

## RISE Questionnaire on Human Resource Management in South Mediterranean HEIs

This questionnaire aims at mapping current practice and needs as regards Human Resource Management in South Mediterranean universities from Algeria, Jordan, Morocco and Tunisia. For ease of reference, questions are grouped under the following sections:

1. Policy
2. HRM general practice
3. Recruitment
4. Motivation & promotion
5. Benefits
6. Labour unions

University: Princess Sumaya University for Technology		Country: Jordan
Contact person: Prof. Walid Salameh		Position: Faculty
Contact data	Tel: +962 777485777	e-mail: walid@psut.edu.jo

### Policy

1. Does Human Resource Management (HRM) constitute a strategic priority for your university?

- Yes  
→  No

2. Have any HRM reforms been approved/implemented in your university / in your country in the last 5 years?

- Yes, in my university  
 Yes, in my country  
 No

If yes, please, indicate those reforms: **Academic Staff Regulations, Health Insurance, Social Security and Overtime.**

3. What are the main HRM priorities for your university for the upcoming years?

**Developing the Personnel Section to become HR Department.  
Developing HR training plan.  
Identifying a precise job description for PSUT employees.**

4. What are the main priorities in the area of HRM in Higher Education in your country?

**Upgrading the HR competences and awareness among the staff of HR in Jordanian Higher Education to keep track with new trends and skills in this field.**

### HRM general practice

5. Does your university have written policies in the area of HRM?

- Yes  
 No

If yes, please, specify which of the following HR aspects are included:

- Recruitment
- Attendance
- Scheduling
- Leave entitlement (e.g. holidays, maternity...)
- Performance evaluation (**weak needs to be enhanced**)
- Health and safety
- Other. Please, specify:
  1. **Academic Staff Regulations**
  2. **Employees Affairs Bylaw, and regulations.**

6. Does your university use a computer-based system for HRM?

- Yes
- No

If yes, please, specify which of the following HR functions are IT-supported:

- Recruitment
- Attendance
- Scheduling
- Leave entitlement (e.g. holidays, maternity...)
- Performance evaluation
- Benefits administration
- Other. Please, specify:
  1. **Employees basic information**
  2. **Payroll**
  3. **Health Insurance**
  4. **Internal Employees movement.**

7. How is communication with employees made?

- E-mail
- Newsletter
- Face-to-face
- Other. Please, specify:
  1. **Paper based Internal memos**

8. Does the university have a formal protocol for health and safety?

- Yes
- No

9. Does the university provide health and safety training for employees?

- Yes
- Yes, to certain employees only. Please, specify:
- No

10. Please indicate which of the following aspects constitutes a HRM priority for your university: Please, tick only one option.

- Evaluation of employees' performance
- Measurement of occupational safety
- Keeping track of essential factors for university success
- Students' satisfaction
- Employees' absenteeism
- Gender balance

Other. Please, specify:

11. Do you consider that gender balance exists in your university staff?

Yes

→  No

## Recruitment

12. Do you consider that your university attracts essential employees at the academic and administrative levels?

→  Yes

No

If no, please indicate why:

13. How does your university recruit its staff? Please, tick all that apply.

Ministerial online adverts

→  University online adverts

→  Newspaper adverts

Employment agencies

Referrals from current staff

Other. Please, specify:

14. Does selection in your university emphasise characteristics and abilities required for providing high quality services?

→  Yes

No

15. Do selection processes in your university use behavioural-based interviews to identify applicants' strategic competencies?

→  Yes

No

16. Are values of the university and relevant faculties discussed with applicants in selection processes?

→  Yes

No

17. What percentage of the university staff is assigned to a job which has undergone a formal job analysis?

For academic with a high percentage, while for administrative does not exceed 20%

18. Do you consider that the academic staff has the skills and knowledge necessary to carry out their job in the best way?

→  Yes

No

If no, please indicate why:

Low standards in recruitment criteria

Lack of incentives

Other. Please, specify:

19. Do you consider that administrative staff has the necessary skills and knowledge to carry out their job in the best way?

- Yes  
 No

If no, please indicate why:

- Low standards in recruitment criteria  
 Lack of training to improve  
 Lack of incentives  
 Other. Please, specify:

20. Do you consider that management staff has the necessary skills and knowledge to carry out their job in the best way?

- Yes  
 No

If no, please indicate why:

- Low standards in recruitment criteria  
 Lack of training to improve  
 Lack of incentives  
 Other. Please, specify:

21. Could you, please, rate the following skills of your university staff? (where 5 means: most of the staff have the relevant skill, and 1 means: most of the staff do not have the relevant skill)

Skills	Academic staff	Administrative staff	Management
Communication skills	4	3	3
Computer literacy	5	3	4
Leadership	3	2	3
Team-working skills	3	4	3
Willingness to implement changes	3	3	3
Command of foreign languages	4	2	3

## Motivation & promotion

22. Do you consider that academic staff in your university is sufficiently motivated to carry out their tasks and improve their performance?

- Yes  
 No

If no, please, specify why:

- Low salaries  
 Too many hours of work  
 Lack of career perspectives  
 Lack of research opportunities  
 Lack of reward mechanisms  
 Other. Please, indicate:

23. Do you consider that administrative staff in your university is sufficiently motivated to carry out their tasks and improve their performance?

- Yes
- No

If no, please, specify why:

- Low salaries
- Too many hours of work
- Lack of career perspectives
- Lack of training options
- Lack of reward mechanisms
- Other. Please, indicate:

24. Do you consider that management staff in your university is sufficiently motivated to carry out their tasks and improve their performance?

- Yes
- No

If no, please, specify why:

- Low salaries
- Too many hours of work
- Lack of training options
- Lack of reward mechanisms
- Other. Please, indicate:

25. Does your university carry out job performance evaluations?

- Yes
- No

If yes, please indicate the purpose. Please, tick all that apply.

- Validate procedures
- Determine compensation
- Identify training needs
- Develop employees
- Other. Please, specify:

26. Please indicate the regularity of evaluations:

- Yearly
- Every two years
- Other. Please, specify:

27. Please indicate who is involved in the evaluations:

- Dean/head of administration
- Rector
- Peers
- Other. Please, specify:

28. In job performance evaluations, please indicate whether any of the following applies:

- Feedback is given to employees for improvement
- Evaluation bases on multiple sources (supervisors, self-reporting, co-workers, students' surveys, etc.)
- Evaluation bases on quantifiable objectives
- Employees' personal goals are taken into consideration

29. Does your university measure employees' satisfaction in any way?

- Yes

→  No

If yes, please, specify how:

30. Does your university promote any of the following? Please, tick all that apply.

- Team building
- Employees' training
- Autonomous decision-making
- Involvement in decision-making at all levels
- Problem-solving teams
- Gender balance
- Inclusion of groups with specific difficulties

31. Does your university provide or support employees' training in-house/outside of the workplace?

- Yes, both
- Only in-house
- No

32. What type of training options does your university offer to its staff?

- None
- Foreign languages
- Computer related knowledge
- Pedagogy
- Research methodology
- Transversal skills (e.g. communication abilities, leadership, team building...)
- Project management
- Institutional management (e.g. strategy, finance, HR...)
- Other. Please, specify:

33. Do employees have good opportunities for promotion in your university?

- Yes
- No

34. Which of the following promotion decisions is applied in your university more often?

- Merit or performance rating alone
- Seniority only if merit is equal
- Seniority
- Personal relations
- Management determines on a case-by-case basis

35. Do you consider that your university is able to retain essential employees at the academic and administrative levels?

- Yes
- No

If no, please indicate why:

36. Do you consider that private HEIs constitute more attractive institutions to work at in your country in comparison with public HEIs?

- Yes
- No

If yes, please indicate why:

37. Do you consider that companies constitute more attractive places to work at in your country in comparison with public HEIs?

- Yes  
 No

If yes, please indicate why:

1. Salaries and incentives
2. Training
3. flexibility

## Benefits

38. Is social protection included in your remuneration?

- Yes  
 No

If yes, please indicate whether it comprises:

- Health insurance  
→  Pension plan  
→  Maternity leave

Please indicate the duration of the maternity leave (number of weeks): 10 weeks

39. Please indicate which of the following benefits are offered to employees in your university:

- Life insurance  
 Tuition assistance  
 Child care assistance  
 Salary premium instead of benefits  
Do employees share the costs in this case?  
 Yes  
 No  
 Subsidised meals  
 Free or subsidised housing  
 Other. Please, specify: Health insurance after service  
 None

## Labour unions

40. Are there labour unions in your university?

- Yes  
→  No

If yes, please indicate whether, in your opinion, labour unions contribute to: Please, tick all that apply.

- Raising managers' awareness about HR related issues and problems  
 Raising policy makers' awareness about HR related issues and problems in public HE  
 Reforms at the institutional level  
 Reforms at the national level

41. Do you consider that labour unions can play a more significant role in HRM?

- Yes  
 No  
 I don't know

If yes, please, specify:

42. Please state any further comment you may have in relation to HRM in your university and country.

NO

THANK YOU!