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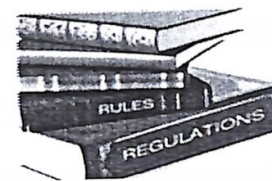Date : 21 & 22 January 2016

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STRATEGIES FOR EMPOWERING HUMAN RESOURCES IN HIGHER EDUCATIONAL INSTITUTIONS

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Abstract:

In higher education institutions efforts are continuously enhance towards the professional development of faculty with the help of strategies for empowerment i.e. training, retaining and motivation to the employees for their role and motivation to the employees for their role and responsibility. Empowerment seems to be strongly correlated with task motivation. The performance appraisal is development of efficiency and transparency in fulfilling the aspiration of the stakeholders and greater commitment to teaching-learning process. In this way the cycle of activities starting with planning of human resources, recruitment, selection, Performance appraisal and professional development programmers, feedback and analysis all ensure that they are utilized for development strategies to upgrade the professional competence of the staff with the help of number of mechanism.

Today, the traditional class room based educational system needs transformation to catch the new technology. The role of faculty has been changed from instructor to facilitator or mentor in learning. In short, the facilities need empowerment to acquire new skills to facilitate this transformation. However, the facilities need to get trained to acquire new information and communication technology (ICI) skills. This paper focuses on various faculty empowerment strategies to be adopted for future quality improvement in higher educational institutions.

Keywords: Faculty empowerment, motivation, Strategies, ICT, Skills, Education Performance Appraisal System.

Introduction:

Life and survival of any institution largely depends on the abilities, skills, awareness and different skills of the human resources especially the principals in that institution. Therefore, the more human resources knowledge, awareness and abilities will be the better they will be able to enhance the efficiency level of that institution. In the present period, with the development of technology and wide range of changes the role and place of education in promoting of principals and faculty's abilities is important. The powerful human resources, help to the institution in achieving the goals by his knowledge and skills. The empowerment of human resources means the creation of necessary capacities set in faculty's for enabling them to increased value in the important resources in providing quality in higher education system is human resources. It includes innovative and administrators, effective faculty and efficient not teaching staff.

Today, faculty need new tool to monitor and faster self-regulatory behavior of students. The following sections reinforce the importance of new roles to be played by

faculties in technology enabled learning as per research work done by different authors. The importance of Unified Modeling Language(UML) as a language for modeling web applications is presented as suggested by different authors based on their research works done in the post decade.

Objective of the Study:

1. To study the empower concept of Human Resources.
2. To understand the faculty as leaders in higher education.
3. To evaluate the faculty empowerment strategies.
4. To elaborate the performance appraisal system.
5. To study the measures for attracting and retaining eminent faculty.

Research Methodology:

The present study is an informative study based on secondary data. The data and information were collected from books, journals, annual reports, newspaper and websites.

Empower concept of Human Resources:

The empowering concept of human resources can be as follows:

- The Empowering as Delegation of the Authority

The empowering is a different essentially method for humans to work together. It means that the faculties feel that in addition to their own responsibilities, they play crucial role in improving the institution performances. They should work not just do the duties and receive the salaries and rewards.

- The Empowering as Motivation:

The empowering motivation means that to give them confidence and entrust them to give them information and make them participate in marketing decisions.

Faculty as Leaders in Higher Educations:

RadhaKrishan Commission on higher education (1948-49) noted that, he (teacher) has to stimulate the spirit of enquiry and of critism. His success will be measured not in terms of percentage of passes alone non even by the quantity of original contributions of knowledge but equally through the quality of life and character of men and women he has taught. It is of vital importance to understand that permeable wall of educational structure is connected to the organs of state and civil society, students are one vital link in this process.

Availability of Autonomy for the Faculty:

In Indian higher education the colonial innovation of affiliating university system distinguished a university and college. University was an examine body and it was conferred the status of degree awarding power. College affiliated to a particular university was the center of teaching and learning. University overtime assumed the authority tocontrol quality by various mechanisms such as:

- Curriculum syllabus, setting of question paper and evaluation of answer scripts was determined centrally by the university.

- Annual examination numerical mark system was introduced by the university as repeated examination was difficult tobe centrally conducted and grade system was found difficult to be standardized.
- Affiliation to a college by the university was subject to inspection respecting the suitability of starting a college with proper ambience, facility and infrastructure.
- In many government colleges managing committee of the college was constituted by the university or state government to decide important matters of quality control and governance with nominal representation from teaching staff.
- Recruitment policy of teaching staff was determined by the university of state government.
- University also retains the authority to determine fees for all colleges government and government aided.
- Student admission policy and framework for implementation is determined by the university.

In addition to the above the qualification, promotion, salary scale, engagement of teachers in terms of time allocation is determined by UGC who has the constitutional mandate to maintain standards of higher education.

The present state of higher education is one in which structure of control is rigid and teacher is forced to perform amidst opposition. Teaching community does not have enough space to design reform process within. State organs of UGC and university muchmore on functionality given the rigid structure of control and does not create space for their own empowerment and action.

Faculty empowerment strategies:

The institution adopts the following strategies in training. retaining and motivating for attaining faculty empowerment.

Table 1 : Strategies adopted by the institution for faculty empowerment.

Sr No	Problems	Strategies Adopted	Areas of Training, Retaining and Motivation	Resulting Empowerment
1	Poor Presentation	Providing know how	Skill	Effective Presentation
2	Language and Fluency	Frequent use	Communication	Improved ability in communication
3	Deficiency in Comprehension	Increased reading	Knowledge	Enhanced competence in imparting knowledge
4	Strained interpersonal	Group activities	Team work	Collaboration and Synergy

	relation			
5	Inadequate use of technology	Support facility	Technology adoption	Use of teaching aids and electronic media for effective teaching
6	Effective Judgment	Providing guidelines	Evaluation	Fair assessment
7	Negative thinking	Re- orientation	Attitude	Positive thinker
8	Lack of sensitivity to student difficulties	Increased interaction	Counseling	Better student teacher relation
9	Challenges in effective teaching	Competition for excellence	Teaching Innovation	Adoption of creative thinking and improvement in teaching methods
10	Stagnation	Provoking analytical thinking	Advancement of research	More publications and contributions

Performance Appraisal System:

The details of performance appraisal system (PAS) to evaluate and encourage the faculty members in their important and as follows.

a. At the end of each semester, a filled in feedback form will be collected from the student about the faculty regarding engaging the class, teaching methodology, creativity and level of understanding.

b. The self appraisal form will be filled in by the faculty by providing the details of teaching results obtained books, and papers published, conferences, seminars, workshops, training programmers, research consultancy and academic administration carried out during the academic year.

c. In the appraisal formthe Head of the institute gives the feedback about theoverall performance of the faculty on the basis of the informationprovided by the faculty members in their self-appraisal form and also through regular presentation. Where the faculty contributes the information and ideas in the improvement.

The institution utilizes such evaluations to improve teaching/ research capability by the faculty.

The following decisions/ strategies were taken in the light of the review of the performance appraisal report.

- Increase interaction with the students and promote participation in the learning.
- Adopt presentation skills
- Concentrate on research projects
- Introduce variety of teaching methods suited to the requirement of the subject.
- Enhance competency through strengthening knowledge in the subject.
- Participate in faculty development programmers
- Contribute to the specific events organized by the institution.
- Review research papers/books.
- Learn proper academic record keeping
- Maintain regularity and punctuality
- Display sincerely, Integrity and Maturity
- Acquire higher qualification
- Deliver expert lecture at a invited talks.
- Receive honors in industry/ community service
- Win recognition in professional bodies.
- Better advisor and communicator to guardians
- Obtain better peer group evaluation
- Write books, monographsetc.
- Develop dependability
- Develop accessibility to the students outside the class.
- Use of ICT

This is communicated to the appropriate stake holders in faculty meetings with management.

Measures for attracting and retaining eminent faculty:

The University particularly in the department like, mathematics, physics and Agriculture is constantly on the lookout for talented and eminent faculty among the younger and older generation. On the other hand young and brilliant faculty eager to come back to our country after a stint of research and post- doctoral work aboard are targeted quite in advance and on the other hand young and older generation. On the other hand fairly senior professors in reputed research institute and those just retired or are on the verge of retirement are recruited on the basis of their own willingness to work in the academic ambience of our university decades of work in a different kind of an atmosphere. The following are the some of the examples of experimented professor joined in institutions.

e.g. Shah Institute of Nuclear Physics,Kolkata, Tata Institute of fundamental Research Mumbai Indian Institute of Technology, Kaharagpur, Indian Institute of Management, Bengaluru.

Conclusion:

Considering the above information, it is concluded that the institution takes sustainedinterest in recruitment and promotion aspects of its faculty. The institution ensures the transparent Performance Appraisal System (PAS). The Institution conducts programs, conferences, seminar, workshops etc. to enhancing the competency of its staff. As well as the institute conducts programme for professional development of its staff. The institute and faculty member use the strategies for empowerment of human resources.

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