

HIGHER COLLEGE OF TECHNOLOGY

Department of Applied Science



OPERATIONAL PLAN

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**2011/2012**

**Higher College of Technology**  
Department of Applied Sciences

A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Governance and Management</b>	We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles	<i>Objective 2.b: To attain an efficient and effective QMS by 2012</i>	Ensure information is documented and disseminated properly	R e v i e w
<b>D</b> e p l o y m e n t				R e v i e w	I m p r o v e m e n t A c t i o n	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Availability and accessibility of key documents and public interest plans for stakeholders	Internal audit findings and observations	By-laws, QAM, SP, and self-assessment reports available for stakeholders on the intranet by June 2012 and updated as needed	HoD	Webpage of DAS in the College website is regularly updated. Public documents are posted for		The Annual report where results of self assessment is integrated will be posted in the department's webpage subject to the approval of the DAS Council

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				information dissemination and transparency	
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>Governance and Management</b>	We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles	<i>Objective 2.b: To attain an efficient and effective QMS by 2012</i>	Incorporate ADRI into quality management and activities		<p style="text-align: center;">D e p l o y m e n t</p> <p>Review the ADRI cycle</p> <p>Encourage staff to use ADRI in their processes and activities</p> <p>Use ADRI cycle in planning, implementation and evaluation of curricular and co-curricular activities of the department</p>
<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	Not implemented.	A re-orientation on the principles of ADRI is needed among administrators and staff. This should be conducted by QAD and an aggressive follow –up during internal audit can be done by QAC	
Self-assessment exercises and reports	<p>Number of recommendations made in internal audits</p> <p>QAD feedback based on self-assessment reports &amp; audits</p>	<p>Annual decrease in number of relevant recommendations from 2009-2012</p> <p>Affirmation of implementation of ADRI</p>	HoSes			

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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	<b>Key Performance Indicators (KPIs)</b>		
Indicator	Measure	Targets	Responsibility			
Submission of Self Assessment Reports to the Dean's office	Feedback on report content from the QAEC	80% of recommendations for improvement are included in the OP for the next academic year	QA Coordinator HoSes and Unit Coordinator HoD	Internal Audit was conducted by the department through the QA Coordinator before the QAD visit.		Self assessment by the different sections in the department should be strictly implemented and considered in the performance evaluation of HoSs

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				Annual Report of the department is prepared based on the QAD visit, self assessment using internally prepared evaluation tools, recommendations and affirmations of OAAA and the department operational plan	
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A  p p r o a c h	Area	Goal	Sub-Goal/Objective		Strategies	D  e p l o y m e n t	Implementation Steps
	Governance and Management	We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles	<i>Objective 2.d: To improve health, safety, security, and environment in the College campus</i>		Improve health and safety awareness among students and staff in the Department of Applied Sciences		<p>Schedule a forum / seminar on health and safety policies to be attended by the DAS students and staff</p> <p>Conduct fire and earthquake drill once a year</p>
<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action	
Key Performance Indicators (KPIs)							
Indicator	Measure	Targets	Responsibility				
Staff and student awareness of health and safety policy, procedures, and measures	<p>Accessibility of HCT health and safety policy to all stakeholders</p> <p>Number of awareness sessions held on HSSE every year</p>	<p>Policy available on the website by October 2011</p> <p>At least one per semester for HCT and one per dept</p>	HoD, HoSes	Partially implemented	A more serious, aggressive and realistic planning and implementation of health and safety activities should be collaboratively done in the department based on the principle, think big, start small.		

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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Programs</b>	<b>Goal 1:</b> We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	<i>Objective 1.a: To enhance student self-directed and lifelong learning</i>		Devise and conduct student-focused assessment	<b>D</b> e p l o y m e n t	Review the matching of objectives, outcomes and the assessment tools and questions used by the lecturers
							Conduct a training or seminar on assessment and evaluation
					<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
<b>D</b> eployment							
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
Use of student-centered methods in learning and assessment activities	Number of student-centered components such as presentations, papers or projects produced as part of course work  Teacher feedback on the quality of papers or projects produced by student as part of course work	Increase in the number of student-centered assessment components such as presentations, papers, or projects produced by student as part of course work from 2010 to 2012  Positive teacher feedback on the quality of work produced in student-centered activities from 2010 to 2012	HoD, HoSes, Unit Coordinator	This is only implemented in course project but not in other courses because it is	A training or workshop on assessment and evaluation should be conducted		



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				not a part of the assessment plan of the other courses. The department is still using the traditional method of assessments and moderation of assessment.	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Programs</b>	<b>Goal 1:</b> We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	<i>Objective 1.a: To enhance student self-directed and lifelong learning</i>		Encourage the use of technology that assists student self-directed learning	e p l o y m e n t  Identify the courses in the Department of Applied Sciences that do not have learning modules in the e-learning portal  Identify lecturers who can prepare the learning modules of the identified courses  Reduce the teaching load of lecturers who signify their commitment to write and post e-learning modules in the e-learning portal
	<b>D</b> eployment <b>Key Performance Indicators (KPIs)</b>				<b>R</b> evision	<b>I</b> mprovement Action
Indicator	Measure	Targets	Responsibility			
Increase in utilization of the e-learning portal  Utilization of online and electronic services/systems	Number of active courses on e-learning portal  statistics of the e-learning  Utilization rate of each system	Coverage of all Foundation, certificate, diploma and common courses  Annual improvement in utilization statistics  Annual improvement from 2010 to 2012	HoD (Approval), HoSes (Checking and endorsement), Lecturers (preparation of module)	Implemented. Majority of the lecturers are using the e-learning portal. Seminars and trainings on e-learning are arranged by the e-learning	Lecturers and students should be continuously encouraged to use and maximize the benefits in using the e-learning portal	

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				coordinator of the department	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Programs</b>	<b>Goal 1:</b> We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	<i>Objective 1.a: To enhance student self-directed and lifelong learning</i>		Collect and critically analyze student feedback on the quality of learning experience	e p l o y m e n t  Review and revise, if needed, the student evaluation instrument on quality teaching and learning used in the College  Float the instrument to at least 70% of the student population of the department  Analyze the result of the evaluation and prepare an action plan on the critical issues identified
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Student evaluation of course and learning experience	For HCT as a whole and by academic department, annual aggregated data of responses to the question "Overall, I was satisfied with		HoD, HoS	Implemented. Questions for student evaluation of course and learning experience are integrated in the student		A standard evaluation tool for this purpose is developed by QAC and it is being reviewed CAB and soon be

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	<p>the quality of this course”:</p> <p>Average response</p> <p>Observations from random student exit interviews</p>	<p>Average response of <math>\geq 3.5</math> out of 5 on a 5-point scale for 70% of the sample</p> <p>Annual decrease in proportion of courses receiving a rating of <math>\leq 2.9</math></p>		<p>evaluation of the teacher. Analysis of the results of the said evaluation are presented and discussed by the HoS with the lecturers.</p>	<p>computerized and piloted</p>
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<p style="font-weight: bold; margin: 0;">Student Learning by Coursework Programs</p>	<p><b>Goal 1:</b> We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).</p>	<p><i>Objective 1.a: To enhance student self-directed and lifelong learning</i></p>		<p>Improve teaching quality</p>	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p> <p>Encourage lecturers to attend professional development trainings, seminars, workshops</p> <p>Conduct regular classroom observation</p> <p>Conduct periodic faculty appraisal</p>
	<p style="font-size: 2em; margin: 0;">D<sub>eployment</sub></p>				<p style="font-size: 2em; margin: 0;">R<sub>evision</sub></p>	<p style="font-size: 2em; margin: 0;">I<sub>mprovement Action</sub></p>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<p>Student evaluation of teaching</p>	<p>For HCT as a whole and by academic department, annual aggregated data of responses to the question "Overall, how would you rate the teaching of the lecturer in this course":</p> <ul style="list-style-type: none"> <li>-Average response</li> <li>- Proportion of courses receiving a rating of <math>\leq 2.9</math> on a 5-point scale</li> </ul>	<p>Average response of <math>\geq 3.5</math> out of 5 on a 5-point scale for 70% of the sample</p> <p>-Annual decrease in proportion of courses receiving a rating of <math>\leq 2.9</math></p>	<p>HoD, HoS, Unit Coordinator</p>	<p>Implemented</p> <p>Results of the evaluation are presented and discussed by the HoS to the lecturers</p>	<p>A standard evaluation tool for this purpose is developed by QAC and it is being reviewed by CAB and soon be computerized and piloted</p>	

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A	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
A p p r o a c h	<b>Student Learning by Coursework Programs</b>	<b>Goal 1:</b> We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	<i>Objective 1.c: To enhance employment opportunities for students through value-based education and high quality training</i>	Activate career counseling	e p l o y m e n t	Plan and conduct Career Day” by inviting competent speakers to speak about the possible career paths for DAS graduates
	<b>D</b> eployment				<b>R</b> eview	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Employment of HCT graduates	Percentage of graduates employed within a year of graduation	Annual increase in percentage from 2010 to 2012	HoD ,  HoSes	Not Implemented		The Student Activity Coordinator will consider this strategy in the next planning of student activities for academic year 2012 -2013

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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>Student Learning by Coursework Program</b>	<b>Goal 4:</b> We will keep up with modern developments in technology through analysis of market needs in curriculum review process	<i>Objective 4.a: To keep abreast with modern technology</i>	Conduct seminar and invite guest lecturer		<p>Conduct a seminar / training needs analysis</p> <p>Design a seminar/workshop based on the result of needs analysis</p> <p>Invite a guest lecturer to conduct the seminar/workshop</p> <p>Evaluate the impact of the seminar</p>
<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Scheduled programs, departmental and College, of seminars/lectures on related topics	Number of seminars/lectures held on related topics  Staff attendance  Feedback statistics	≥ 6 annually  > 60% of staff attend the events in total  A satisfaction response of ≥ 3 on a 5-point scale by ≥ 70% of the sample for each event	HoD ,  HoSes  Staff Activity Coordinator	Partially implemented. The staff Activity Coordinator arranged sessions / seminar on item analysis	A training needs analysis was conducted by the Staff activity coordinator. The results will be used in the planning of staff activities for next academic year 2012 – 2013.	



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				where a speaker from Sultan Qaboos University was invited. A session on a result of a scientific research was also conducted	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Program</b>	<b>Goal 4:</b> We will keep up with modern developments in technology through analysis of market needs in curriculum review process	<i>Objective 4.c: To establish Curriculum Review Framework (i.e., policies and procedures) in collaboration with MoM</i>		Collect student and teacher feedback on courses or programs	e p l o y m e n t  Brainstorm on the Course and Program Evaluation Tool  Finalize and validate the Evaluation Tool  Float the evaluation tool to the students, teachers and alumni  Collate and analyze the result of the evaluation  Design an action plan that will address the issues and concern pointed out in the evaluation  Implement the action plan
	<b>D</b> <sub>eployment</sub> <b>Key Performance Indicators (KPIs)</b>					<b>R</b> <sub>evision</sub>
Indicator	Measure	Targets	Responsibility			
Student and teacher (and alumni) evaluation of course and program	Completed feedback questionnaires	≥ 3 rating of a survey construct on 5-point scale by ≥ 60% of the sample	HoD, HoSes	Implemented. Course Evaluation by the staff and program evaluation by	Results of the two evaluations will be used as basis in the revision of the course delivery plan and the curriculum of the programs.	

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				the graduating students, alumni, staff and industries where the students are having their OJT were conducted. Results are being retrieved for analysis and future use.	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<b>Student Learning by Coursework Program</b>	<p><b>Goal 4:</b> We will keep up with modern developments in technology through analysis of market needs in curriculum review process</p>	<p><i>Objective 4.c: To establish Curriculum Review Framework (i.e., policies and procedures) in collaboration with MoM</i></p>		<p>Increase and facilitate the direct involvement of the profession and industry in program and course development</p>	<p style="text-align: center; font-size: 2em;">D</p> <p style="text-align: center;">e p l o y m e n t</p> <p>Identify professionals and industries who can critique / review the courses or programs that are to be opened or established</p> <p>Request the Ministry of Manpower to convene a review and evaluation committee composed of professionals and individuals from industries to review evaluate and suggest if necessary, on the program and courses developed by the department.</p>
	<p style="font-size: 2em;">D<sub>eployment</sub></p>				<p style="font-size: 2em;">R<sub>evision</sub></p>	<p style="font-size: 2em;">I<sub>mprovement Action</sub></p>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Active involvement of the professionals and industry in program and course development	Number of programs and courses involving professions and industry in the program review and development	Increase from 2010 to 2012	HoD HoSs		Implemented Professionals and industry were involved in the curriculum	The results of the program evaluation by the industries that was conducted this academic year will be used by the specialization subcommittees of the department in their revision /

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				<p>review of the Environmental Science Program. Professionals and industries were also involved in the market demand analysis of the other new programs of the department that will soon start. Program evaluation by industries was also conducted so that industries can assess the current programs of the</p>	<p>enrichment of the two current programs of the department.</p>
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				department. Results of the evaluation will be used as input and basis for any revision or enrichment of the Biology and Chemistry programs	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<p><b>Student Learning by Coursework Programs</b></p>	<p><b>Goal 6:</b> We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards</p>	<p><i>Objective 6.a: To ensure that students graduate with the desired attributes</i></p>		<p>Ensure national standards (Oman Qualification Framework) are met through curricular and pedagogical process</p>	<p>e p l o y m e n t</p> <p>Review the Oman Qualification Framework</p> <p>Check if the curricula of the different sections and the pedagogical process in the classrooms are aligned to the requirements or standards of Oman Qualification Framework</p> <p>Enrich the curricula if needed</p> <p>Implement some measures to ensure application of pedagogical framework in the classrooms</p>
	<p style="font-size: 2em; margin: 0;">D<sub>eployment</sub></p>				<p style="font-size: 2em; margin: 0;">R<sub>evision</sub></p>	<p style="font-size: 2em; margin: 0;">I<sub>mprovement Action</sub></p>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Review reports of PEOs and POs against national requirements		National requirements in PEOs and POs met in HCT programs by 2012	HoD, HoSes, Unit Coordinator.	<p>Not Implemented. Program curricula of the</p> <p>The ADAA should discuss this issue with the DGOS &amp; DC to decide on the action that must be taken</p>		
Implementation of recommendations made in internal		90% of recommendations				

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audits of pedagogical processes	are implemented		department are based on the requirements of the Directorate General of Occupational Standards & Curriculum Development (DGSO & DC)I	by the College on the requirements of Oman Qualification Framework
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Student Learning by Coursework Program</b>	<b>Goal 6:</b> We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards	<i>Objective 6.a: To ensure that students graduate with the desired attributes</i>	Link graduate attributes with teaching, learning and assessment processes	<b>R</b> e v i e w
<b>D</b> e p l o y m e n t				<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
Existence of a process for mapping graduate attributes to educational objectives	Inclusion of the process in the QAM  Compliance with the mapping process	The mapping process is published in the QAM by June 2012  Process is applied in courses (design and implementation) starting 2012	HoSes, Coordinators, subject area specialists			Partially Implemented. A proposal regarding the format of delivery plan which will include graduate

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				attributes that are aligned to the topics and learning outcomes has been submitted to MoM	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<p><b>Student Learning by Coursework Program</b></p>	<p><b>Goal 6:</b> We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards</p>	<p><i>Objective 6.b: To provide students with opportunities for personal development and acquisition of personality skills</i></p>		<p>Recognize student leadership potential</p>	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p> <p>Organize Student Body Organization</p> <p>Allow the students to elect their officers and year-level representative</p> <p>Involve the student leaders in co-curricular activity planning</p> <p>Allow the students to implement their co-curricular activity plan</p> <p>Monitor and evaluate the implementation of the plan</p>
	<p style="font-size: 2em; margin: 0;">D<sub>eployment</sub></p>					<p style="font-size: 2em; margin: 0;">R<sub>evision</sub></p>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<p>Identification and involvement of student leaders</p>	<p>Number of students elected for leadership roles</p> <p>Number of students awarded for active involvement</p>	<p>Student representatives from each department by Oct 2011</p> <p>At least 2 students annually</p>	<p>HoD, HoSes, Student. Activity Coordinator.</p>	<p>Implemented. Students are actively involved in the activities of</p>	<p>Student leadership training should be conducted so that potential student leaders will have the opportunity enhance their</p>	

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				Science Club.	capability and be identified
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
A p p r o a c h	<b>Student Learning by Coursework Program</b>	<b>Goal 6:</b> We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards	<i>Objective 5.c: To establish relationships with professional bodies</i>		Encourage membership in professional bodies where appropriate	e p l o y m e n t	Make a list of professional bodies and their e-mail addresses
							Post the list on the Department's webpage
<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action	
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
Staff and student membership in professional bodies	Number of staff and student members in professional bodies  Number of staff and students in boards of national professional bodies	Increase in number of staff and student members in professional bodies from 2009 to 2012  Increase in number of staff and student members in boards of national professional bodies from 2009 to 2012	HoD,  HoSes  Unit Coordinator		Partially Implemented. List of professional bodies where the staff can join or be a member are posted in the webpage of the department for	Incentives can be used as a form of encouragement for staff and students to join professional bodies	

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				information dissemination and awareness	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps								
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<b>Student Learning by Coursework Program</b>	<p><b>Goal 6:</b> We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards</p>	<p><i>Objective 5.e: To establish and maintain relationships with alumni</i></p>		<p>Publish a department /newsletter featuring DAS events, staff, students and alumni</p>	<p>e p l o y m e n t</p> <p>Identify among the staff who can be the adviser for the department’s newsletter</p> <p>The identified staff should be de-loaded of one to two teaching loads</p> <p>Request the newsletter adviser to identify among the students who has the ability in news writing, feature writing both in English and Arabic</p> <p>Organize the Editorial Board</p> <p>Monitor and evaluate the activities of the editorial board</p>								
	<p style="font-size: 2em; margin: 0;">D<sub>eployment</sub></p> <p style="font-size: 1.2em; margin: 0;">Key Performance Indicators (KPIs)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Indicator</th> <th style="width: 20%;">Measure</th> <th style="width: 20%;">Targets</th> <th style="width: 20%;">Responsibility</th> </tr> </thead> <tbody> <tr> <td>Existence of regularly issued DAS newsletter</td> <td>Number of regular issues</td> <td>Newsletter issued in December and May every year</td> <td>HoD, DAS Newsletter adviser</td> </tr> </tbody> </table>					Indicator	Measure	Targets	Responsibility	Existence of regularly issued DAS newsletter	Number of regular issues	Newsletter issued in December and May every year	HoD, DAS Newsletter adviser	<p style="font-size: 2em; margin: 0;">R<sub>evision</sub></p>
Indicator	Measure	Targets	Responsibility											
Existence of regularly issued DAS newsletter	Number of regular issues	Newsletter issued in December and May every year	HoD, DAS Newsletter adviser											
					<p>Not implemented. Two Omaini staff members</p>	<p>Instead of a newsletter, the department will regularly update its webpage in the College website through the</p>								

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				represent the department in a College-wide endeavor relative to this objective.	webpage coordinator of the department. Hopefully, this will keep the staff, students, alumni of the department and other stakeholders being updated of the activities, development s and plans of the Department of Applied Sciences
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D  e p l o y m e n t	Implementation Steps
	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.a: To upgrade the College educational resources services</i>	Improve the quality and quantity of educational and reference materials in the library		<p>Request the HoSes and Coordinators to list the books and other reference materials that are available in the DAS Bookstore which can be turned over to the library</p> <p>Require HoSes and Coordinators to list the books and other references that must be in the library for students to use</p> <p>Collate the lists and submit the general list of the department to the Head of Library</p> <p>Turn over the books and other reference materials to the Head of Library</p>
<b>D<sub>e</sub>ployment</b>				<b>R<sub>e</sub>view</b>	<b>I<sub>m</sub>provement Action</b>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Amount of new educational and reference materials available in the library	Amount of new educational and reference materials available in the library	Number of new titles/items added	HoD, HoSes	Books were bought by each section by using the funds that was awarded to	The department will implement the quality procedure that it developed in lending and borrowing books that are acquired by the department. Moreover, it will continue to follow-up	
User evaluation of the quality of educational materials in the library	User evaluation of the quality of educational materials in the library	User satisfaction with quality of materials (from completed feedback questionnaire)				

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				the department the MoM. The fund was equally divided by the HoD to the different ssections	from the MOM the textbooks and references that it proposed to be purchased. The department will continue to maintain the systematic cataloging of books and posters in its bookstore (M219).
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
A p p r o a c h	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education		<i>Objective 7.a: To upgrade the College educational resources services</i>	Require academic units to submit requests for learning resources as an annual standardized procedure	e p l o y m e n t	Include in the annual report the list of books , other references and learning resources that are needed by the students and staff for the following academic year  Provide a copy of the list to the Head of the Library
	<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
Submission of annual requests from HoDs	Number of requests received annually	One per academic department by November every year	HoD, HoSes Unit Coordinator	Implemented. Each section / unit in the department prepared list of textbooks references and e-books and was submitted to MOM by the	Since each department is given funds for the purchase of books, there is no need to submit list of books to be purchased by the library. The department has a bookstore where the books that are distributed to the students per semester are kept after they are returned by the students . A		

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				HoD	documented procedure is designed for this purpose. New books that are intended for students and staff used are properly turned over to the library so that students and staff can use them at anytime.
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A p p r o a c h	Area	Goal	Sub-Goal/Objective		Strategies	D  e p l o y m e n t	Implementation Steps
	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.b: To enhance information and learning technology services</i>		Develop e-learning content (and provide flexibility in teaching and content management to allow for such development)		Account the courses that are already in the e-learning portal  Require the lecturers who have not used the e-learning portal to use it  Monitor and evaluate the use of the e-learning portal in the teaching and learning process
<b>D</b> <sub>eployment</sub>					<b>R</b> <sub>evision</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility		Implemented. Majority of the lecturers have posted their teaching materials in the e-learning portal. They are also posting some of their	Continuous maximization of the of the e-learning portal by the staff and students	
Existence of e-learning content	Percentage of active courses with e-content on the e-learning portal	90% of courses provided by HCT have e-learning material available by 2012	HoSes				

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				assessments like assignments in the e-learning.	
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D  e p l o y m e n t	Implementation Steps
	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.b: To enhance information and learning technology services</i>	Provide and improve training for staff on the use of educational technology		<p>Organize and schedule workshops on e-learning, PowerPoint presentations and other educational technology resources that are relevant and useful in teaching and learning (for new lecturers and old lecturers who are interested)</p> <p>Invite a competent staff of ETC who will give or facilitate the workshop</p> <p>Encourage the lecturers to maximize the use of the educational technology resources that they have learned</p> <p>Include in the appraisal of staff the use of educational technology</p>
<b>D<sub>eployment</sub></b>				<b>R<sub>evision</sub></b>	<b>I<sub>mprovement Action</sub></b>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	The e-learning coordinator of the department had scheduled several trainings that are sponsored by	The department through its e-learning coordinator sustain its collaborative activities with ETC	
Provision of quality training for staff on the use of educational technology	Number of training workshops held  Percentage of staff trained	≥ 1 workshop every semester  70% of staff receive the needed training by 2012	HoD, HoSes,  e-learning coordinator of the department			

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				ETC and where some staff have attended	
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A  p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
	<b>Deployment</b>	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.c: To improve academic advising services provided to students</i>	Provide Advisor's training	<b>Review</b>
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Training provided to academic advisors	Number of training sessions/programs	One program per year for the College and at least one workshop per department	HoD, HoSes, Committee. on Academic Advising	Partially implemented. A session on academic advising was held to properly orient and teach new advisors and would be advisors		Use the new evaluation tool developed by QAC to assess the performance of the academic advisors and plan for an appropriate training for advisors based on the result of the evaluation

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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
	<b>D</b> <sub>eployment</sub>	<b>R</b> <sub>evision</sub>	<b>I</b> <sub>mprovement Action</sub>	<b>Key Performance Indicators (KPIs)</b>		
Indicator	Measure	Targets	Responsibility			
Student evaluation of information availability	Student satisfaction with the availability of needed information-statistics from completed feedback surveys	≥ 3 on a 5-point scale for 70% of the sample annually	HoD, HoSes, Certificate Level Coordinator, Student Activity Coordinator	Partially implemented. Induction / orientation of new intake are regularly conducted through the	The department will use the evaluation tool developed by QAC to assess the effectiveness of the modes used for information dissemination to students.	

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				Certificate / Diploma Level Coordinate that was designated by the HoD to oversee the activity. The webpage of the department is regularly updated so that the students are updated of the different activities, events and information that they must know. E-mails and SMS are sent to students by their advisers to inform students on some urgent matters	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> P P r o a c h	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.c: To improve academic advising services provided to students</i>		Improve advising environment	<p>e p l o y m e n t</p> <p>Allot a one-hour session of advisers with their advisees every week in order for the advisers to trace / track the problems of their advisees</p> <p>Require the advisers to prepare a list of advisees who are under probationary status and with special needs and a consultation slip to be kept by the adviser</p> <p>Monitor and evaluate adviser's performance through student feedback which will be done formally and informally</p>
	<b>D</b> <sub>eployment</sub>					<b>R</b> <sub>evision</sub>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility		Implemented. Measures	Satisfaction of advisees on the performance of their
Student satisfaction with the advising environment	Student satisfaction with the advising environment-	≥ 3 on a 5-point scale for 70% of the sample annually	HoD / HoSes			

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	statistics from completed feedback surveys			have been taken by the department to improve academic advising. Some of these are: a) training conducted by the advising committee to re-orient the advisers on the new academic policies and guidelines of the College, b) new advisers are assigned to ensure that the number of advisees per adviser will be within the prescribed and ideal	advisers will be assessed by using the evaluation tool developed by the QAC
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				number of advisees per adviser. c) the department's registrar constantly inform advisers on the latest directives and changes.	
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.d: To improve student learning support services</i>	Prepare learning support staff for learning support task	
<b>D</b> e p l o y m e n t				<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Training provided to staff working in learning support	Number of training sessions	At least one session per semester and as needed	HoD, HoSes, Staff Activity Coordinator	Implemented The two training / seminar that were conducted where the		The result of training need analysis will be used as the basis of the Staff Activity Coordinator in preparing the Staff Activity Plan for next academic year, 2012 – 2013.

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				laboratory technicians are involved and actively participated are: Session on QA Matters and Seminar on Health and Safety.	
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Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<p><b>Academic Support Services</b></p> <p>We will provide excellent student services that support learning in technological education</p>	<p><i>Objective 7.e: To improve teaching resources</i></p>	<p>Develop a policy for the utilization and maintenance of physical resources</p>	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p>	<p>Require the property custodian of the department to prepare an inventory of the physical resources of the department</p> <p>Require the Heads of the Laboratory Technician to prepare an inventory of the materials, equipment, chemicals and fixtures of the different laboratories of the department</p> <p>Develop and establish a policy and procedure in requesting, accepting and documenting physical properties that are turned over or given to the department</p> <p>Develop and establish a procedure for borrowing, returning, booking, reserving the said physical properties</p> <p>Include the policies and procedures in the</p>

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					<p>submanual of the department</p> <p>Disseminate and discuss the policies and procedures with the students and staff during the induction / orientation</p> <p>Monitor and periodically evaluate the implementation of the policies and procedures</p>
<b>D</b> eployment				<b>R</b> eview	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
Existence of College policy on utilization and maintenance of physical resources	CB approval of the policy	Policy published in QAM in June 2012	HOD, HoSes, Heads of Laboratory technicians, Property custodian	Implemented. E- memo from the HoD regarding guidelines in using the rooms where LCD projector, desktop computers and projector screens are installed, were	A documented policy on the proper utilization and maintenance of the physical properties of the department will be included in the sub manual which will include a systematic procedure in reserving, borrowing and returning.

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				sent to all staff of the department. Internal policies of each section in the department regarding the reserving, using and returning the physical resources that are assigned to them or they have acquired are disseminated to the staff during section meetings. The staff members are required to disseminate the information to the students.	
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Area	Goal	Sub-Goal/Objective		Strategies	D Implementation Steps	
<b>A</b> P P r o a c h	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.e: To improve teaching resources</i>		Conduct regular training of Staff on the use of learning resources	e p l o y m e n t  Include in the annual activities of the department the periodic training on the use of learning resources like smart board, equipment and materials in the laboratories.  Conduct the training as scheduled  Request for a competent speaker / trainer to conduct the scheduled training  Monitor and evaluate the conduct of the training
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Provision of training to staff on the use of teaching resources	Percentage of Staff receiving training on the use of learning	90% of teaching staff receive such training/induction by Jun 2011	HoD, Hoses, Staff Activity. Coordinator.	Implemented. Section heads of the	The Department Staff Activity coordinator will include regular training of	

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	resources			department are scheduling internal training on the use of learning resources which are attended by bothe technicians and lecturers	staff on the use learning resources
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Academic Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.e: To improve teaching resources</i>	Control the use of printing and materials reproduction services by establishing policies and procedures	
<b>D</b> e p l o y m e n t					<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Existence of a policy and procedures for controlling the use of printing and materials reproduction services	<p>Staff awareness of the relevant policy &amp; procedures</p> <p>Feedback from internal audits</p>	<p>90% of staff aware of the policy by April 2011/2</p> <p>Full compliance by Summer of 2010/2011</p>	HOD, HoSes	Partially implemented. Each section are required by the HoD to	A proper coordination between the Printing Office (AVR) and the department on the strict implementation of the form	

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				prepare and fill up a table on their printing requirements for the teaching materials / course handouts.	that is supposed to be filled up and signed by the HoD / HoS of the department where the staff requesting for printing.
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Student and Student Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.b: To create a growth-conducive environment for students in HCT</i>		Display Honor List in academic departments every semester and Dean's List every Year a	e p l o y m e n t  Identify students who should be in the Honor List and dean's List.  Display the list in Bulletin Boards  If time and logistics warrant, recognition / awarding day for the said students should be scheduled and conducted.
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Recognition of achieving students by their departments and at the College level	Display of student academic achievement in academic departments and the College	An Honors List in each academic dept every semester and a Dean's List every academic year	HoS	Not Implemented		The Registrar of the department in collaboration with the heads of section will request the HoD to include in the DAS webpage the Honor List of the department. Criteria on the selection



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					of Honor List will have to be set and approved first by the DAS Council.
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A p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Student and Student Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.c: To promote positive student behavior</i>	Use intrusive advising with some students as needed	
<b>D</b> e p l o y m e n t				<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Student satisfaction with intrusive advising services	Student rating of intrusive advising services as collected from completed feedback questionnaires	≥ 3 on a 5-point scale for 70% of the sample annually	HoD, HoSes, Academic advisers	Implemented		An evaluation to determine student satisfaction on the intrusive advising will be conducted by using the Evaluation Tool that was developed by QAC

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				Registrar where advisers are encouraged to give preference to their advisees who have some academic and social problems	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Student and Student Support Services</b>	We will provide excellent student services that support learning in technological education	<i>Objective 7.c: To promote positive student behavior</i>		Reward model student behavior	e p l o y m e n t  Set criteria for the annual selection of model student/s  Each section of the department nominates their model student/s  Final selection  Awarding of certificate of recognition
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
Recognition of model student behavior	Number of students recognized for model behavior	At least one in a College recognition event every year from 2010 to 2012	HoD  HoSes  Student Activity Coordinator		Not Implemented	The student activity coordinator of the department will consider this as a top priority in the planning of activities for next academic year.

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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<b>A</b> p p r o a c h	<b>Staff and Staff Support Services</b>	We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	<i>Objective 3.a: To achieve systematic and effective human resources planning and management</i>		Establish a College Policy and clear procedure for severance including appeals and exit interviews	e p l o y m e n t  Actively participate in the formulation of policy on severance, appeals and exit interview by giving suggestions
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	To be implemented subject to the plan of CAB		
Existence of a College policy and procedures on severance  Implementation of the College policy	Approval of the policy by the CB	Policy approved and published in QAM by June 2012	HoD  HoS  Unit Coordinator			

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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<b>Staff and Staff Support Services</b>	We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	<i>Objective 3.a: To achieve systematic and effective human resources planning and management</i>		Retain and seek the recruitment of staff as per the college needs	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p>	<p>Project annually the number of teaching and support staff needed</p> <p>Set the qualifications of the staff that must be hired</p> <p>Submit projection and qualifications to the ADAAA and ADAF</p> <p>Submit the list of staff to be terminated (if there are) with strong justification, to the ADAA and ADAF</p>
	<b>D<sub>e</sub>ployment</b>					<p style="font-size: 2em; margin: 0;">R</p> <p style="margin: 0;">e v i e w</p>	<p style="font-size: 2em; margin: 0;">I</p> <p style="margin: 0;">m p r o v e m e n t A c t i o n</p>
Key Performance Indicators (KPIs)							
Indicator	Measure	Targets	Responsibility				
Staff application and retention rates	<p>Number of vacant positions not receiving application or nomination for recruitment</p> <p>Number of voluntary departures by staff</p>	<p>Annual decrease in proportion of vacant positions with no applications/nominations</p> <p>Annual decrease</p>	HoH HoSes		Implemented The HoD through the help of HoSs and heads of unit had	To avoid being under staffed or over staffed, the department will carefully plan the number of courses to be offered each academic year and the	

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				prepared a development plan for staff need and recruitment in addition to the annual projection of the number of staff that are needed for the incoming academic year	number of staff to be recruited and hired
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
<b>A</b> p p r o a c h	<b>Staff and Staff Support Services</b>	We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking		<i>Objective 3.b: To address trends in staff profile in relation to College needs and Government policies</i>	Identify potential Omani faculty given the decline in their population	e p l o y m e n t	Identify among the graduating B. tech students who have the potential to become a teacher
							Encourage them to apply as lecturer or technician Give recommendation if necessary
<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action	
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
Retaining of Omani staff and job applications from Omani candidates	Proportion of Omani faculty  Number of positions subject to recruitment process ending in appointment of a Omani  Number of resignations by Omani staff	I Increase from 2010 to 2012  Annual increase  Annual decrease in total departures by staff with less than 3 consecutive years of employment	HoD,  HoSes  Unit Coordinator	Omanis are given priority in the hiring of staff and in sending staff for professional development	Deserving Omani Junior staff should be given support and opportunities to develop further their potentials and incentives to attract them to stay in the teaching profession		



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A  p p r o a c h	Area	Goal	Sub-Goal/Objective		Strategies	D  e p l o y m e n t	Implementation Steps
	<b>D</b> eployment	<b>R</b> eview	<b>I</b> mprovement Action	<b>Key Performance Indicators (KPIs)</b>			
Indicator	Measure	Targets	Responsibility				
Proper evaluation and training of support staff	Evaluation of support staff performance	Annual improvement in average performance evaluation	HoD, HoSes, QA Coordinator		Implemented. The performance and qualifications of Laboratory technician are periodically evaluated by their HoS, Laboratory technician Supervisor and		Design evaluation tool for support staff (laboratory technicians)  Conduct evaluation of staff  Conduct training needed by the staff as reflected in the result of evaluation

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				Senior Lecturer. Training needs of staff were also determined through 'Training Needs Analysis" (TNA) by the Staff Activity Coordinator	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps
<p style="font-size: 2em; margin: 0;">A</p> <p style="margin: 0;">p p r o a c h</p>	<p style="font-weight: bold; margin: 0;">Staff and Staff Support Services</p>	<p>We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking</p>	<p><i>Objective 3.c: To implement proper selection processes for recruitment</i></p>		<p>Establish clear job description and requirement for candidates</p>	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p> <p>Include the job description of the different key positions and staff in the department, in the submanual</p> <p>Review and discuss the job description during the orientation / induction of the staff</p> <p>Provide the Human Resource Officer a copy of the job description for future reference</p>
	<p style="font-size: 2em; margin: 0;">D<sub>eployment</sub></p>					<p style="font-size: 2em; margin: 0;">R<sub>evision</sub></p>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<p>Job description available for each designation</p>	<p>Number of job descriptions available</p>	<p>Comprehensive job description list available by June 2012</p>	<p>HoD</p>	<p>Implemented. Job descriptions for key positions in the department</p>	<p>The sub manual of the department where the job descriptions are incorporated will be reviewed, finalized and approved by the the DAS Council in September 2012.</p>	

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				and also for lecturers and support staff are explicitly laid down in the Department's sub manual in addition to what are stipulated in the College By-laws	
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Area	Goal	Sub-Goal/Objective		Strategies	D	Implementation Steps	
<b>A</b> p p r o a c h	<b>Staff and Staff Support Services</b>	We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	<i>Objective 3.d: To establish a College induction program</i>		Design and implement comprehensive induction program to new staff with proper emphasis to the different categories of employees	<b>D</b> e p l o y m e n t	Include in the program of activities of the department the induction of new staff  Procedure of the induction activity of new staff should be included in the submanual  Monitor and evaluate the implementation of the induction program  Improve and revise the program if necessary
	<b>D</b> eployment				<b>R</b> evision	<b>I</b> mprovement Action	
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
New induction program for staff	Implementation of the approved new induction program and staff manual/handbook  Staff satisfaction with the induction program  Number of staff receiving induction	New program launched and implemented starting April 2012  ≥ 3.5 on a 5-point scale for 70% of the sample annually  All staff joining after April 2012 receive induction (sample statistics drawn in 2012 end)	HoD HoSes		Induction of new staff is taken care of by the HoS or a staff assigned by the HoS. The DAS submanual	Formal induction of new staff is one of the activities that are included in the activity plan of the Department Staff Activity Coordinator.	

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				may also served as induction manual	
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A P P r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
	<b>D</b> e p l o y m e n t	<b>Staff and Staff Support Services</b>	We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	<i>Objective 3.f: To employ means of recognition, promotion, and other incentives</i>		Link appraisal with professional development
<b>D</b> e p l o y m e n t				<b>R</b> e v i e w	<b>I</b> m p r o v e m e n t A c t i o n	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
Performance evaluation based on professional development	<p>Criteria for performance evaluation</p> <p>Number of appraisal reports including professional development</p>	<p>Professional development included in the criteria for appraisal in the revised set of Oct 2011</p> <p>Annual increase from 2010 to 2012</p>	<p>HoD</p> <p>HoSes</p>	To be implemented	Attendance or participation in professional development activities / programs will be one of the items to be considered in the staff appraisal	

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A P P r o a c h	Area	Goal	Sub-Goal/Objective		Strategies	D  e p l o y m e n t	Implementation Steps
	<b>D</b> eployment	<b>R</b> eview	<b>I</b> mprovement Action				
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
Existence of policies and procedures for maintenance, replacement and upgrading of facilities	Review of QAM content on maintenance, replacement and upgrading of facilities in the QAM	policies and procedures for maintenance, replacement and upgrading of facilities published in the QAM in June 2012	HoD. HoSes. Senior Lab Techs		To be implemented	Maintenance, calibration and upgrading of laboratory equipments will be one of the items that will be audited during the internal audit	



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A p p r o a c h	Area	Goal	Sub-Goal/Objective		Strategies	D e p l o y m e n t	Implementation Steps
	<b>General Support Services and Facilities</b>	We will ensure the College facilities are well managed and effectively used and developed innovatively	<i>Objective 8.a: To ensure that College facilities are managed well</i>		Ensure that all laboratories are assessed annually for adequacy of space, numbers of machinery and need for upgrading.		<p>Conduct an annual internal audit on the adequacy of space, numbers of laboratory instruments and equipment, and their maintenance</p> <p>Include results of the audit in the annual report to be submitted to the Dean's office</p>
<b>D</b> eployment					<b>R</b> evision	<b>I</b> mprovement Action	
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility		To be implemented	Health and safety coordinator will include in his plan of activities for next year the internal audit of laboratory facilities and equipment	
Evaluation of the workshops and labs by users	Completed feedback survey from end-users.	≥ 3 on a 5-point scale by 70% of the sample	HoD				
Regular audits to check the condition of resources	Percentage of implemented recommendation from the audit reports	90% of the recommendations are implemented annually					

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