

## 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

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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:

- **This has concerned the progressive switch from the classic to the LMD system, as well as the reclassifications of staff and jobs.**

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

- To give structure and purpose to HR functions "focus in competencies as knowledge nourishing,
- Appropriate training;
- Progressive implementation of E management;
- Accreditation;

- Quality assurance.

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

- IT governance;
- Improving performance of universities;
- Employability of the new graduates;
- Rationalization of expenditures.

## 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:

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: **carrier, payment**

7. How is communication with employees made?

- E-mail**
- Newsletter**
- Face-to-face**
- Other. Please, specify: **Telephone, Fax.**

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?

**70 percent**

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: lack of rigor in application of regulatory texts.

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 staff
Communication skills	4	3	4
Computer literacy	4	3	4
Leadership	3	2	4
Team-working skills	4	3	4
Willingness to implement changes	3	3	3
Command of foreign languages	4	2	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: social environment

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: social environment

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: Promotions

26. Please indicate the regularity of evaluations:

- Yearly**
- Every two years
- Other. Please, specify: each 3 months

27. Please indicate who is involved in the evaluations:

- Dean/head of administration**
- Rector

- Peers
- Other. Please, specify: **N+1 in the hierarchy**

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:

## 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):

**98 DAYS**

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: Social services.  
 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

**- The best way to control future is to create it.**

**- Starting together is the beginning, staying together is progress, working together is success**

THANK YOU!