Assessment of Heads of Department for Inspiring their Accountability w.r.t. Academic, Administrative, Planning, Implementation, Monitoring and Evaluation

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ABSTRACT

Excellence in academic leadership is required to achieve Total Quality Management (TQM) in Higher Education. The role of academic leadership of faculty heads is pivotal in quality enhancement. As a good and committed leader, the faculty head, who is entrusted with Total Quality Management (TQM), is required to play multifaceted role to empower the staff. He should possess a clear commitment to the quality improvement process. She/he is supposed to ensure that his/her departmental structure clearly defines responsibilities of each stakeholder & provide the maximum delegation compatible with accountability. In the present paper, the investigator emphasized on analyzing the role of faculty heads as the academic leaders.

To access the performance of HOD, the investigator has developed a three tier evaluation strategy i.e. their feedback from stakeholders in which the feedback of Heads will be taken from teachers of their departments and from at least 10-15% students of their department selected randomly. Also, a three member expert committee will evaluate the department and after assessment will submit the report which will be a benchmark for future endeavors.

Keywords: Total Quality Management (TQM), stakeholder, accountability, benchmark

I INTRODUCTION

The Head of the Department is the overall In charge of her department. She/he is responsible for the organization and general conduct of his or her department and is expected to participate in multifarious activities simultaneously. The HOD is required to lead, manage and develop the department to ensure it achieves the highest possible standards of excellence in all its activities.

Duties and Responsibilities:

The specific duties and responsibilities of Heads of the Departments can be described into 3 categories:

[1] Academic (Teaching, Learning & Evaluation)

In consultation with Dean (Academics), the Head of Department will:

Prepare a Departmental Strategic Planner according to the Academic calendar (Non-negotiable) prescribed by the affiliating University.

Formulate and monitor the Academic planning of the Department.

The Head of the Department will be responsible for the implementation and general overview of processes within the Department to ensure the educational progress and welfare of students.

The Head of the Department needs to ensure smooth functioning of the department in addition to his/her teaching load.

Ensure better teaching learning process to the satisfaction of the stake holders.

Should involve herself and other faculty members in the process of curriculum enrichment, in updating and revision on continued basis to meet the requirement of her subject.

Ensure that the laboratories in the department are well equipped and maintained according to the curriculum; all the equipment's in the laboratories must be functional to conduct impeccablePractical.

[2] Administrative

The Head of Department is responsible for ensuring that the information which is disseminated at different levels by authorities is appropriately acted upon and/or transferred within the Department. The Head of the Department should make arrangements for appropriate dissemination of incoming information to other members of the department, so that there is no communication gap.

The Head of Department will ensure that a Department Meeting is held at least once a week and will chair such meetings.

The Head of Department will be responsible for ensuring the staff in her or his department responsible for purchase.

Carrying out administrative tasks related to the department, such as student admissions, induction programmes and involvement in committees and boards.

Represent the institution in professional conferences and seminars.

Establish collaborative links outside the university with industrial, commercial and public organisations.

The HOD can be assigned any or more of the following administrative duties by the Management of the institution:

Industry Institute Interaction

Training and Placement of the students of her discipline

Hostel In charge/ Sports In charge/ Purchases.

Officer In charge of Examination and Attendance.

To assist the administration in smooth conduct of the Examination/ Admission/ Practical/ Disciplinary matters.

[3] Team Leader

Should be an epitome of leadership; being able to represent the needs and views of department at the institutional level.

Ensure that all the teachers in his/her department perform their duty effectively and efficiently.

Should monitor performance of every student and support them through a pastoral role.

Feedback on Head of the Department:

HOD is a valuable link between the Principal and the Teachers. Expectations of the responsibilities and duties discharged by the Heads is a crucial transpiring exercise. To assess the performance of HOD, we have developed a three tier evaluation strategy. This is one of the most influential a part of Internal Quality Assurance Cell and should be taken positively, as it has no repercussion.

(a)   Feedback from stakeholders

(i)   **Feedback from Teachers**- The feedback from teachers of same department will be taken as per following schedule.

The Department having 3 or less than 3 teachers – all teachers will give feedback.

The Department having 4 to 6 no. of teachers – at least minimum 3 teachers will givetheir feedback (selection of teachers through chit system).

The Department having more than 10 no. of teachers – 6 teachers will give their feedback (selection of teachers through chit system).

(ii)   **The Feedback from Students** – at least 10-15 % students having minimum 75% of attendance, selected randomly, will give feedback on HOD.

(b)   Evaluation by external agencies- A three member external expert committee will visit all departments and after assessment will submit their report.

Method and Material:

Table 1: Questionnaire for Evaluation of HODs where Evaluators are Teachers of the same Department.

No	Question
1.	Provides academic leadership in your discipline
2.	Sets clear and appropriate goals and objectives and effectively communicates these in the department.
3.	Helps faculty members to build their portfolios, making them learn and practice new thinks/ assignments.
4.	Provides orientation to new faculty regarding work ethics and culture of college.
5.	Ensures the management of staff in the department and substitutions when required.
6	Allocates teaching and administrative duties appropriately.
7.	Contributes to setting objectives and priorities for various tasks in the

	department.
8.	Develop interdisciplinary activities with other departments.
9.	Ensures effective and efficient communication within the department.
10.	Provides appropriate opportunities for faculty to participate in department affairs.
11.	Creates a forum through which faculty can express ideas freely, thus promoting productive discussion among the departmental faculty members.
12.	Provides faculty members with clear explanations for actions.
13.	Makes faculty members feel at ease when talking to them.
14.	Treat all faculty members alike and with respect.
15.	A good team leader and motivator.

Analysis of the Questionnaire where Evaluators are Teachers of the same department
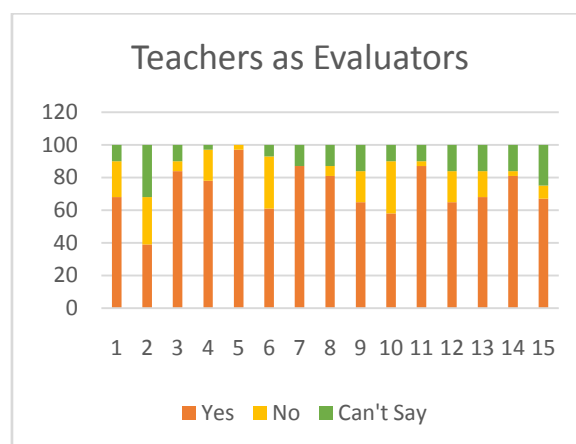

Table 2: Questionnaire for Evaluation of HODs where Evaluators are Students of the same Department

No	Question
1.	Ensure that student activities and student community receives proper supervision.
2.	Arranges with faculty for academic counselling.
3.	Responds to student grievances and request and resolve it within an appropriate time frame.
4.	Disseminates information of interest of students.
5.	Encourages and provides a supportive environment to enhance academic work and participate in creative activities.

6.	Is accessible on campus during working hours.
7.	Fosters good teaching in the department.
8.	His/her approach is always student friendly.

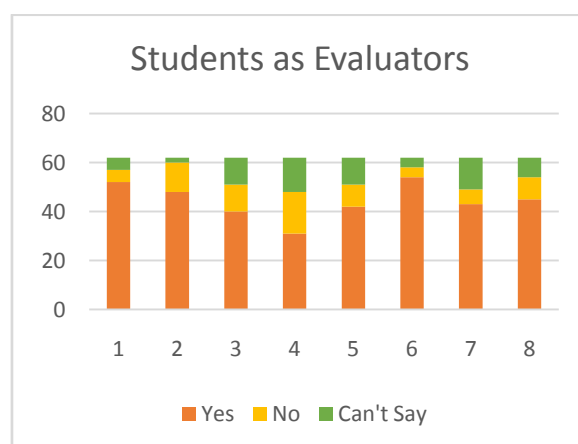**Analysis of the Questionnaire where Evaluators are Students of the same department.**

Table 3: Questionnaire for Evaluation of HODs where Evaluators are External Members.

No	Questions
1.	HOD lets the process of strategic planning.
2.	HOD strives hard to improve the academic and administrative performance of his / her department.
3.	Works for establishing inter-disciplinary collaborations within and outside the institution.
4.	Has facilitative attitude towards her colleague and subordinates.
5.	HOD facilitates innovation in teaching learning process.
6.	Overall effectiveness as a manager of the department.
7.	Demonstrates impartiality in dealing with faculty, in terms of workload, assigning responsibilities, research support, etc.
8.	Works effectively with the team and higher authorities to achieve the institutional goals.

9.	Ensures that all faculty members take part in the decision making process in various issues pertaining to the department.
10.	Effective delegation and empowering others to meet departmental goals.
11.	Conduction of departmental meetings and discussions on key points.
12.	Communicating clearly and consistently the mission and vision of the college to the department faculty.
13.	Creating a congenial and amicable work environment.
14.	Assure academic quality and standards through compliance with the college quality assurance procedures.

Analysis of the Questionnaire where Evaluators are External Members Committee.
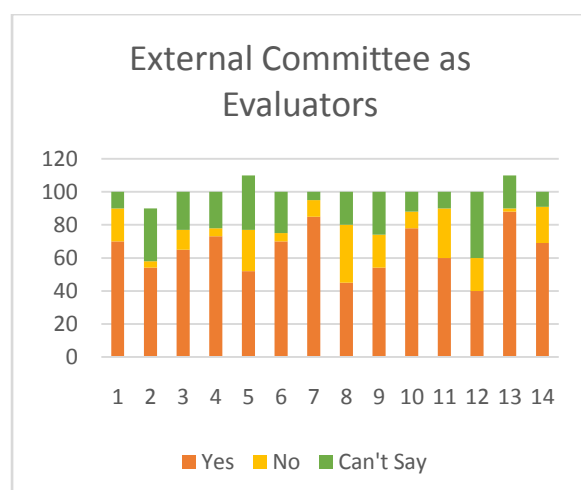
The rating scale for the questionnaires were graded as: 1. Yes 2. No 3. Can't Say.

Reflecting on Feedback:

Feedback is most useful when people are given the chance to reflect on it and think about changes they can make as a result of the comments. This will help them to develop the skills of independent and reflective learning . Looking at these principles, it is clear that there are responsibilities for both the stakeholders i.e., the students and staff around ensuring effective feedback. Our Commitment sets out the responsibilities of both staff and students in terms of giving, receiving and using feedback. Feedback should be accessible, clear, legible, and unambiguous. It is important to make sure that your feedback is fair and honest, and not overly positive or negative. Remember to include positive feedback on points to continue, as well as those to improve.

Observations:

• The Departmental Heads should innovate and establish rational, healthy, measurable best practices in the department.

• The HOD must affirm and coordinate among various activities of the department and institutionalize all good practices

• The Head is responsible for monitoring the Job profile of all the faculties of his/her department regularly.

• The HOD is the key player towards blending interpersonal relationship in-between all the faculties of his/her department.

Areas to work on:

• To promote measures for departmental functioning towards quality enhancement through internalization of quality culture.

• Organization of inter and intra departmental faculty development programmes, workshops, knowledge exchange programmes on quality related themes and promotion of quality circles.

• Promotion of Research culture within the department with required facilities

Conclusion:

The Departmental Head should be a role model for the department for demonstrating a deep-seated dedication and loyalty to the department and in College. This will be reflected in personal participation in the governance and committees of the department and College. The Departmental Head is responsible for creating an environment that encourages and supports the efforts of faculty/supporting-staff in similar activities, and will recognize contributions through appreciation, promotion and considerations. The Departmental Head will advance and embody concern for individuals, as well as for the institution; ethical principles of conduct and performance of duty; values and attitudes that promote faculty and staff well-being and professional effectiveness; and respect for individuals and the institution.

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