



Human Resource Management in Higher Educational Institutions: Contemporary Scenario

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ABSTRACT

Human Resources Management (HRM) is a set of practices that business organisation adopt to ensure that they have an effective workforce to meet operational needs. The relationship between employee and employer, recruitment process, compensation and benefits, and manpower planning that influence the overall HRM practices of all the institutes.

Managing higher education institutions in India is just like a junction, how to show the path to the future nation builder of our country. This makes HRM a key challenge when it comes to designing, implementing and monitoring policies, where legal frameworks and administrative rules lack flexibility and adaptability. The paper addresses how the human resources are managed in HEIs in India. The paper also highlights the recruitment procedures and criteria, as well as contractual conditions and possibilities for staff development and career advancement, are important factors in attracting and maintaining qualified staff at HEIs. In addition, these tools are important in ensuring that the staff skills and capacities are constantly up graded to meet the changing requirements, set on the higher education systems.

KEYWORDS : Human Resource Management, Higher Educational Institution.

INTRODUCTION:

India is a vast country and also its educational system. The higher education system in India consists of public as well as private universities. UGC and AICTE are the statutory bodies for co-ordinating, maintaining universities and technical institutions in India. As per the recent UGC list there are 45 central universities, 321 State Universities, 187 private universities in India. Keeping in view this large number of institutions there are large number of faculty members, administration executives and staff. Now the higher education institutions are confronted with a shortage of staff (academic and support staff). And therefore developing the management of human resources is becoming a key challenge for universities and institutions of higher education among educators, policy makers and other key stakeholders.

Human Resources are the most valued assets of any Organization and so for the Educational Institutes. It is therefore important to retain this educated committed and experienced staff in order to be able to maintain the balance and decrease the costs of Re-recruitment, selection, orientation, training and development on new staff. Also if the institutions are able to retain the staff it will also knowledge stability, committed decision making and smooth and coordinated work flow. Here in this regard the HR practices adopted by the Academic administration of the Higher education institutions are very important.

OBJECTIVES OF THE STUDY:

The objectives of the paper are:

1. To study how the human resources are managed in HEIs.
2. To study the recruitment procedures, contractual conditions and possibilities for staff development in maintaining qualified staff at HEIs.

METHODOLOGY:

The data collected is based on secondary sources. Various websites, journals and previous published literatures were taken into consideration for preparation of this paper.

HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS CURRENT SCENARIO:

All the policies related to HR in terms of recruitment, career advancement and retirement of professors and staff in higher education institutions is formulated by the University Grants Commission. The recruitment of Professors, Associate Professor, Assistant Professor and other academic staff are subject to guidelines given by the UGC.

Speaking about human resources in the context of higher education institutions i.e. both colleges and universities they include two sections of resources one is the academic and the other is the administra-

tion. The HR of academics includes professors, research scholars and in the administration it includes registrar, director of various departments, librarian, accountants etc.

Priority issues in the Management of faculty:

1. Recruitment
2. Motivation through Career Advancement
3. Working conditions and Job benefits
4. Evaluation of performance
5. Training and career avenues

Recruitment:

1. The direct recruitment to the posts of Assistant Professors, Associate Professors and Professors in the Universities and Colleges shall be on the basis of merit through all India advertisement and selections by the duly constituted Selection Committees.
2. NET/SLET/SET/ Ph.D qualification is the eligibility condition for recruitment and appointment of Assistant Professors in Universities / Colleges.
3. The Ph.D. Degree shall also be a must for the promotions.
4. Each annual increment shall be equal to 3% of the sum total of pay in the relevant Pay scale.
5. Allowances such as Leave Travel Concession, Children's Education Allowance, TA, HRA, DA, etc. as applicable to teachers and Library and Physical Education Cadres, shall be at par with that of Central Government employees.

The Selection Committee for the appointment of Professor/Associate Professor/Assistant Professor/Librarian in Colleges and Universities:

Colleges:

1. Chairperson of the Governing Body of the college.
2. The Principal of the College.
3. Head of the Department of the concerned subject in the College.
4. Two nominees of the Vice Chancellor or Acting Vice Chancellor of the affiliating university of whom one should be a subject expert.
5. Two subject-experts not connected with the college to be nominated by the Chairperson.
6. An academician representing SC/ST/OBC/Minority/Women/Differently-abled categories, if any.

University:

1. The Vice Chancellor or Acting Vice Chancellor to be the Chairperson of the Selection Committee.
2. Three experts in the concerned subject nominated by the Vice Chancellor.
3. Dean of the concerned Faculty, wherever applicable.

4. Head of the Department/School.
5. An academician nominated by the Chancellor, wherever applicable.
6. An academician representing SC/ST/OBC/Minority/Women/Differently-abled categories to be nominated by the Vice Chancellor.

Career Advancement Scheme (CAS)/ Promotion:

Another important element of HR is the career advancement scheme; each and every employee in any type of organisation seeks personal growth in terms of status with the passage of time in particular organisation he is working with. At present the Career Advancement Scheme criteria for colleges and universities are as follows:

1. Entry level Assistant Professors (Stage 1) would be eligible for promotion under the Career Advancement Scheme (CAS) through two successive stages (stage 2 and Stage 3), if it fulfils the eligibility and performance criteria.
2. An entry level Assistant Professor, possessing Ph. D. Degree in the relevant discipline shall be eligible for promotion (stage 2) after completion of four years service as Assistant Professor.
3. An entry level Assistant Professor possessing M.Phil. Degree shall be eligible for promotion (stage 2) after completion of five years service as Assistant Professor.
4. An entry level Assistant Professor who does not have Ph.D. or M. Phil, shall be eligible for promotion (stage 2) only after completion of six years service as Assistant Professor.
5. The movement from entry level grade (stage 1) to the next grade (stage 2) for all Assistant Professors shall be subject to satisfying the API based conditions laid down by the UGC.
6. Assistant Professors who have completed five years of service in the second grade (stage 2) shall be eligible, subject to meeting the API requirements to move up to next higher grade (stage 3).
7. Assistant Professors completing three years of teaching in stage 3 shall be eligible, subject to the qualifying conditions and the API requirements to move to stage 4 and designated as Associate Professor.
8. Associate Professor completing three years of service in stage 4 and possessing a Ph.D. Degree in the relevant discipline shall be eligible to be appointed as Professor.

Working Hours:

Working hours is also an important factor of HR, the quality of work also depends on the quantum and load of work one has to undertake in the work area, labour hour rate is an important criteria in deciding the quality of work life in any organisation for that matter same is the case with education institutions.

The working hours as prescribed for colleges and universities are:

1. The Universities/Colleges must adopt at least 180 working days
2. There should be a minimum of 30 weeks of actual teaching in a 6-day week.
3. 12 weeks may be devoted to admission and examination activities, and non-instructional days for co-curricular, sports, college day, etc.,
4. 8 weeks for vacations and 2 weeks may be attributed to various public holidays.

In case the University adopts a 5 day week pattern, then the number of weeks should be increased equivalent of 30 weeks of actual teaching with a 6 day week. At present the working hour of the teachers is not less than 40 hours a week for 30 working weeks. The teacher has to be available for at least 5 hours daily in the University/College. Direct teaching hours for Assistant Professor is 16 hours and for Associate Professor and Professor is 14 hours. Moreover, relaxation of two hours in the workload may be given to Professors who are involved in extension activities and administration.

Evaluation of performance:

In most of the universities and colleges the evaluation of jobs is done on annual basis with the help of Self-Evaluation, HOD report and

Students feedback. The evaluation of performance is done for documentation and promotion purpose. The criteria for evaluation of job performance are- Teaching skills, Research contribution, Consultancy, Administration, Regularity, Commitment, Conformity to institutional rule, Discipline, Publications, Students' Satisfaction.

Job Benefits:

The various job benefits enjoyed by the employees of the universities and colleges are Medical Reimbursement, Gratuity etc. along with various break ups in the salary such as DP, DA, HRA, MA, City Compensatory Allowance (CCA) etc.

NATIONAL POLICY ON EDUCATION AND ACADEMIC STAFF COLLEGES:

The National Policy on Education, 1986 emphasised on the importance of teaching and non teaching staff in the smooth functioning of a higher academic institution such as university and college. The policy stressed on providing opportunities for professional and career development along with developing motivation skills and knowledge through orientation.

The Academic Staff College has an important role to play in the context of developing the Human Resource as the idea of ASC is that teaching staff is the main component in the education system and therefore it is necessary to develop mechanism in order to provide him/her opportunity and scope for developing his/her knowledge so as to inculcate the art of teaching within him/her.

The functions of an ASC are to plan, organise, implement, monitor and evaluate orientation courses for newly appointed college/university. An ASC will also organise refresher courses for serving teachers, and orientation programmes for senior administrators and heads of department, principals, officers, etc

The structure of an ASC constitutes of both teaching and non-teaching staff which includes (a) Teaching staff: Professor - director, Reader, Lecturer

(b) Non-teaching staff: SO, senior assistant, Junior assistant, Librarian or technician, Steno-typist/computer operator, Peon, Hostel attendant.

Some of the methods prescribed by ASC:

1. Educational Technology and Orientation in IT
2. Knowledge Explosion
3. Orientation of Newly Appointed Lecturers
4. Orientation Relevant To Indian Conditions
5. Active Involvement of Decision-makers and Leaders In Higher Education
6. Exchange of Ideas in Academic and Educational Environment

CONCLUSION:

The Priority issues in the Management of faculty in the HEIs such as Recruitment, Motivation through Career Advancement, Working conditions and Job benefits, Evaluation of performance, Training and career avenues are lacked in one or the other grounds by many institutions. Formulation of proper plans for the manpower requirements, the recruitment criteria and procedures for appointment and providing periodical training and guidance to staff for their overall development is the need of the hour in HEIs. As teacher capacity building strategy the institution should encourage teachers to participate in various professional development programs and peers collaboration for continuous learning. It is also important and appropriate to use the assessment and evaluation of both teaching and non-teaching staff. Overall the institution must maintain adequate number of academic and administrative personnel and sufficient resources to ensure that the institution meets the standards of regulatory and professional bodies. An effective human resource management system will lead to best decisions on manpower utilization and hence to a more productive teacher education system.

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