



## Higher College of Technology

Strategic Plan Online Survey

Department/Center Management Evaluation Survey

Department: **Applied Science Department**

Semester/AY: 2nd Semester, AY: 2013-2014

Number of Respondents	39
Number of Target Respondents	112
Percentage of Respondents	33.90%
<b>OVERALL SUBSCALE AVERAGE</b>	<b>3.91</b>

### Evaluation of the Management Survey

Achieved %	Description	Rating	Rating Description:
90-100%	Excellent	4.5-5.0	Performance fully meets the requirements
80-89%	Very Good	4.0-4.49	Performance highly meets the requirements
70-79%	Good	3.5-3.99	Performance just meets the requirements.
55-69%	Requires Improvement	2.75-3.49	Performance slightly meets the requirements
≤ 54%	Poor	1.00-2.74	Performance does not meet the requirements.

Questions		
<b>A. Transparency in Management</b>		<b>3.84</b>
1. The management is aware of its duties and responsibilities.		4.18
2. I am aware of my job description, i.e., duties and responsibilities.		4.09
3. Tasks are assigned to staff appropriately and fairly.		3.42
4. I am provided with clear information on my queries.		3.75
5. I am aware of the management standard-setting and decision-making processes.		3.45
6. The management is transparent about my performance evaluation.		4.12
7. I am aware of all the plans, policies and procedures of the department/center and the college.		3.85
<b>B. Communication</b>		<b>4.06</b>
8. I am fully aware of the line of authority and communication channel.		3.97
9. A two-way communication system is in place.		3.88
10. The management holds meetings with staff as needed.		4.09
11. The information flow in the department/ center is timely.		3.97
12. The language of spoken and written communications in the department/center is English and/or Arabic as required.		4.35
13. Written communication is officially translated into English or Arabic before dissemination as required.		4.12
<b>C. Planning and Organization</b>		<b>3.95</b>
14. The department/center has a well-written operational plan linked to the strategic plan of the College.		3.91
15. The management has a clear risk management policy and practice.		3.72
16. The management ensures that the plans, policies and procedures are being properly implemented.		3.94
17. The management always sets realistic targets.		3.97
18. The management promotes teamwork.		4.03
19. The management conducts staff appraisal as required by the College.		4.38
20. The management has the flexibility to adapt to changing situations and needs.		3.77

21. The management promotes involvement of staff in the activities in the department/center.	4.03
22. The management ensures the effective and efficient use of available resources.	4.15
23. The management plans and conducts staff development programs based on my training needs.	3.56
<b>D. Professionalism</b>	<b>3.79</b>
24. The management treats staff professionally.	3.82
25. The management welcomes constructive feedback and criticism.	3.65
26. The management is sensitive and caring towards staff and students.	3.64
27. The management exercises leadership which motivates staff to perform better.	3.85
28. The management practices the code of professional conduct in carrying out its duties and responsibilities.	3.79
29. The management professionally discharges its duties and responsibilities.	3.94
30. The management addresses staff and student concerns and problems promptly and professionally.	3.82
<b>OVERALL SUBSCALE AVERAGE</b>	<b>3.91</b>
31. Is there anything else you would like to tell us about the performance of the management in your Department/Center?	
<p>Many staff are overloaded and working under stress &amp; there is no enjoy( free space ) or encouraging ( unfriendly environment ) no leadership management style , no chance for the employee to say his point of view , No proper channels of communication ,, Management are type Y ( Don `t believe that employee have own initiatives and must hold the stick over him to do his work ) . I think the management also don `t have a proper interpersonal skills . TQM can never be applied in the department until certain points to be achieved since the QA is not only about the employee numbers or resources or punch of files to be kept in a drawer . I think you have to give some courses of Management or at least a hints to be given to those sitting in the head positions so they can motivate people and lead them in a better way . We are employees and we do our best to fill full our tasks &amp; duties but also the Managers must take care of his employee and guide him to do better ( Management is a science and an art ). Please I don `t want this feedback to be negative on me or them, but I would like to express freely my experience and my feeling in this survey.</p>	
<p>The attitude of management is some time embarrassing; it needs to be friendly and fair with all without favouritism. End of year staff appraisal awards need more transparency and academics should be given priority number 1.</p>	
<p>The management is doing an excellent job as per evaluation above.</p>	
<p>None</p>	
<p>I think our management entertains the vision, the managerial style (make a decision, execute and and check the result) and the knowledge to lead which needs to be supported by setting a clear prospectus (for a specified time limit)for the department relating to the academic establishment for each specialisation with its future diversity, the expected increase in the students intake, in the infrastructure and the staff.</p>	
<p>I would like to highlight the importance of a development plan for us as staff when possible especially that our field is new and booming. A lecturer should always be up to date in terms of researches/publications/ policies/ decrees/ conferences/ workshops...</p>	

\*The department should have enough funds for new instruments for the up gradation of the syllabus and the number of equipments/instruments should be more than present. \*The research should be improved in a better way based on resources. Masters degree should be implemented in Chemistry department (less than 40 students every year) \* Classrooms in Caravans should be stopped)

Academic Leadership requires experience. By the time the management is getting the required experience, either their tenure is getting finished or they are assigned other roles. A strong initiative on academic administrative orientation and refresher courses are necessary to fine tune the capabilities of the young administrators occupying the high rank positions. The value of Human Resource in an educational Institution is pivotal to the success of an academic department. Even though the management is trying to motivate, challenge and encourage the staff by awards, appreciation and STRONG LEADERSHIP MODEL, human beings require time to time increase in their salaries commensurate with their experience and qualifications on a competitive basis to fulfill their own family responsibilities and commitments. If the department loose the dedicated staff the development may impede and hence a serious move is required to rationalize the salary structure and academic ranking. There should be only two divisions, the working and non-working in an academic institution, for it to produce the dynamic and knowledgeable future citizens.