

Higher College of Technology

DEPARTMENT OF APPLIED SCIENCES

OPERATIONAL PLAN

Academic Year 2015-2016

Vision:

We will be a leading technological institution, providing high quality teaching and learning to prepare and empower the Omani professionals of the future so that they can contribute to national socio-economic development.

Mission:

To deliver high quality student-centered education that produces competitive graduates who enter the labor market with confidence, strong technological and personal skills, and are prepared for a life of contribution and success.

Principles/Values:**We value:**

Professionalism: Hard work, commitment, accountability and transparency.

Integrity: Honesty and fairness.

Flexibility: A willingness to learn, develop new skills, and take on new responsibilities.

Teamwork and tolerance: Transparency, diversity, acceptance, openness to constructive criticism and ethical behavior.

Creativity and innovation: Imagination and originality.

Communication: Commitment to the effective exchange of information.

Graduate Attributes:

Graduates of the Colleges of Technology:

Attribute 1: Are well disciplined and committed to hard work and a high standard of productivity.

Attribute 2: Are able to apply the knowledge and skills to a diverse and competitive work environment.

Attribute 3: Are able to think critically, analyze and solve problems.

Attribute 4: Have a high degree of competence in using information and communication technology.

Attribute 5: Are professionally competent and up-to-date in their field of specialization in a changing global environment.

Attribute 6: Can gather and process knowledge from a variety of sources, and communicate effectively in written and spoken English.

Attribute 7: Can effectively demonstrate and apply good interpersonal skills in team work and leadership roles.

Attribute 8: Are committed to self development through lifelong learning.

Attribute 9: Are socially responsible citizens aware of contemporary issues in contributing to national development.

Attribute 10: Are able to demonstrate and apply their entrepreneurial skills.

Goals:

1. We will provide excellent governance and administration with transparency and adherence to ethical principles.
2. We will offer students high quality teaching, learning and training opportunities through continuous market analysis and curriculum review process and using recent technology.
3. We will offer quality programs that promote entrepreneurial skills and respond to the changing market needs and developments in technology.
4. We will ensure that graduates develop into responsible citizens by enriching their values and attributes to positively affect the socio economic development.
5. We will develop staff by offering opportunities for professional and personal development, rewarding hard work and innovative thinking.
6. We will encourage opportunities for applied research and consultancy.
7. We will foster mutually beneficial constructive partnerships with various public and private sector organizations, professional bodies and local and international communities that benefit the community at large.
8. We will provide facilities and learning resources that are effectively utilized and well managed to ensure efficient student and staff services.

The following is a table of acronyms, abbreviations and definitions used in this document.

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| ADAA | Assistant Dean for Academic Affairs |
| ADAF | Assistant Dean for Administrative and Financial Affairs |
| ADSA | Assistant Dean for Student Affairs |
| CC | College Council (= College Academic Board + Representatives from Industry) |
| ELC | English Language Center |
| ETC | Educational Technology Center |
| H&S | Health, Safety and Security |
| HSSC | Health, Safety and Security Committee |
| HEI | Higher Education Institution |
| HoC | Head of Centre |
| HoD | Head of Department |
| HOU | Head of Unit - All Heads of Departments/Centers/Offices (includes Assistant Deans) |
| HR | Human Resources |
| HRM | Human Resource Management Resources |
| HRC | Human Resource Committee |
| ICT | Information and Communication Technology |
| OJT | On-Job Training |
| OP | Operational Plan |
| PMC | Policy Management Committee |
| PRM | Public Relations and Media |
| PRMC | Public Relations and Media Committee |
| QA | Quality Assurance |
| QAM | Quality Assurance Manual |
| QAU | Quality Assurance Unit |
| QMS | Quality Management System |
| RMC | Risk Management Committee |

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| RMO | Risk Management Officer |
| Stakeholders | Students/Staff/Community/Industry/Alumni |

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 maintain clear and sustainable planning and management systems | 1.1.1.a | 1.1.1.a QMS review report. | Areas of improvement identified | ≥80% of identified areas improved (within the scope of the Unit). | Annually Heads of Units | |
| | 1.1.1.b | 1.1.1.b Operational Plan | QAU approved OP. | One OP per Unit | Annually - End of September Heads of Units | |
| | 1.1.1.c | 1.1.1.c Internal audit reports | Compliance with Quality requirements | 100% compliance (within the scope of the Unit). | Annually- Heads of Units | |
| | 1.1.1.d | 1.1.1.d Annual report on college activities. | Areas of Improvements identified | ≥80% of identified areas of improvements are addressed. | Annually- Heads of Units | |

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| 1.1.3.a | 1.1.3.a Communication policy and procedures. | Compliance with the policy. | 100% Compliance | Annually- Heads of Units, PRMC |
| 1.1.4.a | 1.1.4.a Risk management plan | Compliance with the policy and plan. | 100% Compliance (within the purview of the Unit). | Annually- Heads of Units, RMO |
| 1.1.7.a | 1.1.7.a Annual HR plan. | Compliance to the plan . | ≥80% of compliance | Annually --ADAF Human Resources Committee (for the consolidated development plan), Heads of Units (for individual unit plans). |
| 1.1.7.b | 1.1.7.b The Staff Affairs Policy. | Compliance with the Staff Affairs Policy. | 100% Compliance | Annually- Heads of Units. |

| <i>Deployment</i> | | | | | Improvements |
|--|--|----------------------|-----------------------|---|---------------------|
| Strategies | Implementation steps | Start Date | End Date | Responsibility | |
| 1.1.1. Improve the Quality Management System | 1. Review the results of 2014 -2015: a) Staff evaluation of the management, b) Staff Satisfaction Survey, c) Student Satisfaction Survey, d) QAU Internal Audit Report e) QD-MoM Audit Report f) College Annual Report, for the purposes of identifying the areas of improvement which is documented in the department's action plan | 1st of November 2015 | 30th of November 2015 | APS Department Council, QA Coordinators | |
| | 2. Coordinate with QAU in finalizing the QMS report template. | 1st December 2015 | 24th December 2015 | APS Department Council, QA Coordinators | |
| | 3. Write a year-end QMS report and submit it to QAU. | June 1, 2016 | 30th June 2016 | APS Department Council | |
| | 1. Prepare and implement a unified and approved Operational and Action Plans for all the identified items in the reports that concern QMS. | 16th of October 2015 | 30th of October 2015 | APS Department Council, QA Coordinators | |
| | 2. Review the achievement of the OP targets. | 1st of April 2016 | 15th of May 2016 | APS QA Coordinator | |

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| | 3. Use the result of the OP review as basis or reference in preparing the department's SP Achievement Report which is incorporated in the Department's Annual Report. | 1st of April 2016 | 15th of May 2016 | APS QA Coordinator | |
| | 4. Submit the report to QAU together with the evidences | 16th May 2016 | | APS QA Coordinator | |
| | 1. Comply with the pending Audit 2014 -2015 QAU Audit recommendations, if any. | 1st September 2015 | 30th of September 2015 | APS Department Council, QA Coordinators | |
| | 2. Plan and conduct Departmental internal audit cum Mid-year OP Implementation Monitoring | 10th January 2016 | 12th January 2016 | APS QA Coordinators | |
| | 3. Prepare the initial Internal Audit Report | 13th January 2016 | 18th January 2016 | APS QA Coordinators | |
| | 4. Submit the report to the APS DC Council and auditees for feedback. | 20th January 2016 | 21th January 2016 | APS QA Coordinators | |
| | 5. Follow-up action taken on non-compliance and observations and then close the audit. | 24th January 2016 | 28 nJanuary 2016 | APS QA Coordinators | |
| | 6. Submit Final internal Audit Report to DC Council and copy furnish QAU. | 31st January 2016 | | APS QA Coordinators | |
| | 1. Periodically monitor through spot audit the implementation of the action plan and OP in the last half of the academic year. | 31st January 2016 | 30th April 2016 | APS QA Coordinators | |

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| | 2. Use the results of 2015 - 2016 staff evaluation of management, staff satisfaction survey, student satisfaction survey and audit reports as bases in the determination and analysis of the level of success in implementing the action and operational plans. | 15th of April 2016 | 15th of May 2016 | APS QA Coordinators | |
| | 3. Include the result of analysis in the APS 2015 - 2016 Annual Report | 15th April 2016 | 15th May 2016 | APS QA Coordinators | |
| 1.1.3. Maintain a clear communication system. | 1. Orient / re-orient the staff of the College Policies and encourage them to read and give feedback (if needed) on the College Policies. | 1st October 2015 (Sem 1) 3rd January 2016 (Sem 2) | 30th October 2015 (Sem 1) 30th January 2016 (Sem2) | APS Representative to PMC | |
| | 2. Remind the Department Council and the staff of the Communication Policy and Procedures and their implementation. | 1st October 2015 (Sem 1) 3rd January 2016 (Sem 2) | 30th October 2015 (Sem 1) 30th January 2016 (Sem 2) | APS Representative to PMC | |
| 1.1.4. To implement an effective risk management system | 1. Review through a DC meeting the unified Risk Management Plan of the College | 3rd January 2016 | 30th January 2016 | APS Departmental Council | |
| | 2. Make sure that the plan is properly and strictly implemented. | 1st February 2016 | Jul. 2016 | APS Departmental Council | |
| 1.1.7. To ensure an effective human resources management system. | 1. Prepare the HR requirements (List of Lecturers and Lab Tech needed) after receipt of the request of MoM which is forwarded by the Deanship | The date depends on MoM's sending of memo | | APS Departmental Council | |

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| | 2. Consolidate the HR requirements (List of Lecturers and Lab Tech needed) and submits it to MoM through the Deanship | The date depends on MoM's sending of memo and deadline of submission | | APS Departmental Council | |
| | 1. Remind the APS Department Council and the staff of the Staff Affairs Policy. | 1st October 2015 | 30th October 2015 | APS PMC Coordinator | |
| | 2. Ensure the implementation of the policy in any decision or circumstance that requires the implementation of the provisions of the policy. | 13th September 2015 | 15th July 2016 | APS Department Council and APS PMC Coordinator | |

| 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 | |
| 1.2 To ensure efficient operation of the management of the College and its Units. | 1.2.1.a | 1.2.1.a Mechanism to review governance and management system. | Level of awareness of the mechanism. | 100% awareness. | Annually- Heads of Units | |
| | 1.2.1.b | 1.2.1.b Performance report of the College units, committees and the College Academic Board (CAB). | Improvement areas identified. | ≥80% of identified improvements addressed. | Annually- CAB chairperson, Head of Units, Committee Chairs. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |

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| 1.2.1. Develop a mechanism for evaluating and improving the effectiveness of the governance and management system of the College. | 1. Coordinate with QAU to develop the mechanism to review the governance and management system of the college | 1st December 2015 | 15th January 2016 | APS QA Coordinator | |
| | 2. Create awareness among staff on governance and management mechanisms and its effectiveness. | 16th January 2016 | 30th January 2016 | APS QA Coordinator | |
| | 1. Design and develop the guidelines in selecting members of the different department committees | 13th September 2015 | 30th September 2015 | APS QA Coordinator, APS Department Council | |
| | 2. Require the different committees to prepare and submit their annual activity plan and monitoring tool forAY 2015 -2016 | 15th October 2015 | 15th November 2015 | APS Department Council, APS QA Coordinator | |
| | 3. Deliberate and approve the committee activity plans | 16th November 2015 | 15th December 2015 | APS Department Council, APS QA Coordinator | |
| | 4. Assign a DC Council member to monitor the different committees | 15th October 2015 | 15th November 2015 | APS Department Council | |
| | 5. Prepare and submit an annual committee performance / accomplishment report. | 1st April 2016 | 30th April 2016 | APS Committees and Academic Coordinators | |

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| 1. Analyze the results of the Staff and Student Satisfaction Surveys 2014-2015 to identify areas of improvement and act on them accordingly. | 1st October 2015 | 30th October 2015 | APS QA Coordinators | |
| 2. Analyze the results of Unit Council Evaluation by staff 2015-2016 and identify areas of improvements. | 1st April 2016 | 30th April 2016 | APS Department Council | |
| 3. Analyze Departmental Committees' reports and identify areas of improvement. | 1st April 2016 | 30th April 2016 | Heads of Committees | |
| 4. Create the action plan on Quality Requirements related to Governance and management. | 1st of June 2016 | 30th June 2016 | APS QA Coordinators and APS DC Council | |

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 | |
| | 2.1.1.a | 2.1.1.a Staff Teaching Performance | Management Evaluation of teaching quality. | ≥ 3.5 on a 5-point scale. | Annually- ADAA (HoDs), HoC (ELC) | |

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| 2.1 To enhance the quality of teaching and learning. | 2.1.1.a | 2.1.1.a Staff Teaching Performance | Student Evaluation of teaching quality | ≥3.5 on a 5-point scale. | Annually – ADAA, Heads of Units. |
| | 2.1.1.b | 2.1.1.b Compliance report on Assessment policy . | Level of compliance | 100% compliance | Annually- ADAA (HoDs), HOC ELC |
| | 2.1.1.c | 2.1.1.c Staff development plan . | Number of training events planned. | At least one training event conducted/unit | Every Semester - HRC (ADAF), Heads of Units. |
| | 2.1.2.a | 2.1.2.a New learning strategies adopted | No. of new learning strategies adopted | At least one student centered strategy for at least 80% of courses/programs. | Annually- ADAA (HoDs), HoC ELC |
| | | | Evaluation rating | ≥3.5 out of 5 on the relevant scale. | Annually- ADAA (HoDs), HoC ELC |
| | 2.1.2.b | 2.1.2.b Utilization report on e-learning | Number of active courses on the e-learning portal. | ≥ 90% of courses uploaded on the e-learning portal and/or other technology. | Annually- ADAA (HODs), HoC(ELC) |
| | | | Number of blended courses. | At least one course annually per department. | Annually – ADAA (HoDs), HOC(ELC) |

| | | | Number of active users. | ≥ 90% of the teachers. ≥ 80% of the students. | Annually- ADAA (HoDs), HoC ELC | |
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| Deployment | | | | | | |
| Strategies | Implementation steps | Start Date | End Date | Responsibility | Improvements | |
| | 1. Prepare an evaluation plan for staff who are on probation in the current AY. | 15th October 2015 | 15th November 2015 | APS QA Coordinators, Section Coordinators and HoSs / HoU | | |
| | 2. Conduct Student Evaluation of Teaching and Course delivery and Management evaluation of teaching / In-class for the staff on probation, noting down the improvement areas. | 15th October 2015 (Sem 1) 15th March 2016 (Sem 2) | 8th December 2015 (Sem 1) 30th April 2016 (Sem 2) | Section Coordinators, QA Coordinators, HoSs / HoU | | |
| | 3. Prepare the evaluation plan for experienced (regular) teaching staff | 15th October 2015 | 15th November 2015 | Section Coordinators, QA Coordinators, HoSs / HoU | | |
| | 5. Conduct Student Evaluation of Teaching and Course delivery and Management evaluation of teaching / In-class for the scheduled staff noting down the improvement areas. | 15th October 2015 (Sem 1) 15th March 2016 (Sem 2) | 8th December 2015 (Sem 1) 30th April 2016 (Sem 2) | Section Coordinators, QA Coordinators, HoSs / HoU | | |
| | 6. Coordinate with ETC for Online students evaluation (if required/feasible). | 15th October 2015 (Sem 1) 15th March 2016 (Sem 2) | 8th December 2015 (Sem 1) 30th April 2016 (Sem 2) | Section Coordinators, QA Coordinators | | |

2.1.1 Improve teaching quality.

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| 7. Collate and prepare the summary report of the result of the survey / evaluation and submit to the APS Department Council (copy furnish the QA Coordinator) | 15th October 2015 (Sem 1) 15th March 2016 (Sem 2) | 8th December 2015 (Sem 1) 30th April 2016 (Sem 2) | Section Coordinators, QA Coordinators | |
| 8. Present and discuss the results of the evaluation / survey with the concerned. Staff | 15th January 2016 (For Sem 1 results) 1st June 2016 (for Sem 2 results) | 15th February 2016 (for Sem 1 results) 30th June 2016 (for Sem 2 results) | HoSs / HoU | |
| 9. Fill-up the TNA form with the trainings that will address the identified weaknesses of the staff and submit to Staff Activity Committee. | 15th January 2016 (For Sem 1 results) 1st June 2016 (for Sem 2 results) | 15th February 2016 (for Sem 1 results) 30th June 2016 (for Sem 2 results) | HoSs / HoU | |
| 10. Include the identified trainings in the Staff Activity Planner for the current year (if it is still possible) or in the staff activity planner for next academic year. | 1st June 2016 | 30th June 2016 | Staff Activity Committee | |
| 1. Review the provisions of the Assessment Policy | 15th November 2015 | 15th December 2015 | Assessment and Appeals Committee and Final exams Committee | |
| 2. Remind the staff of the existence and the provisions of Assessment Policy | 15th November 2015 | 15th December 2015 | Assessment and Appeals Committee and Final exams Committee | |

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| 3. Implement the provisions of the policy when applicable (Final Exam days) | 9th December 2015 (Sem 1) 31 March 2016 (Sem 2) 23rd June 2016 (Sem 3) | 24th December 2015 (Ssem 1) 14th April 2016 (Sem 2) 4th July 2014 (Sem 3) | Assessment and Appeals Committee and Final exams Committee | |
| 1. Include in the Staff Training / Activity Planner for 2015 -2016, the training on improving teaching quality. | 1st September 2015 | 15th October 2015 | Staff Activity Committee | |
| 2. Identify a credible speaker / trainer for the training | see Staff Activity Planner | | Staff Activity Committee | |
| 3. Conduct the training as planned in the Staff Training / Activity Planner for 2015 -2016 | see Staff Activity Planner | | Staff Activity Committee | |
| 4. Evaluate the training | see Staff Activity Planner | | Staff Activity Committee, Section Coordinators | |
| 5. Use the result in planning, improving and implementing the succeeding trainings and in preparing reports as required. | see Staff Activity Planner | | Staff Activity Committee | |
| 1. Check during classroom observation (Management Evaluation of Lecturer In-class) the use of the new student-centered teaching-learning strategy by the lecturers. | see Staff Evaluation Plan | | HoSs / HoU | |
| 2. Evaluate the use of student-centered teaching-learning strategies by the management and students (subscale (F) "Student Centered Approaches" in both the Student Feedback on Teaching and Course Delivery, and Management Evaluation of Lecturer. | see Staff Evaluation Plan and Course Evaluation Plan | | HoSs / HoU, Section Coordinators and QA Section Coordinators | |

2.1.2 Use improved student centered learning strategies.

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| 1. Encourage / remind the lecturers and students to maximize the use of e-learning. | 13th September 2015 (Sem 1) 3rd January 2016 (Sem 2) 24 April 2016 (Sem 3) | 15th October 2015 (Sem 1) 30th January 2016 (Sem 2) 15th May 2016 (Sem 3) | HoD, HoSs / HoU | |
| 2. Choose one course per section where "blended" teaching-learning strategy can be used. | 1st December 2015 | 3rd January 2016 | APS Dept. Council | |
| 3. Monitor the use and maximization of the e-learning and, the implementation of blended course. | 10th January 2016 | 30th March 2016 | HoSs / HoU, e - Learning Coordinator | |
| 4. Collect report of E-Learning utilization from ETC. | 9th December 2015 (Sem 1) 31st March 2016 (Sem 2) 23 June 2016 (Sem 3) | 24th December 2015 (Sem 1) 14th April 2016 (Sem 2) 7th July 2016 (Sem 3) | e - Learning Coordinator | |
| 5. Analyze the E-learning report and provide feedback to HoSs / HoD and APS QA Coordinator | 9th December 2015 (Sem 1) 31st March 2016 (Sem 2) 23 June 2016 (Sem 3) | 24th December 2015 14th April 2016 (Sem 2) 7th July 2016 (Sem 3) | e - Learning Coordinator | |
| 6. Consolidate the analyses of the E-Learning reports of Sem 1 and Sem 2. Include in SP Achievement Report. / Annual report | 15th April 2016 | 15th May 2016 | APS QA Coordinator | |
| 7. Prepare and implement an Action Plan. | 28th August 2016 | 15th September 2016 | e - Learning Coordinator | |

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 evaluate and improve our programs and courses | 2.2.1.a | 2.2.1.a Benchmarking reports . | No. of programs / courses identified to be benchmarked. | 20% of the identified programs / courses benchmarked. | Annually-ADAA (HoDs), HoC (ELC) | |
| | 2.2.2.a | 2.2.2.a Stakeholders feedback. | No. of recommendations made. | 20% of recommendations addressed. | Annually-ADAA(HODs), Head of ELC, Specialization Committee. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 2.2.1 Benchmark Programs and Courses. | 1. Identify a program or courses that should be benchmarked | | 3rd January 2016 | 30th January 2016 | APS Dept. Council | |
| | 2, Coordinate with ADAA/Specialization Committee to identify the potential institutions for the purpose of benchmarking and obtaining the memorandum of understanding. | | 3rd January 2016 | 30th January 2016 | APS Dept. Council | |
| | 3. Make improvements if necessary, report strengths to ADAA/Specialization Committee. | | Jan-16 | Mar-16 | APS Dept. Council | |

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| | 4. Include benchmarking results in the Annual Report. | 1st April 2016 | 15th May 2016 | APS QA Coordinator | |
| | 1. Coordinate with OJT department (ADSA) in conducting the on- line feedback on programs survey by Industry. | December 2015 March 2016 | January 2016 April 2016 | Dept. OJT Committee | |
| | 2. Conduct a meeting involving industry to review the programs offered in the department and the efficiency of HCT graduates working in respective industry. | December 2015 (For Sem 1) March 2016 (For Sem 2) | January 2016 (For Sem 1) April 2016 (For Sem 2) | Dept. OJT Committee | |
| | 3. Coordinate with Graduate Follow-up department (ADSA) in conducting the online feedback on programs survey by Alumni. | December 2015 (For Sem 1) March 2016 (For Sem2) | January 2016 (For Sem 1) April 2016 (For Sem 2) | Dept. OJT Committee, APS QA Coordinator | |
| | 4. Request ETC to prepare online surveys for evaluating courses by Staff and Students | 15th November 2015 (Sem 1) 13th March 2016 (Sem 2) | 8th December 2016 (Sem 1) 30th March 2016 (Sem 2) | APS QA Coordinator | |
| | 5. Conduct Courses evaluation surveys by Staff and Students Online | 15th November 2015 (Sem 1) 13th March 2016 (Sem 2) | 8th December 2016 (Sem 1) 30th March 2016 (Sem 2) | Section Coordinators, Section QA Coordinators | |
| 2.2.2 Seek stakeholders feedback on programs, courses and | 6. Compile and analyze the survey results. Prepare recommendations based on survey results. | 1st April 2016 | 15th May 2016 | APS QA Coordinator, HoSs / HoU | |

achievement of Graduate Attributes.

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| 7. Prepare action plan based on the survey results | 1st September 2016 | 30th September 2016 | Course Coordinators and HoSs / HoU | |
| 8. Forward the recommendations that are within the scope of college/ministry to the ADAA and specialization committee for further actions. | 1st September 2016 | 30th September 2016 | HoSs / HoU | |
| 9. Request ETC to prepare online surveys for evaluating Program by Staff and Students | 1st March 2016 | 30th March 2016 | APS QA Coordinator | |
| 10. Conduct Program evaluation surveys by Staff and Graduating students Online | 1st March 2016 | 30th March 2016 | Biology Section QA Coordinator and Section Coordinator | |
| 11. Compile and analyze the survey results. Prepare recommendations based on survey results. | 1st April 2016 | 15th May 2016 | APS QA Coordinator, HoS (Biology) | |
| 12. Prepare action plan for implementing the recommendations manageable in the scope of department. | 1st September 2016 | 30th September 2016 | Biology Section QA Coordinator and HoS (Biology) | |
| 13. Forward the recommendation in the scope of college/ministry to the ADAA and specialization committee for further actions. | 1st September 2016 | 30th September 2016 | HoS (Biology) | |

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

| Sub-Goals | Key Performance Indicators | | | | | RESULTS |
|--|---|------------------------------|--------------------------------------|-----------------------------------|---|--------------|
| | KPI NO | Indicator | Measure | Target | Timeframe & Responsibility | |
| 2.3 To enhance the practical training offered to students. | 2.3.1.a | 2.3.1.a Improved OJT system. | No. of improvement areas identified. | 80% of improvements addressed. | Annually- ADSA, Heads of Academic Departments | |
| <i>Deployment</i> | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 2.3.1. Review the current OJT provision and its effectiveness. | 1. Coordinate with PMC/OJT to develop the OJT review system. | | 15th January 2016 | 15th February 2016 | OJT Committee | |
| | 2. Prepare an action plan on the identified areas of improvement | | 15th January 2016 | 15th February 2016 | OJT Committee | |
| | 3. Coordinate with ADSA to obtain the results of Student satisfaction on OJT/OJT review system. | | 1st April 2016 | 15th May 2016 | OJT Committee, APS QA Coordinator | |
| | 3. Review the feedback of industry supervisors on the performance of OJT students | | 1st April 2016 | 15th May 2016 | OJT Committee, APS QA Coordinator | |
| | 4. Submit areas of improvements to OJT on Quality Requirements - OJT system. | | 1st April 2016 | 15th May 2016 | OJT Committee, APS QA | |
| 5. Address the areas of improvements in OJT that are within the scope of the department. | | 1st April 2016 | 15th May 2016 | OJT Committee, APS QA Coordinator | | |

| 2: We will offer all students high quality teaching, learning and training opportunities through continuous market analysis | | | | | |
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| APPROACH | | | | | RESULTS |
| Key Performance Indicators | | | | | |

| Sub-Goals | KPI NO | Indicator | Measure | Target | Timeframe & Responsibility | RESULTS |
|---|--|--|---|--------------------------|--|---------------------|
| 2.4 To monitor and improve student performance. | 2.4.1.a | 2.4.1.a Students' progression, retention data and on-time graduation | Students Progression, retention and on-time graduation rate | Progression rate ≥70% | Annually- ADSA (College Registrar /department registrars). | |
| | | | | Retention rate ≥ 90% | | |
| | | | | On-time graduation ≥ 70% | | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | Start Date | End Date | Responsibility | | |
| 2.4.1 To collect data on students' progression, retention and on-time graduation. | 1. Coordinate with the College Registrar on how to collect the data on students' progression, retention and on-time graduation | | 1st April 2016 | 30th April 2016 | Department Registrar | |
| | 2. Submit the data to the APS Council and furnish a copy to the QA Coordinator. | | 1st May 2016 | 15th May 2016 | Department Registrar | |
| 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 | |

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| 3.1 To promote entrepreneurial culture among students and staff. | 3.1.1.a | 3.1.1.a Entrepreneurial activities conducted. | Number of activities conducted for staff. | At least 1 training event conducted (100% of the teachers teaching the course). | Annually- HoD Business Department |
| | | | Number of activities for students. | At least 4 activities (2 involving external companies/entrepreneurs) conducted per year with ≥60% of students. | Annually- HoD Business Department |
| | 3.1.2.a | 3.1.2.a HCT students becoming entrepreneurs through the Entrepreneurship Cell. | Number of HCT students becoming entrepreneurs. | At least 7 entrepreneurs a year. | Annually- HoD Business Department. |
| | 3.1.2.b | 3.1.2.b Student Satisfaction with the cell | Level of satisfaction | ≥3.5 on a 5-point scale | Annually- HoD Business Department. |
| Deployment | | | | | |
| Strategies | Implementation steps | Start Date | End Date | Responsibility | Improvements |
| 3.1.1 Provide training and workshops on | c/o Business dept. | | | | |

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| entrepreneurial activities. | | | | | |
| 3.1.2 Ensure effective functioning of HCT Entrepreneurship Cell. | c/o Business Dept. | | | | |

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. | 4.1.2.a | 4.1.2.a Events and activities managed and run by students with staff support. | Number of events and activities managed and run by students. | At least 1 activity per year per Department. | Annually- ADSA, HoC ELC, HoDs Academic Departments. | |
| | | | Students satisfaction with the activities/ events. | ≥ 3.5 on a 5-point scale from at least 25% of the students in the Unit. | Annually- ADSA, HoC ELC, HoDs Academic Departments. | |
| | 4.1.3.a | 4.1.3.a Mechanism for assessing attainment of GAs. | Compliance with mechanism. | 100% compliance | Annually- ADAA (HODs), HoC ELC. | |

| <i>Deployment</i> | | | | | Improvements |
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| Strategies | Implementation steps | Start Date | End Date | Responsibility | |
| 4.1.2 Support activities initiated, managed and run by students. | 1. Prepare Student Activity Plan in coordination with the Student Activity Coordinator. Be sure to include activities that promote alternative learning experience and that must be managed by the students. | 15th Oct. 2015 | 15th Nov. 2015 | APS Student Leader (Science Club) and Student Activity Coordinator | |
| | 2. Implement the plan. | Oct. 2015 | Jun. 2016 | APS Student Leader (Science Club) and Student Activity Coordinator | |
| | 3. Evaluate the conduct / implementation of each activity and consider the feedback in the conduct / implementation of the succeeding activities or events. | subject to what is stipulated in the Activity Plan | | APS Student Leader (Science Club) and Student Activity Coordinator | |
| | 4. Submit the result of the evaluations to the QA Coordinator. | 15th Apr. 2016 | 15th May 2016 | APS Student Activity Coordinator | |
| | 1. Ensure that the graduate attributes are properly mapped / aligned to the learning outcomes and topics of the different courses. | 1st September 2016 | 13th September 2015 | HoSs / HoU | |

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| 4.1.3 Ensure attainment of Graduate Attributes. | 2:Provide feedback on the mechanism to assess GA attainment and decide how the department is going to address/assess GA Attainment. | 15th October 2015 | 15th November 2015 | APS Dept Council | |
| | 3. Prepare a list of provisions in the GA attainment mechanism to be checked for compliance. | 15th October 2015 | 15th November 2015 | APS Dept Council | |
| | 4. Check compliance with provisions in the GA attainment mechanism and then act on non-compliances. | 9th December 2015 (Sem 1) 31st March 2016 (Sem 2) 23rd June 2016 (Sem3) | 24th December 2015 (sem 1) 14th April 2016 (Sem 2) 6th July 2016 (Sem 3) | HoSs / HoU and Course Coordinators | |

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 ensure | | | Number of training events based on staff appraisal and TNA. | At least 4 events annually per Unit. | Annually- Heads of Units | |

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| opportunities for professional and personal development of College Staff. | 5.1.1.a | 5.1.1.a In-house training events. | Staff satisfaction with the training provided. | ≥ 3.5 on a 5-point scale. | Annually- Heads of Units. | |
| | | | | ≥80% of identified areas of improvements addressed. | Annually – Heads of Units. | |
| Deployment | | | | | | |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | Improvements |
| 5.1.1 Provide in-house training to staff. | 1. Include in the staff activity plan at least 4 trainings identified by the APS Council as needs of staff based on the Staff Appraisal that they had conducted. | | 3rd Sep. 2015 | 15th Sep. 2015 | Staff Activity Coordinator | |
| | 2. Implement the plan as per schedule. | | depends on the timeframe of the activities in the planner | | Staff Activity Coordinator | |
| | 3. Evaluate the trainings. | | depends on the timeframe of the activities in the planner | | Section Coordinator | |
| | 4. Submit the results of the evaluations to the QA coordinator. Be sure to consider the feedback in the conduct and implementation of the succeeding trainings. | | depends on the timeframe of the activities in the planner | | Section Coordinator, Staff Activity Coordinator | |

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 ensure a College-wide system for recognition and incentives. | 5.2.1.a | 5.2.1.a Performance related recognition and reward system for staff. | Staff awareness about the system | 100% staff aware of the system . | On- going- ADAF (HRD), QAU and HoD/HoC. | |
| | | | Compliance with the system. | 100% compliance | Heads of Units. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 5.2.1 Implement fair and consistent performance related recognition and reward system for staff | 1. Disseminate to the staff the "Performance related recognition and reward system for staff" | | 3rd January 2016 | 30th January 2016 | APS Dept Council | |
| | 2. Invite nominations (for Sem 1 and Sem 2) from sections for reward | | 15th February 2016 | 28th February 2016 | APS Dept Council | |
| | 3. Approve the awardees | | 1st week of March 2016 | | APS Dept Council | |

reward system for staff.

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| 4. Conduct the awarding ceremony (for awardees of Serm 1 and Sem 2). | March 2016 (based on Staff Activity Planner | APS Dept Council, Staff Activity Committee | |
| 5. Collect staff feedback on the reward system and make necessary improvements and submit the result to the QA Coordinator | March 2016 (based on Staff Activity Planner | Staff Activity Committee | |

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 | 6.1.1.a | 6.1.1.a Staff Research and Consultancy procedure. | Compliance with the procedure. | 100% compliance. | Annually- Dean, ADAA, HoCs, HoDs, QAU, College Research Committee. | |
| | 6.1.3.a | 6.1.3.a Research oriented events. | Number of staff participating. | ≥ 2 staff participating per department. | Annually- Dean, ADAA, ADAF, ADSA, HoCs, HoDs College Research Committee | |

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| <i>research and consultancy.</i> | 6.1.4.a | 6.1.4.a Training events. | Number of training events. | At least once a year per department. | Annually- ADAA, HoC ELC, HoDs Academic Departments College Research Committee. | | |
| | | | Percentage of staff participating. | At least 5% of the staff per department. | Annually- ADAA, HoC ELC, HoDs Academic Departments College Research Committee. | | |
| Deployment | | | | | | | |
| Strategies | Implementation steps | | | Start Date | End Date | Responsibility | Improvements |
| 6.1.1 Implement College-wide Staff Research and Consultancy procedures in the Staff Affairs Policy. | 1. Encourage the staff members to read and acknowledge the Staff Research and Consultancy procedures in the Staff Affairs Policy. | | 1st October 2015 | 15th October 2015 | HoD, PMC Dept. Coor | | |
| | 2. Implement the provisions of the policy as it is required and / or as the need arises. | | 1st October 2015 | 7th July 2016 | HoD, PMC Dept. Coor | | |
| | 3. Encourage the staff members to get involved in research and consultancy endeavors / activities. | | Every start of each semester | | HoD | | |
| | 1. Identify the research conferences / workshops / project opportunities and inform the staff about them. | | depends on the schedule of available research conferences / | | HoD, HoC, HoD | | |

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| 6.1.3 Support staff participation in research-oriented events, such as conferences and workshops. | 2. Encourage staff members to attend and participate in research-oriented conferences or workshops | workshops / project opportunities | | HoD, HoSs, HoU | |
| | 3. Maintain a database of staff participating in research oriented seminars/projects. | depends on the schedule of available research conferences / workshops / project opportunities | | HoD, HoSs, HoU | |
| | 4. Identify some staff members who can present their research paper / poster / abstract in conferences or workshop and encourage them to do so | depends on the schedule of conference or workshop | | HoD, HoSs, HoU | |
| | 5. Maintain a database of staff pursuing research activities i.e. publishing research papers or conducting seminar/project etc. and provide the necessary support in accordance with the Staff Affairs policy. | depends on the schedule of conference or workshop | | HoD, HoSs, HoU | |
| 6.1.4 Provide training to staff to carry out applied research. | 1. Include training on applied research in the Staff Activity Planner | 1st September 2015 | 15th September 2015 | Staff Activity Coor. | |
| | 2. Implement the training as scheduled and specified in the planner. | depends on the schedule of trainings | | Staff Activity Coor. | |
| | 3. Evaluate the training. Review and act on the feedback | depends on the schedule of trainings | | Section Coordinators, Staff Activity Coordinator | |

7: We will foster mutually beneficial constructive partnership with various public and private sector organizations,

| APPROACH | | | | | | RESULTS |
|---|--|---|--|-------------------|---------------------------------------|---------------------|
| Sub-Goals | Key Performance Indicators | | | | | |
| | KPI NO | Indicator | Measure | Target | Timeframe & Responsibility | |
| 7.1 To enhance engagement with the Community at large. | 7.1.1.a | 7.1.1.a Industry and Community Engagement Policy. | Compliance with the policy. | 100% compliance | Annually- ADSA, Heads of Units, PMC. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 7.1.1 Implement the Industry and Community Engagement Policy. | 1. Remind the HoSs, OJT Coordinator, Course Project Coordinators of the provisions of Industry and Community Engagement Policy | | Every start of semester before the OJT students are sent out for their OJT | | HoD, Dept. PMC Coord. | |
| | 2. Monitor the implementation of the policy during the departmental audit. | | 5th January 2016 | 17th January 2016 | APS QA Coordinator | |
| | 3. Identify the areas of improvement and act on non-compliances. | | 5th January 2016 | 17th January 2016 | HoSs / HoU, OJT Committee | |

7: We will foster mutually beneficial constructive partnership with various public and private sector organizations,

| APPROACH | | | | | | RESULTS |
|------------------|-----------------------------------|---------------------------------------|----------------|---------------|---------------------------------------|----------------|
| Sub-Goals | Key Performance Indicators | | | | | |
| | KPI NO | Indicator | Measure | Target | Timeframe & Responsibility | |
| | | 7.2.1.a Joint initiatives/projects in | Number of | At least one | Annually- Heads | |

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|--|----------------|--|--------------------------------|--|---|
| 7.2.1.0 promote staff and student engagement with national and international professions and professional bodies and organizations. | 7.2.1.a | collaboration with national/international professions and professional bodies/organizations. | joint initiatives/projects | project/initiative annually per department. | Annually- Heads of Academic Units. |
| | 7.2.1.b | 7.2.1.b Activities with national/international professions and professional bodies. | Number of activities. | At least 1 activity per Unit. | Annually – ADAA, ADAF, Heads of Academic Units. |
| | | | Staff & Student participation. | 10% of staff participation. 10% of student participation. | Annually - ADAA, ADAF, Heads of Academic Units. |

| Deployment | | | | | | Improvements |
|--|---|--|--|-----------------|-----------------------|---------------------|
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 7.2.1. Facilitate joint initiatives/projects/activities with national and international professions and professional bodies and organizations. | 1. Identify some national or international projects / initiatives(of professional organizations) where APS students and staff can join or participate | | depends on the schedules set by the professional bodies | | HoD, HoSs / HoU | |
| | 2. Coordinate with ADAA/ADAF to identify the potential institutions for the purpose of joint initiatives/projects. | | depends on the schedules set by the professional bodies | | HoD, HoSs / HoU | |
| | 3. Support the implementation of the project or initiative in line with the Staff Affairs policy. | | depends on the schedules set by the professional bodies | | HoD, HoSs / HoU | |

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

| APPROACH | | | | | | RESULTS |
|------------------|-----------------------------------|------------------|----------------|---------------|---------------------------------------|----------------|
| Sub-Goals | Key Performance Indicators | | | | | |
| | KPI NO | Indicator | Measure | Target | Timeframe & Responsibility | |
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| 8.1 To ensure that College facilities and learning resources are well-managed, properly utilized and maintained | 8.1.3.a | 8.1.3.a The average section size. | The average section size for the three semesters. | ≤ 20 students. | Annually- ADAA (HODs), Head ELC. | |
| | 8.1.4.a | 8.1.4.a Teacher to student ratio. | The teacher to student ratio. | 1:20 | Annually- ADAA (HODs), Head ELC | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 8.1.3. Maintain optimal section size. | 1. After Sem-1 registration, collect the average section size of the department. | | 20th September 2015 | 1st October 2015 | Advising, Timetabling and Registration | |
| | 2. Deliberate on section size. | | 2nd October 2015 | 15th November 2015 | HoD, Advising, Timetabling and Registration | |
| | 3. Identify ways of improving the section size to the optimum. | | 2nd October 2015 | 15th November 2015 | HoD, Advising, Timetabling and Registration | |
| | 4. Prepare a detailed report on section size with constraints and limitations, recommendations and required actions. | | 2nd October 2015 | 15th November 2015 | Advising, Timetabling and Registration | |
| | 5. Forward the report to ADAA. | | 30th November 2015 | | HoD | |
| | 6. Collect feedback on resource requirements made for maintaining optimal section size from ADAA before start of Sem-II. | | 1st December 2015 | 15th December 2015 | HoD, Advising, Timetabling and Registration | |
| | 7. After Sem-2 registration, collect the average section size of the department. | | 17th January 2016 | 21st January 2016 | Advising, Timetabling and Registration | |

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| 8. Compare and analyze both semester data for identifying improvements and send the report to ADAA further action. | 1st February 2016 | 1st March 2016 | HoD, Advising, Timetabling and Registration |
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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. | 8.2.2.a | 8.2.2.a Training events conducted for academic advisors, students & counselors. | Number of training events conducted for academic advisors, students & counselors. | At least 1 training event for academic advisors a year per academic department. | Annually- ADSA (College Registrar, Department Registrars) HoDs. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| 8.2.2 Improve academic advising and counseling | 1. Arrange the resources for orientation and advising New students in Sem-I. | | 1st September 2015 | 14th September 2015 | Diploma Year 1 Coordinator | |
| | 2. Conduct Orientation session for New students in Sem-I. | | 15th September 2015 | 30th September 2015 | Diploma Year 1 Coordinator | |
| | 3. Arrange the resources for orientation and advising New students in Sem-II. | | 3rd January 2016 | 10th January 2016 | Diploma Year 1 Coordinator | |
| | 4. Conduct Orientation session for New students in Sem-II. | | 11th January 2016 | 30th January 2016 | Diploma Year 1 Coordinator | |

advising and counselling services provided to students.

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| 5. Prepare a schedule of one/two training events for advisors to be conducted in Sem-1 and /or Sem 2 of AY 2015-16. | See staff activity Plan | Staff Activity Coordinator |
| 6. Conduct event in semeste1/2 and collect feedback on event and document the event. | See staff activity Plan | Staff Activity Coordinator and Section |
| 7. Submit a report of the feedback to the APS DC and the QA Coordinator | 1st April 2016 | 15th May 2016 Staff Activity Coordinator |

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 | |
| 8.3 To improve staff support services towards improving their work environment. | 8.3.1.b | 8.3.1.b Events organized by the Units. | Number of events organized by Units. | At least 2 social events a year per Unit. | Annually - Heads of Units. | |
| Deployment | | | | | | Improvements |
| Strategies | Implementation steps | | Start Date | End Date | Responsibility | |
| | 1. Include 2 or more social event in the Staff Activity Planner | | 1st September 2015 | 15th September 2015 | Staff Activity Coordinator | |

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| 8.3.1 Organize social events to improve staff work environment and recognize staff achievements. | 2. Conduct the social activity (1) as planned and get feedback | Nov. 18, 2015 (Oman National Day Celebration) | | Staff Activity Coordinator, Section | |
| | 2. Conduct the social activity (2) as planned and get feedback | July (Department Annual Party) | | Staff Activity Coordinator | |
| | 3. Review the feedback and consider them in the next activity | 28th August | 15th September | Staff Activity Coordinator, Section | |
| | 4. Submit a report of the feedback to the APS DC and the QA Coordinator | 2016 | 2016 | Coordinator | |