



Higher College of Technology
Department of Applied Sciences

OPERATIONAL PLAN

2013 - 2014

Higher College of Technology
Department of Applied Sciences (AY Sept 2013 – August 2014)

- The following is a table of acronyms and abbreviations used in this document

ADAA	Assistant Dean for Academic Affairs
ADAF	Assistant Dean for Administrative and Financial Affairs
ADSA	Assistant Dean for Student Affairs
ADs	Assistant Deans
B.Tech.	Bachelor of Technology
CC	College Council (= College Academic Board + Representatives from Industry)
ELC	English Language Center
ETC	Educational Technologies Center
HD	Higher Diploma
HEI	Higher Education Institution
HoD	Head of Department
HoC	Head of Centre
HSEC	Health, Safety and Environment Committee
ICT	Information and Communication Technology
MBO	Management By Objectives
MIS	Management Information System
MoM	Ministry of Manpower
OJT	On-Job Training
OP	Operational Plan
PEOs	Program Educational Outcomes
POs	Program Objectives
PRMC	Public Relations and Marketing Committee
QAM	Quality Assurance Manual
QAC	Quality Assurance Committee
QMS	Quality Management System
SOPs	Standard Operating Procedures
SP	Strategic Plan
ToR	Terms of Reference
stakeholders	Students, Staff, Community and industry

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Goal 1: We will provide excellent governance and administration with transparency and adherence to ethical principles

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.1 To achieve efficient operation of the management of the College	1.1.a	Comprehensive evaluation of the performance of CC, depts. and centres	Stakeholder satisfaction with the effective performance of the CC, depts. and centres.	≥ 4 satisfaction rating on a 5-point scale	February – March 2014 HoD, HoSs, Staff and Student Activity Coordinators, HoD and HoS Office Coordinators, QA Coordinator Internal Auditors, DAS PMC Coordinator, PMC	
	1.1.b	Availability, awareness of, and compliance with the communication policy	Stakeholder satisfaction with the availability and awareness Compliance with the policy	≥ 4 on a 5-point scale 100% Compliance		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
1.1.1 Develop and implement a mechanism for evaluating the			1. Work with the CC to design and develop an			

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<p>effectiveness of the governance and management system of the College</p>	<p>evaluation map (HoD, Nov. 2013)</p> <ol style="list-style-type: none"> 2. Work with the CC to approve evaluation tools for CC and HoDs. (HoD, Nov. 2013) 3. Administer the evaluation tool to at least 70% of the staff and 50% of randomly sampled students of the different year-levels. (QA Coordinator, Staff Activity Coordinator, Student Activity Coordinator and, HoD and HoS Office Coordinator, March to April 2014)) 4. Collate, analyze the result of the evaluation and submit a summative report to the DAS Council and to legally-mandated and interested parties. (QA Coordinator, Staff Activity Coordinator, Student Activity Coordinator and HoD / HoS Office Coordinators, April to May 1, 2014)) 	<p>2.</p>
<p>1.1.2 Establish and implement clear and effective communication policy and procedures.</p>	<ol style="list-style-type: none"> 1. Assist the PMC in creating a college Communication policy. (DAS PMC Representative, Nov. 2013)) 2. Work with CC to approve the policy. (HoD, Nov. 2013)) 3. Information dissemination of the policy through the PMS. (PMC, December 2013) 4. Implementation of the policy and monitoring of implementation through internal audit, (DAS Council, Internal Auditors, March 2014) 	<ol style="list-style-type: none"> 1. 2.

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APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.2: To establish clear and sustainable planning and management systems ensuring adherence to ethical principles (transparent and informed decision making)	1.2.a.	Feedback on PMS implementation	Staff and student satisfaction with PMS	≥ 4 on a 5-point scale	September 2013 – March 2014 CC, HoDs, HoCs, DAS Council DAS Policy Management Committee (PMC) representative, QA Coordinator, DAS Webpage Coordinator, DAS Budget Committee	
	1.2.b.	Contingency plan	Number of risks identified and mitigated	At least 90% mitigation of identified risks	DAS Risk Management Officer (RMO)	
	1.2.c.	Staff satisfaction with financial management systems	Satisfaction level	≥ 3.5 on a 5-point scale	Dean,-ADAF	
	1.2.d.	Stakeholder satisfaction	Satisfaction level	≥ 3 on a 5-	Health and	

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		with the H&S arrangements in the College		point scale	Safety Committee (HSC)		
	1.2.e.	Existence of an annual college wise Self-Assessment Report (SAR)	Improvements identified and addressed	80% of identified improvements are addressed	QAC		
DEPLOYMENT						IMPROVEMENT	
Strategies			Implementation steps				
1.2.1 To achieve an effective policy management system (Properly communicate and implement the policy management system coupled with regular monitoring and periodic evaluation)			<ol style="list-style-type: none"> 1. Work with the college PMC to develop and implement the new PMS. (DAS PMC Representative, Nov. 2013) 2. Information dissemination of the policy management system (PMS) through e-mail and the DAS webpage. (DAS PMC Representative, QA Coordinator and DAS Webpage Coordinator, December 2013) 3. Implement the policy management system (DAS Council, 2013 -2014) 4. Conduct satisfaction surveys on the PMS (PMC, March to April 2014) 			<ol style="list-style-type: none"> 1. 2. 	
1.2.3. To achieve an effective risk management system (Properly communicate and implement the risk management system coupled with regular monitoring and periodic evaluation).			<ol style="list-style-type: none"> 1. Discuss and identify the risks to which the department is exposed. (DAS Council, DAS RMO, Nov. to Dec. 2013) 2. Create a contingency plan for the identified risks. (DAS Council, DAS RMO, Nov. to Dec. 2013) 3. Discuss the plan with the college risk management officer. (DAS RMO, Dec. 2013) 4. Ensure the mitigation of at least 90% of the identified risks. (DAS Council, DAS RMO, 2013 -2014) 			<ol style="list-style-type: none"> 1. 2. 	

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<p>1.2.4.To ensure a transparent and efficient financial management system (Properly communicate and implement a transparent and efficient financial management system coupled with regular monitoring and periodic evaluation.</p>	<ol style="list-style-type: none"> 1. Prepare an annual budget plan for DAS based on the department's requirements and submit it to the ADAF. (DAS Council, DAS Budget Committee, Oct. to Dec. 2013) 2. Collect feedback from Staff on the financial management systems using satisfaction surveys. (DAS Budget Committee, March – April 2014). 	<ol style="list-style-type: none"> 1. 2.
<p>1.2.5. To ensure health, safety and security in the College (Properly communicate and implement the health, safety and security policy of the Colleges of Technology)</p>	<ol style="list-style-type: none"> 1. Ensure the dissemination of the Health and Safety Policy to all staff and students. (DAS HSE Coordinator, Nov. to Dec. 2013) 2. Require the Health and Safety Coordinator to submit its annual activity plan. (DAS Council, Nov. 2013) Part of the plan can be giving all students and staff awareness sessions on Health & Safety Manual and Workshop Sub-manuals 3. Monitor if the Health and Safety Coordinator is implementing the activity plan. (DAS Council, 2013 - 2014) 4. Conduct satisfaction surveys on the effectiveness of Health & Safety at the Department. (DAS HSE Coordinator, March to April 2014) 5. Submit result of evaluation to the DAS Council for actions to be taken (ff there be). (DAS HSE Coordinator, April 2014) 	<ol style="list-style-type: none"> 1. 2.
<p>1.2.6. Require an annual self-assessment report covering all areas of College activity</p>	<ol style="list-style-type: none"> 1. Present in January 2014 to the DAS Council and Department Academic Coordinators the data that need to be collected for the Self Assessment Report. (DAS QA Coordinator, January 2014) 2. Start the collection of data in February 2014. (DAS QA Coordinator, Feb. 2014) 3. Require all data to be submitted on or before April 8, 2014. (HoD, January 2014) 	<ol style="list-style-type: none"> 1. 2.

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| | <ol style="list-style-type: none">4. Collate, analyze the data collected and prepare the Self Assessment Report by April 9 to 30, 2014. (DAS Council, QA Coordinator, April 2014)5. Submit the draft of the report for critiquing, deliberation and approval to the DAS Council. (QA Coordinator, April 30, 2014)6. Submit the report on or before 15 May 2014 to the QAC for it to incorporate the results in the College Annual Report. (HoD, May 15, 2014) | |
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Goal 1: We will provide excellent governance and administration with transparency and adherence to ethical principles

APPROACH						
Sub-Goals	Key Performance Indicators					RESULTS
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
1.3 To achieve an effective human resources management system	1.3.a.	Availability, awareness of, and compliance with the Staff Affairs policy.	Stakeholder satisfaction with the availability and awareness Compliance with the policy	≥ 4 on a 5-point scale 100% Compliance	September 2013 – March 2014 Dean, All Asst Deans, HoDs, HoCs, QAC DAS Council, DAS Staff Activity Coordinator, DAS QA Coordinator	
	1.3.b.	Existence of a transparent staff grievance system	Number of (appeals, Complaints and issues) raised and addressed	At least 80% of raised issues are addressed		
DEPLOYMENT						
Strategies			Implementation steps		IMPROVEMENT	
1.3.1. Develop and implement a College-wide Staff Affairs policy (outlining job hand-over, rotation, severance and contract termination procedures)			1. Encourage the staff to read and understand the Staff Affairs Policy that will be disseminated by the Policy Management Committee. (DAS Council, Dec. 2013) 2. Implement the policy as the need arises. (DAS		1. 2.	

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	<p>Council, 2013 -2014)</p> <p>3. Conduct staff satisfaction survey on staff affairs. (DAS Staff Coordinator, DAS QA Coordinator, March to April 2014)</p> <p>4. Incorporate results in the departmental SAR. (DAS Council, DAS QA Coordinator, May 2014).</p>	
<p>1.3.2.Develop and implement a transparent staff grievance system</p>	<p>1. Encourage the staff to read and understand the staff grievance system that is included in the Staff Affairs Policy. (DAS Council, Dec. 2013)</p> <p>2. Implement the system as the need arises. (DAS Council, 2013 - 2014)</p> <p>3. Ensure that at least 80% of raised issues are addressed. (DAS Council, 2013 -2014)</p>	<p>1.</p> <p>2.</p>

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Goal 2: We will offer all students high quality teaching, learning and training opportunities through continuous market analysis and curriculum review process and using recent technology

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
2.1 To enhance the quality of teaching and learning	2.1.a.	Use of student-centered methods in teaching, learning and training activities.	Stakeholder satisfaction with the student-centred approaches	≥ 4 on a 5 point scale	September 2013 – March 2014 ADAA, HoDs & HoCs DAS Council, Heads of Sections / Unit, DAS Staff Activity Coordinator, Selected Lecturers, Course and Program Coordinators	
	2.1.b.	utilization of the e-learning portal	Number of active courses on e-learning portal	100% of courses uploaded in the e-learning portal		
	2.1.c.	Stakeholder satisfaction with teaching	Satisfaction level	Average rating of 3.5 on a 5-point	QAC	

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				scale		
	2.1.d.	Existence of established partnerships	Number of programs benchmarked	At least 80% of programs benchmarked [20% of programs benchmarked - Each year]		
	2.1.e.	Stakeholder satisfaction with programs and courses	Satisfaction level	Average rating of 3.5 on a 5-point scale		
	2.1.f.	Curriculum review reports sent to Specialization Committees	Changes approved by the Specialization Committees	100% of approved changes are implemented		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
2.1.1 Promote the use of student-centered approaches in teaching, learning and training, including the use of appropriate technology.			<ol style="list-style-type: none"> 1. Request the staff activity coordinator to invite a competent facilitator / speaker of student-centered approaches and the use of educational technology like CAI (Computer Aided Instruction) in teaching and skills training of students. (HoD, Nov. 2013) 2. Require all staff and heads of section to attend the training that will be conducted. (HoD, DAS Staff Activity Coordinator, 2013 -2014) 3. Pilot the approaches and the use of educational 			<ol style="list-style-type: none"> 1. 2.

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	<p>technology in two courses of each academic section or unit of DAS. (Selected Lecturers, 2013 - 2014)</p> <ol style="list-style-type: none"> 4. Conduct a comparative analysis of student-centered approaches with the common teaching practices or approaches used in DAS through satisfaction feedback from staff and students. (DAS Council, May to June 2014) 5. Submit feedback to the ADAA and decide whether student-centered approaches be implemented in all courses of the department. (DAS Council, June 2014). 6. Require all teaching staff to maximize the use of e-learning portal. (DAS Council, 2013 -2014) 	
<p>2.1.2 Monitor and improve teaching quality through appropriate means (e.g., class observation, student feedback)</p>	<ol style="list-style-type: none"> 1. Require the academic section and unit heads to prepare the timetable of their classroom observation and staff appraisal (General, Management and Student evaluation) by using the prescribed format designed for the department. (HoD, Oct. to Nov.2013) 2. Conduct the classroom observations and staff appraisal as scheduled. (Heads of Section and Unit, 2013 -2014) 3. Tally, collate and analyze the data collected. (Section / Unit Office Coordinator, March to April 2014) 4. Submit the results and analysis to the QA coordinator so that they will be included in the Self Assessment Report. (Heads of Sections / Unit, April 15, 2014) 5. Discuss the result of the classroom observation and appraisal with the concerned staff. (HoSs Unit Coor, 2013 - 2014) 	<ol style="list-style-type: none"> 1. 2.

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	<p>6. Submit the list of training / professional development activity that need to be conducted (based on the result of classroom observation and staff appraisal), to the staff activity coordinator for the planning, scheduling and conduct of the needed training/s. (Heads of Sections / Unit, May 2014)</p>	
<p>2.1.3 Seek partnership with national/ international organizations for peer review and benchmarking.</p>	<ol style="list-style-type: none"> 1. Identify national and international organization that can partner with DAS in the peer review of assessments and for benchmarking. (DAS Council, Oct. to Nov. 2013) 2. Initiate the possibility of establishing a memorandum of agreement (MoA) or memorandums of understanding (MoU) with the identified organization. (DAS Council, 2013 - 2014). 3. Check the possibility of roundtable discussion and exchange of ideas on best practices with the identified organization/s. (DAS Council, 2013 - 2014) 	<ol style="list-style-type: none"> 1. 2.
<p>2.1.4 Seek stakeholder (student, teacher, alumni and industry) feedback on programs and courses</p>	<ol style="list-style-type: none"> 1. Conduct course and program evaluation by staff, students, alumni and industry, based on the DAS evaluation plan for 2013 – 2018 (Course and Program Coordinators, QA Coordinator, March – April 2014) 2. Discuss and deliberate on the result. Identify and implement the suggestions / results that are feasible and implementable. (Course and Program Coordinators, DAS Council, May to June 2014) 	<ol style="list-style-type: none"> 1. 2.

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Goal 2: We will offer all students high quality teaching, learning and training opportunities through continuous market analysis and curriculum review process and using recent technology

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
2.2 To enhance the practical training offered to students	2.2.a.	Review reports	percentage of changes incorporated in the training programs	90% of changes are implemented	September 2013 – March 2014 ADAA, HoDs Academic Departments, Head of ELC,OJT coordinators, ADSA (OJT Dept) DAS Council,	
	2.2.b.	Stakeholder satisfaction	Satisfaction level	Average rating of 3.5 on a 5-point scale		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
2.2.1 Involve experts from the industry in the practical aspects of the curricula			<ol style="list-style-type: none"> 1. Pursue the plan of the Applied Sciences Specialization Committee of inviting experts from the industries as members of the committee. (DAS Council, 2013 – 2014) 2. Include in the committee's term of reference, the involvement of experts from industries in the 			<ol style="list-style-type: none"> 1. 2.

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	review and revision of the program curricula of DAS. (DAS Council, 2013 - 2014)	
2.2.2 Review and improve the current OJT provision and its effectiveness	<ol style="list-style-type: none"> 1. Require the OJT Coordinator of DAS to review the feedback of the industries and other stakeholders that were gathered in the past program evaluation conducted. (HoD, DAS OJT Coordinator, Nov. to Dec. 2013) 2. Prepare an action plan on how to improve the OJT program of DAS. (DAS OJT Coordinator, Jan. 2014) 3. Monitor and evaluate the implementation of the action plan. (DAS, OJT Coordinator, 2013 - 2014) 	<ol style="list-style-type: none"> 1. 2.

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Goal 3: We will offer quality programs that promote entrepreneurial skills and respond to the changing market needs and developments in technology.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
3.1 To promote entrepreneurial culture.	3.1.a.	HCT graduates becoming entrepreneurs through College support systems.	Number of HCT students becoming entrepreneurs	Creating 20 entrepreneurs [5 entrepreneurs each year]	September 2013 – March 2014 Dean, Asst. Deans and HoDs Academic Departments, Head of ELC DAS Council, DAS Student Activity Coordinator, DAS OJT Coordinator	
	3.1.b.	Involvement of external companies/ entrepreneurs in College activities for promoting entrepreneurship	Number of companies from the private sector involved in promoting entrepreneurship culture	At least 5 distinguished entrepreneurs /companies are involved [At least 1 distinguished entrepreneur/company each year]		

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	3.1.c.	Stakeholder (current graduates and alumni) satisfaction with the activities	Satisfaction level	At least 70%		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
1. 3.1.1 Raise students' awareness of and interest in acquiring entrepreneurial skills		1. Request the student activity coordinator of DAS to include in their activity plan for the academic year, a seminar on entrepreneurship in Applied Sciences. (DAS Council, Nov. 2013) 2. Invite entrepreneurs to conduct the seminar. (DAS Student Activity Coordinator, 2013 - 2014) 3. Evaluate if the seminar is effective in increasing awareness and interest of students on entrepreneurship. (DAS Student Activity Coordinator, 2013 – 2014) 4. Encourage graduates to become entrepreneurs. (DAS Council, 2013 -2014).				1. 2.
3.1.2 Involve external entrepreneurs in entrepreneurial activities/training						
3.1.3 Enhance the cooperation with the Industry in promoting entrepreneurial culture among students.		1. Request the industries where the DAS students are having OJT to include (if possible) in the training of the students some practical entrepreneurial skills. (DAS OJT Coordinator, December 2013) 2. Invite guest entrepreneurs/speakers to encourage the students and share their experience. (Student Activity Coordinator, DAS OJT Coordinator, 2013 - 2014) 3. Expose the students to the entrepreneurial culture through exhibitions and open days. (Student Activity Coordinator, DAS OJT Coordinator) 4. Encourage student to participate and enhance their entrepreneurial skill. (DAS Council, 2013 - 2014)				1. 2.

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Goal 4: We will ensure that our graduates develop into responsible citizens by enriching their values and attributes to positively affect the socio economic development

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
4.1 To provide the students with opportunities for personal development and acquisition of values and work ethics	4.1.a.	Student satisfaction	Satisfaction level	≥ 3 on a 5-point scale	September 2013 – March 2014 ADAA, HoDs (Academic Depts.), Head of ELC, ADSA DAS Council, DAS Student Activity Coordinator, Student Leaders	
	4.1.b	Student participation in outreach activities	% age of students who participate in the outreach activities	At least 10%		
	4.1.c.	Events and activities managed by students	Number of events and activities managed by students	At least 4 activities per year		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
4.1.1 Conduct activities/ programmes to develop students' personal values and soft skills			1. Identify the student personal values and soft skills that the students need. (Student Activity Coordinator, Nov. to Dec. 2013)			

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	<ol style="list-style-type: none"> 2. Include in student activity plan some activities that will develop the values and soft skills of DAS students (Student Activity Coordinator, December 2013) 3. Monitor and evaluate the conduct of the said activities through the students' satisfaction survey. (Student Activity Coordinator, March to April 2014) 	
<p>4.1.2 Conduct community outreach activities by the College as a part of its social responsibility.</p>	<ol style="list-style-type: none"> 1. Request the coordinators of staff and student activities to identify one community outreach program that can be done collaboratively by the staff and students, per semester. (DAS Council, Nov to Dec. 2013) 2. Conduct the said activity. (Staff and Student Activity Coordinators, Student Leaders, 2013 - 2014) 3. Ensure at least 10 % of students' participation. (Staff and Student Activity Coordinators, 2013 - 2014) 	<ol style="list-style-type: none"> 1. 2.
<p>4.1.3. Support activities initiated, managed and run by students</p>	<ol style="list-style-type: none"> 1. Require the student leaders of DAS to submit their activity plan for the academic year. (Student Activity Coordinator, Nov. 2013) 2. Endorse and support the implementation of the student activity plan. (DAS Council, Student Activity Plan, 2013 - 2014). 3. Ensure at least 4 activities per year are run. (Student Activity Coordinator, 2013 -2014) 	<ol style="list-style-type: none"> 1. 2.

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Goal 5: We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
5.1 To offer opportunities for professional and personal development of College Staff	5.1.a.	Provision of quality training to staff	Satisfaction with the training provided	≥ 4 on a 5-point scale	September 2013 – March 2014 Dean, All Asst. Deans, HoDs/HoCs, HoSs, QAC and Staff development coordinators DAS Staff Activity Coordinator, HoD, HoSs, QA Coordinator	
	5.1.b	Participation of staff in external training events	Percentage of staff participating	>10% of staff participating in external training events		

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DEPLOYMENT		IMPROVEMENT
Strategies	Implementation steps	
<p>5.1.1 Provide quality in-house training to staff.</p> <p>5.1.2 Link staff appraisal to staff development</p> <p>5.1.3 Support staff to attend and participate in national/regional training events</p>	<ol style="list-style-type: none"> 1. Conduct training needs assessment for academic year 2013 – 2014. (Staff Activity Coordinator, Nov. to Dec., 2013) 2. Prepare the staff activity plan for 2013 – 2014 based on: a) the result of training needs assessment b) list of trainings prepared by the heads of academic sections and unit as a result of staff appraisal and classroom observations and, c) scheduled regional and national trainings and events that could be joined or participated in by the staff as reflected in the result of training need assessment. (Staff Activity Coordinator, Nov. to Dec., 2013) 3. Implement the staff activity plan. Endorse application for trainings outside the college if needed and or as the need arises. (HoD, HoSs, Staff Activity Coordinator, 2013 - 2014) 4. Monitor and evaluate the implementation of the staff activity plan through the satisfaction survey. (Staff Activity Coordinator, DAS Council, QA Coordinator, 2013 -2014) 	<ol style="list-style-type: none"> 1. 2.

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Goal 5: We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
5.2 To implement a system for recognition and incentives	5.2.a.	Staff satisfaction with the rewards and incentives system	Satisfaction level	≥ 3 on a 5-point scale	September 2013 – March 2014 Dean, All Asst. Deans, HoDs, HoCs and HR Committee DAS PMC Representative, DAS Council, DAS Staff Activity Coordinator	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
5.2. Establish a college-wide recognition and reward system for staff			<ol style="list-style-type: none"> 1. Work with the PMC to come up with a college wide recognition and rewarding system. (DAS PMC Representative, Nov. 2013) 2. Ensure that staff members are aware of the system. (DAS PMC Representative, Dec. 2013) 3. Identify deserving staff members. (DAS Council, Nov. 2013 to March 2014). 4. Set the schedule of the Recognition Day and award the certificate of appreciation and merit to staff. (DAS Staff Activity Coordinators, DAS 			<ol style="list-style-type: none"> 1. 2.

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Goal 6: We will encourage opportunities for applied research and consultancy

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
6.1 To support applied research and consultancy by staff	6.1.a.	Joint research and consultancy projects	Number of joint research and consultancy projects	≥ 5 joint research and consultancy projects [≥1 joint research and consultancy, each year]	September 2013 – March 2014 Dean, ADAA, HoDs Academic Departments, HoC ELC DAS Council, DAS Staff and Student Activity Coordinators	
	6.1.b.	staff participation in research oriented events	Number of staff participating	≥ 5 staff participating [≥1 staff participating each year]		
	6.1.c.	Staff satisfaction with training provided	Satisfaction level	Average rating of 3.5 on a 5-point scale		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
6.1.1 Initiate joint research and consultancy projects with various			1. Decide on the research agenda in each year for			

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industries	<p>the next 5 years and the criteria in selecting researches that will be officially endorsed by the DAS Council to the Oman Research Council and to other institutions for funding or financial support. (DAS Council, 2013 - 2014)</p> <ol style="list-style-type: none"> 2. Inform the staff and students of the research agenda and the criteria. (DAS Council, Dec. 2013) 3. Encourage the staff and students to do research that can be jointly or collaboratively conducted by the student/s and or staff with the industry. (DAS Council, 2013 – 2014) 	2.
6.1.2 Support staff participation in research-oriented events, such as conferences and workshops	<ol style="list-style-type: none"> 1. Endorse to the staff invitations to attend seminar, workshops, conferences that are related to research most specially if the topic is on Applied Science research. (DAS Council, 2013 - 2014) 2. Endorse the staff application for financial support and or approval in attending seminar, workshops, conferences related to research. (DAS Council, 2013 -2014) 	1. 2.
6.1.3. Provide training to staff to carry out applied research.	<ol style="list-style-type: none"> 1. Include in the Staff and Student Activity Plans the conduct of in-house training, seminar or workshop on research. (Staff Activity Coordinator, Student Activity Coordinator, Nov. 2013) 2. Invite competent and credible speaker/s to conduct the said training, seminar or workshop. (Staff Activity Coordinator, Student Activity Coordinator, 2013 -2014) 3. Conduct the satisfaction surveys for feedback. (Staff and Student Activity Coordinators, March to April 2014) 	1. 2.

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Goal 7: We will foster mutually beneficial constructive partnership with various public and private sector organizations, professional bodies, and local and international communities that benefit the community at large.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
7.1 To enhance engagement with the industry and the Community at large	7.1.a.	Stakeholder satisfaction	Satisfaction level	≥ 3 on a 5-point scale	September 2013 – March 2014 Dean, CC, and PRMC DAS Council, DAS Staff and Student Activity Coordinators	
	7.1.b.	Public Relations and Marketing Plan	Number of PRM initiatives/projects	≥ 1 PRM initiatives/projects		
	7.1.c.	Conferences organized	Number of Conferences held	≥ 1 Conference held annually		
	7.1.d.	Events conducted in collaboration with the community	Number of events organized and conducted jointly	At least one event annually		
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
7.1.1 Promote a culture of community engagement among staff and students			1. Identify and conduct community engagement activities that can be collaboratively or jointly participated by DAS students and staff. (DAS Council, DAS Staff and Student Activity			1. 2.

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	<p>Coordinators, 2013 -2014)</p> <p>2. Conduct satisfaction surveys to stakeholders. (DAS Staff and Student Activity Coordinators, March to April 2014)</p>	
7.1.2 Establish a plan for Public Relations and Marketing	<p>1. Prepare a public relation and marketing plan for the DAS. (DAS Public and Marketing Representative, Nov. 2013)</p> <p>2. Seek approval to the DAS Council. . (DAS Public and Marketing Representative, Nov. 2013)</p> <p>3. Implement and evaluate the implementation of the plan. (DAS Council, DAS Public and Marketing Representative, March to April 2014)</p>	<p>1.</p> <p>2.</p>
1. 7.1.3 Organize Conferences inviting national/international participants	<p>1. Prepare proposals to conduct national or international conference. (DAS Council, 2013 - 2014)</p> <p>2. Submit proposal to the ADAA and ADAF for approval and endorsement to the Dean / MoM. (DAS Council, 2013 - 2014)</p>	<p>1.</p> <p>2.</p>
7.1.4 Engage with local and regional communities and organizations through joint initiatives/ projects	<p>1. Submit proposals on community outreach programs to local or regional organization for support and collaboration. (DAS Council, Nov. to Dec. 2013)</p> <p>2. Conduct at least one event every academic year. (DAS Council, 2013 -2014)</p>	<p>1.</p> <p>2.</p>

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Goal 7: We will foster mutually beneficial constructive partnership with various public and private sector organizations, professional bodies, and local and international communities that benefit the community at large.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
7.2 To establish and maintain effective relationships with national/international professional bodies	7.2.a.	Staff and student membership in professional bodies	Number of staff and student memberships in professional bodies	≥ 5% staff and ≥ 2% of students are members in professional bodies	September 2013 – March 2014 Dean, Asst. deans and HoDs, HoCs DAS Council, Webpage Coordinator	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
7.2.1 Encourage the participation, membership and sharing of experience with national/ international professional bodies			<ol style="list-style-type: none"> 1. Update the list of national and international professional bodies that can be joined by the staff. (DAS Council, Webpage Coordinator, Nov. to Dec. 2013) 2. Continue to encourage the staff and students to join and be official members of the said national and international professional bodies. (DAS Council, 2013 -2014) 3. Seek the college support for staff participation in such organizations. (DAS Council, (2013 - 2014) 4. Ensure 5% or more of staff and 2% or more of students are members in such professional bodies. (DAS Council, 2013 - 2014) 			<ol style="list-style-type: none"> 1. 2.

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Goal 8: We will provide facilities and learning resources that are effectively utilized and well-managed to ensure efficient student and staff services.

APPROACH						RESULTS
Sub-Goals	Key Performance Indicators					
	KPI No.	Indicator	Measure	Target	Timeframe & Responsibility	
8.2 To improve student support services towards enriching their learning experiences	8.2.a.	Student satisfaction (incl. training programs, advising and counseling)	Satisfaction level	≥ 3.5 on a 5-point scale	September 2013 – June 2014 Dean, Asst. Dean, HoDs (Academic Depts.) and HoCs DAS Advising Committee, Student Activity Coordinator, Academic Advisers	
DEPLOYMENT						IMPROVEMENT
Strategies			Implementation steps			
8.2.1. Provide learning skills training programs 8.2.2. Improve academic advising and counseling services provided to students.			<ol style="list-style-type: none"> 1. Conduct at least two training on advising and counseling for staff. (DAS Advising Committee, 2013 - 2014) 2. Conduct regular training programs on learning skills. (Student Activity Coordinator, 2013 - 2014) 3. Conduct regular advising and counseling for the students. (Academic Advisers, 2013 -2014) 4. Conduct a survey to measure the satisfaction 			<ol style="list-style-type: none"> 1. 2.

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	level of students on the training programs and student advising and counseling. ((Student Activity Coordinator, March to April 2014)	
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