

VERSION	01
APPROVAL DATE	11th March '26

PSU01. Human Resources Management

PSU01.01 Faculty and Staff Recruitment

TYPE / DIMENSION	Support Process / Dimension 5. Teaching Staff and Teaching Resources (AQU Catalunya)
OWNER/S	Human Resources Manager / Institutional Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the system through which C3S Business School plans, manages and evaluates the recruitment and selection of faculty and administrative staff, ensuring transparency, competence, fairness and alignment with institutional quality objectives.

2. DESCRIPTION

Scope and Principles

Human resources are a critical factor in the quality of academic delivery and institutional services. Recruitment at C3S Business School is guided by the principles of:

- Academic and professional competence.
- Alignment with institutional values and strategy.
- Equal opportunity and non-discrimination.
- Transparency and traceability of decisions.
- Adequacy of staff profiles to programme and service needs.

This procedure applies to all recruitment processes for academic and non-academic positions.

Workforce Planning

Recruitment needs are identified through:

- Strategic planning and programme development (PST01.02, PK01.01).
- Teaching workload planning and programme reviews.
- Replacement needs and organisational changes.
- New service or project requirements.

The Institutional Director validates recruitment requests based on budget availability and strategic priorities.

VERSION	01
APPROVAL DATE	11th March '26

Recruitment and Call for Applications

- Vacancies are published through appropriate channels (institutional website, professional networks, academic platforms).
- Job descriptions clearly define responsibilities, required qualifications, selection criteria and contractual conditions.
- Application deadlines and selection stages are communicated transparently.

Selection Process

The selection process is conducted in a structured and documented manner:

1. Pre-selection based on eligibility and profile match.
2. Evaluation of qualifications and experience, including academic credentials, professional background and teaching competence (for faculty).
3. Interviews and/or teaching demonstrations where applicable.
4. Final assessment and recommendation by the selection committee.

Selection decisions are justified and recorded.

Appointment and Contracting

Once selected:

- Candidates receive formal appointment offers.
- Contracts are issued in compliance with legal and institutional requirements.
- Staff are registered in the HR system and informed of institutional policies and procedures.

Induction and Integration

All new staff participate in an induction process that includes:

- Introduction to institutional values and structure.
- Overview of the IQAS and quality responsibilities.
- Access to necessary resources and systems.
- Initial guidance on roles and expectations.

Monitoring and Continuous Improvement

Recruitment processes are reviewed periodically using:

- Feedback from hiring units.
- Performance data from evaluation processes (PSU01.03).
- Internal audit findings (PST03.03).

Improvements are integrated into HR planning and procedures.

VERSION	01
APPROVAL DATE	11th March '26

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Human Resources Manager	Coordinates recruitment processes and documentation.
Institutional Director	Approves recruitment and final appointments.
Academic Director	Validates academic profiles and teaching competence.
Selection Committees	Evaluate candidates and make recommendations.
New Staff Members	Participate in induction and integration activities.
Quality Assurance Manager	Monitors compliance and improvement opportunities.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Recruitment Requests	HR Manager
Record	Job Descriptions	HR Manager
Record	Selection Reports	Selection Committee
Record	Employment Contracts	HR Manager
Record	Induction Records	HR Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
-----------	-------------	-------------	-----------------	-----------------------

VERSION	01
APPROVAL DATE	11th March '26

Time to fill vacancies	HR records	Annual	≤ 60 days	Average days per recruitment
% of recruitments completed according to plan	HR plan	Annual	≥ 90%	Completed / Planned recruitments
Satisfaction of hiring units with recruitment process	Internal surveys	Annual	≥ 80%	Average satisfaction score
% of new staff completing induction	Induction records	Annual	100%	Completed inductions / New hires

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

VERSION	01
APPROVAL DATE	11th March '26

PSU01. Human Resources Management	
PSU01.02 Training and Professional Development	
TYPE / DIMENSION	Support Process / Dimension 5. Teaching Staff and Teaching Resources (AQU Catalunya)
OWNER/S	Human Resources Manager / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish a structured system for identifying, planning, delivering and evaluating training and professional development activities for faculty and staff at C3S Business School, ensuring continuous enhancement of competencies, teaching quality and institutional performance.

2. DESCRIPTION

Scope and Principles

Professional development at C3S Business School is considered a key element for sustaining academic quality and organisational effectiveness. This procedure ensures that:

- Training responds to institutional priorities and quality improvement needs.
- Faculty competencies remain aligned with programme requirements and pedagogical innovation.
- Administrative staff competencies support efficient and student-centred services.
- Development activities are planned, documented and evaluated.

This procedure applies to all faculty and administrative staff.

Identification of Training Needs

VERSION	01
APPROVAL DATE	11th March '26

Training needs are identified through:

- Annual staff evaluation processes (PSU01.03).
- Programme reviews and quality action plans.
- Internal audit findings (PST03.03).
- Strategic planning priorities.
- Individual requests aligned with institutional needs.

The Human Resources Manager consolidates identified needs into an annual training plan.

Annual Training Plan

The Annual Training Plan defines:

- Priority training areas (teaching methodologies, assessment, digital tools, quality assurance, leadership, etc.).
- Target groups and participation criteria.
- Delivery format (internal workshops, external courses, online training, peer learning).
- Required resources and budget allocation.

The plan is validated by the Institutional Director.

Delivery of Training Activities

Training activities are delivered using appropriate formats depending on content and objectives. Activities may include:

- Internal workshops and seminars.
- External professional development courses.
- Conferences and academic events.
- Peer observation and mentoring initiatives.

Participation is recorded for monitoring purposes.

Evaluation of Training Effectiveness

After each activity:

- Participants provide feedback on relevance and quality.
- When applicable, impact on teaching or performance is assessed in subsequent evaluations.
- Results are analysed to refine future training plans.

Continuous Improvement

Training outcomes are reviewed annually to ensure alignment with:

- Programme quality needs.
- Student feedback and learning outcomes.
- Institutional strategic objectives.

VERSION	01
APPROVAL DATE	11th March '26

Improvements are integrated into the following year's training plan.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Faculty and Staff	Participate in training and provide feedback.
Human Resources Manager	Plans, coordinates and monitors training activities.
Academic Director	Ensures academic relevance of faculty training.
Institutional Director	Approves training priorities and resources.
Quality Assurance Manager	Links training outcomes to quality improvement needs.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Annual Training Plan	HR Manager
Record	Training Attendance Records	HR Manager
Record	Training Evaluation Surveys	HR Manager
Record	Staff Evaluation Reports	HR Manager
Record	Quality Action Plan	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of staff participating in training	HR records	Annual	≥ 70%	Staff trained / Total staff

VERSION	01
APPROVAL DATE	11th March '26

Satisfaction with training activities	Surveys	After each activity	≥ 80%	Average satisfaction score
% of training needs addressed	Training plan	Annual	≥ 80%	Needs covered / Needs identified
Evidence of training impact	Evaluation reports	Annual	Monitor	Qualitative/quantitative analysis

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PSU01. Human Resources Management

PSU01.03 Evaluation and Recognition

TYPE / DIMENSION	Support Process / Dimension 5. Teaching Staff and Teaching Resources (AQU Catalunya)
OWNER/S	Human Resources Manager / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework through which C3S Business School evaluates the performance of faculty and staff and recognises their contribution to institutional quality, teaching excellence and service improvement, fostering continuous professional development and engagement.

2. DESCRIPTION

Scope and Principles

Performance evaluation at C3S Business School is designed to:

- Promote teaching quality and professional excellence.
- Identify strengths and areas for improvement.

VERSION	01
APPROVAL DATE	11th March '26

- Support career development and training planning.
- Recognise outstanding contributions to institutional objectives.

The process applies to all academic and administrative staff and is conducted in a transparent, fair and documented manner.

Evaluation Framework

Evaluation is carried out annually and is based on multiple sources of evidence to ensure objectivity and completeness. Evidence may include:

- Student satisfaction and feedback data.
- Peer reviews and academic coordination feedback.
- Achievement of individual objectives.
- Participation in institutional activities and quality processes.
- Compliance with institutional policies and procedures.

For faculty, special emphasis is placed on teaching quality, student engagement and contribution to programme development.

Evaluation Process

- Data Collection
 - HR compiles relevant evidence from surveys, reports and academic records.
 - Programme Coordinators and unit managers provide input.
- Individual Evaluation Review
 - Evaluations are conducted by the Academic Director (for faculty) or line managers (for staff).
 - Results are discussed individually with each staff member.
- Documentation
 - Evaluation outcomes are recorded in individual evaluation reports.
 - Development needs and objectives are identified.

Recognition and Incentives

C3S Business School recognises excellence through:

- Formal acknowledgement of outstanding performance.
- Priority access to professional development opportunities.
- Participation in institutional projects or initiatives.
- Consideration in contract renewal or role expansion, when applicable.

Recognition mechanisms are aligned with institutional policies and resource availability.

VERSION	01
APPROVAL DATE	11th March '26

Continuous Improvement

The evaluation framework itself is reviewed periodically using:

- Staff feedback on fairness and usefulness.
- Internal audit findings (PST03.03).
- Quality Action Plan outcomes.

Improvements are implemented to ensure relevance and acceptance.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Faculty and Staff	Participate in evaluation and feedback discussions.
Human Resources Manager	Coordinates evaluation processes and records.
Academic Director	Evaluates faculty performance and teaching quality.
Line Managers	Evaluate administrative staff.
Institutional Director	Validates recognition decisions.
Quality Assurance Manager	Integrates outcomes into quality improvement processes.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Staff Evaluation Reports	HR Manager
Record	Recognition Records	HR Manager
Record	Annual Training Plan	HR Manager
Record	Quality Action Plan	QA Manager

5. INDICATORS

VERSION	01
APPROVAL DATE	11th March '26

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of staff evaluated annually	HR records	Annual	100%	Evaluations completed / Staff total
Staff satisfaction with evaluation process	Internal surveys	Annual	≥ 80%	Average satisfaction score
% of evaluation-based training actions implemented	Training plan	Annual	≥ 80%	Actions implemented / Actions planned
Number of recognised good practices	Recognition log	Annual	Monitor	Count and qualitative analysis

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PSU02. Student Support Services

PSU02.01 Tutorial Action Plan

TYPE / DIMENSION	Support Process / Dimension 3. Student Admission, Progress, Recognition and Certification / Dimension 4. Learning Resources and Student Support (AQU Catalunya)
OWNER/S	Academic Director / Programme Coordinators
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework for the planning, implementation and monitoring of the Tutorial Action Plan (TAP) at C3S Business School, ensuring personalised academic

VERSION	01
APPROVAL DATE	11th March '26

guidance, early detection of learning difficulties and effective student support throughout the study period.

2. DESCRIPTION

Scope and Principles

The Tutorial Action Plan is a structured support mechanism designed to accompany students during their academic journey. At C3S Business School, tutoring is understood as a proactive and preventive process that:

- Supports students' academic integration and progression.
- Facilitates communication between students and the academic team.
- Helps identify academic or personal difficulties at an early stage.
- Enhances student engagement and satisfaction.

The TAP applies to all students enrolled in C3S programmes.

Tutor Assignment and Responsibilities

- Each programme assigns tutors to students or student groups.
- Tutors are typically faculty members or academic coordinators with knowledge of the programme structure.
- Tutors act as the first point of contact for academic guidance and referral to support services when needed.

Responsibilities include monitoring progression, advising on study planning, and supporting students in decision-making related to their academic path.

Tutorial Activities

Tutorial activities may include:

- Scheduled individual or group meetings at key points of the academic year.
- Follow-up sessions for students identified as at-risk.
- Support during critical academic milestones (e.g., assessments, projects, internships).
- Guidance on institutional procedures and available services.

Meetings may be conducted face-to-face or online, depending on the programme format.

Identification and Support of At-Risk Students

Tutors use progression data, assessment results and student feedback to identify potential risks. When a student is identified as at-risk:

- A tailored support plan is proposed.
- The student is referred to relevant academic or support services if needed.
- Follow-up meetings are scheduled to monitor progress.

VERSION	01
APPROVAL DATE	11th March '26

All actions are documented.

Continuous Improvement

The TAP is reviewed periodically to ensure that:

- Tutoring resources are adequate.
- Support activities respond to evolving student needs.
- Coordination with other support processes is effective.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Participate in tutoring sessions and request support.
Tutors	Provide guidance, monitoring and referrals.
Programme Coordinators	Oversee implementation and effectiveness.
Academic Director	Ensures strategic alignment and resource adequacy.
Student Services	Provide specialised support when required.
Quality Assurance Manager	Analyses results and integrates improvements.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Tutor Assignment List	Academic Director
Record	Tutorial Session Records	Tutors
Record	At-Risk Student Support Plans	Programme Coordinators
Record	TAP Annual Review Report	QA Manager

5. INDICATORS

VERSION	01
APPROVAL DATE	11th March '26

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of students assigned a tutor	Academic records	Annual	100%	Students with tutor / Total students
Student satisfaction with tutoring	Surveys	Annual	≥ 80%	Average satisfaction score
% of at-risk students receiving support	Support plans	Annual	≥ 90%	Supported / Identified students
Improvement in progression of supported students	Academic records	Annual	Positive trend	Year-on-year comparison

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PSU02. Student Support Services

PSU02.02 Academic Support and Counselling

TYPE / DIMENSION	Support Process / Dimension 4. Learning Resources and Student Support / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Student Services Coordinator / Academic Director

VERSION	01
APPROVAL DATE	11th March '26

VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the system through which C3S Business School provides academic support and counselling services to students, ensuring that learning difficulties, personal challenges and special support needs are identified and addressed in a timely, respectful and effective manner.

2. DESCRIPTION

Scope and Principles

Academic support and counselling services are designed to complement teaching and tutoring by offering targeted assistance to students facing academic or personal difficulties that may affect their performance or wellbeing. At C3S Business School, these services are based on the principles of:

- Accessibility and confidentiality.
- Early intervention and prevention.
- Respect for diversity and individual circumstances.
- Coordination with academic and administrative units.

This procedure applies to all students enrolled in C3S programmes.

Types of Support Services

Academic support and counselling may include:

- Academic skills support (study techniques, time management, assessment preparation).
- Learning support for students experiencing academic difficulties.
- Counselling or referral to external services when personal issues impact academic progress.
- Guidance for students with specific learning needs or temporary difficulties.

Services are adapted to the size and structure of C3S Business School and may be provided internally or through external professionals when required.

Support Process

- Initial Contact and Assessment
 - The Student Services Coordinator assesses the student's needs and identifies appropriate support options.
 - Confidentiality is ensured at all stages.

VERSION	01
APPROVAL DATE	11th March '26

- Support Plan Definition
 - A tailored support plan is agreed with the student.
 - When academic adjustments are required, coordination with the Academic Director is ensured.

- Implementation and Follow-up
 - Support actions are implemented and monitored.
 - Follow-up meetings are scheduled to assess progress and effectiveness.

Coordination with Academic Processes

Academic support services are coordinated with:

- Tutorial Action Plan (PSU02.01).
- Enrolment and progression monitoring (PK03.02).
- Student feedback processes (PK02.02).

This coordination ensures coherent and non-duplicated support.

Evaluation and Continuous Improvement

- Student satisfaction with support services is evaluated periodically.
- Effectiveness is analysed using progression and retention indicators.
- Improvement actions are incorporated into the Quality Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Request or receive support services and provide feedback.
Student Services Coordinator	Manages support and counselling activities.
Tutors / Programme Coordinators	Identify needs and support referrals.
Academic Director	Validates academic adjustments when needed.
External Professionals	Provide specialised support when required.
Quality Assurance Manager	Analyses outcomes and improvement needs.

4. ASSOCIATED RECORDS

VERSION	01
APPROVAL DATE	11th March '26

DOCUMENT	TITLE	OWNER(S)
Record	Support Request Records	Student Services
Record	Individual Support Plans	Student Services
Record	Follow-up Records	Student Services
Record	Student Satisfaction Surveys	QA Manager
Record	Programme Monitoring Reports	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of support requests addressed within timeframe	Support logs	Annual	≥ 90%	Requests handled on time / Total requests
Student satisfaction with support services	Surveys	Annual	≥ 80%	Average satisfaction score
Improvement in progression of supported students	Academic records	Annual	Positive trend	Year-on-year comparison
Number of unresolved support cases	Support records	Annual	0 critical cases	Count of unresolved cases

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

VERSION	01
APPROVAL DATE	11th March '26

PSU03. Facilities & Resources Management

PSU03.01 Facilities and Resources Improvement

TYPE / DIMENSION	Support Process / Dimension 4. Learning Resources and Student Support / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Operations Manager / Institutional Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the system through which C3S Business School plans, manages and continuously improves its facilities, learning spaces and physical resources, ensuring that they adequately support teaching, learning and institutional activities in accordance with quality standards.

2. DESCRIPTION

Scope and Principles

Facilities and physical resources are essential enablers of the learning experience. At C3S Business School, facilities management is based on:

- Adequacy of spaces to academic and service needs.
- Safety, accessibility and sustainability.
- Continuous monitoring of functionality and condition.
- Responsiveness to user feedback.

This procedure applies to all teaching spaces, offices, common areas and physical resources used by the institution.

Planning of Facilities and Resources

Facilities planning is conducted annually and includes:

- Analysis of current and projected space needs based on enrolment and programme delivery.
- Identification of improvement or maintenance needs.
- Budget estimation and prioritisation of actions.
- Alignment with strategic planning and quality objectives.

Plans are validated by the Institutional Director.

VERSION	01
APPROVAL DATE	11th March '26

Maintenance and Improvement Actions

Improvement actions may include:

- Preventive and corrective maintenance.
- Upgrading of learning spaces and equipment.
- Adaptation of spaces to new teaching methodologies.
- Improvements related to accessibility, health and safety.

Actions are documented and scheduled to minimise disruption to academic activities.

Coordination with Academic Processes

Academic support services are coordinated with:

- Tutorial Action Plan (PSU02.01).
- Enrolment and progression monitoring (PK03.02).
- Student feedback processes (PK02.02).

This coordination ensures coherent and non-duplicated support.

Evaluation and Continuous Improvement

At the end of each academic year:

- Facilities performance is reviewed using defined indicators.
- Completed actions are evaluated for effectiveness.
- Outstanding needs are prioritised in the following planning cycle.

Findings are incorporated into the Quality Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Provide feedback on facilities and resources.
Faculty and Staff	Report issues and improvement needs.
Operations Manager	Coordinates maintenance and improvement actions.
Institutional Director	Approves plans and resource allocation.
Quality Assurance Manager	Analyses feedback and improvement outcomes.

VERSION	01
APPROVAL DATE	11th March '26

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Facilities Improvement Plan	Operations Manager
Record	Maintenance Logs	Operations Manager
Record	Incident Reports	Operations Manager
Record	Facilities Satisfaction Surveys	QA Manager
Record	Quality Action Plan	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of planned improvement actions completed	Improvement plan	Annual	≥ 80%	Actions completed / Actions planned
Average response time to facility incidents	Incident log	Annual	≤ 5 working days	Average days
Student satisfaction with facilities	Surveys	Annual	≥ 80%	Average satisfaction score
Number of recurring facility issues	Maintenance records	Annual	Decreasing trend	Year-on-year comparison

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

VERSION	01
APPROVAL DATE	11th March '26

PSU03. Facilities & Resources Management

PSU03.02 IT Services and Learning Resources

TYPE / DIMENSION	Support Process / Dimension 4. Learning Resources and Student Support / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	IT Manager / Academic Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework through which C3S Business School plans, provides, monitors and improves IT services and learning resources, ensuring that digital infrastructure and academic resources effectively support teaching, learning and institutional operations.

2. DESCRIPTION

Scope and Principles

Digital services and learning resources are essential for the delivery of academic programmes and the student experience at C3S Business School. This procedure ensures that:

- IT systems are reliable, secure and fit for purpose.
- Learning resources are accessible and aligned with programme needs.
- Digital tools support innovative teaching and learning methodologies.
- Users receive timely and effective technical support.

This procedure applies to all IT systems, digital platforms and learning resources used by students, faculty and staff.

IT Infrastructure and Systems Management

C3S Business School maintains an IT infrastructure that includes:

- Learning Management System (LMS).
- Academic and administrative management systems.
- Communication and collaboration tools.
- Data storage and security systems.

The IT Manager ensures availability, security, backup and maintenance of these systems according to institutional policies.

VERSION	01
APPROVAL DATE	11th March '26

Learning Resources Management

Learning resources include digital and physical materials such as:

- Course-specific learning materials.
- Digital libraries and databases (where applicable).
- Multimedia and online learning tools.

The Academic Director, in coordination with faculty, ensures that learning resources are updated, adequate and aligned with learning outcomes.

Access and User Support

- Users receive credentials and guidance for accessing systems and resources.
- Technical support is provided through a helpdesk or designated contact point.
- Common issues and solutions are documented to improve efficiency.

Support requests are monitored to ensure timely resolution.

Continuous Improvement

Improvement actions may include:

- System upgrades or replacements.
- Expansion of learning resources.
- Additional training for users.
- Enhanced security and data protection measures.

Actions are prioritised and integrated into the Quality Action Plan (PCI01.02).

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Students	Use systems and provide feedback.
Faculty and Staff	Use systems, report issues and suggest improvements.
IT Manager	Maintains systems and coordinates support.
Academic Director	Ensures academic adequacy of learning resources.
Quality Assurance Manager	Analyses outcomes and improvement needs.

VERSION	01
APPROVAL DATE	11th March '26

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	IT Services Inventory	IT Manager
Record	Incident and Support Logs	IT Manager
Record	Learning Resources Catalogue	Academic Director
Record	User Satisfaction Surveys	QA Manager
Record	Quality Action Plan	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
System availability rate	IT logs	Annual	≥ 99%	Uptime / Total time
Average resolution time for IT incidents	Support logs	Annual	≤ 3 working days	Average days
User satisfaction with IT services	Surveys	Annual	≥ 80%	Average satisfaction score
% of courses with adequate learning resources	Academic review	Annual	100%	Courses compliant / Courses delivered

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

VERSION	01
APPROVAL DATE	11th March '26

PSU04. Governance, Finance & Compliance

PSU04.01 Governance and Decision-Making

TYPE / DIMENSION	Support Process / Dimension 1. Policies and Strategy / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Institutional Director / Governing Board Secretary (or equivalent)
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish the governance framework and decision-making mechanisms of C3S Business School, ensuring that institutional decisions are transparent, evidence-based, aligned with strategic objectives and supportive of the effective functioning of the Internal Quality Assurance System (IQAS).

2. DESCRIPTION

Scope and Principles

Governance at C3S Business School ensures that responsibilities, decision rights and accountability mechanisms are clearly defined and consistently applied. The governance system is designed to support academic quality, institutional sustainability and continuous improvement. In particular, this procedure ensures that:

- Institutional roles and responsibilities are clearly assigned.
- Strategic and operational decisions follow defined channels.
- Decisions are supported by evidence generated through monitoring, results analysis and stakeholder feedback.
- Quality assurance is embedded in governance practices, consistent with AQU Catalunya and ESG expectations.

Governance Structure

C3S Business School operates through a structured set of bodies and roles (adapted to its size and organisational model), typically including:

VERSION	01
APPROVAL DATE	11th March '26

- Governing Board: highest-level body responsible for strategic oversight, approval of institutional policies, programme portfolio decisions and resource allocation.
- Institutional Director: executive leadership role responsible for institutional management and implementation of governing decisions.
- Academic Director: responsible for academic planning, programme delivery and academic quality coordination.
- Quality Assurance Manager: responsible for monitoring the IQAS, reporting results and proposing improvement actions.
- Operational / Administrative leads (Admissions, Student Services, Finance, IT, etc.): responsible for execution and reporting within their functional areas.

Decision-Making Process

Decisions are managed through a consistent workflow to ensure traceability and accountability:

- Preparation of proposals: Proposals may arise from strategic planning, programme monitoring, audit findings, stakeholder feedback or operational needs. Each proposal includes a rationale, impact analysis, resource implications and implementation considerations.
- Technical review and evidence validation: Relevant leads (Academic Director, QA Manager, Finance, Operations) review the proposal and validate supporting evidence, including performance indicators and risk considerations where appropriate.
- Discussion and decision: Decisions are made at the appropriate level depending on impact:
 - Operational decisions: unit managers with reporting to Institutional Director.
 - Academic decisions: Academic Director with QA validation and governance oversight if required.
 - Strategic or structural decisions: Governing Board approval.
- Documentation and communication: All decisions are documented through minutes, formal decision records and, when required, updated policies and procedures. Decisions that affect students, staff or external stakeholders are communicated through official channels.
- Implementation and follow-up: Implementation responsibilities, timelines and indicators are assigned. Progress is monitored via the Quality Action Plan (PCI01.02) and reported within the IQAS cycle.

Review of Governance Effectiveness

Governance functioning is reviewed annually through internal audits, IQAS review activities and stakeholder feedback, ensuring that decision-making remains effective and aligned with institutional objectives.

3. STAKEHOLDERS INVOLVED

VERSION	01
APPROVAL DATE	11th March '26

STAKEHOLDER	MODE OF PARTICIPATION
Governing Board	Approves strategic decisions, policies, budgets and major changes.
Institutional Director	Leads execution, ensures institutional coordination and accountability.
Academic Director	Proposes and implements academic decisions and improvements.
Quality Assurance Manager	Provides evidence, monitors implementation and reports outcomes.
Unit Managers / Staff	Provide operational input and execute decisions in their areas.
Students (via representation/feedback)	Provide input informing decision-making priorities.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Governance Structure and Roles Document	Institutional Director
Record	Governing Board Minutes	Board Secretary
Record	Institutional Decision Register	Institutional Director
Record	Annual IQAS Review Report	QA Manager
Record	Quality Action Plan	QA Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of strategic decisions documented and traceable	Decision register / minutes	Annual	100%	Documented decisions / total decisions
Timeliness of decision implementation	Action plan monitoring	Annual	≥ 80%	Actions on time / actions planned
Stakeholder satisfaction with	Surveys	Annual	≥ 80%	Average score

VERSION	01
APPROVAL DATE	11th March '26

institutional communication				
Number of recurring governance-related non-conformities	Internal audits	Annual	Decreasing trend	Year-on-year comparison

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PSU04. Governance, Finance & Compliance

PSU04.02 Financial Management

TYPE / DIMENSION	Support Process / Dimension 1. Policies and Strategy / Dimension 4. Learning Resources and Student Support (AQU Catalunya)
OWNER/S	Finance Manager / Institutional Director
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Define the framework for financial planning, execution, monitoring and reporting at C3S Business School, ensuring sustainability, transparency, adequate resource allocation and alignment with institutional priorities and quality requirements.

2. DESCRIPTION

Scope and Principles

Financial management supports institutional viability and quality by ensuring that resources are available and appropriately allocated to academic delivery, student support and improvement actions. The financial management system ensures:

- Budget planning aligned with strategic objectives and quality priorities.
- Responsible and traceable expenditure.

VERSION	01
APPROVAL DATE	11th March '26

- Monitoring of financial performance and corrective actions when needed.
- Transparent reporting to governance bodies.

Budget Planning and Approval

Financial management follows an annual cycle aligned with strategic planning (PST01.02):

- Budget preparation based on expected income, programme delivery needs and planned investments.
- Prioritisation of spending according to teaching requirements, resource needs, compliance obligations and improvement plans.
- Validation and approval by the Institutional Director and Governing Board.
- Communication of approved budgets to relevant units.

Budget Execution and Control

During the year, the Finance Manager:

- Controls expenditure against budget lines.
- Ensures compliance with internal approval thresholds.
- Maintains traceability of transactions and supporting documentation.
- Coordinates with unit managers to ensure proper justification of expenses.

Financial Monitoring and Reporting

Financial performance is monitored through periodic reviews (e.g., quarterly), including:

- Income vs. forecast analysis.
- Expenditure tracking and variance analysis.
- Identification of financial risks (e.g., enrolment volatility).
- Recommendations for reallocation or corrective measures.

A financial summary is reported to the Governing Board and feeds into results reporting (PST03.02).

Continuous Improvement and Resource Adequacy

Financial results are analysed to ensure that resource allocation effectively supports academic quality and student experience. Where resource constraints affect delivery, risks are escalated and integrated into improvement and mitigation planning.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Finance Manager	Prepares budgets, monitors execution and reports results.

VERSION	01
APPROVAL DATE	11th March '26

Institutional Director	Approves expenditures and ensures alignment with priorities.
Governing Board	Approves budgets and reviews financial performance.
Academic Director / Unit Managers	Propose needs, manage allocated budgets and justify spending.
Quality Assurance Manager	Ensures links between resources, results and improvement actions.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Annual Budget	Finance Manager
Record	Financial Monitoring Reports	Finance Manager
Record	Expenditure Approval Records	Finance Manager
Record	Governing Board Financial Minutes	Board Secretary
Record	Budget Reallocation Records	Finance Manager

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
Budget execution rate	Financial reports	Annual	95–105%	Actual vs approved budget
Frequency of variance reporting	Monitoring reports	Quarterly	100%	Reports issued / planned reports
% of expenditures with complete documentation	Financial audits	Annual	100%	Compliant expenses / reviewed
Resource adequacy satisfaction	Surveys (staff/students)	Annual	≥ 80%	Average score

6. VERSION HISTORY

VERSION	01
APPROVAL DATE	11th March '26

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System

PSU04. Governance, Finance & Compliance

PSU04.03 Legal Compliance and Risk Control

TYPE / DIMENSION	Support Process / Dimension 1. Policies and Strategy / Dimension 7. Quality Assurance and Improvement (AQU Catalunya)
OWNER/S	Institutional Director / Compliance Officer (or designated responsible)
VERSION	v01 (Initial)
APPROVAL DATE	11th March '26

1. PURPOSE OF THE PROCEDURE

Establish the framework through which C3S Business School identifies, manages and monitors legal compliance obligations and institutional risks, ensuring regulatory conformity, integrity, and proactive mitigation of risks affecting academic quality and institutional sustainability.

2. DESCRIPTION

Scope and Principles

Legal compliance and risk control are essential for institutional credibility and the protection of stakeholders. This procedure ensures that:

- Applicable legal and regulatory obligations are identified and monitored.
- Compliance responsibilities are assigned and documented.
- Risks are identified, assessed and mitigated proactively.
- Incidents are escalated and managed with traceability and accountability.

The procedure applies to academic operations, HR, finance, data protection, student services, public information and third-party agreements.

Compliance Monitoring System

C3S Business School maintains a compliance monitoring system that includes:

- Identification of relevant laws and regulations (e.g., data protection/GDPR, consumer information, contractual obligations, health and safety).

VERSION	01
APPROVAL DATE	11th March '26

- Monitoring of accreditation-related obligations and institutional commitments.
- Periodic review of policies and procedures to ensure compliance.

Compliance checks are embedded in audits (PST03.03) and in policy reviews (PST01.01 / PST01.04).

Risk Identification and Assessment

Risks are identified through:

- Results analysis and performance trends (PST03.02).
- Complaints and suggestions patterns (PST02.02).
- Internal audits findings (PST03.03).
- Operational monitoring (IT incidents, facilities issues, financial risks).
- External changes (regulatory updates, sector changes).

Each identified risk is assessed by likelihood and impact, and recorded in a Risk Register

Mitigation and Control Measures

For each material risk, mitigation measures are defined, such as:

- Preventive controls (training, process redesign, access control).
- Corrective actions (incident resolution, policy updates).
- Contingency planning for high-impact risks (e.g., IT outages, reputational risks).

Actions are assigned to responsible owners, with deadlines and indicators. When a compliance breach or major incident occurs:

- It is registered and assessed immediately.
- The Institutional Director coordinates response and corrective actions.
- Where necessary, external legal counsel or specialised support is engaged.
- The incident is closed only after corrective actions are implemented and effectiveness is verified.

Reporting and Review

Compliance status and risk trends are reviewed periodically by the Institutional Director and reported to the Governing Board. Key risks and mitigation actions feed into the IQAS review and improvement cycle.

3. STAKEHOLDERS INVOLVED

STAKEHOLDER	MODE OF PARTICIPATION
Institutional Director	Ensures compliance governance and approves mitigation actions.

VERSION	01
APPROVAL DATE	11th March '26

Compliance Officer / Responsible	Maintains compliance monitoring and risk register.
Finance / HR / IT / Operations	Implement controls and report incidents in their domains.
Quality Assurance Manager	Integrates compliance/risk evidence into IQAS monitoring.
Governing Board	Reviews material risks and compliance reports.
Students and Staff	Report incidents or issues through official channels.

4. ASSOCIATED RECORDS

DOCUMENT	TITLE	OWNER(S)
Record	Compliance Register	Compliance Responsible
Record	Risk Register	Compliance Responsible
Record	Incident and Breach Records	Compliance Responsible
Record	Corrective and Preventive Action Log	QA Manager
Record	Annual Compliance and Risk Report	Institutional Director

5. INDICATORS

INDICATOR	DATA SOURCE	PERIODICITY	REFERENCE VALUE	METHOD OF MEASUREMENT
% of identified compliance obligations reviewed annually	Compliance register	Annual	100%	Obligations reviewed / total
Number of significant compliance incidents	Incident log	Annual	0 critical	Count and severity analysis
% of high-risk items with mitigation plan	Risk register	Annual	100%	High risks mitigated / high risks identified
Timeliness of incident closure	Incident log	Annual	≥ 85% on time	Closed on time / total incidents

VERSION	01
APPROVAL DATE	11th March '26

6. VERSION HISTORY

VERSION	APPROVAL DATE	REASON FOR MODIFICATION
v01	11th March '26	Initial design of C3S's Internal Quality Assurance System