Talent Management in Academics: A Conceptual Analysis

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Abstract

Talent management hold in three different conceptions such as collection of practices of human resource development, human resources flow within the organization and rewarding, sourcing and developing talent of the employee. A talent management system must be implemented in daily process. Education Department alone cannot take the change to attract and retain employees, but it is the responsibility of everyone at all level in the educational sector. The system must include responsibilities for the head of the educational institutions to develop the skills of their immediate subordinates. This process as the name itself suggests that the ability of managing, competency and power of working employees with an organization directly or indirectly. This process is a continuous process that meets an organization's requirements involves sourcing, hiring, developing, retaining and promoting.

Keywords: Talent Management, Academic, Educational Institutions.

INTRODUCTION

A nation is built to a large extent in its educational institutions in its classrooms, laboratories, libraries and playing fields. Educational institutes not only produce highly skilled and enlightened manpower needed for the political, economic and social transformation and development of our country but also shoulder the responsibility of lending dynamism, resourcefulness and intellectuality to it. The teacher is the backbone of the educational system, the maker of mankind and the architect of society. A nation grows with the teachers and with the education imparted to the people. It is in this respect that the role of the teachers acquires significance in shaping society and in bringing revolutionary changes in the development of the country. The retention of this community in educational system especially individual institutes is necessary for the effective and proper use of the resources for rendering maximum service to society through building up the future human-resource pool of the nation A number of findings and observations especially regarding management institutes are pointers to the fact that the education cosmos is sitting on a veritable landmine – that of talent crisis. Institutes at large are facing an acute dearth of academic talent; this is a malaise, which can snowball into a pandemic if remedial action is not taken instantly Institutes are now taking the bull by the horns. The realization of the gravity of the situation is gradually dawning upon them. Slowly but steadily enough, they have started addressing this issue. They are acknowledging academic talent shortage as a burgeoning problem and are placing the academic talent development task high on their list of priorities From the earlier oft-repeated phrase of 'no one is indispensable', today the key words for any HR department are 'key personnel', 'talent war' and 'attrition'. In such a situation, employee-retention programs have gained importance not only in sectors like IT/ITES, retail, banking and financial services but also educational institutes, which witness high rates of employee turnover. After talent acquisition and talent management, talent retention is the next most important issue on

any HR agenda. At the senior level, each individual brings a unique set of skills. Where talent is already rare and people with requisite skills and experience are difficult to find, retention becomes a critical component of organization-building.

Talent is the ability of each individual to perform better than others. This is an inborn quality or ability to perform well which developed over a period of time. For each educational organization sector, the talent management is relatively is relatively untapped and new concept in the field of human resource management despite of proving many times its importance and competitive advantage for the institution. The institutions do not have knowledge of related to the strategies used in talent management which are deployed in higher education system to support them.

Talent management hold in three different conceptions such as, collection of practices of human resource development, Human resources flow within the organization and rewarding, sourcing and developing talent of the employee. It gives valuable opinions from his service period that talent management as career progress and facilitating development of highly skilled and talent individuals which uses formalized resources, procedures, processes and policies.

A talent management system must be implemented in daily process. Education Department
alone cannot take the change to attract and retain employees, but it is the responsibility of everyone at all level in the educational sector. The system must include responsibilities for the head of the educational institutions to develop the skills of their immediate subordinates. Divisions within the educational organization should promote sharing information among the each member of the department, as a result employees can gain knowledge of the overall system and organizational objectives.

TALENT MANAGEMENT
The word 'talent' is a small word but has a large meaning, specifically in the sphere of academics which is influential in the global sense. Academics are not concerned with one particular area, but envelopes the entire civilization. Education, just like air and water is a necessity today. Talent includes the inner capacity of a person; it has something to do with the potential of someone to make things happen. Every organization requires a pool of talent in the form of a group of people who can make difference to the organization.
According to Chartered Institute of Personnel and Development (CIPD, 2007) [4] , "Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential."

According to Stockley (2009) , "Talent Management is a conscious, continuous deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs". Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization.

Talent Management is defined as being the processes and systems to ensure that the organization has the right skills and abilities in the right place at the right time because a wrong fit will result in further hiring, re-training and other wasteful activities.

The term talent management is used in a wide variety of contexts and for a wide variety of purposes and so has no broadly accepted definition (Lewis and Heckman, 2006; Collings and Mellahi, 2009). Having argued this point, however, Lewis and Heckman (2006) and Collings and Mellahi (2009) develop frameworks for talent management that define it with explicit connections between talent and strategy and so view talent management as the 'architecture' required to develop and sustain competitive advantage. Specifically, they define talent management as an organisational system (or culture) that:
1. Identifies key positions that differentially contribute (add value) to the organisation's competitive advantage;
2. Develops a talent pool of high potential and/or high performing individuals to fill these positions; and
3. Develops human resource systems to facilitate the alignment of talented individuals, key positions and organisational strategy.

While the need to match the characteristics of top managers to the nature of the business has been known for some time (Schuler and Jackson, 1987), talent management explicitly acknowledges the importance of managing people and positions at multiple levels within the organisation (Lewis and Heckman, 2006). For example, by combining a labour market dimension (difficult to replace) and a customer-focused dimension (value-added) an organisation can concentrate on getting difficult to replace (i.e., talented) individuals into high value-added positions. In the university environment, this is complicated by the fact that there are multiple customers and stakeholders. Therefore, the value-added dimension needs to be specific to the particular position and function. For example, an undergraduate teaching position has to clearly add value to learning outcomes and student experience; while a research focused position needs to add value to the university's academic reputation and the societal impact of research outcomes.

Talent management also needs to be proactive and contribute towards the development of organisational strategy. In this way, an organisation's strategy can be aligned to the pool of talent already available within the organisation or be directly involved in the development and/or acquisition of the talented people required to implement a strategy (Drew, 2006). This focus on talent management as architecture offers a holistic, systems-level, perspective that is an important component of focused leadership (Goleman, 2013). Focused leadership expands on the concept of emotional intelligence (a focus on the emotions of self and others) with a focus on systems-level thinking; in this case, specifically the interaction between human resources management and organisational strategy.

It would be naive to think that there is one best solution to the talent management problem. Clearly, just as organisational strategy needs to be matched to the context of the industry and competitive environment (Hambrick & Fredrickson, 2001), so must talent management (Cappelli, 2008). Therefore, here we analyse three key issues related to talent management in the higher education (university) sector:

❖ Alignment with strategy: How do we identify the strategically important positions that are critical to the successful implementation of a university's strategy?

❖ Alignment with metrics: How do we identify, reward and promote the (talented) individuals that have the skills, experience and motivation required to perform well in these critical positions? and

❖ Alignment with management: How do we embed talent management into the day-to-day management of a university?

At the outset, let us embark on an attempt to define 'talent'. Talent may be defined as the inherent ability of an individual to do a particular task in a particular way. Talent has a connotation of distinction. It is something that sets one apart. The point to be underscored here is that talent is a commodity in short supply and comes at a price. Since it is a scarce resource, it needs to be optimally managed. Organizations across the world are now thinking of including talent management in the gamut of management processes and functions. But what is talent management? Talent management incorporates attracting, retaining and developing the talent pool available to an organization in association with the other functions of management, so that the organization is never rendered bereft of expertise. Talent management is a professional term that gained popularity in the late 1990s. McKinsey & Company, following a study in 1997, coined the term and then it was the title of a book by Ed Michaels, Helen Hand fi eld-Jones and Beth Axelrod. It refers to the process of developing and fostering new workers through developing and retaining current workers and attracting highly skilled workers at other companies to come and work for your organization. Talent management is a systematic process of identifying, assessing, developing and retaining people with critical knowledge, skills and competencies. Competence, capability and talents are human assets of organizations. At the workplace, capability could mean member's readiness to seek, undertake and carry out challenging work assignments. It is grounded in self-efficacy and other self-related phenomena (Mehta 1999).Talent management systems provide an organization with the vehicle of attracting and retaining the right skills at the right time in the

right jobs. The term 'talent management' means different things to different people.

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To some it is about the management of high-worth individuals or "the talented" while to others it is a managed generally, i.e., on the assumption that all people have talent, which should be identified and liberated. This term is usually associated with competency-based human resource management practices. Talent-management decisions are often driven by a set of organizational core competencies as well as position-specific competencies. The competency set may include knowledge, skills, experience and personal traits (demonstrated through defined behaviors). Management gurus have defined talent as the people who have high potential and skills or those who can successfully lead transformation and change in the organization. Such individuals are usually sought after in the market and their contribution to business adds direct value to its strategic and competitive positioning. These management gurus have defined talent management as the deployment of special strategies by the organization to recruit, retain and develop their pool of top talent. These special strategies are highly innovative and are in no way bureaucratic in nature. Currently, Boards of Directors and other senior leadership teams are taking a direct interest in integrating talent management into the overall corporate strategy. It calls for featuring these individuals prominently in initiatives, and moves the accountability for talent beyond just the human resource arena. It lies prominently in strategy– at the core of business success. By making talent management an integral part of corporate strategy it would be a lot easier to monitor, control and direct it into the desired direction. Lynn Morton, of Performance Improvement Solutions, is of the view that the importance of talent management is evident in its ability to hold management interest even in the recently weak economy. Talent management is coming into its own now. It is providing a way for organizations to integrate a range of disparate human capital initiatives and for human resource itself to strategically align itself with the whole organization

Human-resource guru Dave Ulrich has written extensively on what it takes to build what he calls organizational capability, the ability to develop business strategies and execute them

He contends that the essence of organizational capability is a tight link between business objectives and organizational processes for selecting, developing, appraising and rewarding people. In short, they need Talent-management systems. Talent management systems do not leave key factors to chance. The organization carefully develops a distinct 'employer brand' to attract talent, works out ways to organize work, to delegate responsibilities and, ultimately, to generate employee satisfaction and retention. A talent management system is part of the fabric of the organization

B. Talent Management Includes
The various aspects of talent management are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward (Romans and Lardner, 2006 [12] ; Heinen and O"Neill, 2004 [7] ; Scheweyer, 2004) [13]. It also includes-
❖ Succession Planning
❖ Faculty Development Program

All organizations know that they must have the best talent in order to succeed in the hypercompetitive and increasingly complex global economy.

CHARACTERISTICS OF GOOD TALENT MANAGEMENT
According to the various definitions given by the different authors, which we have discussed above, we can find that the term talent management has the following characteristics. They are as -
❖ Hire the right people
❖ Acclimate new faculty
❖ Discuss career interests with faculty
❖ Provide training opportunities to the faculty members
❖ Provide developmental opportunities to the faculty members
❖ Offer appropriate rewards and recognition
❖ Help faculty to advance
❖ Create a workplace that has meaning and purpose

PROCESS OF TALENT MANAGEMENT
Developing talent is not a new concept or idea. This process as the name itself suggests that the

ability of managing, competency and power of working employees with an organization directly or indirectly. This process is a continuous process that meets an organization's requirements involves sourcing, hiring, developing, retaining and promoting. If an organization wants to hire the best talent of its competitor to work with it, then you need to offer something that person beyond his / her imaginations to come and join your organization. Therefore talent management process is fully integrated software solution that not only controls the entry of an employee but also his / her exit. Every organization needs best talent management process to achieve its goals and set them higher.

(1) Attracting and Recruiting Talent
Due to the recent economic downturn jobs cuts globally increased, so those who were important to organizations were retained and others were sacked. In order to attract and recruit talent employees organizations need to look and understand what talent is looking for in a career and how they perceives carry out education with their needs. An organizations approach to each one of the potential recruits needs to be altered to suit who they are and where do they want to take their careers.

(2) Retaining and Developing Talent
This is always challenging task for the new and old workers in the education sector. It is related with the workers an ongoing process. This is a more challenging task for talent management process. It focuses on the following points such as:
- ❖ Work ethics and values
- ❖ Career planning
- ❖ Work life balance
- ❖ Benefits and reward systems

(3) Managing Talent
The task of an organization in education sector does not ends with hiring the employees but effective management of the employee is equally important. It focuses on the following points such as :
- ❖ Attitude and principles of the authority.
- ❖ Systems of management.
- ❖ Styles of leadership
- ❖ Time to time mentioning the work
- ❖ Provided guidance
- ❖ Positive recommendation towards the employees time to time

CAUSES FOR EMPLOYEE TURNOVER IN THE INSTITUTIONS
The following courses for employee turnover in the institutions such as :
- ❖ Over workload
- ❖ Insufficient salary
- ❖ Insecurity job
- ❖ Ambiguity role
- ❖ Insufficient resources
- ❖ Poor performance management
- ❖ Inadequate environment

PERFORMMANCE MANAGEMENT MOTIVATES THE EMPLOYEES IN INSTITUTIONS
- ❖ Many educational institutes launched development of faculty programs to shape and improve the career of the employees.
- ❖ It improves employees motivation and dedication towards work
- ❖ Policies and procedures should be well informed in beginning to the respective faculties of the institution.
- ❖ They should give rewards and motivate the employees according to their performance,
- ❖ The equal opportunities should be given to both senior and junior employees.
- ❖ Leads to high confidence in bonus payment process.
- ❖ Leaves like maternity or paternity leaves should be provided for different time period for the birth of the child.
- ❖ Professional development programs are aligned directly towards the achievement of institution level goals.
- ❖ Assistance for external grants provision for researches and other purpose should be given

STRATEGIES OF EMPLOYEE RETENTION
The following strategies of employee retention are given in below:
- ❖ Communication should be done properly in organization
- ❖ Efficient employees should be engaged for the right job
- ❖ Provide opportunities development and growth of the employees
- ❖ The efficient employees must get more remuneration on their performance

- ❖ Equitable and fair treatment for every employee
- ❖ There should be accountability helps employees

STAGES OF TALENT MANAGEMENT

- ❖ **Attracting Talent:** Attracting talent would involve assessment and selection of human resources. It would basically require the evaluation of the present workforce. This evaluation unravels the existing discrepancy between the needed talent and existing talent. Job evaluation is another way of identifying the needs of the organization. Now the talent can be acquired through proper recruitment and selection strategy to fill the burgeoning gap. Talent acquisition includes the organization's ability to extract information and ideas from its environment as well as through insight. One of the fastest and most powerful ways to acquire talent is through grafting, i.e., hiring individuals or acquiring entire companies. For example, graphic chipmaker ATI Technologies picked up plenty of talent by hiring the most experienced Nortel staff that was recently laid off.
- ❖ **Retaining Talent:** In the fast-growing competitive world the organization can survive only with its talented employees. The organization may face several challenges, such as ageing workforce, high attrition rate, increasing skill shortage, etc. Among these high rate of attrition of employees is the major challenge. The growth rate of IT companies is tremendous, but so is their attrition rate. Similar phenomena are observed in educational institutes as well. A good retention strategy will ensure the presence of following elements in its organization, so as to prevent any further exodus of the employees 1. Exciting work 2. Good organizational culture 3. Robust leadership 4. Wealth and rewards 5. Prospects of career growth and development
- ❖ **Developing Talent:** Development represents efforts to improve employees' ability to handle a variety

of assignments and to cultivate capabilities beyond those required by the current job. Development benefits both the organization and the individual employee. Employees and managers with appropriate experience and abilities may enhance organizational competitiveness and the ability to adapt to a changing environment. Talent development strategies will include the following

- ❖ **New-job Integration/Assimilation:** Development of talent should be done in such a manner that the employees are at ease when faced with the situation like that of job rotation. It equips them with the knowhow of a new job and adds spice to their routine job
- ❖ **Training:** Training is a process whereby people acquire capabilities or develop their existing competencies to aid the achievement of organizational goals. It provides employees with specific, identifiable knowledge and skills for use in their present and future jobs. Talent training specifically aims at bridging any gap between the existing and required competencies of the employees for better succession planning
- ❖ **Succession Planning:** It is the process of identifying a long-term plan for the orderly replacement of key employees. The need to replace key employees results from promotions, transfers, retirements, deaths, disabilities, departures or other reasons. In fact, succession planning is something that most of the organizations do not even think about, hence, the impending leadership crisis. A good succession plan always ensures the ready availability of the right person at the right time and at the right place doing the right work in the event of the current incumbent not being there for the any of the aforementioned
- ❖ **Transitioning Talent:** Transitioning talent implies that employees are deputed on some new position for a short period of time, so that they are able to provide a new insight into this job as well as learn some new skills for their existing job. This will include the following

❖ **Outplacement:** Outplacement is one of the strategies through which the employees can be placed at some important job in another organization for a short duration, maybe on an exchange basis. This will help the out placed employees gain a cross-cultural exposure and an opportunity to exploit his latent potential better

❖ **Senior-executive Programs:** Organizations require trained executives to face the challenges. When a manager leaves the organization, it creates a major crisis in the organization. At that time we need a leader who can fill this gap and pull the organization up with the help of his personal charisma and competencies. Senior executives are the people who are required to be aware of the environmental developments and latest trends. To achieve the desired results these executives need to be developed so that their knowledge doesn't become obsolete and they have the strategic advantage to handle critical situations. These Senior-executive Programs include in-basket techniques, business games, syndicate training and many other simulation exercises

❖ **Partner/Spouse Relocation:** In the present world of cut-throat competition it has almost become a necessity for husband and wife both to work. They have their own sets of commitments related to their organizations. For this, many a time they are placed at different locations and this becomes one of the major reasons for one of them to leave the organization or it may even lead to decline in personal productivity. As a proactive stand the organization should foresee such a situation and as a move to retain its talented employees, a relocation/transfer plan should be formulated so that both the partners are at the same location. Such action from the point of view of the organization makes the employees indebted towards it and makes them more committed towards the organization.

CONCLUSION

From the above study of this paper we can find that talent management can help in identification of the right talent, development talent and retaining talent in the education sector for its success. Another angle of point, we can say that talent management is a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. It is the saying that the recruiting effective person is the first step towards effective retention. Youth is in generation is the future of the country. Some vital talent management practices that can be very fruitful to an organization includes performance management, career planning, succession planning and quality of work life.

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