The Programme Director oversees the scientific and pedagogical coordination of the course and is appointed at the discretion of the School Director, preferably from among tenured IPT faculty members within the programme's scientific area.

The responsibilities of the Programme Director are those specified in Article 79(2) of IPT Statutes.

Programme Steering Committee

Led by the Programme Director, the Programme Steering Committee consists of three to five faculty members selected by the respective Director to ensure representation of the course's core areas, as well as one student representative.

The responsibilities of the Programme Steering Committee are those specified in Article 80(2) of IPT Statutes.

5. Organisation of the Integrated Quality Management System

5.1. Introduction

The SIGQ aims to support IPT in fulfilling its mission, specifically by implementing the policies established by the Board. It applies to IPT's organisational and operational units and all its staff according to their duties and to all processes and activities which directly or indirectly affect the results of the services provided by IPT.

5.2. SIGQ Structures

The SIGQ consists of a set of processes that interact with each other and are aligned with NP EN ISO9001, NP 4552 and A3ES benchmarks. These processes are based on the PDCA-cycle approach - Plan, Do, Check, Act - which ensures a commitment to continuous improvement of the system and, consequently, of IPT.

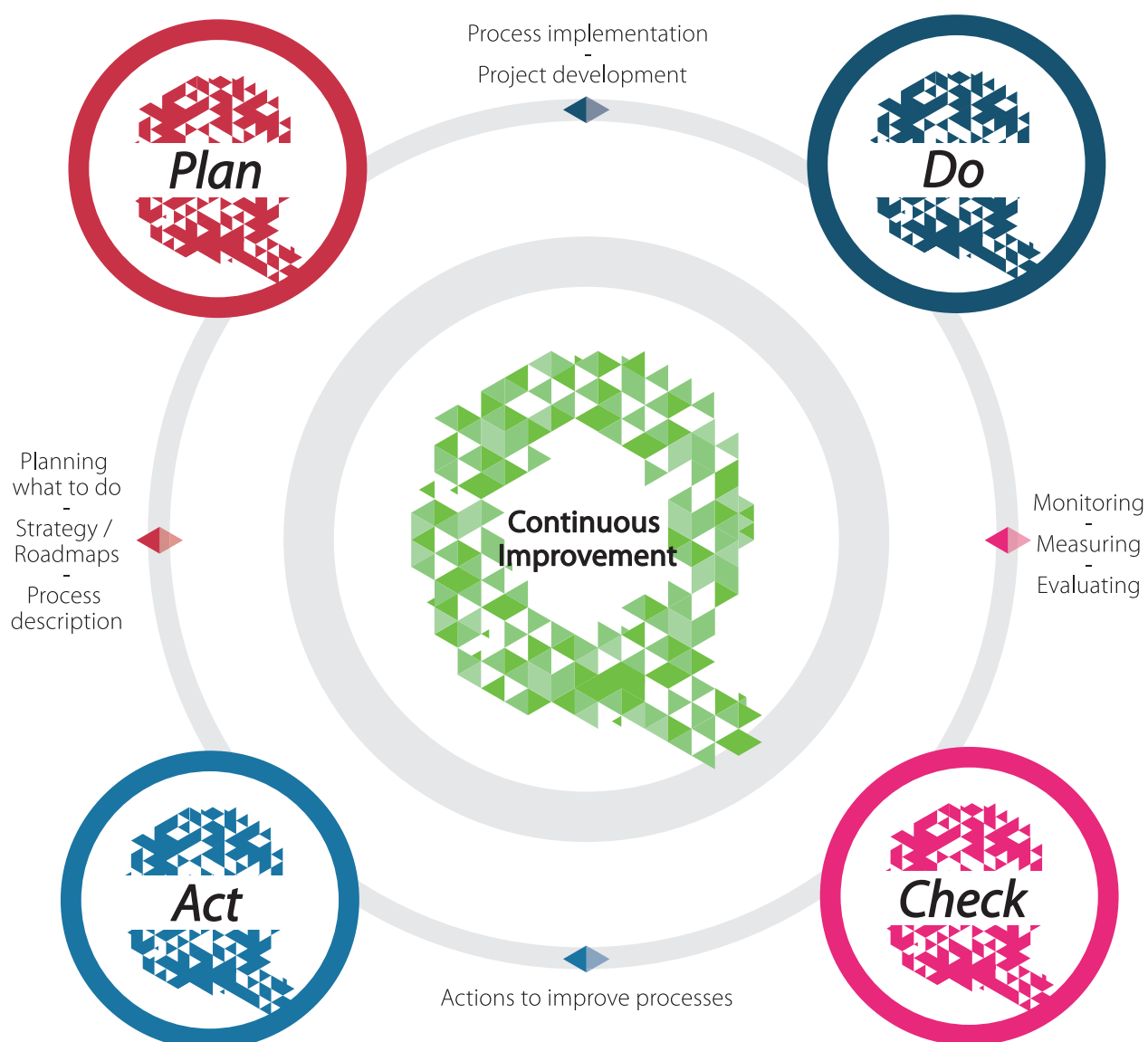


Figure 2: PDCA Cycle

Process	Work Procedures	Coordinators	A3ES Benchmarks
Strategic Management	· Strategic Management and Governance	Vice-President	1
	· Information and Communication Management		4
	· Inter-institutional and community collaboration		7
	· Reconciliation Management		8
	· Board Event Management and Protocol		9
	· Organisational Context and Risk Identification Opportunities		10
	· Stakeholder consultation		11
	· Management Review and Improvement		12
			13

Process	Work Procedures	Coordinators	A3ES Benchmarks
System Management, Evaluation and Improvement	<ul style="list-style-type: none"> Documentary Management Institutional Accreditation and SIGQ Certification – A3ES Request for Clarifications, Commendations, Suggestions and Complaints Management of Non-Compliances and Non-Compliant Work Internal Audits Survey-based Monitoring and Measurement 	GQS Coordinator	1 3 5 10 11 12 13
Research, Development and Innovation	<ul style="list-style-type: none"> Project Application Consultancy Knowledge Transfer and Enhancement Promotion, Monitoring and Evaluation of Scientific Output 	Deputy President for Internationalisation and Educational Innovation	6 7 8 9
Training	<ul style="list-style-type: none"> Design, Approval and Registration of Training Offer Training Performance Modification of the Training Offer Register Employability Volunteering Student Mentoring and Support 	Vice-President	2 3 4 5 6 8 9 11 12 13
Academic	<ul style="list-style-type: none"> Application and Admission Academic Pathway Credit Awarding/Recognition of Foreign Higher Qualifications Statistics 	DSA Coordinator	3 4 11 12
Student Welfare Services	<ul style="list-style-type: none"> Grants and Other Financial Supports Accommodation Food Hygiene and Safety Psychological and Healthcare Support Sports and Cultural Activities Grants for on-campus employed students 	SAS Administrator	7 10 12

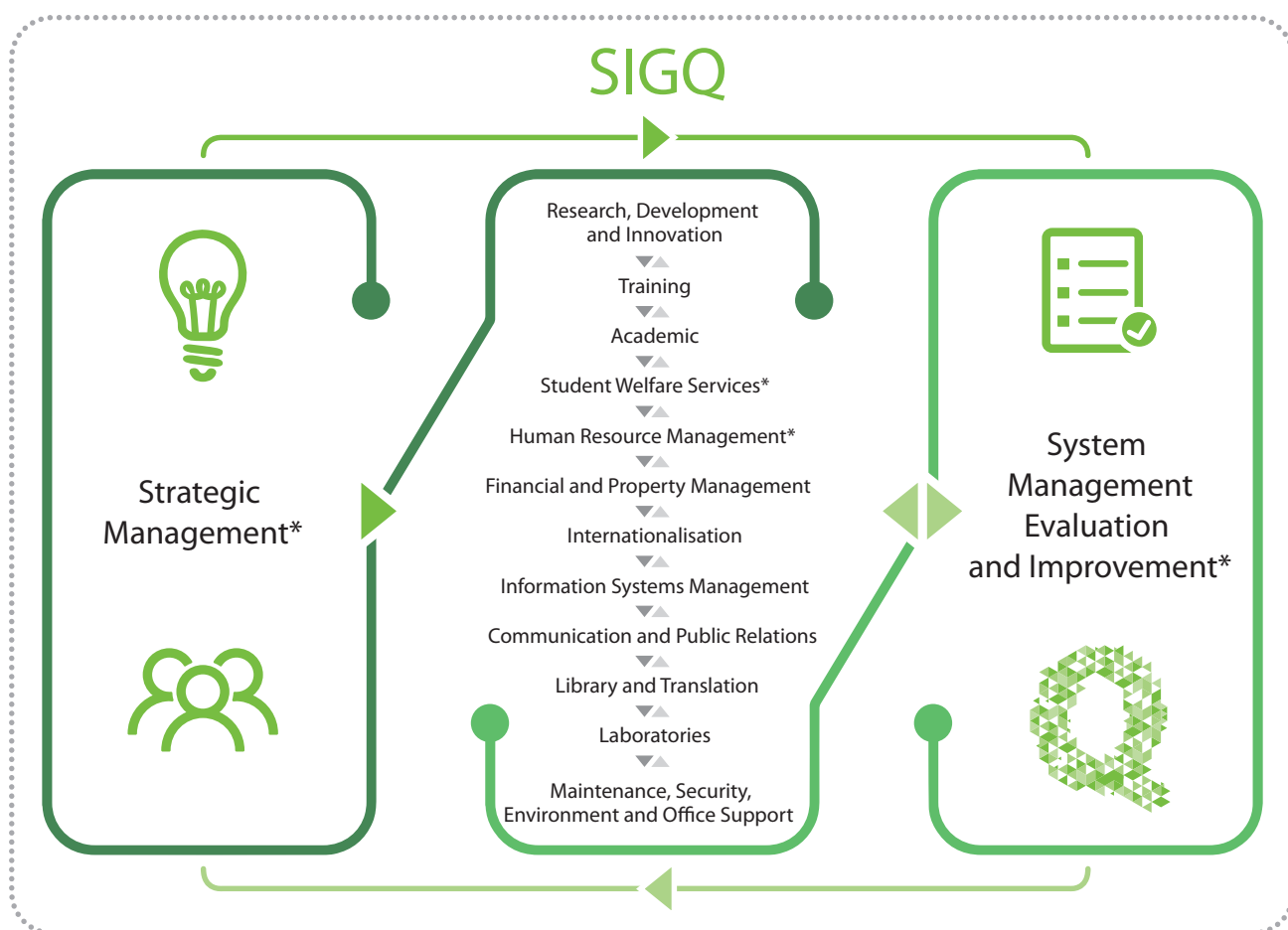
Process	Work Procedures	Coordinators	A3ES Benchmarks
Management Human Resources	<ul style="list-style-type: none"> Recruitment and Termination Attendance Reporting and Classification of Work-Related Accidents Training Payroll Processing Performance Appraisal Travel on duty and Transportation 	Head of the DRH	9
Financial and Property Management	<ul style="list-style-type: none"> Revenues Expenses Fixed Assets and Inventory Management Projects Financial Control 	DFP Coordinator	7 10
Internationalisation	<ul style="list-style-type: none"> Mobility; International Agreements; Erasmus+ Projects - Education and Training 	GRI Coordinator	8 12





Process	Work Procedures	Coordinators	A3ES Benchmarks
Information systems management	<ul style="list-style-type: none"> · Application and Website Development · Information systems management · Network Infrastructure, Telecommunications and Security · Data Security and Protection · Helpdesk Support · IT Asset Management 	CIS Coordinator	10 11
Communication and Public Relations	<ul style="list-style-type: none"> · Promotion of the Training Offer · Institutional Communication and Outreach · Internal Events 	GCR Coordinator	7 11 12
Library and Translation	<ul style="list-style-type: none"> · Document Acquisition, Processing and Dissemination · Book Loan Management · Translation and Proofreading 	CAB Coordinator	2 12
Laboratories	<ul style="list-style-type: none"> · Laboratory Operation · Analysis of Enquiries, Proposals and Contracts · Lab Equipment Management · Validation of Testing Methods · Service Requisition and Test Sample Management · Test Results · Management of parts/items to be serviced 	LAB.IPT Coordinator	2 3 6 7 10 12
Maintenance, Safety, Environment and Office Support	<ul style="list-style-type: none"> · Safety, Health and Environment · Management of rooms, lecture halls and indoor spaces · Internal and External Office Support · Maintenance and repair · PVE Maintenance, Monitoring and Platform · Official Publications 	IPT Administrator	10

Table 9: SIGQ documentary structure, powers and duties and consistency with A3ES guidelines



- ▶ Decision flows
- ◀▶ Information/collaboration flows
- * Processes also mentioned in the Reconciliation Management System.

Figure 3: Integrated Quality Management System (SIGQ)

5.3. SIGQ Leadership Structure

The Vice-President is responsible for overseeing the coordination of SIGQ.

The GQS manager is responsible for the operational coordination of SIGQ, while the Process Managers oversee the management of individual processes. Internal audits are ensured by the pool of qualified internal auditors managed by the GQS.



Vice-President

Ensures the execution of all necessary actions to maintain the proper functioning of IPT's organisational and operational units.

Quality and Ethics Council

An independent, multidisciplinary advisory body with authority over SIGQ - including SGC - and ethical matters related to education, scientific research and IPT services.

Quality and Sustainability Office

- Ensures the management and supervision of SIGQ's operations;
- Provides technical support to the various stakeholders and responsible parties within SIGQ in terms of quality and sustainability;
- Assists in the preparation of SIGQ's institutional documents;
- Ensures SIGQ's compliance with legal, statutory and regulatory standards.
- Develops and ensure the implementation of the annual internal audit program for SIGQ and the dissemination of its results;
- Supports UOR in conducting course evaluation/accreditation;
- Prepares and oversees external audits of SIGQ;
- Ensures the implementation of audit results and management reviews;
- Prepares, in collaboration with the SIGQ Manager, the annual performance evaluation report for SIGQ that supports management review;
- Updates the SIGQ section on SharePoint – IPT Community;
- Implements the application of various monitoring questionnaires, process the data, and ensure its dissemination;
- Develops internal communication materials related to SIGQ.

SGC Manager

- Prepares the SGC performance report and, in collaboration with the SIGQ manager, drafts the Annual System Review Report for consideration by the Board.
- Raises awareness of the principles, values and practices related to reconciliation across IPT;
- Prepares and monitors procedures, plans and programmes in order to ensure that the SGC is implemented and compliant with NP4552 requirements;
- Creates and updates SGC documents as needed, collaborating with the SIGQ manager to oversee them;
- Ensures the integrity of SGC during the implementation of any changes;
- Collaborates with the SIGQ manager to develop the Audit Program and select the Audit Team;
- Identifies risks and opportunities for action in accordance with the Work Procedure – Organisational Context and Risk and Opportunity Identification.

Process Managers

- Promote quality and sustainability practices within the process;
- Ensure the preparation of process support documentation;
- Monitor the process, keeping indicators updated and reporting to GQS;
- Participate in GQS meetings;
- Oversee the execution of internal audits for SIGQ;
- Define and track the implementation of improvement actions in collaboration with GQS;
- Contribute to SIGQ reviews;
- Assist in drafting the Annual System Performance Evaluation Report.

Quality Representatives of the UORs

Quality Representatives from the UORs are appointed by the Board.

- Participate in GQS meetings;
- Promote and drive the implementation of SIGQ within the respective UOR;
- Collaborate in SIGQ reviews,
- Act as a liaison between the academic community of the respective UOR, GQS, and the Process Managers.

Pool of Internal Auditors

- Prepare and conduct internal audits;
- Collaborate with GQS in identifying improvements for SIGQ.



Figure 4: SIGQ Stakeholder Diagram

5.4. Stakeholders


IPT policies prioritise the participation of stakeholders (internal and external) to better meet their expectations. Stakeholder monitoring and their involvement in internal discussions enhance problem anticipation, trend forecasting, and idea generation, contributing to IPT's success.

The following table identifies and classifies stakeholders based on their importance and ability to influence the implementation of IPT's strategic goals.

Stakeholders	Involvement/Relevance	Stakeholder Needs and Expectations	Monitoring and Evaluation
1 - Students	<ul style="list-style-type: none"> The institution's main raison d'être They are a direct reflection of the institution's actions and initiatives Source of revenue for the institution 	<ul style="list-style-type: none"> Appropriate resources and facilities Close links with the labour market Innovative content Innovative learning methods and techniques High employability rates Consideration for specific student groups Academic degree and diploma 	<ul style="list-style-type: none"> Pedagogical surveys UOR report Course evaluation report Complaints and suggestions Student Ombudsman Pedagogical Council Student Union
2 - Faculty members	<ul style="list-style-type: none"> Enable the fulfilment of the institution's mission Carry out the institution's activities (education and research) Possess core competencies to generate and transmit knowledge Contribute to institutional funding through research activities 	<ul style="list-style-type: none"> Adequate resources and facilities for performing duties Remuneration Good working conditions Professional and personal development Develop human resources Disseminate knowledge Academic prestige 	<ul style="list-style-type: none"> Faculty feedback surveys Faculty performance appraisal process Complaints and suggestions Pedagogical Council UDE; Technical and Scientific Council Scientific Publications
3 - Technical, administrative and managerial staff	<ul style="list-style-type: none"> Perform technical and operational functions within the institution Skilled in support activities 	<ul style="list-style-type: none"> Appropriate training Adequate resources and facilities for performing duties Remuneration Good working conditions Professional and personal development Academic prestige 	<ul style="list-style-type: none"> Staff survey Complaints and suggestions Service satisfaction survey

Stakeholders	Involvement/Relevance	Stakeholder Needs and Expectations	Monitoring and Evaluation
4 - Non-teaching researchers	<ul style="list-style-type: none"> Contribute to the institution's credibility and reputation Contribute to the institution's funding 	<ul style="list-style-type: none"> Resources allocated for institutional activities Academic prestige and reputation 	<ul style="list-style-type: none"> Service quality satisfaction surveys Scientific Publications
5 - IPT's Governing Bodies	<ul style="list-style-type: none"> Strategic Planning Institutional steering 	<ul style="list-style-type: none"> Teaching excellence Filling the available places for each educational offering Resource availability Revenue derived from the action plan submitted to the General Council for approval 	<ul style="list-style-type: none"> Activity and account reports Audit Reports Course/ Organisational units evaluation reports Institutional Evaluation Reports (A3ES) Rankings results
6 - Former Students	<ul style="list-style-type: none"> Ambassadors of the institution Source of attraction of new students 	<ul style="list-style-type: none"> Prestige and sense of belonging Receive information about new educational offerings Propose relevant initiatives related to lifelong learning and professional development Exchange opinions and collaborate with the institution 	<ul style="list-style-type: none"> Employability surveys – OIVA Alumni Network
7 - Student Ombudsman	<ul style="list-style-type: none"> Protects and promotes the rights and legitimate interests of IPT students in the academic sphere by acting independently 	<ul style="list-style-type: none"> Availability of resources to carry out its activities Visibility of its mission in the institutional media Access to senior management for communication purposes, discussion of improvements Active participation in the institution's evaluation and improvement processes 	<ul style="list-style-type: none"> Annual report of the Student Ombudsman Complaints, reports and suggestions

Stakeholders	Involvement/Relevance	Stakeholder Needs and Expectations	Monitoring and Evaluation
8 - Quality and Ethics Council	<ul style="list-style-type: none"> Contributes to the definition of guidelines and directives aimed at consolidating a policy that safeguards principles of quality and ethics, as well as integrity and human dignity, within the activities related to the institution's responsibilities. 	<ul style="list-style-type: none"> Opinions and reports in compliance with legal provisions 	<ul style="list-style-type: none"> Activity Reports
9 - Local community	<ul style="list-style-type: none"> Community residing or working within the schools' catchment area. Entrepreneurial community within the institution's catchment area. 	<ul style="list-style-type: none"> Local/regional development Social change as a result of social and economic development Growth in student numbers Shared knowledge Availability of events 	<ul style="list-style-type: none"> Community consultation, intervention and cooperation
10 - Business Enterprises and Institutions	<ul style="list-style-type: none"> Recruitment of students and researchers Outsourcing Benefit agreements Course partnerships Partnerships for research projects 	<ul style="list-style-type: none"> Talent and potential of students Recruitment of qualified students Applied research contracts Procurement of specialised services 	<ul style="list-style-type: none"> Employer surveys Consultation
11 - Suppliers	<ul style="list-style-type: none"> Contribute to the smooth functioning of the institution Payment on agreed terms Increased turnover 	<ul style="list-style-type: none"> Compliance of supplied products 	<ul style="list-style-type: none"> Evaluation reports Complaints management
12 - Secondary and Professional Schools	<ul style="list-style-type: none"> Promotion of IPT and its training offer Origin of applicants to IPT 	<ul style="list-style-type: none"> Opportunities for further study for its students Training opportunities for faculty and staff 	<ul style="list-style-type: none"> Evaluation and activity reports Joint projects



Stakeholders	Involvement/Relevance	Stakeholder Needs and Expectations	Monitoring and Evaluation
13 - Other national and international higher education institutions	<ul style="list-style-type: none"> · Creating synergies and promoting entrepreneurship · Research and education partners · Competition for students, funding and resources · Student and staff mobility 	<ul style="list-style-type: none"> · Knowledge exchange · Agreement and protocols · Partnerships and research · Mobility programmes 	<ul style="list-style-type: none"> · Evaluation and activity reports
14 - A3ES	<ul style="list-style-type: none"> · Verifies and certifies that the institution meets its goals 	<ul style="list-style-type: none"> · Services in compliance with normative, legal and regulatory standards 	<ul style="list-style-type: none"> · Certifications · Course accreditation · SIGQ accreditation
15 - Ministry for Science and Technology and Higher Education/ DGES	<ul style="list-style-type: none"> · Regulates and finances activities 	<ul style="list-style-type: none"> · Smooth running of the institution · Legal compliance · Ranking 	<ul style="list-style-type: none"> · Response to requests
16 - Council of Portuguese Polytechnic Institutes (CCISP)	<ul style="list-style-type: none"> · Representation to the Ministry of Education and other bodies for matters relating to polytechnic higher education. · Advisory body to the Ministry 	<ul style="list-style-type: none"> · Alignment with the strategic guidelines for polytechnic institutions 	<ul style="list-style-type: none"> · Joint actions
17 - Certifying bodies	<ul style="list-style-type: none"> · National and international accreditation · Ensures and verifies that the institution adheres to the requirements it has established within its management systems framework. 	<ul style="list-style-type: none"> · Services in compliance with normative, legal and statutory requirements. · Correct use of trademarks and their dissemination 	<ul style="list-style-type: none"> · Audit Reports · Satisfaction surveys

Table 10: IPT stakeholder mapping

ANNEX

Strategic Plan
2023-2027

Available at:
<http://t.ly/5dSbD>



www.ipt.pt

