



Quality Manual

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15	17/04/2018	ORGANISATION CHART (OBS2 CDMD EXTERNA) Process MAP: inclusion of stakeholder information as input (External Observ.1).
16	26/06/2019	Revision of section 8.5.3 <i>Property belonging to customers or external suppliers.</i>
17	22/02/2022	Revision of document due to an update on the presentations of services and point 5.3 (organisation chart).
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Controlled copy

YES

No.

NO

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OVERVIEW OF THE ORGANISATION

The University of Deusto was founded in Bilbao in 1883, as an initiative of the *Enseñanza Católica* group, with a strong social vocation. The Biscay Regional Council, at its meeting of 30 January 1884, named that School of Higher Studies, the University of Deusto for the first time, a name that would remain forever in history. The first graduating classes began their studies in September 1886. Some decades later, backed by civil society and Gipuzkoa's institutions, the ESTE and EUTG studies were launched in San Sebastian, and were later incorporated into the University of Deusto. One of its founding aims was also to promote its own language and culture and respond to the needs of Basque society. Since then, it has been the oldest non-profit social initiative university in Spain.

The University of Deusto currently focuses on nine main areas of knowledge: Engineering, Business, Law, Politics and International Relations, Languages and Communication, Social, Education and Sport, Health and Theology. The aim of this academic institution is to educate and train leaders to bring together a professional but also a humanistic and ethical vision through a full range of degree programmes.

The University is ranked among the top universities in Spain and has an increasingly significant presence in international rankings for teaching and high performance. The hallmarks of this University, located in the heart of the cities of Bilbao and San Sebastian and also with sites in Vitoria and Madrid, are the education of its students in skills and values thanks to its own widely-recognised education model.

Deusto promotes entrepreneurship and in-company training through its dual programmes. It also fosters employability by providing internships for 100% of its students. The institution is also renowned for its specialist research, its commitment to justice and international outreach, as evidenced by its more than 1,500 international students. Some 15% of the total student body comes from other countries on five continents and 10% of students go abroad to study every year.

More than 10,000 students, of whom one in seven is a grant recipient, and 4,000 students on continuing and executive education programmes, are currently studying at this institution with more than 130 years of experience.

Furthermore, academic, teaching and research activities are supported by the University's Functional Areas and Services such as: the New Student Information Service, General Secretariat, International Relations Office, the Student Services Office - *Ikaslebulegoa*, the Guidance and Job Placement Service, the CRAI Library - Learning and Research Resource Centre, the Deusto Hall of Residence, the University Community Outreach Office - Deusto Campus, Publications Service, etc.

Below is a brief description of the Functional Areas and Services included in the scope of this quality manual such as the University Library, the University Graduate Job Placement Service (DeustoAlumni-Employment), the New Student Information Service and the Accommodation, Kitchen and Dining Services (Deusto Hall of Residence).

The **Deusto University Library** is part of the University as a support service for teaching and research programmes. Its tasks are to select, process, conserve and disseminate bibliographic and documentary collections, as well as to provide the University Community with access to information from other libraries and documentation centres.

From its inception, the idea prevailed of providing the University of Deusto with a good library and the bibliographic collection grew until it became one of the most important libraries in the Basque Country. The Library contains a multidisciplinary collection representing a wide range of subject areas including the Humanities, Social Sciences, Pure and Applied Sciences, mainly Engineering.

It houses a collection of more than 1 million volumes including around 14,000 titles of periodicals, various special materials such as maps, microforms, CD-ROMs, DVDs, etc., as well as an important digital library with electronic resources: databases, periodicals and monographs.

The Library has evolved over the years in accordance with the changes that have taken place in university teaching and learning models. Needs are evolving towards new services and new ways of using the Library in line with the reform of university curricula.

In January 2009, the new Library on the Bilbao campus was inaugurated as a Learning and Research Resource Centre (CRAI) to respond to the challenge that the University of Deusto has set itself with the University of Deusto Education Model. This model focuses on educational renewal in teaching and learning, and on offering a dynamic and flexible built environment in accordance with the new framework required by the European Higher Education Area. In July 2021, the San Sebastian campus library, located in the Larramendi building, was opened.

The Library on both campuses has been designed as a highly versatile space to respond to changes in usage easily and quickly. The aim is to offer the best service in the provision of information to support teaching, learning and research. Hence, it has a collection available to the Deusto University Community members as well as to lecturers, researchers and professionals from all over the world.

DeustoAlumni-Employment was created to respond to two of the objectives that define the Deusto University Education Project: the integration of graduates into the labour market and quality in their professional activity. In keeping with this twofold commitment, in 1999 the University decided to collaborate with the Basque Employment Service, and in 2002 it promoted the University-Business Area, thus extending the mediation and job insertion functions carried out until then.

As of January 2004, a strategic and ambitious project called DeustuLan was launched at our University, with the aim of setting up a Centre for Full Labour Insertion that would provide students and graduates of the University of Deusto seeking employment with the human and technical resources necessary to face their entry into the job market with more chances of success. The DeustuLan logo has given way to Deusto Alumni since 2011.

With a view to improving our users' employability, DeustoAlumni offers a range of services such as career guidance, job matching, collaboration with the Basque Employment Service, grant programmes and professional internships for graduates, selection processes and company presentations, and the hosting of special events such as the Employment Forum.

The **New Student Information Service**, which reports to the Marketing and Commercialisation area of the Communication and Marketing Department, promotes the UD's range of academic programmes among secondary education students, undergraduates, graduates, families, professionals, career guidance departments, as well as professionals looking for specialisation or lifelong learning.

At its inception in 2003, the Service took on the task of optimising the network of contacts that the various University centres had generated in previous years and ensuring coordination between them.

Educational establishments liaise with the New Student Information Service, which provides career advisers with access to the UD's range of courses and activities and coordinates the University's Faculties in turn.

The New Student Information Service, as part of its work to disseminate the UD's academic programmes, holds meetings with career advisers from educational establishments as well as information sessions at educational establishments and on the UD campuses; it also runs practical activities or workshops by field of study and open days. It participates in undergraduate and postgraduate education fairs and organises and promotes online postgraduate information sessions.

With the implementation of CRM and Active Campaign tools, which allow for more efficient management of relations with various groups, it seeks to improve the service provided to high school students, graduates, undergraduates, tutors, professionals, families and counsellors.

The **Deusto Hall of Residence** is a centre at the University of Deusto, with which it was born as a School of Higher Studies, being officially recognised in 1961 as a Hall of Residence. Its main aims are to:

- Offer an atmosphere of coexistence and study.
- Provide personalised care for all residents.
- Promote the values of respect for individuals, the values of equality and solidarity and, in general, the values inspired by Christian humanism
- Encourage a sense of responsibility and build study habits.
- Offer complementary training by participating in the hall's activities or by developing their personal initiatives.

The **Quality Unit** at the University of Deusto was set up in March 2004 with the aim of providing advice and technical support to all Quality Improvement activities, thus meeting the quality needs arising at the University. Its main aim is to promote and develop the quality policy in the areas of teaching, research and management, and ensure that this policy is systematically and continuously evaluated to promote and develop the university's quality strategy and processes. To this end, it provides advice and technical support to all stakeholders in the university community.

It is mainly involved in the following activities:

- Develop the University's strategy for quality, processes and continuous improvement.
- Define and implement the **VERIFICA, MODIFICA, ACREDITA** programmes for the degree programmes delivered by the Centres;
- Define and implement **Quality Management Systems (AUDIT)** throughout the University's Centres;
- Provide support for **Institutional Accreditation** in the Centres;
- Provide support for the development and implementation of the **recognition of dual degrees**;
- Provide support for the development and implementation of the **recognition of the internationalisation** of degree;
- Define and implement **strategies, quality models** (ISO 9001, EFQM, strategic planning, process management, 5S methodology, etc.) and/or the most appropriate **management tools** for the Faculties, Centres, Functional Areas and Services at the University;
- Measure the **satisfaction** of the University's stakeholders to obtain and analyse information on the quality of processes (teaching, internships, mobility, job placements, etc.), defining actions that contribute to the **continuous improvement** of the University's processes;

- **Continuous education** in areas related to quality management to facilitate the proper development of teaching, research and management activities;
- **Collaborate** with institutions and encourage **knowledge transfer** to contribute to quality improvement in Higher Education.

1. PURPOSE AND SCOPE

The Quality Management team has defined this Quality Manual for the Functional Areas and Services at the University of Deusto as an instrument for the application of the **Quality Management System**, based on the requirements of the international standard UNE-EN ISO 9001 in force.

This Quality Manual aims to define the **commitment of the University's Management Team**, and establishes the **quality policy and objectives**. It also outlines the **scope** of the system, the **organisational structure**, the **main lines of action** in the various activities of the Functional Areas and Services, and the allocation of the necessary resources. These activities are those carried out to ensure **quality and conformity**, achieve full **customer satisfaction** and take actions aimed at **continuous improvement**, based on the organisation's **process management** system.

This manual has a two-fold objective. On the one hand, it is an open document that can be used as a **reference** by the staff in the Functional Areas and Services in developing the activities, actions and decisions that may be deemed appropriate and have a direct or indirect relation to quality. On the other hand, it provides **information** about the quality management system for any organisation that may require so.

The quality manual, like all other documents in the system, is **owned by the University of Deusto**, and therefore the rights reproduction, in whole or in part, are reserved and its use by third parties for purposes other than those specifically authorised is not permitted. For greater transparency, the quality manual is available on the University of Deusto's website for anyone who wishes to consult it.

The Quality Management team fully accepts the contents of this manual and the quality documents referenced in it, and supports and promotes all actions aimed at achieving its full implementation. Likewise, this manual and related documents must be complied with by all the staff of the Functional Areas and Services in the parts that are applicable to each of them.

2. NORMATIVE REFERENCES

The following documents were consulted in the preparation of this handbook:

- **UNE-EN ISO 9001:2015 Standard.** Quality management systems, Requirements
- **UNE-EN ISO 9000:2015 Standard.** Quality management systems, Fundamentals and vocabulary.

3. TERMS AND DEFINITIONS

The normative terms used in this manual, in the process sheets, in the procedures and in the rest of the quality management system documentation are taken from the above-mentioned Fundamentals and Vocabulary standard.

4. CONTEXT OF THE ORGANISATION

4.1. UNDERSTANDING THE ORGANISATION AND ITS CONTEXT

The Vice-Rector's Office in charge will **identify and assess** all **internal issues** and **external issues** that may **affect its ability to achieve the intended results of its management system on an annual basis** through a SWOT analysis in the Management Review of the Quality Management System. Each Service will conduct a SWOT analysis to identify its Weaknesses, Strengths, Threats and Opportunities.

Based on this analysis, the Quality Management System requirements will be planned for the next academic year.

4.2. UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

The Vice-rector's Office in charge will **identify and assess stakeholders' expectations** in the annual Management Review of the Quality Management System. Once this analysis has been completed, the requirements will be planned and the expectations to be included in the Quality Management System will be determined.

4.3. DETERMINING THE SCOPE OF THE QUALITY MANAGEMENT SYSTEM

The quality management system defined in this manual is applicable to the services provided by the **Deusto University Library** for its Bilbao and San Sebastian campuses, the **University Graduate Job Placement Service** (DeustoAlumni-Employment), the **New Student Information Service**, except for postgraduate fairs with their own delegation, and the Accommodation, Kitchen and Dining Service of the **Deusto Hall of Residence**.

The requirement of point 8.3 "Design and development of products and services" of the UNE-EN ISO 9001 standard does not apply, as this exclusion does not affect the capacity or responsibility of the Services to provide a service that meets customers' requirements and the applicable legal or regulatory requirements, except for the DeustoAlumni-Employment Service.

Point 7.1.5 "Monitoring and measuring resources" of the reference standard only affects the Kitchen and Dining Room of the **Deusto Hall of Residence** due to the thermometers used for temperature control, and the Library, where it is controlled by means of the operating procedure for the Supplier evaluation (P-EVA).

4.4. QUALITY MANAGEMENT SYSTEM AND ITS PROCESSES

The University of Deusto, through its Quality Management team, has documented, implemented and updated a quality management system in accordance with the reference standard. This system is made up of the **organisational structure, responsibilities, processes, action procedures** and **resources** established in the Functional Areas and Services to implement quality management.

The system is continually maintained and improved by implementing the quality policy and objectives, processing audit results, data analysis, measuring stakeholder satisfaction, improvement actions and reviewing the system by the Quality Unit and those responsible for the relevant Functional Areas and Services in each case.

The University of Deusto has defined a **Process Map** (Figure 1, p. 10) where all the processes related to the Functional Areas and Services included in the scope of the quality management system and their interrelations are determined. The aim is to:

- Ensure the understanding of and compliance with the system's **requirements**.
- Clearly state the **value contribution** of processes.
- Set **objectives** in line with the objectives set out in the organisation's Strategic Plan.
- Obtain the expected **results** of each process.
- Promote process **efficiency**.
- **Continually improve** processes by monitoring and controlling them.

For each process, aspects such as the owner, limits, customers or users, suppliers, the operating method and indicators for monitoring and taking actions for continuous improvement are defined in the so-called **process sheets**.

The sequence and interaction of the Functional Areas and Services processes are classified as follows:

- **Strategic processes:** they define strategic management.
- **Operational processes:** they develop the operational efficiency of Functional Areas and Services.
- **Support processes:** they support strategic and operational processes.

Process monitoring and control is carried out by the owner of each process at the meetings of the quality committee of each Functional Area and Service (**R-01-MC-UD "Minutes of Meeting"**).

The Quality Committee will draw up and update the **R-02-MC-UD "List of monitoring indicators"** to monitor the established processes.

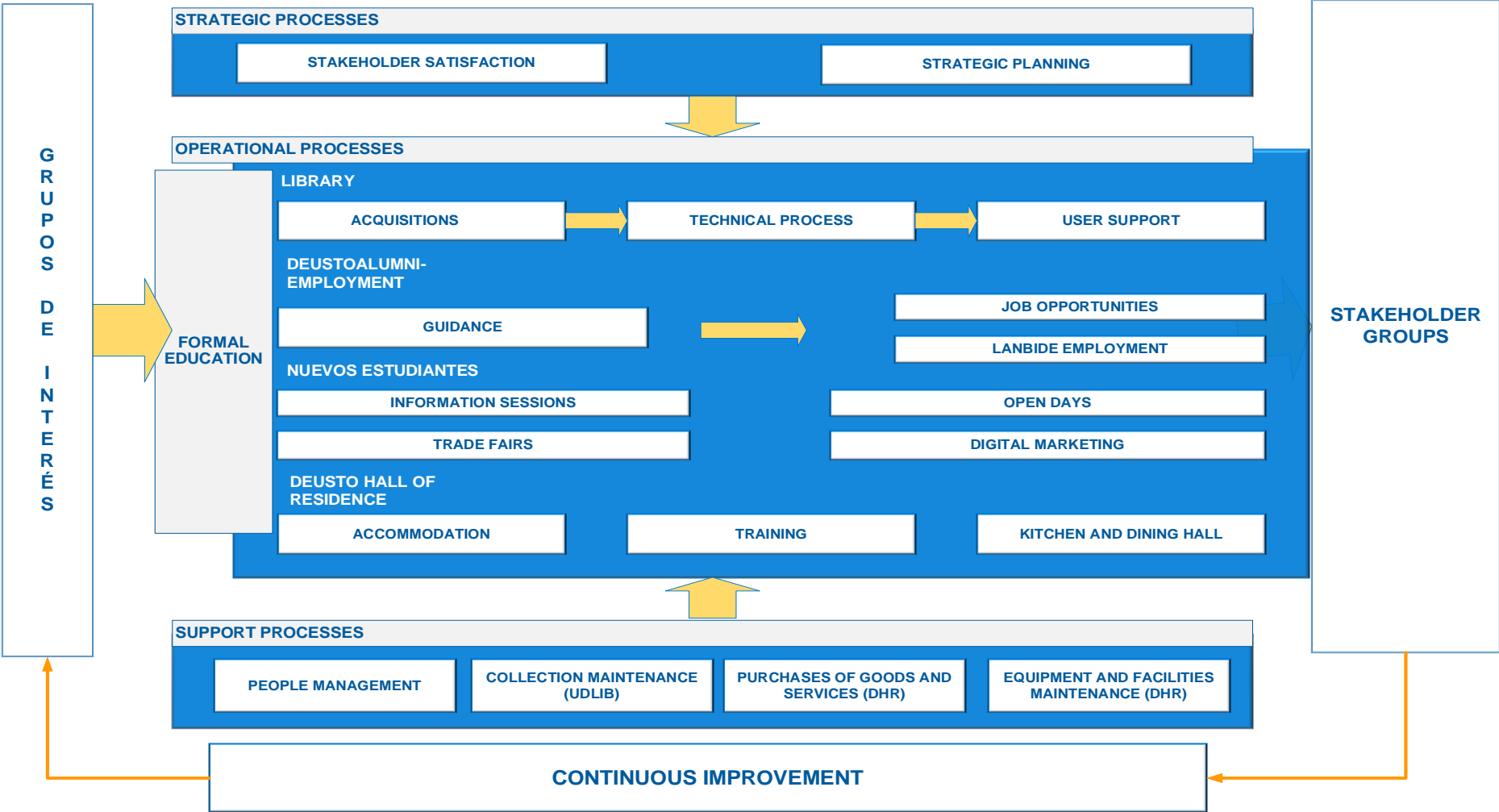


Figure 1. Process map 5.

5. LEADERSHIP

5.1. LEADERSHIP AND COMMITMENT

The **Vice-Rector for Academic Organisation, Teaching Innovation and Quality**, the heads of the Functional Areas and Services and their Management Teams will be actively committed to the **development and implementation** of the quality management system and its **continual improvement**. They will inform the organisation of the importance of complying with the quality **requirements** regarding **customers**, current regulations and internal requirements. To this end, they will inform the entire organisation of the **quality policy** to help improve performance and engage people in the achievement of the defined objectives.

Likewise, the Management team and the heads of each Functional Area and Service will **review the system** and propose the **necessary resources** in terms of infrastructure, work environment, personnel and processes to ensure its continuous adaptation and effectiveness.

The Vice-Rector's Office for Academic Organisation, Teaching Innovation and Quality and the Quality Management team will ensure that the quality management policy and system are geared towards **meeting** customer/user **requirements** and **improving** customer/user **satisfaction**.

The systematic identification of customer/user requirements will be conducted by the persons responsible for the departments/work teams in contact with customers/users and the updating of these requirements will be carried out at the Quality Committee meetings, where the ability of the Functional Areas and Services to meet these requirements is analysed. Furthermore, the evaluation of customer/user satisfaction with the services provided will be carried out (in accordance with the **PE-SAT "Customer Satisfaction"** strategic process), as a way to verify that the requirements have been met and identify new requirements.

5.2. QUALITY POLICY

The **Vice-Rector's Office for Academic Organisation, Teaching Innovation and Quality**, which is committed to implementing the system and continually improving its effectiveness, has established the quality policy. This policy provides the framework for the definition of **strategic objectives** and sets guidelines so that stakeholders' needs and expectations can be determined and fulfilled, thus **increasing stakeholder satisfaction**. The Director of the Quality Unit annually reviews the quality policy with the contributions of the Quality Committees of the Centres and this is approved by the Vice-Rector's Office for Academic Organisation, Teaching Innovation and Quality. This will ensure the participation of all stakeholders in the review of the Quality Policy.

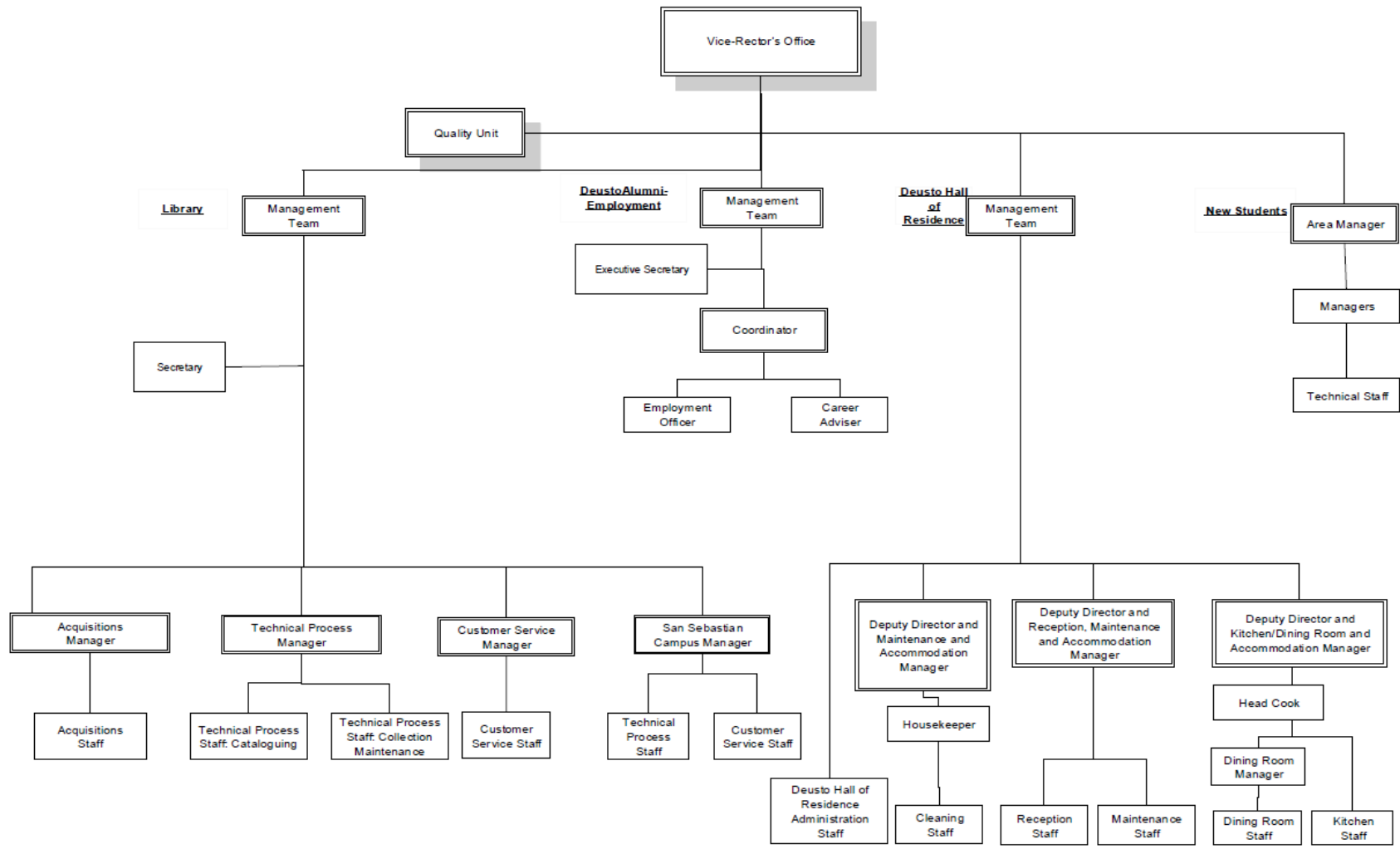
The quality policy is mainly disseminated through information meetings, distribution of quality policy documents, posters placed in the various locations of the Functional Areas and Services and briefing documents. It will also be available on the website of each Service to inform the entire University community and all interested social stakeholders about it.

5.3. ROLES, RESPONSIBILITIES AND AUTHORITIES IN THE ORGANISATION

The University's Management team is responsible for defining the **organisational structure** of the Functional Areas and Services, as well as the **roles and responsibilities** of their members and for ensuring that they **are communicated** within the organisation.

Quality Manual

Organisational chart of the UD's Functional Areas and Services:



6. PLANNING

6.1. ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES

QUALITY MANAGEMENT SYSTEM PLANNING

The Management team of each Functional Area and Service will determine the risks and opportunities to be addressed to plan the Quality Management System for the academic year. By weighting them, they will decide which ones need to be addressed throughout the academic year. This is done by analysing the issues and requirements discussed in sections 4.1 and 4.2 in this manual.

The actions taken will be monitored and controlled by the Quality Committees and in the annual Management Review.

6.2. STRATEGIC OBJECTIVES AND PLANNING TO ACHIEVE THEM

The Management team of each Functional Area and Service will establish measurable strategic objectives consistent with the quality policy of the quality management system. They will also monitor them according to the **PE-PLA "Strategic Planning"** strategic process.

6.3. PLANNING FOR CHANGE

The Management team of each Functional Area and Service will **plan changes** based on point 4.4 in this manual whenever the need for such changes has been determined in the Quality Management System.

7. SUPPORT

7.1. RESOURCES

7.1.1. GENERAL

The heads of the Functional Areas and Services and their Management teams are responsible for **identifying and proposing the appropriate resources** for the implementation, maintenance and continuous improvement of the quality management system and, in this way, increase customer or user satisfaction by meeting their requirements.

7.1.2. PEOPLE

The heads of the Functional Areas and Services and their Management teams will ensure the recruitment and training of human resource needs for the implementation of the Quality Management System. This requirement is described in the **PS-GES "People Management"** support process sheet.

7.1.3. INFRASTRUCTURE

The heads of the Functional Areas and Services and their Management team will ensure that they **have provided the infrastructure** necessary (buildings and services, equipment, transport resources and information and communication technology) to perform the activities of the Functional Areas and Services and meet customer requirements, and, where appropriate, suggest improvements in this regard.

To ensure maximum use of available material resources, the necessary **preventive and/or corrective maintenance** operations should be carried out in the Functional Areas and Services through suppliers, depending on the equipment and facilities in question.

In turn, the Deusto Hall of Residence will maintain the centre's infrastructure as described in the **PS-MTO "Maintenance of equipment and facilities"** support process. The evaluation of infrastructure maintenance service providers will be carried out as described in the **P-EVA "Supplier evaluation"** operating procedure.

7.1. 4. ENVIRONMENT FOR THE OPERATION OF PROCESSES

The heads of each Functional Area and Service will ensure that they provide a work environment that allows the achievement of product conformity.

If the Management team of each Functional Area and Service identify or observe conditions in the working environment that might jeopardise compliance with the requirements of the services through weaknesses, internal audits, suggestions from workers or by any other means, they will report them to the heads of the Functional Areas and Services, who will establish the appropriate measures necessary to resolve them.

The environmental conditions (temperature, humidity, lighting) of the Library's old collection room are controlled as described in the **PS-MAN "Collection Maintenance"** support process. In the case of the Deusto Hall of Residence, environmental conditions are controlled by means of the "**Self-control Plan**" **APPCC** document.

7.1. 5. MONITORING AND MEASURING RESOURCES

The **Deusto Hall of Residence** monitors measurement traceability as described in the **P-CON "Measuring equipment control"** operating procedure.

Due to the nature of the **other Functional Areas and Services** and the fact that this exclusion does not affect their ability or responsibility to provide a service that meets customer satisfaction and applicable regulatory requirements, this point of the standard does not apply to them.

7.1. 6. ORGANISATIONAL KNOWLEDGE

The Library Management Team will determine the knowledge required to achieve compliance of the services through point 8.5 of **PS-GES "People Management"**.

Due to the nature of the other Functional Areas and Services and the fact that this exclusion does not affect their ability or responsibility to provide a service that meets customer satisfaction and applicable regulatory requirements, this point of the standard does not apply to them.

7.2. COMPETENCE

The heads of the Functional Areas and Services and their Management teams will ensure that the staff performing work that affects compliance with service requirements are competent in terms of education, training, skills and experience.

This requirement is described in the **PS-GES "People Management"** support process sheet.

Based on the training needs identified as a result of new staff, changes in job positions, the introduction of new equipment, services and methods, etc., training activities will be carried out to

meet these needs.

7.3. AWARENESS

This requirement is described in the **PS-GES" People Management"** support process sheet.

Based on the training needs identified as a result of new staff, changes in job positions, the introduction of new equipment, services and methods, etc., training activities will be carried out to meet these needs.

Furthermore, knowledge management will be established via team meetings through documents shared in Perseus and Drive. In the case of New Students, it is also managed through the CRM tool.

7.4. COMMUNICATION

The heads the Functional Areas and Services and their management teams will ensure that **appropriate communication processes (external and internal)** are established within the Functional Areas and Services.

The **channels** normally used for internal communication are: Quality Committee meetings, verbal communication (personal and telephone), email, briefing documents, information boards and others (internal meetings, etc.).

With regard to external communication, in addition to the information published on the websites and social networks, the Management teams of each Functional Area and Service will inform annually on the results of the Quality Management System in the Management Review and in the QMS section of their website.

7.5. DOCUMENTED INFORMATION

The need to clearly and unequivocally **define and disseminate** the established **policy and strategic objectives**, as well as to **have standardised procedures** for action means that the quality management system must be documented. The **documentary structure** in the organisation is as follows:

- **Quality policy:** The University's global aims and guidelines regarding quality, formally expressed by the Vice-Rector's Office for Academic Organisation, Teaching Innovation and Quality.
- **Quality manual:** This is the baseline document of the quality management system, providing a general description of the lines of action followed by the University to respond to each section of the reference standard. It includes an overall view of the University, a definition of the processes, its interactions (process map), activities, functions and responsibilities. It includes: scope, documented procedures and interaction between processes.
- **Process sheets:** Documents that develop processes, including the operational method and referring to other necessary documents (procedures, instructions, etc.).
- **General procedures:** Documents used to describe the specific way to carry out the general activities required by the processes.
- **Operating procedures:** Documents used to describe the specific way to carry out the general activities required by the processes.
- **Work instructions:** Documents used to describe the specific way to carry out tasks.
- **Formats:** Support documents that provide evidence of the outcomes of activities. Once these formats have been completed, they become **records** in the system, which provide evidence that the various activities described above have been successfully completed.

For the proper functioning of the computerised documentation and records of the Quality Management System, the general procedure **PG-DOC "Documentation and Records"** has been established.

8. OPERATION

8.1. OPERATIONAL PLANNING AND CONTROL

The Management team of each Functional Area and Service, together with the heads of the departments/work teams and/or their staff as appropriate, will **plan and develop the processes necessary for the provision of the services** under the coordination of the Quality Unit. This will ensure that they are consistent with the requirements of other processes of the quality management system.

This planning will help to establish:

- The strategic objectives and requirements of the service.
- The documents required to provide the service.
- The required activities to monitor, validate, monitor and measure the service.
- The records necessary to provide evidence that processes and service meet the requirements.

8.2. REQUIREMENTS FOR PRODUCTS AND SERVICES

The Management team of each Functional Area and Service are responsible for analysing the information supplied by customers to **provide the most appropriate service to meet their requirements**. In doing so, the following aspects should be considered:

- Requirements specified by customers or users, including requirements for service delivery and post-service delivery activities.
- Requirements not specified by customers or users but that are necessary for the provision of the service.
- Legal and regulatory requirements applicable to the service.
- Any other additional requirements deemed necessary by the organisation as determined by the Management team of each Functional Area and Service.
- Property of the Client.

By controlling and monitoring operational processes, this ensures that:

- Service requirements are defined.
- Differences with regard to customer requirements are resolved.
- It has the necessary capacity to meet the defined requirements.

The Quality Management team and the heads of the Functional Areas and Services will propose the measures for channelling communications with customers or users, which will include information on services: rules of use, attention to queries, and feedback with customers or users, including their suggestions and complaints.

This communication is established through the Intranet, Extranet, UD Web, specific websites of the Functional Areas and Services, notice boards, customer service staff, suggestion forms on the websites of the Functional Areas and Services, physical suggestion boxes (**R-04-MC-UD**), specific programmes of the Functional Areas and Services, etc.

Wherever possible, the Management team of each Functional Area and Service will reply to all

suggestions and complaints received from users through the process manager system, ordinary post, email or telephone (provided that users' details are available, or on a more general information poster if deemed appropriate) by any of the aforementioned means. Incoming suggestions and complaints are handled through the Process Manager system.

Typically, whenever it is necessary to open an improvement action, the Management team of each Functional Area and Service will follow the activities described in the general procedure **PG-NOC "Non-conformities"**.

8.3. DESIGN AND DEVELOPMENT OF PRODUCTS AND SERVICES

The Design of the Service related to the Deusto Alumni-Employment workshops is planned and controlled through the PO-ORI "*Guidance*" process and the Employment Forum through the P-FOR "*Employment and Entrepreneurship Forum*" operational procedure. The Library Service is controlled by the PO-ATE "*User Service*" operational procedure; the Deusto Hall of Residence through the "**APPCC**" **Self-Control Plan**, the design of menus and the PO-FOR "*Training*" training operational procedure through the design of training activities. As for the New Students service, this is conducted through information sessions that are carried out as part of the PO-SES "*Information Sessions*" operational procedure.

8.4. CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS AND SERVICES

The Quality Management team, the heads of the Functional Areas and Services and their management team will determine the **process** guidelines **that are provided by** internal or external **suppliers**.

The selection, monitoring and evaluation of these suppliers will be carried out in accordance with the **P-EVA "Supplier evaluation"** operational procedure.

The process sheets **PO-ADQ "Acquisitions"** and **PS-MAN "Collection Maintenance"** in the Library, **PO-BOL "Job Opportunities"** and **PO-LC "Lanbide Placement"** in Deusto Alumni-Employment, **PO-SES "Information Sessions"**, **PO-FER "Trade Fairs"**, **PO-JPA "Open Days"** and **PS-MD "Digital Marketing"** in the New Student Information Service and **PS-COM "Purchases of Products and Services"** in the Deusto Hall of Residence will establish the methodology to carry out the acquisition of products and services that affect the quality of the Functional Areas and Services.

8.5. PRODUCT AND SERVICE PROVISION

8.5.1 CONTROL OF PRODUCT AND SERVICE PROVISION

The monitoring of the provided services is conducted through the adequate planning of the work to be carried out, the documentation of the operations and activities that require so, and the training of the staff of the Functional Areas and Services. These have documented processes (process sheets) that include associated procedures, if required, with a set of established indicators, which allow process owners to monitor processes and provide evidence of this in the corresponding records. Non-compliance with these monitoring requirements is recorded, managed and resolved following the steps described in the **PG-NOC "Non-conformities"**.

The operational processes for each Service have been identified as those listed in the Process map in point 4.4 in this manual.

The staff of the Functional Areas and Services, regardless of whether or not they are the same as those who carry out the activity whose outcome is to be verified, will be responsible for identifying any deviation just at the time it occurs.

The Management team of each Functional Area and Service will establish a validation system, mainly by handling customer complaints, as described in the general procedure for handling non-conformities **PG-NOC "Non-conformities"** and the results of measuring customer satisfaction, following the guidelines set out in the strategic process **PE-SAT "Customer Satisfaction"** and in accordance with the criteria applied by the Quality Management and by those responsible for the Functional Areas and Services in the review of the system.

When a process is validated as non-compliant, it will be identified, managed and treated as a weakness or issue, following the steps described in the **PG-NOC "Non-conformities"**.

8.5.2 IDENTIFICATION AND TRACEABILITY

The Management team of each Functional Area and Service has established a system of identification and traceability relating to the service it provides through the records of the various process sheets and operational procedures.

At DeustoAlumni-Employment, the traceability of the service is established through the **user and company files** collected in the CRM.

The Library has an operational process, **PO-TEC "Technical Process"**, for the identification of the works in the bibliographic collection by stamping, registering and cataloguing them.

In the case of the New Student Information Service, traceability is established through the **Information Session requests**, the data of those attending and those requesting **additional information** collected in the CRM.

At the Deusto Hall of Residence, traceability is established through **student records**, and what refers to the kitchen-dining room is specified in the **"HACCP" Self-Control Plan** within the **PO-COC "Kitchen and Dining Room"** operational process.

8.5.3 PROPERTY BELONGING TO EXTERNAL CUSTOMERS OR SUPPLIERS

The Functional Areas and Services consider the data of users, University staff, as well as alumni data as customer property. In this regard, it should be highlighted that, in compliance with the provisions of *Organic Law 3/2018, of 5 December, on Data Protection and the Guarantee of Digital Rights*, the University of Deusto (through the Internal Audit and Control Unit) has registered the files under the name: "Deusto University Library", "Employment", "Applicants for information", "Application for admission" and "Residents of Deusto Hall of Residence", in the Data Protection Agency. All the staff of the Functional Areas and Services who, due to their activity, may have access to such data, are aware of what compliance with the aforementioned law entails. All of this is monitored by means of the **P-EVA "Supplier Evaluation"**.

8.5.4 PRESERVATION

The preservation, conservation and restoration of the Library's bibliographic collection is carried out as described in the **PS-MAN "Collection Maintenance"** support process.

With regard to product preservation in the Accommodation, Kitchen and Dining Services at Deusto Hall of Residence, it is described in the **"APPCC" Self-Control Plan**, within the **PO-COC "Kitchen**

and Dining" operational process. In addition, the activities related to the maintenance, repair and cleaning of infrastructure (buildings and facilities) and equipment are carried out as described in the **PS-MTO "Maintenance of equipment and facilities"** support process.

8.5.5 POST-DELIVERY ACTIVITIES

The organisation will meet the requirements for post-delivery activities associated with products and services.

In determining the scope of post-delivery activities required, consideration is given to:

- a) Legal and regulatory requirements.
- b) The potential unintended consequences associated with their products and services.
- c) The nature, use and intended lifetime of its products and services.
- d) Customer requirements.
- e) Customer feedback.

8.5.6 MONITORING CHANGES

The organisation will **review and monitor changes** to production or service delivery to the extent necessary to ensure continued conformity to requirements.

The organisation will maintain documented information describing the results of the review of changes, the persons authorising the change and any necessary action arising from the review.

8.6. RELEASING GOODS AND SERVICES

During the performance of process activities, the checks described in the corresponding process sheets will be carried out. This **monitoring and measurement** will be based on the detection and treatment of non-conformities in the processes, customer or user complaints, and other records of the quality management system.

8.7. MONITORING NON-CONFORMING OUTPUTS

The Functional Areas and Services will conduct the monitoring of non-conforming outputs as described in the general procedure **PG-NOC "Non-conformities"**.

9. PERFORMANCE ASSESSMENT

9.1. MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

The Management team of each Functional Area and Service has established **methods for measuring and monitoring the processes** necessary to satisfy customer requirements by means of indicators defined in the process sheets. These methods confirm the ability to meet their intended purpose. To this end, a system has been established for monitoring these and quality objectives, which are discussed at the Quality Committee meetings and management reviews of the quality management system.

During the performance of process activities, the checks described in the corresponding process sheets will be carried out. Monitoring and measurement will be based on the detection and treatment of non-conformities in the processes, customer or user complaints, and other records of the quality management system.

The data collected as a result of the application of the quality management system (issues, improvement actions, suggestions, complaints, etc.) will be analysed in the regular meetings held by the Quality Committee, which will serve as a basis for identifying improvements to the system. Likewise, during these **meetings, the management plans will be analysed and monitored**, as well as the relations of the monitoring indicators of the processes involving the Functional Areas and Services, training plans, reports on the results of communication with customers or users (satisfaction measurement surveys, etc.) and supplier evaluation.

To monitor customer perceptions and analyse the degree to which their needs and expectations are being met, various stakeholder satisfaction measurements are carried out.

This requirement is described in the **PE- SAT "Customer Satisfaction"** support process sheet.

9.2. INTERNAL AUDIT

All activities of the Functional Areas and Services included in the quality management system will be subject to annual internal quality audits. This requirement is described in the general procedure **PG-AUD "Audits"**.

9.3. MANAGEMENT REVIEW

The heads of each Functional Areas and Services will review the quality management system on an **annual** basis, with the support of the Management team and the Quality Unit to ensure that its suitability, adequacy and effectiveness are maintained.

The review of the quality management system will be carried out based on:

- Adequacy and effectiveness of the strategic policy and objectives.
- Audit results.
- Stakeholder feedback.
- Process performance and service compliance.
- Status of corrective and preventive actions.
- Previous review reports.
- Internal and external issues and risks and opportunities.
- Supplier performance.
- Changes that could affect the quality management system.
- Recommendations or opportunities for improvement.

The results of the review are recorded in the **R-03-MC-UD "System Management Review Report"**, which includes all decisions and actions resulting from the review in terms of system, service and resources. This report should be approved by the heads of the Functional Areas and Services and their Management team. The Management team of each Functional Area and Service will present and analyse the report at the Quality Committee meeting.

10. IMPROVEMENT

10.1. OVERVIEW

The Functional Areas and Services **continuously improve the effectiveness of the quality management system** through the result of policy-derived objectives, analysis of audit results, opportunities for improvement, establishment of improvement actions, as well as management reviews of the system.

10.2. NON-CONFORMITY AND CORRECTIVE ACTION

As described in the **PG-NOC "Non-conformities"** general procedure, when a non-conformity is detected and once the immediate solution has been implemented, if applicable, an assessment will be made, depending on the seriousness or repetitiveness of the detected non-conformity, as to whether it is appropriate or necessary to implement an improvement action, assigning the necessary resources.

If necessary, the identified risks and opportunities will be updated, and/or changes will be made to the Quality Management System.