



Tempus PEOPLE

Promoting Educational Organisation through peoPLE

Marta Pile

Sónia Borges

IST Institutional Studies & Planning Office

ORGANIZATION

1. WP1: Work plan – development
2. HR processes and procedures audit
3. Methodology and standards
4. Mapping competencies
5. Methodology and framework



WP1: Work plan - development

WP1 - HR processes audit and mapping competencies

WP2 - Training Human Resources managers and staff

WP3 - Strategic plan for the development of HR in each partner university

WP4 – HR Centres

WP5 – PEOPLE dissemination strategy

WP6 – Project Management

WP7 – Quality Plan



WP1: Work plan - development

**Presentation of WP1 development plan:
stages, outputs, deadlines and guidelines**

HR processes and procedures audit

AEP-Studies & Projects, AQAI–Quality Audits, DRH-HR Division, Governing Board-Vice President

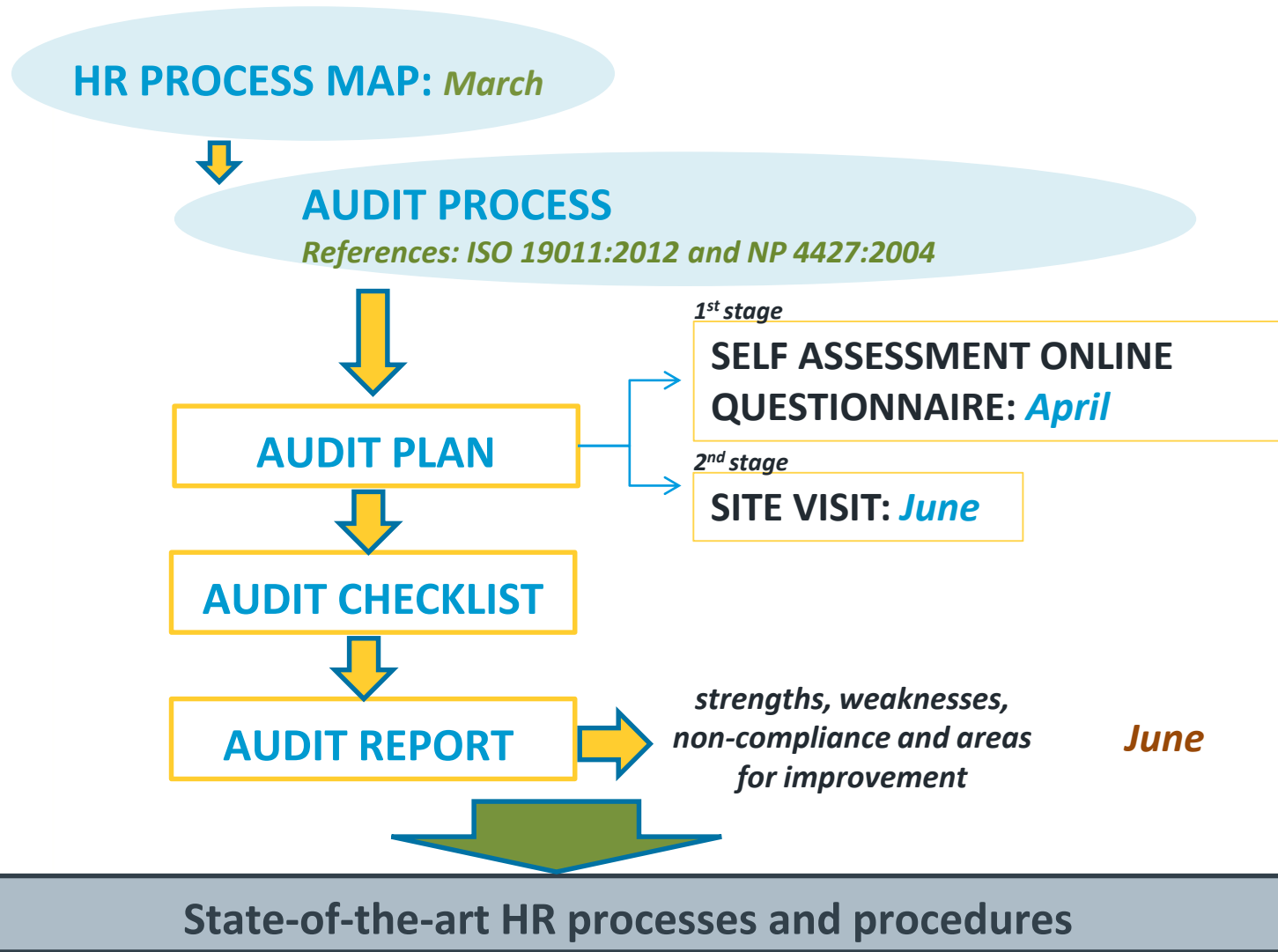
**Map of functions/competencies in HR
managers and staff**

AEP-Studies & Projects, DRH-HR Division, Governing Board-Vice President



Training Programme

HR processes and procedures audit



HR PROCESS MAP: *March*

AUDIT PROCESS

References: ISO 19011:2012 and NP 4427:2004

AUDIT PLAN

1st stage

SELF ASSESSMENT ONLINE QUESTIONNAIRE: *April*

2nd stage

SITE VISIT: *June*

AUDIT CHECKLIST

AUDIT REPORT

strengths, weaknesses, non-compliance and areas for improvement

June

State-of-the-art HR processes and procedures

HR processes and procedures audit

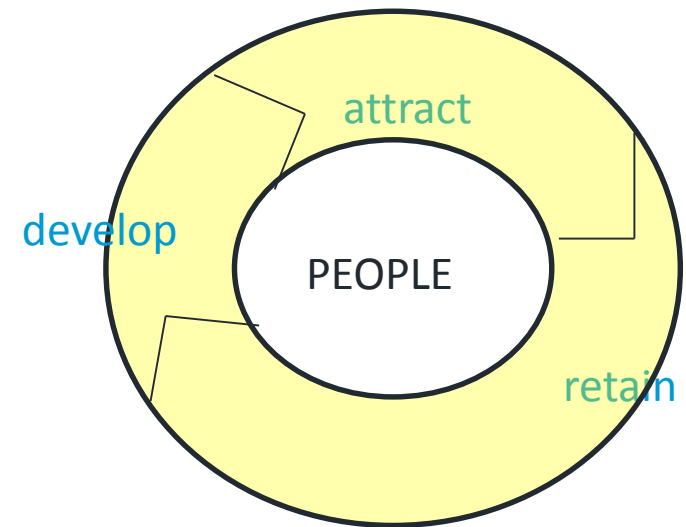
Activity	Leaders	Participants	Feb		Mar		Apr		May		Jun		Jul				
			week		week		week		week		week		week				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
1 - HR PROCESS MAP																	
1.1 Presentation of the partners' structure regarding HR	UPC	all															
1.2 Mapping of HR processes identified by each partner institution	UPC, IST	4 Kazakhstan; 3 Armenia; 2 Georgia															
1.3 Gathering of supporting documents	UPC, IST	4 Kazakhstan; 3 Armenia; 2 Georgia															
1.4 Characterization of HR	UPC, IST	4 Kazakhstan; 3 Armenia; 2 Georgia															
2. AUDIT Plan	IST, UPC, KTH																
2.1 Identification of the HR management processes complying with NP 4427:2004	IST	IST															
2.2 Online questionnaire based on the predefined process map	IST	IST, UPC, KTH															
2.2.1 Elaboration of questionnaire (English)	IST	IST, UPC, KTH															
2.2.2 Construction of the online questionnaire	IST	IST															
2.2.3 Validation of questionnaire (pre-test)	IST	IST, UPC, KTH															
2.2.4 launch/conduction of questionnaire	IST	4 Kazakhstan; 3 Armenia; 2 Georgia															
2.2.5 Processing of results	IST	IST															
2.2.6 Elaboration of report	IST	IST															
2.2.7 Validation of results	IST	IST, UPC, KTH															
2.3 Site visit: roles and responsibilities within the processes and training needs detection	IST, UPC, KTH	4 Kazakhstan; 3 Armenia; 2 Georgia															
2.3.1 Work meetings with HR managers of the 3 partners institutions	IST, UPC, KTH	4 Kazakhstan; 3 Armenia; 2 Georgia															
3. AUDIT Checklist : site visit checklist	IST, UPC	IST, UPC, KTH															
3.3.1 Elaboration of the check list (documents)	IST, UPC	IST, UPC, KTH															
4. AUDIT Report : strengths, weaknesses, non-compliance and areas for improvement	IST	IST, UPC, KTH															
4.1 Elaboration of audits reports template	IST, UPC, KTH	IST, UPC, KTH															
4.2 Elaboration of audits reports	IST, UPC, KTH	IST, UPC, KTH															
4.3 Follow up (improvement plan; preventive and corrective actions)	IST, UPC, KTH	IST, UPC, KTH															

Methodology and standards

HR MANAGEMENT SYSTEM ACCORDING TO PORTUGUESE STANDARD NP 4427:2004

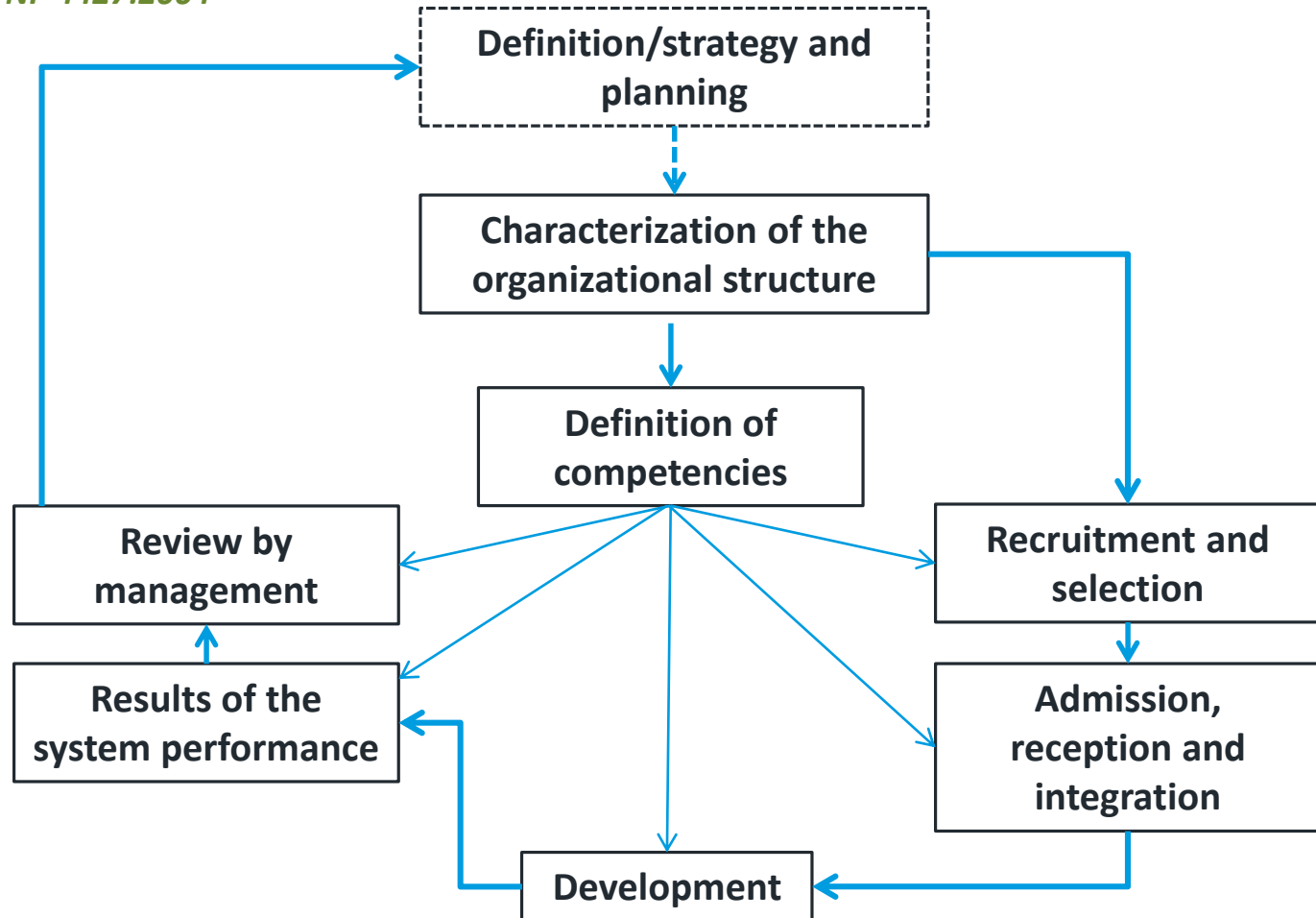
“A Human Resources Management System should be conceived and developed as an integral part of an organization, reflecting its mission, vision, values and the strategic principles established by top management.”

“Proper management of this process shall ensure that the purpose to attract, retain and develop people is achieved and that the degree of satisfaction and motivation of all who keep labour ties with the organization meets the expectations.”



Methodology and standards

Schematic representation of the
HR management system
according to *NP 4427:2004*



Methodology and standards

Process

- ✓ Deals with a number of procedures which transform inputs into results or impacts and, as such, add value
- ✓ Processes in public services may vary between relatively abstract activities (development of regulatory policies), and very specific activities (such as service provision)

Procedures

- ✓ How activities are performed
- ✓ How processes are put in place
- ✓ How processes are controlled (considering the sequence of tasks, details and responsibilities)
- ✓ How equipment and documents are used for optimal management and conduction of records

Principles

- ✓ Organization focused on the citizen/user
- ✓ Leadership
- ✓ Involvement of people
- ✓ Introduction of rules and procedures
- ✓ Systematic approximation to management rules
- ✓ Continuing improvement
- ✓ *De facto* approximation to decision-making processes
- ✓ Mutual benefits in terms of relationships with suppliers

Area for Quality and Internal Audit of IST available at:
<http://aqai.tecnico.ulisboa.pt/processos-e-procedimentos/>

Methodology and standards

NP 4427:2004

PORTUGUESE STANDARD REQUIREMENTS

CHAPTER 4 - HR MANAGEMENT SYSTEM

4.1 *General requirements*

4.2 *Document requirements (HR Manual, Document, data, record control)*

CHAPTER 5 – RESPONSIBILITY OF MANAGEMENT

5.1 *Management Commitment*

5.2 *HR Policy*

5.3 *Responsibility, authority & communication* (includes manag. representative)

5.4 *Review by management*

CHAPTER 6 – PLANNING

6.1 *HR Planning*

6.2 *Characterization of organizational structure*

6.3 *Objectives*

6.4 *Legal and other requirements*

6.5 *Rewards*

6.6 *Penalties*

Methodology and standards

NP 4427:2004

CHAPTER 7 – HR MANAGEMENT

7.1 Administrative Management

7.2 HR recruitment and selection

7.3 Admission

7.4 Reception and integration

7.5 Behaviours

7.6 Development (*Training, Recognition of competences, Careers*)

7.7 Acquisition of goods and services

CHAPTER 8 – MEASUREMENT, ANALYSIS AND IMPROVEMENTS

8.1 Measurement (*Performance evaluation, Internal satisfaction & audits*)

8.2 Control of non-compliant practices

8.3 Data analysis

8.4 Improvements (*Continuing improvement, Corrective & preventive measures*)

Methodology and standards

NP 4427:2004

Documentation requirements for the HR Management System

- ✓ HR Manual
- ✓ Documented procedures for:
 - ✓ Document control
 - ✓ Data control
 - ✓ Record control

Methodology and standards

AUDIT PROCESS: ON LINE QUESTIONNAIRE (April)

EXAMPLE OF QUESTIONS FOR CHAPTER 5: MANAGEMENT RESPONSIBILITY (adapted from NP 4427:2004)

HR policy

- Has the top management of the University defined a HR policy?
- How do they communicate it?
- Has the top management of the University defined objectives/strategy on HRM

Methodology and standards

AUDIT PROCESS: SITE VISIT (June)

Example of CHECKLIST

		Non existent	Needs improvement	Meets requirements
	Scoring	0	5 to 9	10 to 20
1	Does the HRMS have all documents required?			
2	Are there control mechanisms of the HRMS documents?			
3	Is a control and safekeeping methodology of the HRMS records implemented?			
4	Does the organization's top management show commitment at the HRMS through:			
a)	The appointment of a top management representative?			
b)	Documented HR policy?			
c)	The definition of authorities and responsibilities at the HRMS?			
d)	The establishment of internal communication processes?			

Adapted from: *Dar + Valor às Pessoas, Gestão de recursos humanos segundo a Norma NP 4427*, in: https://fenix.tecnico.ulisboa.pt/downloadFile/3779576753967/GRH_Norma_guia_metodologico.pdf