Talent Management Issues in Higher Educations (HE) Institutions of India

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The research paper basically tries to find out what is talent management w.r.t to HE institutions in India. The Paper finds out some strategies that can be implemented to for talent management. It is an exploratory study and based on secondary data.

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1. Introduction

The research show that the Higher Education(HE) in India lag behind in Talent Management and Acqusition (**Figueroa et al , 2015**). For many institutions, talent management is an untapped area. But once concentrated can give these higher education a competitive advantage (Cobb, 2013). Despite of importance of talent management in institutional effectiveness, a very little in known about talent management strategies. The issue of talent management pose a challenge due to current speed of change and the complexity of activities in higher education. Attra ting, selecting, recruiting, developing and most important retaining talent is becoming difficult for higher education institution. Telent to be retainied should be carefully handled. To handle carefully there are so may facors that higher education institutions have to look for. These factors include personal factors concern to employee as a person, organisational factors and statutory factors also. Literature shows that for talent management to be effective, it should be carefully planned in line with specific anticipated changes in institutions rather than taken as a one-size-fits-all proposition (Success Factor, 2013).

The Indian Higher education today boasts of being the second largest higher education system in the world with over 692 Universities, 46,430 colleges and 25.9 million students. The country has witnessed a Very high growth rate with student enrolement increasing at a CAGR of 10.8% and institutions at a CAGR of 9% in the last decade. This major upsurge has largely been due to enhanced private sector participation coupled with the Government's thrust on expansion of higher education of the country in the 11th five year plan. The private sector now accounts for 64% of the total number of institutions and 59% of the enrolment in the country as compared to 43 % and 33% respectively about a decade ago. While India has shown impressive growth in adding numbers of higher education institutions and student enrollment, the dearth of quality institutions in higher education still persists. It is ironic that not a single Indian University figures in the top 200 list of any of the premier ranking agencies, viz Times Higher Education, Shanghai Jiao Tong University

Ranking and QS Asia. Hence, although India is doing well in terms of expansion, quality of higher education has been sacrificed both in the public as well as private sector institutions and universities (FICCI).

In the same summit, Mr. Albatch have suggested the reason through his book "HALF A CENTURY OF INDIAN HIGHER EDUCATION: ON THE CUSP OF A CHANGE", that there is "Acute Shortage of Quality Teachers".

The growth and competition in HE in India also demands for Quality Teaching. The available pool of Teachers is enfored for Quality Teaching. But is it really possible, if the teachers are not considered or are from pool of "Talent". The, what is talent and what is talent management.

Talent- Talent is defined as those individuals in organisations who can make a difference to organisational performance either through their immediate contribution or in the longer term by demonstrating the highest level of potential. Talent in organisations can be defined as the people that possess skills, knowledge, experience, intelligence, good judgement, right attitude and character, as well as drive and who are always willing to learn and grow (Michaelis et al 2001). Talent also defined as the people who are technologically literate, globally astute and operationally agile. These can be the employees who fall in 10 to 20% of top employees in terms of values.

Talent Management- Talent management is defining the key strategies to maintain this talent and nurture this talent. Talent Management also includes implementing these strategies. Talent management involves in defining value preposition of the Talent. This is because organisation that fail to redefine their employees value preposition, always have problems in attracting, retaining and devolping top talent (Ernst & Young, 2010). The premise of talent management is that employees are every organisation's most valuable asset implying that employees should always be at the centre of all talent management functions of every success-focused organisation.

Talent Management in Higher Education- Literature cites issues that neccessiates the need for talent management in Higher Education: due to increased competition in higher education. HE cannot find the goos persons, due to amap the talent with current workforce. The need therefore for more effective and agile talent management strategies in higher education cannot be overemphasized. The importance of effective talent management practices to organisations can therefore be explained in the context of benefits that accrue (Heidke, 2006) which include: a) Reduction of recruitment costs as staff turnover is reduced; b) effective knowledge management and transfer; c) delivering of cutting edge services and products; d) creation of competitive advantage; e) reducing enterprise risk (one employee in hand is worth 200 in resumes); f) improved client retention (clients value relationships and talented people have been to value and maintain client relationships); and maintenance of adequate staff capacity.

Current Trends in Talent Management in Higher Education- This is not the fact that Higher education institutions are not trying to retain the talent in the institution. Some trend that can be observed in general are as below-

1. Performance and reward programs in HE are disconnected to be able to support effective and robust talenet management due to fact that the performance appraisal systems in most of the colleges are not effective.
2. Focus on leadership and succession planning is still lagging a lot. Most of the HE institutions do not go hand-in-hand with HR department to support key institutional talent.
3. HE is lagging in engaging the telent and having the mission for the same in top five missions.

2. Research Method

Problem Statement- There is a scope to find out the gap between what is there and what is required. Many of the HE institutions have not started to work on talent management still. There is need to find out what is available and what can be done.

Type of Research-Research basically come in exploratory research as there is very less clearcut material and ideas available to know talent management in HE in India. The research comes under the qualitative research.

Objectives-

a. To review the strategies followed by HE institutions for Talent Management.

b. To review what can be done for better talent management.

Data- The data reviewed is basically seconadory data.

Data Collection Technique- The data is collected through journal papers, reports, magazine articles etc.

3. Results and Analysis

The purpose of Talent Management is to ensure that a HE institution has right talent with right skills at the right time. If professional firms are to respond to the changes in their market and business environment, they will need to identify the type of staff and the skills they require in the future and these may be very different to those required in the past. Effective recruiting is the beginning of effective retention.

Ways that HE institutions adopt for Talent Management- Although the strategies for Talent Acquisition, Development and Retention are not fully starderdised and are not showing full success, many HE institutions have adopted some ways for talent management-

a. HE institutions have developed the ways to hire right telent in the organization. However these ways are not up to the mark and lag behind for right selecting right candidate.

b. Many organisations have started Induction programs which was not the practice. This induction program helps employees to imbibe themselves in the environment of organisation.

c. Top level employees (Coordinator, HoD) are given some rights to give suggestions in management decision.

d. In some organisations, family – work life balance is maintained by the means of Leaves, flexi time etc.

e. Although not enough but HE institutions have now transparent salary structure.

The time really demands good and excellent talent in higher education and HE should go for some indifferent strategies to attract, develop and retain the talent.

Suggested strategies for Talent Management-

a. Inclusion of Talent management in Vision of the institution- HE institutions should include talent management as the part of their vision. It should in their top five objectives. Making this an objective will always ensure to that talent management strategies are made, followed and implemented regularly.

b. Understanding of goal- People hired at the institution should be kept at the same level of understanding with regards to goal and tasks of the organisations as well as by assigning people to the roles and positions their skill and knowledge best fit. (Norman 2014).

c. Getting up the learning curve quickly after hiring- new recruits should always be shown how and where they fit in the institution's scheme of things for them to be able to get up the learning curve quickly.

d. Opportunites to further develop- A culture of continuous learning by supporting employees through both internal and external learning programmes should be developed and employees should be motivated for continuous learning.

e. Clear Understanding of Role and Responsibiltes of key positions- By ensuring roles and responsbilites clearly, HE institutions can be in postitions to successfully map internal talent and future need.

f. Some freedom speaks a lot- The people should be given some freedom for time and money also. HE insitutions work in highly regulated environment where almost everything has to be sanctioned from authorised persons with little room left for employees to use their owe ideas.

g. Institutions should be flexible in developing talent- HE higher education institutions are making fair attempts in ensuring that their staff is able to acquire the necessary skills and

knowledge to be able to function more productively in their institutions. Institutions should give free hand and flexibility if any employees is wishing to develop and implemeny any talent.

h. <u>Individual Development Plan-</u> Employees should be encouraged to have their individual development plans and should inline with their plans to let them achieve it.

i. <u>Effective Performance Appraisal Scheme-</u> HE Institutions should come up with very effective Performance Appraial Scheme for effective satisfaction of the employees.

j. <u>Spouse Relocation-</u> Insitutitons can promote the spouse of the employee to work in the same organisation which will give feeling of ownership to that employee and both will work together for betterment of the organisation.

k. <u>Updated centralised dataaase-</u> Insitutions should maintain database of employees and with proper updations which will let institutions know all employees propely.

l. <u>Ownership Feeling- Efforts should be taken to induce</u> Ownrship feeling among employees at least asset employees.

m. <u>Initiations for Innovation and Research-</u> Employees should be motivated to do research and innovations. Grant should be given for good researches. Study leave and resrach leave will also satify employees to convert them into core talent of the organisation (Appari Gauri 2017)

n. <u>Effort to build a team-</u> Management should take efforts to build a team with different recreational activities, family functions and fun laughter at workplace. The team, fun and laughter at workplace enables employees to like the workplace and devlop themselves in healthy environment (Sonia 2015).

4. Conclusion

It is therefore concluded that Talent management strategies need to go still far away. Althoug HE institutions have some policies in place but they are not enough to convert employees into talent. The research work can futher be enhanced to make a model for talent management

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