

# 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: Rouen - Normandy		Country: FRANCE
Contact person: Valérie GIBERT		Position: General Secretary
Contact data	Tel: 06 87 76 80 81	e-mail: dgs@univ-rouen.fr

## Policy

1. Does Human Resource Management (HRM) constitute a strategic priority for your university?  
 Yes
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  
If yes, please, indicate those reforms: by law in 2007, implemented in 2011 in our university
3. What are the main HRM priorities for your university for the upcoming years?  
Global strategy (multi-annual HR policy), societal responsibility, attractiveness, provision of jobs and skills management
4. What are the main priorities in the area of HRM in Higher Education in your country?

## HRM general practice

5. Does your university have written policies in the area of HRM?  
 Yes  
If yes, please, specify which of the following HR aspects are included:  
 Recruitment

- Attendance
- 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

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

- Recruitment
- Leave entitlement (e.g. holidays, maternity...)

Management career

7. How is communication with employees made?

- E-mail
- Newsletter
- Face-to-face
- Other. Please, specify: administrative circular, web

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

- Yes

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

- Yes

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

- Keeping track of essential factors for university success

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

- Yes

## Recruitment

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

- No

If no, please indicate why: financial attractiveness

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

- Ministerial online adverts
- University online adverts

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

- No

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

No

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

Yes

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

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

Yes

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

Yes

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

No

If no, please indicate why:

Lack of training to improve

Lack of incentives

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			
Computer literacy			
Leadership			
Team-working skills			
Willingness to implement changes			
Command of foreign languages			

## 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

23. Do you consider that administrative staff in your university is sufficiently motivated to

carry out their tasks and improve their performance?

- Yes

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

- No

If no, please, specify why:

- Low salaries  
 Too many hours of work  
 Lack of reward mechanisms

25. Does your university carry out job performance evaluations?

- Yes

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

- Validate procedures  
 Identify training needs  
 Develop employees

26. Please indicate the regularity of evaluations:

- Yearly

27. Please indicate who is involved in the evaluations:

- Dean/head of administration

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

- Feedback is given to employees for improvement  
 Evaluation bases on quantifiable objectives  
 Employees' personal goals are taken into consideration

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

- No

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

- Employees' training  
 Gender balance

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

- Yes, both

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

- Foreign languages  
 Computer related knowledge  
 Pedagogy  
 Transversal skills (e.g. communication abilities, leadership, team building...)  
 Project management  
 Institutional management (e.g. strategy, finance, HR...)

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

- No

34. Which of the following promotion decisions is applied in your university more often?
- Seniority only if merit is equal
35. Do you consider that your university is able to retain essential employees at the academic and administrative levels?
- No
  - If no, please indicate why: Lack of reward mechanisms
36. Do you consider that private HEIs constitute more attractive institutions to work at in your country in comparison with public HEIs?
- No
37. Do you consider that companies constitute more attractive places to work at in your country in comparison with public HEIs?
- No

## Benefits

38. Is social protection included in your remuneration?
- Yes
- If yes, please indicate whether it comprises:
- Health insurance
  - Pension plan
  - Maternity leave
- Please indicate the duration of the maternity leave (number of weeks): 16
39. Please indicate which of the following benefits are offered to employees in your university:
- None

## Labour unions

40. Are there labour unions in your university?
- Yes
- 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 national level
41. Do you consider that labour unions can play a more significant role in HRM?
- Yes
- If yes, please, specify: to make proposals
42. Please state any further comment you may have in relation to HRM in your university and country

THANK YOU!