

**HIGHER COLLEGE OF TECHNOLOGY**

**Department of Applied Science**



# **OPERATIONAL PLAN**

**(With DAS Management Review Results and Improvement Actions)**

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**2012/2013**

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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>Governance and Management</b>	Goal 2. We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles	Objective 2.b: To attain an efficient and effective QMS by 2012	2.b.iii Ensure information is documented and disseminated properly		
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Availability and accessibility of key documents and public interest plans for stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Internal audit findings and observations</li> </ul>	<ul style="list-style-type: none"> <li>Annual report, Self Assessment Reports, Operational Plan and other documents that are essential to the operation and management of the sections and the department are properly and timely disseminated and updated as needed</li> </ul>	Webpage Coordinator	<p><b>Met Target</b> as evidenced by the uploading and updating of the department's pertinent documents in the DAS webpage of HCT's website, thus making them available to students, staff and other stakeholders.</p>	The department through its webpage coordinator, HoS Office Coordinators and Academic Coordinators coupled with the management and supervision of the DAS Council which is headed by the HoD, will sustain this mechanism of information dissemination in the light of open communication and transparency.	

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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>Governance and Management</b></p>	<p>Goal 2 We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles</p>	<p><i>Objective 2.b: To attain an efficient and effective QMS by 2012</i></p>	<p>2.b.iv Incorporate ADRI into quality management and activities</p>	<p style="text-align: center; font-size: 2em; margin: 0;">D</p> <p style="text-align: center; margin: 0;">e p l o y m e n t</p> <ul style="list-style-type: none"> <li>Invite a QAC or QAD representative to re-orient the staff and members of the DC Council on the principles and concepts of ADRI cycle and how it can be integrated into the activities and management of the department by the DC Council.</li> <li>Encourage the HoSs to discuss the ADRI cycle and find ways on how it can be integrated into the activities of the different sections</li> </ul>

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<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Self-assessment exercises and reports</li> </ul>	<ul style="list-style-type: none"> <li>• Number of recommendations made in internal audits</li> <li>• QAD feedback based on self-assessment reports &amp; audits</li> </ul>	<ul style="list-style-type: none"> <li>• Annual decrease in number of relevant recommendations from 2009-2012</li> <li>• Affirmation of implementation of ADRI</li> </ul>	DC Council  Lecturers	<p><b>Met Target</b> as evidenced by a significant decrease in the number of recommendations given by the QAD in the recent audit / visit</p> <p>ADRI is implicitly implemented in the department as evidenced by the use of such principle in the preparation, implementation and evaluation of the DAS Operational Plan</p>	<p>The department will continually sustain its effort to implement the recommendations of QAD and OAAA as stipulated in their audit reports. Likewise, it will continually sustain its effort in monitoring the implementation of the said recommendations.</p>

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	<b>Area</b>	<b>Goal</b>	<b>Sub-Goal/Objective</b>	<b>Strategies</b>	<b>D</b>	<b>Implementation Steps</b>
<p><b>A</b> p p r o a c h</p>	<p><b>Governance and Management</b></p>	<p>Goal 2 We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles</p>	<p>Objective 2.b: To attain an efficient and effective QMS by 2012</p>	<p>2.b.vi Require an annual self - assessment report coupled with internal audit for all units covering all areas of College activity</p>	<p>e p l o y m e n t</p>	<ul style="list-style-type: none"> <li>• Conduct an internal audit within the department that is based on the nine domains in the strategic plan and the recommendations of QAD and OAAA</li> <li>• Submit the results of internal audit to the concerned sections / unit</li> <li>• Prepare and submit a self assessment report. Results of management review of the Operational Plan, Implementation of QAD and OAAA recommendations and the result of internal audit should be included in the report</li> </ul>

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<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>Submission of Self Assessment Reports to the Dean's office</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on report content from the QAC</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% of recommendations of OAAA and QAD and the targets in the Operational Plan has been implemented / achieved</li> </ul>	QA Coordinator and other academic coordinators  HoSs and Unit Coordinator  HoD	<b>Somehow met target.</b>  Some of the recommendations of OAAA that are applicable and achievable at the department's level have been implemented as shown in the Strategic Plan Achievement Report of the DAS.  QAD audit report of last year commended the	The DAS continually supports and helps the College in its effort to implement the recommendations of OAAA and QAD.

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				<p>department in its effort to implement all their recommendations.</p> <p>Almost all the targets in the DAS Operational Plan for 2012 -2013 have been achieved.</p>	
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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	Goal 2 We will provide excellent governance and administration, and transparency and act at all times according to strong ethical principles	Objective 2.d: To improve health, safety, security, and environment in the College campus	2.d.ii Improve health and safety awareness among students and staff in the Department of Applied Sciences		<ul style="list-style-type: none"> <li>Schedule a forum / seminar on health and safety policies and procedures to be attended by the DAS students and teaching staff (Support staff had their seminar – workshop in 2<sup>nd</sup> semester 2011 - 2012 )</li> <li>Conduct fire and earthquake drill once a year</li> </ul>
Deployment				R  e s u l t	I  m p r o v e m e n t  A c t i o n	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Staff and students awareness of health and safety policy, procedures, and measures</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff and students who attended the awareness session</li> <li>Conduct of emergency (fire,</li> </ul>	<ul style="list-style-type: none"> <li>100% implementation of the health and safety policy</li> <li>Once every academic year</li> </ul>	Health, Safety and Environment Coordinator and the other members of the HSE committee	<p><b>Somehow met target.</b> Majority of the staff have attended in-house sessions / seminars / trainings sponsored and or endorsed by the</p>	Health and Safety Awareness campaign / sessions will be extended to the students and to the new staff. The DAS Health and Safety Coordinator will coordinate with the Health and Safety Committee of the College for the conduct of emergency drill.	



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	earthquake) drill			Health and Safety Committee of the Department  Did not meet target. No emergency drill has been conducted by the department nor the College	
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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 Programs</b>	Goal 1: We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	Objective 1.a: To enhance student self-directed and lifelong learning	1.a.i Devise and conduct student-focused assessment		<ul style="list-style-type: none"> <li>Review and revise the assessment profile of the department to include student focused assessments such as project, presentation, structured assignments and others in courses where they are applicable</li> <li>Include the results of the above student focused assessments in the calculation of marks / grades of students.</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Use of student-centered methods in learning and assessment activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of student-centered components such as presentations, papers</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of student-centered assessment components such as</li> </ul>	DAS Council, Examination Committee	<b>Somehow met target</b> as evidenced by the use of project presentation	A seminar/workshop on student centered teaching-learning strategies or methodologies and assessments should be conducted	

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	<p>or projects produced as part of course work</p> <ul style="list-style-type: none"> <li>• Teacher feedback on the quality of papers or projects produced by student as part of course work</li> </ul>	<p>presentations, papers, or projects produced by student as part of course work from</p> <ul style="list-style-type: none"> <li>• Positive teacher feedback on the quality of work produced in student-centered activities</li> </ul>		<p>or reports of students as assessments tools in project courses and in some practical / laboratory courses</p>	<p>for both top management and teaching staff. This is to ensure that if a lecturer uses student-centered teaching strategies and assessments, s/he gets the support of the HoS or HoD who should be convinced first that student-centered teaching-learning strategies and assessments can improve the quality of education in the department.</p>
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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> <sub>eployment</sub>	<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>			
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Increase in utilization of the e-learning portal</li> <li>Utilization of online and electronic services/systems</li> </ul>	<ul style="list-style-type: none"> <li>Number of active courses on e-learning portal</li> <li>statistics of the e-learning</li> </ul>	<ul style="list-style-type: none"> <li>Majority of the lecturers have posted in the e-learning portal, student self directed learning activities and tests that are checked by the course coordinator and</li> </ul>	Lecturers, e-learning coordinator, course coordinators and HoSs	<b>Met target.</b> Despite some minor problem, lecturers of the department have managed to upload their course materials in the e-		
				The department through its HoSs and e-learning coordinator will continue to encourage the teaching staff to maximize the use of the e-learning portal of the College.		

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		approved by the HoS		learning		
<b>A</b> p p r o a c h	<b>Area</b>	<b>Goal</b>	<b>Sub-Goal/Objective</b>	<b>Strategies</b>	<b>D</b> e p l o y m e n t	<b>Implementation Steps</b>
	<b>Student Learning by Coursework Programs</b>	Goal 1: We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	Objective 1.a: To enhance student self-directed and lifelong learning	1.a.iii Collect and critically analyze student feedback on the quality of learning experience		<ul style="list-style-type: none"> <li>Float the course evaluation instrument to at least 30% of the student population of the department</li> <li>Analyze the result of the evaluation and prepare an action plan on the critical issues identified.</li> <li>Implement the action plan</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
<b>Indicator</b>	<b>Measure</b>	<b>Targets</b>	<b>Responsibility</b>			
<ul style="list-style-type: none"> <li>Student evaluation of course and learning experience</li> </ul>	<ul style="list-style-type: none"> <li>For HCT as a whole and by academic department, annual aggregated data of responses to the question "Overall, I was satisfied with the quality of this course":</li> </ul>	<ul style="list-style-type: none"> <li>Average response of <math>\geq 3.5</math> out of 5 on a 5-point scale for 70% of the sample (all courses)</li> <li>Annual reduction in the number of negative remarks / appeals in reports</li> </ul>	Course Coordinators, Section Coordinator  QA Coordinator, HoSs	<b>Met Target.</b> Course evaluation by the students, and staff was conducted. As reflected in the result, the average response is _____.	Results of the course evaluation will be forwarded to the course coordinators and concerned head of section so that the feedback will be considered and incorporated in the revised delivery plan / course outline of the different courses.	

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	<ul style="list-style-type: none"><li>• Average response</li> <li>• Observations from random student exit interviews</li></ul>				
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Area		Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
A p p r o a c h	<b>Student Learning by Coursework Programs</b>	Goal 1: We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	Objective 1.a: To enhance student self-directed and lifelong learning	1.a.iv Improve teaching quality		
	<b>D</b> eployment				<b>R</b> esult	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>						
Indicator		Measure	Targets	Responsibility		

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<ul style="list-style-type: none"> <li>Student evaluation of teaching</li> </ul>	<ul style="list-style-type: none"> <li>Annual aggregated data of the result of evaluation of teaching by the students</li> </ul>	<ul style="list-style-type: none"> <li>Average response of <math>\geq 3.5</math> out of 5 on a 5-point scale for at least 30% of the sample</li> </ul>	<p>HoD,  HoS,  Unit Coordinator,  Staff Activity Coordinator,  QA Coordinator,  HoS Coordinators</p>	<p><b>Met Target.</b> Online and on-site evaluation of teaching was undertaken by the students for those lecturers identified by the Heads of Sections / Unit. An internal / departmental decision was arrived at by the DAS Council pertaining to the matter. Based on the said decision, only those lecturers whose previous evaluation is below “very good” will be evaluated and also those lecturers that were complained by the students. The latter will have to be done in order to verify the complaint.</p>	<p>Provision for 100% on-line evaluation of lecturers by the students will be considered for next academic year. This is to ease the burden of manual tallying, collating and summarizing the results of the evaluation.</p>
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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 Programs</b>	Goal 1: We will offer to all students high quality teaching and learning opportunities in line with the requirements of the market (needs).	Objective 1.c: To enhance employment opportunities for students through value-based education and high quality training	1.c.ii Activate career counseling		<ul style="list-style-type: none"> <li>Plan and conduct "Career Day" by inviting competent speakers to speak about the possible career paths for DAS graduates</li> </ul>
<b>D<sub>eployment</sub></b>				<b>R<sub>esult</sub></b>	<b>I<sub>mprovement Action</sub></b>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	<b>No data available</b>	A tracking mechanism of alumni should be considered by the Student Affairs Office or the CAB in the Strategic and Operational Planning in order to assess objectively the employability of HCT graduates	
<ul style="list-style-type: none"> <li>Employment of HCT graduates</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of graduates employed within a year of graduation</li> </ul>	<ul style="list-style-type: none"> <li>Annual increase in percentage from 2010-2013</li> </ul>	Student activity coordinator  Department OJT coordinator			

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Area	Goal	Sub-Goal/Objective	Strategies	Implementation Steps
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Program</b>  Goal 4: We will keep up with modern developments in technology through analysis of market needs in curriculum review process	Objective 4.a: To keep abreast with modern technology	4.a.ii Conduct seminar and invite guest lecturer	<ul style="list-style-type: none"> <li>• Review and finalize the Staff Activity Plan where results of / training needs analysis are incorporated</li> <li>• Design a seminar/workshop based on the result of needs analysis</li> <li>• Invite a guest lecturer to conduct the seminar/workshop</li> <li>• Evaluate the impact of the seminar</li> </ul>
<b>D</b> eployment				<b>R</b> esult
<b>I</b> mprovement Action				
Key Performance Indicators (KPIs)				
Indicator	Measure	Targets	Responsibility	
<ul style="list-style-type: none"> <li>• Scheduled programs, departmental and College, of seminars/lectures on related topics</li> </ul>	<ul style="list-style-type: none"> <li>• Number of seminars/lectures held on related topics</li> <li>• Staff attendance</li> <li>• Feedback statistics</li> </ul>	<ul style="list-style-type: none"> <li>• At least two seminar workshop are conducted</li> <li>• At least 80% of staff has attended the seminars</li> <li>• A satisfaction response of <math>\geq 3</math> on a 5-point scale by <math>\geq 70\%</math> of the sample for</li> </ul>	HoSes  Staff Activity Coordinator	<b>Exceeded target.</b> A total of seven seminars / trainings were conducted by the department through the initiative of the Staff Activity Coordinator and approval of the Heads of Sections and Head of the
				The DAS Council through the HoD verbalized her plan to sustain this endeavor and to have at least two seminars / workshops / trainings per semester. This is to avoid overburdening the staff with a lot of professional development activities.

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		each event		Department, for professional development of the staff. Although the staff members were not compelled to attend, majority of them attended the said professional development activities as reflected in the percentage of staff attendance in the said activities.	
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<b>A</b> p p r o a c h	Area	Goal	Sub-Goal/Objective	Strategies	<b>D</b> e p l o y m e n t	Implementation Steps
	<b>Student Learning by Coursework Program</b>	Goal 4: We will keep up with modern developments in technology through analysis of market needs in curriculum review process	Objective 4.c: To establish Curriculum Review Framework (i.e., policies and procedures) in collaboration with MoM	4.c.ii Collect student and teacher feedback on courses or programs		
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<b>Somehow met target.</b> The department has conducted course and program evaluation by the students and staff	Results of the course and program evaluation will be forwarded to the course coordinators, program coordinators, heads of sections and specialization committee for their proper and appropriate actions on the results of the evaluation.	
<ul style="list-style-type: none"> <li>Revised and improved program degree plan and delivery plans of the different courses of each section / unit</li> </ul>	<ul style="list-style-type: none"> <li>Action plan</li> <li>Result of evaluation of the implementation of the plan</li> </ul>	<ul style="list-style-type: none"> <li>Action plan is ready by October 2012</li> <li>Result of the review and evaluation of the implementation of the plan by June 2013</li> </ul>	Specialization Committee (Biology, Chemistry, Environmental Sciences and Physics)  Course and Program Coordinators  DAS Council			

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Area	Goal	Sub-Goal/Objective	Strategies	Implementation Steps
<b>A</b> p p r o a c h	<b>Student Learning by Coursework Program</b>  Goal 4: We will keep up with modern developments in technology through analysis of market needs in curriculum review process	Objective 4.c: To establish Curriculum Review Framework (i.e., policies and procedures) in collaboration with MoM	4.c.iv Increase and facilitate the direct involvement of the profession and industry in program and course development	<b>D</b> e p l o y m e n t  <ul style="list-style-type: none"> <li>Review the result of program evaluation by industries</li> <li>Consider the results of the evaluation in the revision of program degree plan and course delivery plans</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>
<b>Key Performance Indicators (KPIs)</b>				<b>I</b> <sub>mprovement Action</sub>
Indicator	Measure	Targets	Responsibility	
<ul style="list-style-type: none"> <li>Active involvement of the professionals and industry in program and course development</li> </ul>	<ul style="list-style-type: none"> <li>Number of programs and courses where the results of industry evaluation are incorporated</li> </ul>	<ul style="list-style-type: none"> <li>100% of the programs and courses have been reviewed and revised</li> </ul>	Specialization Committee  Course and Program Coordinators  DAS Council	<b>Somehow met target.</b> Program evaluation was conducted by the department for its two programs, namely, Applied Biology and Applied Chemistry. Results of the evaluation will be
				Results and feedback of industries on the evaluation will be deliberated upon by the Specialization Committee for a possible revision of the program and course contents to meet the market demand and the need of the industry.

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				handed over to the HoSs and Head of Specialization committee for a possible review and revision of the programs and courses.	
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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>	Goal 6: We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards	Objective 6.a: To ensure that students graduate with the desired attributes	6.a.i Ensure national standards (Oman Qualification Framework) are met through curricular and pedagogical process	e p l o y m e n t	<ul style="list-style-type: none"> <li>Verify with CAB or ADAA through QAC of their plan / decision on this strategy</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Response of CAB / ADAA through QAC</li> </ul>		<ul style="list-style-type: none"> <li>Response of CAB / ADAA has been received by October 2012</li> </ul>	HoD	<b>Did not meet target.</b> The department is still waiting for the decision of CAB regarding Oman Qualification Framework being incorporated in the curricular and pedagogical process of the College	The College through CAB decision must decide whether this strategy and target will have to be carried over in the next strategic planning.	

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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>	Goal 6: We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards	Objective 6.a: To ensure that students graduate with the desired attributes	6.a.ii Link graduate attributes with teaching, learning and assessment processes		<ul style="list-style-type: none"> <li>Review and approval of the proposed delivery plan format where graduate attributes are incorporated and linked to the topics and learning outcomes</li> <li>Implementation of the approved delivery plan</li> </ul>
<b>D<sub>eployment</sub></b>				<b>R<sub>esult</sub></b>	<b>I<sub>mprovement Action</sub></b>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	<b>Met target.</b> Graduate attributes of the College are mapped -out and aligned to the learning outcomes and topics / subject matters	The Colleges of Technology will review and revise the graduate attributes based on the recommendations / suggestions of the stakeholders of the Colleges of Technology. Delivery Plans will be revise accordingly.	
<ul style="list-style-type: none"> <li>Approved delivery plan with graduate attributes are integrated</li> </ul>	<ul style="list-style-type: none"> <li>Feedback of lecturers on the approved delivery plan</li> </ul>	<ul style="list-style-type: none"> <li>100% implementation of the approved delivery plan where the graduate attributes are incorporated</li> </ul>	HoSs / Unit Coordinator  Course Coordinators  Lecturers			



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<b>A</b> p p r o a c h	<b>Student Learning by Coursework Program</b>	Goal 6: We will provide society with graduate who are equipped with appropriate technological knowledge and personal / professional skills according to international standards	Objective 6.b: To provide students with opportunities for personal development and acquisition of personality skills	6.b.ii Recognize student leadership potential	e p l o y m e n t  <ul style="list-style-type: none"> <li>Conduct leadership training</li> <li>Sustain and encourage the involvement of student leaders in the activities of the department and the college in general</li> <li>Schedule a recognition day for students with exemplary leadership performance</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
Key Performance Indicators (KPIs)					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>Identification and involvement of student leaders</li> </ul>	<ul style="list-style-type: none"> <li>Number of students elected for leadership roles</li> <li>Number of students awarded for active involvement</li> </ul>	<ul style="list-style-type: none"> <li>Student leaders are actively involved in the activities of the department and the college as evidenced by their attendance and active participation</li> <li>At least one student in</li> </ul>	HoSs,  Student. Activity Coordinator.	<ul style="list-style-type: none"> <li><b>Somehow met target.</b> Student leaders are involved in the planning and implementation of the activities of Science Club and other activities of the department</li> <li><b>Did not meet the</b></li> </ul>	Students who have the potential to lead the departmental activities must be tapped so that they will be encouraged and motivated to participate in departmental activities. This will also be an opportunity for them to show and at the same time enhance their potentials.  Student leaders who are actively

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		each section is awarded.		<b>target.</b>	involved in departmental activities must be given due recognition or award.
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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>Industry and Community Engagement</b>	Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large	Objective 5.c: To establish relationships with professional bodies	5.c.i Encourage membership in professional bodies where appropriate		
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<b>Did not meet target.</b> Despite the effort exerted by the DAS Council to encourage the staff to become members of professional bodies by uploading list of professional bodies in the Department's webpage, there was no significant	Provisions for staff membership to professional bodies should be included in the Staff Appraisal.	
<ul style="list-style-type: none"> <li>Staff and student membership in professional bodies</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff and student members in professional bodies</li> <li>Number of staff and students in boards of national professional bodies</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of staff and student members in professional bodies from 2009 to 2013</li> <li>Increase in number of staff and student members in boards of national professional bodies from 2009 to 2013</li> </ul>	HoD, HoSs Unit Coordinator			

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				increase in the membership of staff to professional bodies	
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Area	Goal	Sub-Goal/Objective		Strategies	Implementation Steps		
<b>A</b> p p r o a c h	<b>Industry and Community Engagement</b>	Goal 5: We will foster an open and fruitful relationship with public and private sector organizations and with the community at large	Objective 5.e: To establish and maintain relationships with alumni		5.e.ii Publish College – level newsletter featuring HCT events, staff, students and alumni	<b>D</b> e p l o y m e n t	<ul style="list-style-type: none"> <li>Instead of a newsletter the department will continue to improve and update its webpage in the College website and features DAS events, staff, students and alumni</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>		
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets	Responsibility				
<ul style="list-style-type: none"> <li>Updated DAS webpage</li> </ul>	<ul style="list-style-type: none"> <li>Regular updating of the webpage</li> </ul>	<ul style="list-style-type: none"> <li>DAS webpage is updated as often as possible</li> </ul>	Webpage coordinator  HoD  HoSs  Unit Coordinator				
				<b>Met Target.</b> The DAS Webpage is regularly updated by the Webpage Coordinator as directed by the HoD	The DAS webpage should be regularly updated and must be sustained. This is to ensure efficient and effective information dissemination.		

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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.a: To upgrade the College educational resources services	7.a.iv Improve the quality and quantity of educational and reference materials in the library		<ul style="list-style-type: none"> <li>The department will continue to acquire books and other reference materials and coordinate its activities related to this matter to the college library</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<p><b>Met target.</b> The department through its sections is continuously acquiring books and forwarding them to the College library for students and staff members to use. This is in addition to the e-brary books that have</p>	<p>The department through the College library should see the possibility of subscribing to major scientific journals that are related to the courses offered in the department</p>	
<ul style="list-style-type: none"> <li>New educational and reference materials available for DAS students and staff in the library</li> </ul>	<ul style="list-style-type: none"> <li>Number of new educational and reference materials available for DAS students and staff in the library</li> </ul>	<ul style="list-style-type: none"> <li>Number of new titles/items added</li> </ul>	<p>HoD, HoSs</p>			

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				been recently acquired by the College library.	
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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
	Academic Support Services	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.a: To upgrade the College educational resources services	7.a.vi Require academic units to submit requests for learning resources as an annual standardized procedure		<ul style="list-style-type: none"> <li>Require each section of the department to submit the list of books and learning references needed by the students and staff at the end of academic year in preparation for the coming academic year.</li> </ul>
D e p l o y m e n t				R e s u l t	I m p r o v e m e n t A c t i o n	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Submission of annual requests from HoSs / Unit Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Number of requests received annually</li> </ul>	<ul style="list-style-type: none"> <li>List of request is submitted in June 2013</li> </ul>	HoD Unit Coordinators			<b>Met Target.</b> List of learning resources, particularly books is submitted by the heads of sections to the HoD Office or MoM.



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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.b: To enhance information and learning technology services		7.b.iii Develop e-learning content (and provide flexibility in teaching and content management to allow for such development)	e p l o y m e n t	<ul style="list-style-type: none"> <li>Continue to account the courses that are already in the e-learning portal</li> <li>Require the lecturers who have not used the e-learning portal to use it</li> <li>Continue to monitor and evaluate the use of the e-learning portal in the teaching and learning process</li> </ul>
	<b>D</b> <sub>eployment</sub>					<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>							
Indicator	Measure	Targets		Responsibility			
<ul style="list-style-type: none"> <li>Existence of e-learning content</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of active courses with e-content on the e-learning portal</li> </ul>	<ul style="list-style-type: none"> <li>100% of courses provided by DAS have e-learning material available by 2013</li> </ul>		HoSs  e-learning coordinator	<b>Met Target.</b> Majority of the courses in the department have their materials available in the e-learning portal	The learning materials that are uploaded in the e-learning portal should be regularly updated if not revised.	

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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>Goal 7 We will provide excellent student services that support learning in technological education</p>	<p>Objective 7.b: To enhance information and learning technology services</p>	<p>7.b.v Provide and improve training for staff on the use of educational technology</p>	<p style="font-size: 2em; margin: 0;">D</p> <p style="margin: 0;">e p l o y m e n t</p>	<ul style="list-style-type: none"> <li>• Continue to collaborate with ETC in organizing and scheduling 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)</li>   <li>• Continue to encourage the lecturers to maximize the use of the educational technology resources that they have learned</li> </ul>

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<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Provision of quality training for staff on the use of educational technology</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training workshops held</li> <li>• Percentage of staff trained</li> </ul>	<ul style="list-style-type: none"> <li>• ≥ 1 workshop every semester</li> <li>• 70% of staff receive the needed training by 2012</li> </ul>	HoSs,  e-learning coordinator	<b>Met Target.</b> Training and updating on the use of educational technology is regularly conducted by the department through the e-learning coordinator in collaboration with ETC.	New staff members are compelled to attend the training considering the fact that e-learning is a part of the teaching and learning mechanism in the College

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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.c: To improve academic advising services provided to students	7.c.i Provide Advisor's training		<ul style="list-style-type: none"> <li>The academic adviser committee will conduct a seminar / training on academic advising at the start of the academic year.</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility	<b>Met target.</b> The Advising committee of the department is periodically conducting training on advising.	New staff members in the department must be required to attend this kind of training.	
<ul style="list-style-type: none"> <li>Training provided to academic advisors</li> </ul>	<ul style="list-style-type: none"> <li>Number of training sessions/programs</li> </ul>	<ul style="list-style-type: none"> <li>One seminar or training per year</li> </ul>	Committee. on Academic Advising			

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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>Goal 7 We will provide excellent student services that support learning in technological education</p>	<p>Objective 7.c: To improve academic advising services provided to students</p>	<p>7.c.ii Disseminate information to students (e.g. induction, forums and electronic means, etc.)</p>	<p>e p l o y m e n t</p>	<ul style="list-style-type: none"> <li>• Plan and conduct orientation program (induction program) for new intake every semester.</li> <li>• Include in the department's webpage a link to news, announcements or updates.</li> <li>• Regularly update bulletin and notice board particularly on student concerns and activities.</li> <li>• Evaluate student satisfaction on the availability of information that concern them</li> </ul>

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<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Student evaluation of information availability</li> </ul>	<ul style="list-style-type: none"> <li>• Student satisfaction with the availability of needed information-statistics from completed feedback surveys</li> </ul>	<ul style="list-style-type: none"> <li>• <math>\geq 3</math> on a 5-point scale for 70% of the sample annually</li> </ul>	HoD, HoSes, Certificate Level Coordinator, Student Activity Coordinator Webpage Coordinator	<b>Met Target.</b> Result of the survey showed a 3.36 average.	Students should be updated of any development and information related to curricular and co-curricular activities of the department.

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	<b>Area</b>	<b>Goal</b>	<b>Sub-Goal/Objective</b>	<b>Strategies</b>		<b>Implementation Steps</b>
<p><b>A</b> p p r o a c h</p>	<p><b>Academic Support Services</b></p>	<p>Goal 7 We will provide excellent student services that support learning in technological education</p>	<p>Objective 7.c: To improve academic advising services provided to students</p>	<p>7.c.iii Improve advising environment</p>	<p><b>D</b> e p l o y m e n t</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Monitor and evaluate adviser's performance through student feedback which will be done formally and informally</li> </ul>

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<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Student satisfaction with the advising environment</li> </ul>	<ul style="list-style-type: none"> <li>• Student satisfaction with the advising environment-statistics from completed feedback surveys</li> </ul>	<ul style="list-style-type: none"> <li>• ≥ 3 on a 5-point scale for 70% of the sample annually</li> </ul>	HoSes  Time tabling Coordinator  Registrar	<b>Met Target.</b> Result of the survey shows a 3.67 average	Evaluation of advising, registration and information dissemination should be periodically conducted.



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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.d: To improve student learning support services	7.d.iii Prepare learning support staff for learning support task		<ul style="list-style-type: none"> <li>Prepare a training plan for support staff (Laboratory technicians) based on the result of training needs analysis and staff appraisal</li> <li>Schedule the most urgent trainings needed by the laboratory technicians</li> <li>Monitor and evaluate the conduct of the trainings</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<b>Exceeded target.</b> Four trainings related to the work of laboratory technicians have been conducted. Results of evaluation showed a mean average which is greater than 3.5	Laboratory Technicians should continuously upgrade their skills.	
<ul style="list-style-type: none"> <li>Training provided to staff working in learning support</li> </ul>	<ul style="list-style-type: none"> <li>Number of training sessions</li> </ul>	<ul style="list-style-type: none"> <li>At least one session per semester and as needed</li> </ul>	HoSs,  Staff Activity Coordinator			

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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.e: To improve teaching resources	7.e.i Develop a policy for the utilization and maintenance of physical resources		
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Existence of department policy on utilization and maintenance of physical resources</li> </ul>	<ul style="list-style-type: none"> <li>DAS Council approval of the policy</li> </ul>	<ul style="list-style-type: none"> <li>Policy submitted to the QA Coordinator by November 2012</li> <li>QA Coordinator include the policy in the DAS Quality Submanual by December 2012</li> </ul>	HoSs, HoD and HoS Coordinators Laboratory Technicians assigned by the HoSs  QA Coordinator	<b>Met Target.</b> Instead of a policy, some guidelines on the use and maintenance of laboratory equipment are included in the	A regular audit on the maintenance of the laboratory equipment should be conducted by the department's internal quality auditors	

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				department's laboratory sub manual.	
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Area	Goal	Sub-Goal/Objective		Strategies	Implementation Steps
<b>A</b> p p r o a c h	<b>Academic Support Services</b>  Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.e: To improve teaching resources		7.e.ii Conduct regular training of Staff on the use of teaching resources	<ul style="list-style-type: none"> <li>• Include in the annual activities of the department the periodic training on the use of teaching resources</li> <li>• Conduct the training as scheduled</li> <li>• Request for a competent speaker / trainer to conduct the scheduled training</li> <li>• Monitor and evaluate the conduct of the training</li> </ul>
	<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Provision of training to staff on the use of teaching resources</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of staff receiving training on the use of teaching resources</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of teaching staff receive such training/induction by June 2013</li> </ul>	HoS  Staff Activity. Coordinator.	<b>Met target.</b> Trainings on the use of newly acquired equipment / instruments have been conducted and all laboratory technicians were compelled to undergo the said trainings.	Regular trainings should be scheduled most especially for new laboratory technicians and teaching staff.

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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>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.e: To improve teaching resources	7.e.iii Control the use of printing and materials reproduction services by establishing policies and procedures		<ul style="list-style-type: none"> <li>• Design a policy and procedure on the requisition and approval of printing and material reproduction</li> <li>• Require all HoSs of the department to discuss and fully implement the policy and procedure</li> <li>• Document and give sanction to any violation of the policy and procedure</li> <li>• Monitor and evaluate the implementation of the policy and procedure</li> </ul>
<b>D</b> <sub>eployment</sub>					<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>• Existence of a policy and procedures for controlling the use of printing and materials reproduction services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff awareness of the relevant policy &amp; procedures</li> <li>• Feedback from internal audits</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of staff aware of the policy by October 2012</li> <li>• Full compliance by Summer of 2012 - 2013</li> </ul>	HOD  HoSs	<b>Met target.</b> A policy on printing and reproduction of teaching and learning materials have been drafted and uploaded	A review of the policy will have to be conducted in the light of its full implementation.	

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				under QA in the department's webpage for information dissemination and implementation	
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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 and Student Support Services</b>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.b: To create a growth-conducive environment for students in HCT	7.b.i Display Honor List in academic departments every semester and Dean's List every Year		<ul style="list-style-type: none"> <li>Identify students who should be in the Honor List and dean's List.</li> <li>Display the list in Bulletin Boards and webpage of the department</li> <li>If time and logistics warrant, recognition / awarding day for the said students should be scheduled and conducted.</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Recognition of achieving students by their departments and at the College level</li> </ul>	<ul style="list-style-type: none"> <li>Display of student academic achievement in academic departments and the College</li> </ul>	<ul style="list-style-type: none"> <li>An Honors List in each academic dept every semester and a Dean's List every academic year</li> </ul>	Department Registrar  HoSs  HoD	<b>Met Target.</b> Students' Honor List is displayed in the department's bulletin board and uploaded in the department's webpage. The Honor List is periodically	The department will see the possibility of giving certificate of merit to the students in the honor list. The department will sustain this endeavor of giving due recognition to students who showed exemplary academic achievement.	

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				updated by the staff in the DAS Operation Room	
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Area	Goal	Sub-Goal/Objective	Strategies	D e p l o y m e n t	Implementation Steps
<b>A</b> p p r o a c h	<b>Student and Student Support Services</b>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.c: To promote positive student behavior	7.c.ii Use intrusive advising with some students as needed	<ul style="list-style-type: none"> <li>Require advisers to identify advisees who need intrusive advising</li> <li>Advisers must schedule advising session once a week</li> <li>Evaluate and get feedback from advisees about their adviser</li> <li>Collate the result and inform the concerned advisees of the result of evaluation</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
<b>Key Performance Indicators (KPIs)</b>					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>Student satisfaction with intrusive advising services</li> </ul>	<ul style="list-style-type: none"> <li>Student rating of intrusive advising services as collected from completed feedback questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>≥ 3 on a 5-point scale for 70% of the sample annually</li> </ul>	HoD, HoSs  Academic advising Committee	<b>Met Target.</b> Result of the evaluation on advising shows an average of 3.67.	A 1-hour adviser's time for their advisees should be allotted every week. This gives the advisers the opportunity to know and guide more their advisees.

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Area	Goal	Sub-Goal/Objective		Strategies	D e p l o y m e n t	Implementation Steps
A  p p r o a c h	<b>Student and Student Support Services</b>	Goal 7 We will provide excellent student services that support learning in technological education	Objective 7.c: To promote positive student behavior			7.c.iii Reward model student behavior
D <sub>eployment</sub>					R <sub>esult</sub>	I <sub>mprovement Action</sub>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Recognition of model student behavior</li> </ul>	<ul style="list-style-type: none"> <li>Number of students recognized for model behavior</li> </ul>	<ul style="list-style-type: none"> <li>Recognition be given by June 2013</li> </ul>	HoD  HoSes  Student Activity Coordinator		Did not meet target	Inclusion of this strategy and target should be considered in the next planning of student activities of the department.

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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> esult	<b>I</b> mprovement Action	<b>Key Performance Indicators (KPIs)</b>		
	Indicator	Measure	Targets	Responsibility		
	<ul style="list-style-type: none"> <li>Existence of a College policy and procedures on severance</li> <li>Implementation of the College policy</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the policy by the CB</li> </ul>	<ul style="list-style-type: none"> <li>Policy approved and published in QAM by December 2012</li> </ul>	HoD	<p><b>Somehow met target.</b> A policy and procedure on severance has been drafted by QAC and it is under review by the CAB.</p>	<ul style="list-style-type: none"> <li>Actively participate in the formulation of policy on severance, appeals and exit interview by giving suggestions</li> </ul> <p>The policy and procedure on severance should be approved and implemented.</p>

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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>Staff and Staff Support Services</b>	Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.a: To achieve systematic and effective human resources planning and management	3.a.v Retain and seek the recruitment of staff as per the college needs		
<b>D</b> eployment					<b>R</b> esult	<b>I</b> mprovement Action
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>• Staff application and retention rates</li> </ul>	<ul style="list-style-type: none"> <li>• Number of vacant positions not receiving application or nomination for recruitment</li> <li>• Number of voluntary departures by staff</li> </ul>	<ul style="list-style-type: none"> <li>• Annual decrease in proportion of vacant positions with no applications/nominations</li> <li>• Annual decrease</li> </ul>	HoD  HoSs  Unit Coordinator	<b>Met target</b> .The Ministry of Manpower and the College are currently conducting interviews for recruitment purposes in order to fill-up the	Staff projection for three to five years should be laid down.	

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				vacancies.	
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Area	Goal	Sub-Goal/Objective	Strategies	Implementation Steps	
<b>A</b> p p r o a c h	<b>Staff and Staff Support Services</b>  Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.b: To address trends in staff profile in relation to College needs and Government policies	3.b.i Identify potential Omani faculty given the decline in their population	<b>D</b> e p l o y m e n t <ul style="list-style-type: none"> <li>• Identify among the graduating B. tech students who have the potential to become a teacher</li> <li>• Encourage them to apply as lecturer or technician</li> <li>• Give recommendation if necessary</li> </ul>	
<b>D</b> <sub>eployment</sub>			<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>• Retaining of Omani staff and job applications from Omani candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of Omani faculty</li> <li>• Number of positions subject to recruitment process ending in appointment of a Omani</li> <li>• Number of resignations by Omani staff</li> </ul>	<ul style="list-style-type: none"> <li>• Increase from 2010 to 2012</li> <li>• Annual increase</li> <li>• Annual decrease in total departures by staff with less than 3 consecutive years of employment</li> </ul>	HoD,  HoSs  Unit Coordinator	<b>Somehow met target.</b> An increase of Omani staff has been noted as a result of the MoM's initiative to increase the number of Omani staff in the College.	A careful planning and balancing of the number of Omani staff going abroad for farther studies and the number of Omani staff that will be recruited should be seriously conducted in order to avoid the dwindling number of Omani staff in the College.

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Area	Goal	Sub-Goal/Objective	Strategies	Implementation Steps	
<b>A</b> p p r o a c h	<b>Staff and Staff Support Services</b>  Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.b: To address trends in staff profile in relation to College needs and Government policies	3.b.ii Improve the caliber of support staff through proper evaluation and training	<b>D</b> e p l o y m e n t  <ul style="list-style-type: none"> <li>Conduct evaluation of support staff</li> <li>Conduct training needed by the staff as reflected in the result of evaluation and training needs analysis</li> </ul>	
<b>D</b> <sub>eployment</sub>				<b>I</b> <sub>mprovement Action</sub>	
<b>R</b> <sub>esult</sub>					
Key Performance Indicators (KPIs)					
Indicator	Measure	Targets	Responsibility		
<ul style="list-style-type: none"> <li>Proper evaluation and training of support staff</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of support staff performance</li> </ul>	<ul style="list-style-type: none"> <li>Annual improvement in average performance evaluation</li> </ul>	HoS  Staff Activity Coordinator	<b>Met target.</b> The department council had decided to conduct appraisal of only the newly hired laboratory technicians instead of evaluating all of them. Results of evaluation showed a range from good to excellent.	Support staff appraisal should be regularly conducted and the result should be used as basis in identifying the trainings that are needed by the staff.

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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>Staff and Staff Support Services</b>	Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.c: To implement proper selection processes for recruitment	3.c.ii Establish clear job description and requirement for candidates		<ul style="list-style-type: none"> <li>Review the job description prepared by the department and revise if it is needed</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<p><b>Exceeded target.</b> Manual of Job description has been drafted, finalized and disseminated to the staff by uploading it in the O drive of the department</p>	<p>The department's manual of job description should be periodically reviewed and updated.</p>	
<ul style="list-style-type: none"> <li>Job description available for each designation</li> </ul>	<ul style="list-style-type: none"> <li>Number of job descriptions available</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive job description list available by June 2013</li> </ul>	DAS Council			



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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>Staff and Staff Support Services</b>	Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.d: To establish a College induction program	3.d.i Design and implement comprehensive induction program to new staff with proper emphasis to the different categories of employees		<ul style="list-style-type: none"> <li>• Include in the program of activities of the department the induction of new staff</li> <li>• Procedure of the induction activity of new staff should be included in the induction / orientation manual</li> <li>• Monitor and evaluate the implementation of the induction program</li> <li>• Review and revise the program if necessary</li> </ul>
<b>D</b> eployment				<b>R</b> esult	<b>I</b> mprovement Action	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	<p><b>Met Target.</b> A staff orientation handbook has been uploaded in the department's webpage.</p> <p><b>Did not meet target.</b> Result of evaluation on</p>	An induction session for new staff should be regularly conducted by the department. This could be one of the activities scheduled by the staff activity coordinator.	
<ul style="list-style-type: none"> <li>• New induction program for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the approved new induction program and staff manual/handbook</li> <li>• Staff satisfaction with the induction program</li> <li>• Number of staff receiving induction</li> </ul>	<ul style="list-style-type: none"> <li>• New program launched and implemented starting Sept. 2012</li> <li>• ≥ 3.5 on a 5-point scale for 70% of the sample annually</li> </ul>	<p>HoD</p> <p>HoSs</p> <p>Unit Coordinator</p> <p>Staff Activity Coordinator</p>			

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		<ul style="list-style-type: none"><li>All staff joining after May 2012 received induction by Sept. 2012</li></ul>		induction showed an average which is lower than 3.  <b>Met Target.</b> Induction and introduction of the new staff were done during the recognition of exemplary staff performance.	
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<b>A</b> p p r o a c h	<b>Area</b>	<b>Goal</b>	<b>Sub-Goal/Objective</b>	<b>Strategies</b>	<b>D</b> e p l o y m e n t	<b>Implementation Steps</b>
	<b>Staff and Staff Support Services</b>	Goal 3 We will develop staff, offering opportunities for professional and personal growth and development, rewarding hard work and fostering leadership skills and innovative thinking	Objective 3.f: To employ means of recognition, promotion, and other incentives	3.f.iii Link appraisal with professional development		<ul style="list-style-type: none"> <li>Points for professional development attended / achieved by staff should be included in the appraisal tool</li> <li>Inform the staff of the inclusion of professional development in the appraisal of staff</li> </ul>
<b>D</b> <sub>eployment</sub>				<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>	
<b>Key Performance Indicators (KPIs)</b>						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>Performance evaluation based on professional development</li> </ul>	<ul style="list-style-type: none"> <li>Criteria for performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Professional development included in the criteria for appraisal in the revised set of Oct 2011</li> </ul>	HoD HoSs Unit Coordinator	<b>Met target.</b> Staff Professional development is one of the items that is included in the management evaluation of lecturers and laboratory technicians	Opportunities for staff professional development should be open to both expat and Omani staff	

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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>	Goal 3 We will ensure the College facilities are well managed and effectively used and developed innovatively	Objective 8.a: To ensure that College facilities are managed well	8.a.i Put in place effective policies and procedures for maintenance, replacement and upgrading of facilities		<ul style="list-style-type: none"> <li>Prepare policies and procedures for maintenance, replacement and upgrading of facilities</li> <li>Disseminate the policies and procedures to all staff</li> <li>Implement the policy and procedures</li> </ul>
D <sub>eployment</sub>				R <sub>esult</sub>	I <sub>mprovement Action</sub>	
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility	Met Target. Instead of a policy and procedures, guidelines for maintenance, replacement and upgrading of facilities are included in the department's laboratory sub	Internal quality auditor should periodically check the maintenance, replacement and upgrading of laboratory facilities	
<ul style="list-style-type: none"> <li>Existence of policies and procedures for maintenance, replacement and upgrading of facilities</li> </ul>	<ul style="list-style-type: none"> <li>Existence and implementation of the policy and procedures for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>policies and procedures for maintenance, replacement and upgrading of facilities available by December 2012</li> </ul>	HoSs  Unit Coordinator  Laboratory Technicians assigned by the HoSs			

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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>	Goal 8 We will ensure the College facilities are well managed and effectively used and developed innovatively	Objective 8.a: To ensure that College facilities are managed well	8.a.iii Ensure that all laboratories are assessed annually for adequacy of space, numbers of machinery and need for upgrading.		Implementation Steps
<b>D</b> <sub>eployment</sub>					<b>R</b> <sub>esult</sub>	<b>I</b> <sub>mprovement Action</sub>
Key Performance Indicators (KPIs)						
Indicator	Measure	Targets	Responsibility			
<ul style="list-style-type: none"> <li>• Evaluation of the workshops and labs by users</li> <li>• Regular audits to check the condition of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Completed feedback survey from end-users.</li> <li>• Percentage of implemented recommendation from the audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• ≥ 3 on a 5-point scale by 70% of the sample</li> <li>• 90% of the recommendations are implemented annually</li> </ul>	HoD  HoS  H, S & E Coordinator  QA Coordinator	<b>Did not meet target.</b> Results of evaluation of staff on the College facilities particularly the laboratories showed an average of below 3.	More efforts must be exerted in order to improve the College facilities.	

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