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TALENT MANAGEMENT IN EDUCATION SECTOR

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ABSTRACT

Talent management is an HR strategy to attract, retain, develop, motivate, reward and make people perform. It is a strategic workforce planning. Colleges are attracting students by introducing new methods of teaching with the help of human resources (Faculty). Colleges utilizing the technical skills of faculty to improve quality of education and retaining the best faculty to run the education institution successfully. The goal of talent management is to create a high performance, sustainable workforce that meets organization's strategic and operational goals and objectives. The purpose of this paper is to highlight the importance of Talent Management in Education Sector.

KEYWORDS

attract, develop, motivate, reward, retain.

INTRODUCTION

India is an important educational center in the global education industry. India has more than 1.4 million schools and more than 35,000 higher education institutes. India has one of the largest higher education systems in the world and there is still a lot of potential for further development in the education system.

Talent management is attracting, developing and retaining employees, ensuring a pipeline of qualified people and building a culture of engagement and productivity which are important to the success of any organization.

With the technology support, talent management's real value is that it allows organizations to identify high performer and future leaders, track and evaluate employee performance, and identify and address skill gap with targeted training and development – all though it has a centralized system.

Although lecturer recruitment and retention have been policy concerns for many years, the strategic alignment of educator talent management initiatives has only recently begun to gain momentum. The adoption of a more comprehensive and strategic approach to securing a sufficient number of effective lecturers is evidenced by the creation of human capital or talent management directorship positions and initiatives in many large U.S. Schools. Education sector oversee the various policies and practices that aim to attract top talent to the institution. Smaller institution also is concerned with creating the appropriate mix of incentives to maintain a strong teaching force for their students.

TALENT MANAGEMENT

The term was coined by McKinsey & Company following a 1997 study, It was later the title of a book by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod however the connection between human resource development and organizational effectiveness has been established since the 1970s. The profession that supports talent management became increasingly formalized in the early 2000s.

Derek Stockley defines talent management as "A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs.

Talent management involves individual and organisational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organisation culture.

Talent management is closely related to either high-performing or high-potential employees or to talent in general. From this perspective which takes a more general view, talent management has no concern for organizational boundaries or specific positions and it is primarily focused on sourcing, developing and rewarding employee's talent. Collings and Mellahi (2009) add the fourth stream which emphasizes the identification of the key positions contributing to the competitive advantage of the organization in different ways. The systematic identification of the key positions is at the core of this concept rather than talented individuals per se.

Talent management is defined as a systematic and dynamic process of discovering, developing and sustaining talent. What works, depends on the context and the way the organization implements the practices. So talent management may be organizationally specific and dependent on the context and could be defined as follows:

- Talent management is a systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization (CIPD, 2006);
- Talent management means the implementation of integrated strategies or systems designated to increase the workplace productivity by developing improved processes of attracting, developing, retaining and utilizing people with the required skills and aptitude so that they can meet the current and future business needs;
- Talent management is defined as an integrated set of HR practices or functions, such as recruitment, selection, development and performance appraisal aimed at increasing the capacity of organization (SHRM, 2006; Fegley 2006; Mercer 2005)

CHALLENGES OF TALENT MANAGEMENT

Identification and Acquisition of Talent: Talent identification is evaluating what the organization has and its needs in terms of abilities, skill, knowledge, experience, number and commitment

Development: Talent development requires development of available talent in the organization. Development of talent is ensured through identification of skill gap and developing them through skill training and development programmers.

Retention: Talent retention is critical to talent management. The challenge of talent management is more aggravated with the increasingly high attrition. When talents resign, there are some categories of costs that the organization has to bear, **Vacancy costs** for e.g. costs of additional overtime, part-time staff, **Replacement costs** for e.g. testing, recruitment, interviewing, Performance differential costs for e.g. Students dissatisfaction, impact on reputation, reduction in strength of students.

OBJECTIVES

1. To Gain an insight about talent management in India
2. To study the importance of talent management
3. To Highlight the importance of talent management in education sector

REVIEW OF LITERATURE

Dr. Ellen Behrstock, (2010) examined effective talent management practices in education and other sectors, with an emphasis on strategies to attract and retain members of generation.

Dr. AshuthosMuduli, in his research, mentioned Recruiting and staffing, competency management, leadership development and assessment, performance management are found to correlate least with absenteeism, whilst compensation and succession planning appeared to be more strongly related with absenteeism. Leadership development and assessment, performance management, compensation and succession planning are strongly related with turnover, whilst recruiting and staffing, competency management are found to correlate least with turnover, competency management, leadership development and assessment, performance management are strongly related with productivity, whilst compensation and succession planning and recruiting and staffing correlate least productivity NTMN defined the talent management through surveys in 2009–2011. Those surveys indicated that activities within talent management included succession planning, assessment, development and high potential management. Activities such as performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Compensation was not a function associated with talent management.

Collings, D.G. and Mellahi, K. (2009) defined strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization. In this regard, it is important to note that key positions are not necessarily restricted to the top management team (TMT) but also include key positions at levels lower than the TMT and may vary between operating units and indeed over time.

Roy T. Kuruvilla, 2004: Most of the Top companies spend any where in the range of Rs 30000 to 35000 per month for each employee who wants to upgrade their personal or professional skills through online self-study mode. BPOs use spirituality as retention tool. Many HR executives working in the BPO space concede that their companies are working out modes to include spirituality sessions as part of self-development programmes for employees. The companies does facilitate employees to go for relaxation sessions through yoga, Art of Living or through physical training in Gyms in each of its centers

Lewis and Heckman (2006) Talent management is a set of processes aimed at the creation of databases of talents (talent pools). This perspective highlights the concept of 'talent pools' and emphasizes the development of talent pools focusing on "projecting employee / staffing needs and managing the progression of employees through positions"

Collings and Mellahi (2009) Talent management is closely related to either high-performing or high-potential employees or to talent in general. From this perspective which takes a more general view, talent management has no concern for organizational boundaries or specific positions and it is primarily focused on sourcing, developing and rewarding employee's talent.

Talent management is a systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization (CIPD, 2006);

TALENT MANAGEMENT IN EDUCATION SECTOR

Talent Management practices are usually elaborated by Human Resource Management departments and Talent Management principles and organizational context are taken into consideration.

Preparation: Education institutions need to ensure that their teacher preparation programs are selective in their admissions and responsive to local needs for teacher in certain subjects, use a wide variety of pedagogical approaches, develop skills and knowledge applicable to a diverse range of schools and classes, and collect data on the effectiveness of their approaches.

Recruitment: Education institutions must identify the highly effective teachers. In addition, officials must maintain high recruitment standards while reaching out to a diverse pool of potential candidates.

Hiring: streamlined hiring processes should be conducted on an early hiring timeline and allow for rich information sharing between education institutions and teachers.

Induction: A high-quality induction and mentoring program should be available to new teachers; the program should be accompanied by appropriate and manageable teaching assignments that recognize their novice status.

Professional Development: Ongoing, job-embedded, differentiated professional development should be available for all teachers.

Working conditions: Teachers should enjoy a professional workplace that includes positive, collaborative, and team-oriented cultures, limited discipline and classroom management problems; safe, clean, and appropriately equipped facilities and reasonable workload

Compensation and Incentives: Teachers should be rewarded generously with salaries that are market-sensitive, competitive and performance-based

Performance management: Teachers evaluations should be differentiated and provide clear and timely feedback, they also should be linked to teacher's goals, professional development and incentives

In a report on integrated talent management across various sectors, Ringo et al. (2008) identify the following broad dimensions of talent management based on surveys of more than 1,000 private and public sector organizations

- **"Develop strategy".** Implement the best long-term approach for recruiting and retaining workers
- **"Attract and Retain".** Recruit and retain those that possess the particular skills and knowledge needed by the organization
- **"Motivate and Develop".** Develop teachers' skills and knowledge to meet the company's needs and provide the motivational factors to ensure job satisfaction.
- **"Deploy and manage".** Create scheduling and resource deployment practices that align well with the needs of the organization.
- Connect and Enable Encourage collaboration and the sharing of expertise as well as the information technology capabilities to help individual across the organization identify and connect with others who can share their relevant talents.
- Transform and sustain Maintain continuity of procedures while achieving clear, measurable change to advance the talent in the organization

Attracting and retaining talent, motivating and developing workers, and transforming and sustaining the workforce (Ringo et al., 2008)

Lawer (2008) recommends that to be effective, the senior management in "human capital centric" organization (i., organizations that strive for success by attracting, developing, retaining, organizing and managing people) should spend 30-50 percent of their time on talent management. Lawer identifies the following best practices for recruitment, development and retention:

RECRUITMENT

- Facilitate the right employee-organization fit by providing accurate previews of the employee experience (e.g., in the job opening language, through online testimonials from current employees)
- Develop employment contracts that formally state what employees can expect and what is expected of them
- Offer individualized employment contracts to account for diversity in age, preference and lifestyles of top talent, when to work, where to work, working hours, type of compensation, and other factor should be individualized.
- Learn about applicants' past practices, past practices are more indicative of future potential than interview and resumes
- Create the impression that the hiring selection process is highly selective
- Offer to provide candidates with feedback on their performance in order to attract those who want to learn and develop themselves while dissuading those who do not.
- Provide internship opportunities to expose potential applicants to a realistic preview of the company and gauge their performance before making an offer.

DEVELOPMENT

- Encourage career self-management through timely and effective performance reviews that clarify the individual's potential future roles in the organization and skills that must be developed further.

- Publicize the plans for changing technology within the organization to indicate which skills employees should focus on developing
- Enable movement within an organization to encourage the best match. Although movement can cause disruption, it is vital for utilizing talent effectively and maintaining employee motivation and morale

RETENTION

- Understand the market. Know why an employee might find another job opportunity more attractive than the current arrangement.
- Understand employees. Values differ from employee to employee, and employers will benefit from knowing the values of their top performers.
- Focus retention efforts on the best talent to create an upward spiral of increasingly better talent attraction and retention
- Identify and reward high performers.
- Collect information about the talent in the organization.

SUGGESTIONS

- Recruitment - ensuring the right people are attracted to the organisation.
- Retention - developing and implementing practices that reward and support employees.
- Employee development - ensuring continuous informal and formal learning and development.
- Leadership and "high potential employee" development - specific development programs for existing and future leaders.
- Performance management - specific processes that nurture and support performance, including feedback / measurement.
- Workforce planning - planning for business and general changes, including the older workforce and current / future skills shortages.
- Work Culture - development of a positive, progressive and high performance "way of operating".

CONCLUSION

Proper development and effective implementation of Talent Management will make the organization more productive. Failures of Talent Management reflect misconceptions of its concept. The goal of Talent management is to help the organization to achieve its overall objectives. Every employer needs to understand the importance of talent management and should develop a strategy to attract and retain the talent that the organization needs to succeed.

We suggest a change of mindset at the management levels with respect to talent acquisition, development and retention.

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