

The Role of HR Strategies in Higher Education Institutes in the Context of National Education Policy

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Abstract

The Government declared National Education Policy 2020, which recommends reengineering and radical change of higher education in the country. The government of India started various national missions in many areas where Higher education institutes may contribute. The higher education institutes are academic service institutes. The existing higher education system in institutes is conventional and not ready to accept the challenges regarding to it. They should have the capability to accept academic services effectively, efficiently, productively, and innovatively. This can only be possible when they will implement HR strategies in the institutes. The educational leaders and faculty members plays a very important role in this overall process because they are having a huge number of educational leaders and faculty members at national level so they need to be trained and developed to accept and overcome the issues and challenges with the context of the NEP 2020. In this paper, issues, challenges and strategies of higher education institutions are stated and role of HR strategies to overcome the issues and challenges are stated.

Keywords: *National Education Policy 2020, Human Resources Strategies.*

1. Introduction

The NEP 2020 envisioned quality universities and colleges for the sustainable livelihood and economic development of the nation. The recommendations for higher education have the potentiality to make India a global hub for inclusive learning. In higher education, the government has raised the gross enrollment ratio to 50% by 2035, additional seats if 35 million. The policy emphasizes making higher education multi-disciplinary, all rounded and creative individuals. The quality of higher education

must enable personal accomplishment and enlightenment, constructive public engagement, and productive contribution to society. It must prepare students for more meaningful and satisfying lives, and work roles and enable economic independence (National Education Policy, 2020). The main goal of quality higher education is, individuals can have greater employment opportunities with the support of internal and external stakeholders. The educational leaders will play a vital role to design

the change and faculty members will play a major role to transform higher education as envisioned in the NEP 2020. But on other hand, issues and challenges are ahead. In this paper, an attempt is made to derive the issues, challenges and role of HR strategies in higher education with context to NEP 2020 (problems, issues, challenges, and aspirations). The HR strategies in Higher education institution will create an encouraging environment for radical change and reengineering the higher education system. It will help create long-term value for the students, employers, society, economy, and funding agency.

2. Objectives

1. To study the various issues and challenges faced by HR regarding higher education institutes.
2. To study the HR Strategies and Role of HR to overcome the issues and challenges with context to National Education Policy.

3. Research Methodology

Basically secondary data is used for research and this paper is based on descriptive study.

3.1 Issues of Higher Education

Some significant problems of higher education are listed in the NEP 2020. These are fragmented higher educational ecosystem, less emphasis on the development of learning outcomes, rigid separation of disciplines, limited access, limited institutional and teacher autonomy, inadequate mechanisms for merit-based career management and progression of faculty and institutional leaders, lesser emphasis on research, sub-optimal governance and leadership, ineffective regulatory system and affiliation system.

4. Finding related to Challenges Faced in Higher Education

Development of educational leaders and faculty members to design and implement radical change expected in NEP 2020. More than 2.0 million faculty members are working in higher education institutes who are traditionally grown and trained. The education system must rely on these faculty members and educational leaders who are expected to re-engineer the higher education system in the country. Following are some challenges faced:

4.1 Complicated position description requirements

University hiring teams often have to grapple with onerous position description requirements; a challenge unique to their industry. The number of position descriptions required by any one institution varies significantly, as do the compliance requirements that accompany them. To ensure compliance and keep position descriptions current, institutions need to have the most up-to-date information at all times.

4.2 Mechanism for fulfilling the competency gap

A gap in competencies required and competencies possessed by existing educational leaders and faculty members to bring a radical change in the education system. Many competencies, like vocational education, block chains, smart boards, handheld computing devices, use of various educational software and hardware, augmented reality) in the context of radical change. Traditional leaders. Some competencies, which cannot be developed in leaders and faculty members because of their age, technology, habit, and attitudes. The big challenge is who will fulfill the competency gap?

4.3 Competition for talent

Searching and hiring the best talent before another university does is a constant challenge for higher education leaders because nowadays talent is very competitive. Through various careers sites, advertising they can recruit the best talent.

4.4 Strategies used for reskilling and upskilling in workforce

The workforce needs to be equipped with various industry skills, it requires awareness, education, and training on a continuous basis to develop a wide spectrum of skills (core skills, life skills, learning to learn skills, creative skills, interpersonal skills, use of software and program for different processes and purposes and the like). The workforce also requires encouragement, involvement, and mobilization. The big challenge is how higher education institutes are going to overcome this challenge.

4.5 Hiring, on boarding and supporting multiple cohorts

There are multiple cohorts that make up an institution's workforce, from full-time academic staff to contingent faculty and non-academic staff. Institutions should look to adopt talent management processes that are tailored to the specific needs of each cohort.

4.6 Overcoming Budgeting Challenges

One of the main challenge every college/university HR personnel must overcome is budget challenges. University budgets cover a checklist of expenditures that must be allocated with money as equitable as possible. Probably the most significant difficulty in budgeting is the presence of labor costs, specifically the employee compensation. Those numbers are big, considering the fact that there are other essential expenses colleges and universities should cover, and those expenses aren't cheap as well.

4.7 Moral Issues

Younger generation is not interested in serving their country and they are more interested in just taking up a job and a hefty pay package. Rapid growth of science and technology and subsequent industrialization has caused a great and danger to our old moral and values. The younger generation's dissatisfaction and revolt is the outcome of a decaying system of values.

5. HR Strategies

Following are some HR Strategies to overcome the issues and challenges of higher education institutions:

5.1 Developing educational leaders

There is a need to develop leaders at the regulatory level, at the national and state level to facilitate the Higher education institutes in achieving their vision. The educational leaders thinking must be creative which will be helpful for the expansion and growth of the institute. Creative thinking can be done by middle-aged persons who have hands-on industry and good academic experiences. They must be risk taker to adapt change and do the implementation. Different programs need to be developed to inspire educational leaders.

5.2 Development opportunities for staff

These opportunities for staff needs to be developed to increase overall students' satisfaction. Trainings and workshops for employees can also be involved. The planned activities might improve employees' understanding of students' needs as well as to develop necessary skills and competences in terms of communicating with students and meetings their expectations.

5.3 Recruitment of Outstanding Staff and Aspiring Students

The improvement of the HRM work in recruitment can be done through devising the on boarding plan, appointing the on boarding mentor

for each unit, conducting the surveys on on-boarding procedures, collecting the feedback from on boarding mentors. These actions might have a positive impact on the image of work at the university, and eventually, should result in high motivation among students to compete for university vacancies.

5.4 Compensation and Benefits

The right compensation and benefits strategy is to be implemented. It will help to build the effective and competitive university and increase performance by utilizing the full potential of their employees. The salaries and bonuses are crucial for the motivation of managers and employees, and the compensation strategy is designed to support the general motivation framework at the institutional level.

5.5 Emerging International recruitment of staff

There is a need of emerging national-level recruitment. This needs to evolve in the recruitment and selection process, which is based on the current competency requirements and near future competency requirements. This process needs to be based on the demonstration of competencies and qualifications and experience should be a prerequisite for selection.

5.6 Performance Appraisals

Performance evaluation procedure as well as appraisal should be reviewed and updated with respect to the current mission of the university. The correct performance appraisal should contribute to attract best talents to work with the university and to ensure their long-term commitment to university's objectives.

5.7 Mentoring, coaching, guiding, and counseling

There is a need for intensive and continuous mentoring, coaching, guiding, and counseling of existing leaders and faculty members to implement radical changes in Higher education

institutes as expected in NEP 2020. These will be required in developing and implementing outcome-based curriculum, using education technology, conducting educational research studies, developing vocational and entrepreneurial skills in students and improving the overall performance of the institute.

6. Major Recommendations

At the higher education institutions following recommendations are made:

In each and every higher education institutes there should HR cell which will actively and effectively manage all the things in the changing context of NEP. The cell should design the overall structure and HR strategies for the institute to implement the educational changes in the context of NEP 2020.

This cell can guide or mentor to institute to develop or create a strategic plan to achieve the objectives in context of NEP.

This cell should assume a proactive role in planning and organizing human resource training and development activities in the institute such as conducting performance appraisal, providing feedback for improvement, mentoring, guiding, coaching, and counseling.

This cell should undertake trust building, team building, professional ethics development, etc in the institutes for team efforts to overcome the issues and challenges.

This cell should result in quality education and accreditation. It should result in continuous improvement, value addition, and innovation. It should result in the integration of education technology in higher education.

7. Conclusion

The National Education Policy 2020 that has been proposed in 2020 is yet to be fully implemented. It is an ambitious move to achieve the mission with a modern approach. It is very important to implement things according to the policy. An

efficient implementation can make a policy a huge success and on the other hand, if the implementation is not good, it can be a huge disaster. The review paper discusses the issues, challenges and HR strategies to overcome the same with context to NEP. Many other factors have been discussed in this review paper and each factor is genuine in its own term. The NEP 2020 may look simple and good on the paper but it is much more complicated in a Real-world environment. An HRM cell should be there in each Higher education institutes to effectively manage HR strategies in the changing scenario. HR cell should guide individual leaders, faculty members, and teams to prepare performance and self-development plans based on an institute development plan in the context of NEP 2020. HR cell should play a proactive role in planning and organizing human resource training and development activities in the institute, such as conducting performance appraisal, taking feedback, mentoring, guiding, coaching, and counseling.

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