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## Human Resource Strategy of Bihar in Education Sector

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### Abstract:

A human being is a positive asset and a precious national resource, which needs to be cherished, nurtured and developed with tenderness, and care, coupled with dynamism. Each individual's growth presents a different range of problems and possibilities at every. Education is a catalytic agent in this complex and dynamic growth process of the individual, community and the nation, which needs to be planned and executed with great sensitivity. The society and economy of Bihar is passing through a prolonged phase of transition, in which education can become an important factor of social transformation in desirable direction broadly outlined in the Indian constitution. Given its uniqueness, a nationally defined policy may not be the most appropriate for it, obviating the need of a separate policy largely, of course, in the national framework and properly manage the human resources in the education sector to improve quality of education.

**Keywords:** Human Resource , Strategy , Bihar , Education

### Introduction:

Human resources are critical for effective educational functioning. Human resources were once relegated to second-class status, but its importance has grown dramatically in the last two decade. Again, its new importance stem from adequately recruited, selected and supervised, inducted and adequately rewarded, provided for, properly develop, appraised and promoted on the job. They will be committed to the job, remain dedicated and productive in the education system. It also represents a significant investment of the educational efforts. If managed well, human resources can be a source of competitive strength for the education. Strategically, human resources must be viewed in the same context as the financial, technological and other resources that are managed in any organization.

A Human Resource strategy is a business's overall plan for managing its human capital to align it with its business activities. It sets the direction for all the key areas of HR. A very useful model is the standard causal model of HRM, one of the key HR models. It shows where HR strategy originates from and how it influences HR execution and business performance. The result of an HR strategy is often an HR mission statement. The HR mission statement helps to clearly define where the organization wants to go. An HR strategy has a set of characteristics:

- It requires an analysis of the organization and the external environment.
- It takes longer than one year to implement.
- It shapes the character and direction of Human Resources Management activities
- Helps in the deployment and allocation of organizational resources (i.e. money, time, personnel)
- Is revised on a yearly basis.
- It incorporates the expert judgment of senior (HR) management.
- It is number-driven.
- It results in a specific behavior.

### Methodology:



Functions of Human Resources Management in Education is a set of practices and methods of integrating and maintaining the teaching staff in the school so that the school can achieve their purpose and as well as meet the goals for which they were established. It is the motivation and co-ordination of the activities and effort of the teachers in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. The functions include the following:

- i. Staff maintenance
- ii. Staff relations
- iii. Staff development
- iv. Procurement of staff
- v. Job performance reward

#### Staff Maintenance :

This concern making the work environment conducive for workers, pertinent practices include; promotion and transfer, motivation, staff safety, security and health services. It is pertinent that educational establishments have sound policies in respect of staff transfer and promotion to ensure that justice and fairness prevail in dealing with staff. As work to be performed in the school is important, the mood of the man to perform the job is equally important. For maximum and productive goal attainment, the school head must ensure the comfort and happiness of the workers. That can be done through prompt payment of salary, and ensuring a safe and healthy working environment.

### Staff Relations :

There must be a good communication network in the school to enable workers to be constantly informed of the progress being made in the school. Workers should be encouraged to participate in planning and decision making in the school. Workers should be encouraged by recognizing the staff as human beings with feelings, interest, needs and emotions and treating them as such with fairness and respect.

**Staff Development :** This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme. The success of educational organization hinges on the strength and quality of the staff members. There is need to change through training and to improve and grow in competence. This can be done through in-service training, conference, workshop and seminars.

### Procurement of Staff :

Human resource management functions start with the process of recruitment and selection by which educational institutions get the best personnel to interpret and implement the curriculum programmes. Staffing of schools is a job performed by the ministry of education through its agencies in the federal and state government. Procurement of staff in education deals with obtaining people with appropriate and necessary skills, abilities, knowledge and experience to fill the vacant teaching posts in schools.

### Job Performance Rewards :

This involves the design and administration of rewards for jobs performed. It is very important that management, ministry of education and its agencies take the issue of reward system very seriously. Staff performance would increase substantially if they are adequately compensated according to the quality and quantity of work done.

**Challenges of Human Resource Management in Education** Human resource management has become notably complex in the sense that as human beings, they are not reliable for doing one thing over and over in exactly the same way. They can be expensive depending on their cadres, qualification and skills. Their productivity is highly dependent on the person's ability to instruct. The same content cannot be delivered every time. A number of factors have contributed in this complexity. They Include the Following: **Poor Working Condition** It is not out of way if staff expects to be paid finance rewards commensurate with the services performed. The ideal thing is to have a systematic producer for establishing a sound reward system and structure. A good remuneration tends to reduce inequalities between staff earnings, raise their individual morale, motivate them to work for pay increase and promotions, reduces inter group friction and employee grievances. Teachers salaries are not paid along side with other civil servants and in some cases, teachers are owed many months of salary areas.

**Problems of Staffing :** The problem of staffing is enormous. There are problem on the quality and quantity of staff recruited for the education of our citizens. The reason is from poor staff recruitment and selection process. Politicians and God fatherism has taken the upper hand. Some staff rarely stay in the remote areas where the management wants their services. They use to stay in the urban areas for self-convenience. **Current Call for the Use of ICT in Education** As the 21st century world is undergoing rapid changes, there is urgency for few educational needs such as the call for

use of ICT in education. Current call for ICT usage in education is worthy but, its implementation in the state is in the toddling stage.


#### Rationale of the strategy :

The emergence of new economic sectors and a multi-pillar economic base in Bihar calls for a restructuring of the state's education and human resource development system. The strategy aims to transform Bihar into a highly skilled state in the vanguard of global progress and innovation. Its mission is to develop a culture of achievement and excellence, to foster innovation and to generate new knowledge for socio-economic and sustainable development. It seeks to ensure access to learning opportunities for all so that citizens can achieve personal growth, develop critical thinking skills and adapt to changing environments. The strategy's objectives recognize the importance of building flexible and integrative structures that encompass both the education and training sectors.

#### Concept of lifelong learning

Lifelong learning is seen as a continuum covering the individual's whole life span, from early childhood to retirement. Providing lifelong learning entails securing affordable access to a variety of formal and non-formal learning opportunities. All forms of learning and all environments enabling learning should be included to ensure that lifelong learning is also an integral part of human resource development. The promotion of lifelong learning opportunities includes the recognition of prior learning and prior experiential learning, the strengthening of open and distance learning capacity in the tertiary education institutions, the development of multiskilling and reskilling programmes and the conduct of action research in the development of lifelong learning.

#### Main challenges

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- Out-of-school children aged between 3 and 5 due to absolute poverty; disparity in preschools
  - Relatively high percentage of students failing and/or repeating the primary education certificate; low percentage of students graduating from the lower secondary sector and a corresponding low gross higher education enrolment ratio
  - Making public spending on education more cost-effective
  - Aligning secondary education with societal needs and ensuring equity among different publicly funded players and providers
  - No successful articulation of pathways between technical and vocational education and general education

## Main targets and measures

The strategy includes all educational sectors from early childhood education through technical and vocational education to continuing education.

- Ensure access of all children aged between 3 and 5 to preschool education and undertake reviews of curricula to ensure readiness for primary school
- Develop proactive measures for the early detection of children with special needs
- Improve completion rate at upper secondary level and create a strong quality assurance system in order to secure internal efficiency and high-quality teaching and learning
- Develop a comprehensive professional development strategy for school staff; offer flexible, high-quality and challenging teacher education programmes; ensure accountability of school leaders
- Enhance the quality and relevance of technical and vocational education and training; improve pathways with general education
- Internationalize higher education and enhance linkages with the economic sector
- Foster research and development for effective human resource development and provide professional orientation to prospective entrants to the labour market
- Improve the management and performance of the Ministry of Education through its governance, accountability and achievement structures
- Enhance student performance measures, paying more attention to the quality of learning

## Particular feature of the strategy

The Human Resource strategy pays attention to human resource development on a state level. The strategy refers to various frameworks and funding bodies that have been established in order to promote strategic human resource development in the state. The objectives for human resource development include:

- Transforming Bihar into a knowledge economy, e.g. by developing a ‘24/7’ economic model and work culture
- Building a world-class human resource base, taking into account the needs of businesses as well as the aspirations of unemployed workers and the younger generation in terms of skills requirement
- Fostering research and development for effective human resource development
- Providing professional orientation to prospective entrants to the labour market

## Conclusion & Suggestion :

The strategy in this behalf will consist of

- a ) better deal to teachers with greater accountability;
- b) provision of improved students services and insistence on observance of acceptable norms of behaviour;
- c) provision of better facilities to institutions; and
- d) creation of a system of performance appraisals of institutions according to standards and norms set at the State levels.
- a) Evolving a long-term planning and management perspective of education and its integration with the state's and country's developmental and manpower needs;
- b) Decentralisation and the creation of a spirit of autonomy for educational institutions;
- c) Giving pre-eminence to people's involvement, including association of School Management Committees, panchayats & local bodies, non-governmental agencies and voluntary effort;
- d) Inducting more women in the planning and management of education;
- e) Establishing the principle of accountability in relation to given objectives and norms.

The methods of recruiting teachers will be reorganised to ensure merit, objectivity and conformity with spatial and functional requirements. The pay and service conditions of teachers have to be commensurate with their social and professional responsibilities and with the need to attract talent to the profession. Efforts will be made to reach the desirable objective of uniform emoluments, service conditions and grievance-removal mechanisms for teachers throughout the state & country. Guidelines will be formulated to ensure objectivity in the postings and transfers of teachers. A system of teachers evaluation will be open, participative and data-based - will be created and reasonable opportunities of promotion to higher grades provided. Norms of accountability will be laid down with incentives for good performance and disincentives for non-performance. Teachers will continue to play a crucial role in the formulation and implementation of educational programmes.

Considering the importance of education in human resource management, the following are recommended.

1. Education should be made attractive by creating a conducive atmosphere for teachers.
2. More government attention is needed for the education sector through improved function as education remains the basis for the progress of all other sectors of society.
3. A united salary structure should be made for all categories of teachers within the education sector.
4. Standard of education in Bihar should be up dated to meet the rapid social changes in our present society.
5. Computer literacy in the spirit of globalization should be brought into the curriculum and the new and the old curricula made coherent for better productivity.

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