

Geethanjali College of Engineering and Technology (Autonomous)

Leader and Faculty Selection Process

Leadership Planning at GCET

GCET believes that institutions need to plan for talent to assume key leadership positions or backup positions preferably on a permanent basis. Management has a responsibility to ensure the "stability of tenure of personnel" and if that need is ignored, key positions would end up being filled by ill-prepared people.

GCET has devised "Leadership Planning and Management (LP and M)," a process that has been helping in ensuring the stability of the tenure of personnel in various leadership positions. We at GCET believe that efforts need to be in place to ensure the continued effective performance of an institution, division, department, unit, or work group. Performance can be further enhanced only by making provision for the development, replacement, and strategic application of key people over time.

It's a known fact that academic sector has been facing a significant loss of leaders over a long period of time, a key challenge is the need to promote individuals into roles, where they have not had the long "apprentice" period that their predecessors had and more so, as there has been a significant increase in number of academic institutions. Further, the roles have become more complicated and demanding as the complexity of the academic environment has increased. Despite the rapid growth in complexity, there has been limited preparation by most academic leaders to effectively administer fulfilling their responsibilities in various roles and often learn through trial and error in their leadership and management experiences"

For leadership plan to be implemented in the higher education sector we need three requisites:

- Strategic Planning,
- Workforce Planning,
- Career pathways to leadership roles.



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We at GCET felt that these three requisites are highly interrelated and dependent on each other, and they are underpinned by the principles of openness, transparency, and a commitment to the process of succession planning. Further, without these three principles and the requisites, leadership planning of academic leaders cannot be met, thereby prohibiting or reducing its effectiveness.

Hence, our leadership planning is a means of identifying critical management positions, starting at the levels of Associate Professor, and extending up to the highest position in the organization. Our leadership planning also describes senior management/administrative positions to provide maximum flexibility in lateral management moves and ensure that as individuals achieve greater seniority, their management skills will broaden and become more generalized in relation to total organizational objectives rather than to purely departmental/divisional/unit objectives. Towards this, we have been practicing the following:

Mentoring and preparation for leadership: Creating opportunities for academicians and prospective leaders to participate in mentoring programs with the aim to provide on-the-job leadership experience. Opportunities for prospective leaders expose them to the experiences of being in leadership by learning from more senior leaders. On-going mentoring support for academicians, new to leadership positions is in place.

Promotion policy and career pathways: Clearly defined career pathways for academicians into leadership positions and providing pathways back from leadership to research roles. Defined opportunities with support for promotion, including an understanding of what promotions committee expects to see in applicants.

Recognition of the importance of workforce planning: Management, faculty and staff identify organizational requirements of the future, particularly leadership succession in various positions.

Established processes and procedures for identifying the preferences including timing of retirement among academic leaders. Leaders in the institution have been told that time spent in mentoring other staff, on day-to-day operation/administrative matters, and strategic activities are critical for any leadership role.

Leader's personal characteristics, the amount of time they spent on specific activities and their motivation are critical in succession planning.



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Clear guidelines to this end have been kept in place that include, but not limited to

- Mentoring and preparation for leadership
- Promotion policy and career pathways
- Recognition of need for workforce planning
- Investment in building faculty/staff capabilities.
- Flexibility while ensuring transparency

Created awareness among faculty and staff in the institution that people need to have the following capabilities to be successful academic leaders:

- Deep understanding and empathy for the core business of the college, faculty and staff
- People and change management experience
- Business acumen and financial management skills
- Organizational and project management skills
- Information technology skills
- Business process improvement skills
- High level writing skills
- Understanding of the higher education sector governance/accountability / legislative frameworks.

Further, people in working in the institution have been informed that preparation for leadership shall include:

- Attendance at committee meetings
- Participation in assessment panels
- Budget meetings and forecasting
- Supervisory responsibilities
- Coordination of a conference or seminar series
- Speaking at a conference.

It is our conviction that all the above opportunities expose the academicians to the responsibilities of leadership positions and smooth transition for acting or for permanent arrangements as successors.



Signature



Process for Leader (HoD / Dean / in-charge of Division or Unit or Cell) Selection:

Identified senior faculty members from among the faculty working in the departments and will be chosen based on the following criteria mainly focussing on

- Critical thinking skills
- Strong leadership skills,
- Effective communication,
- Organizational abilities,
- Decision-making capabilities
- Collaborating with fellow educators and administrators.

Identified faculty as per the above criteria at least in the ratio of 1:2, from the departments, and have been requested to appear for an interview before a selection committee consisting of the following members

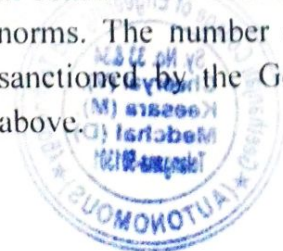
1. Chairman of the Governing Body of the institution.
2. Principal.
3. Two Senior Professors from reputed Institutions as subject experts.
4. A person nominated by the Chairman from the society, established the institution.

Based on the recommendations of the above selection committee, the various leadership positions are filled.

Faculty Selection process

The institution constitutes staff selection committees for recruitment of faculty meeting the eligibility norms of AICTE/Affiliated University, with the following composition

1. Chairman of the Governing Body of the Institution - Chairperson
 2. Principal - Member
 3. Head of the Department concerned – Member
 4. Two subject- experts nominated by Principal - Members
- The Faculty selection process is as follows:
 - The faculty requirement is projected by the Heads of departments, 4-6 months before the commencement of Academic year, taking into account the existing faculty strength in terms of specialization and cadre.
 - The faculty balance, in terms of experience and fresh talent, for various specializations and cadre ratio are worked out by the Principal and Chairman in consultation with the HoDs and Deans of Schools, following UGC/JNTUH norms. The number of posts in each category for all the departments are sanctioned by the Governing Body, satisfying the requirements as outlined above.



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Advertisements are issued in widely circulated newspapers as well as placed on institutional website, inviting applications by post / e-mail from eligible candidates to fill the sanctioned posts. In addition, senior faculty members make use of their contacts to elicit good response from distinguished faculty working in other institutions or experts from industry/R&D organizations.

- The applications are shortlisted based on the eligibility criteria and credentials.
- In many cases, applicants are requested to deliver a brief lecture on a topic of the applicant's choice in the presence of Chairman, Principal, Head of the Department, Dean of respective school, and two subject experts as members, comprising the selection committee.
- The candidates are provisionally selected based on merit and appointments made with the approval of Chairman.
- The candidates thus appointed are required to appear later for interview before Staff Selection Committee consisting of Chairman of the Governing Body as Chairman of Selection committee, Principal of the college, HoD, besides two subject experts not connected to the college, and two subject experts, nominated by the Vice chancellor of the affiliating university as members. The appointments made by the college subsequently confirmed after the appointees complete their probationary period.

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