

Human Resource Management and the use of Leadership Development and Succession Planning in the Development of Higher Education Administration

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The evolution of Higher Education (HE) administration is important in this post pandemic era, and Human Resource Management (HRM) through its use of leadership development and succession planning is critical in this process. This paper will examine the role of leadership development and succession planning as agents of HRM in the HE administration development process. It is to this end that the paper is relevant to the conference theme as it focuses on how HRM contributes to the development of HE administration, thereby contributing to the latter's quest for sustainability, inclusivity, and technological progress. The paper will contribute to the existing body of work on administration in Caribbean HE Institutions. By its very nature the paper is a theoretical exposition, as it will be analysing the role of key theories used in the development process of HE administration.

The paper will begin with the discussion of key terms: Higher Education, Higher Education Administration, Human Resource Management, Leadership Development, and Succession Planning. There will be a discussion of the role HRM in HE administration, and a discussion of the role of leadership development in HE administration, followed by a discussion of the role of Succession Planning in HE administration. Included in discussion would be the process of leadership development: alignment, goals, assessment, development implementation, evaluation, measuring impact, and how these facilitate analysing leadership style, establishing and empowering the environment, and crafting a compelling vision in response to strategic and operational goals.

There will be an examination of critical steps, and the phases of leadership development namely: the emerging leader, the developing leader, and the strategic leader. The discussion will also include the features of leadership development such as: improve financial performance, attract and retain talent, drive strategy execution, and increase success in navigating change and how they impact contemporary HE administration. A discussion of the importance of leadership development will also take place highlighting points which contribute to it: improve decision-making, promote innovation, foster communication, enhance engagement and retention, cultivate

future leaders, and drive success; and how these points contribute to the sustainability of HE administration via the intervention of HRM. A discussion of the role of HRM in succession planning will focus on key points such as: promoting leadership continuity/minimizing disruption, aligning talent development strategy with HE institution's organizational goals, building resilient/diverse leadership pipeline, support organizational agility/growth, boost employee retention/engagement. There will also be a discussion of HRM key responsibilities in the succession process: identifying critical roles, defining and identifying high potential employees, creating personalized development plans, tracking progress and readiness. Discussion of challenges in implementing succession planning in HE institutions: addressing the exit of baby-boomers from the workforce. Balancing internal and external talent recruitment, reducing bias in succession planning, managing the ripple effect of leadership transitions. The benefits of succession planning will also be discussed: more empowerment and higher job satisfaction, employees career development, mentorship/knowledge transfer/development of expertise, filling positions internally, facilitates understanding and sharing of institutional values and vision, new generation of properly prepared leaders, and promoting diversity.