

RISE Questionnaire on Human Resource Management in South Mediterranean HEIs

This is about 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

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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:
 - Provisional Management of jobs and skills
 - Recruitment procedures
 - HR certification
 - Digitalization
3. What are the main HRM priorities for your university for the upcoming years?
 - HR formation
 - acquisition of new practices via foreign mobility
4. What are the main priorities in the area of HRM in Higher Education in your country?
 - Professor mobility
 - HR formation

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
 Health and safety
 Other. Please, specify: HR Formation, promotion

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: Personal data, HR Salary, Career Management

7. How is communication with employees made?

- E-mail
 Newsletter
 Face-to-face
 Other. Please, specify: service note

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: personal laboratory
 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?

100%

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

- X 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?

- X 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	5
Computer literacy	4	4	4
Leadership	4	3	5
Team-working skills	4	3	4
Willingness to implement changes	4	3	4
Command of foreign languages	4	4	4

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: direct chief

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.

- X Team building
 - X Employees' training
 - Autonomous decision-making
 - X 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?
- X Yes, both
 - Only in-house
 - No
32. What type of training options does your university offer to its staff?
- None
 - X Foreign languages
 - X Computer related knowledge
 - Pedagogy
 - Research methodology
 - X Transversal skills (e.g. communication abilities, leadership, team building...)
 - X Project management
 - X Institutional management (e.g. strategy, finance, HR...)
 - Other. Please, specify:
33. Do employees have good opportunities for promotion in your university?
- Yes
 - X 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
 - X 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?
- X 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
 - X 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

- X No
If yes, please indicate why:

Benefits

38. Is social protection included in your remuneration?

- X Yes
 No

If yes, please indicate whether it comprises:

- X Health insurance
X Pension plan
X Maternity leave

Please indicate the duration of the maternity leave (number of weeks): 14

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:
X None

Labour unions

40. Are there labour unions in your university?

- X Yes
 No

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

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

We need :

- To develop HRM with practice to the HR tools

- to lead a Provisional Management of jobs and skills
- to improve our recruitment procedures
- to develop a training plan

THANK YOU!