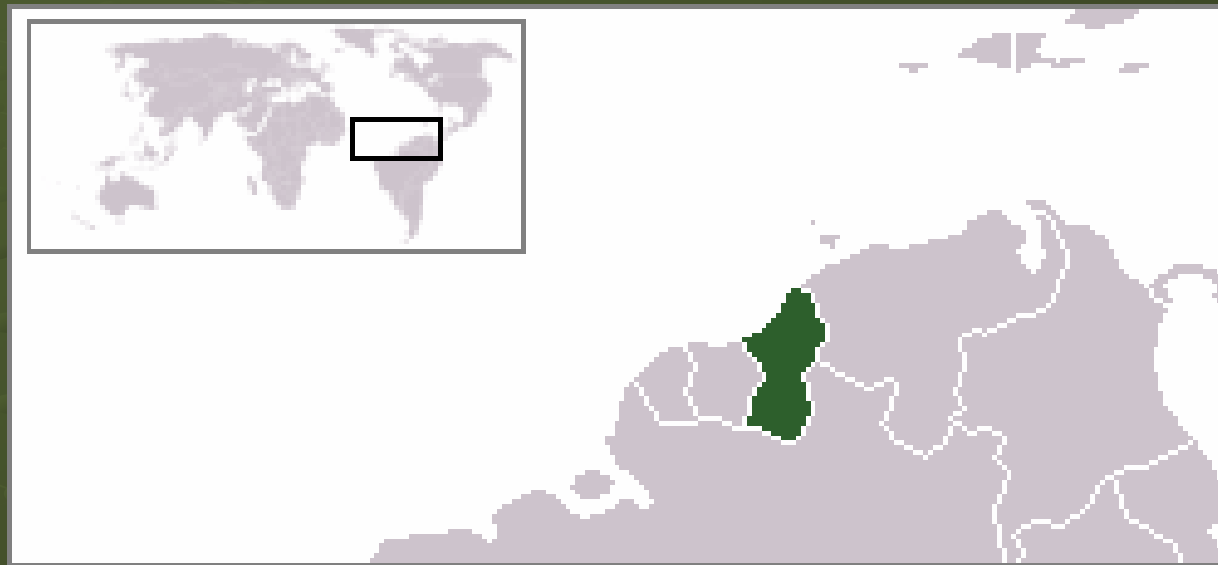


Guyana



The plight of the third world university & possible practical approaches to overcoming the issues

Case study: University of Guyana

Stacy Peters

Planning Officer (HR & Funding)

Association of Commonwealth Universities

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Objectives

- Give you an idea of the UG situation & what we are doing to address the issues
- Indicate what has worked for you

Outline

- *What is the plight of the third world university?*
- *Practical Approaches*
- *The UG Case Study*
- *UG Approach to a solution*
- *Challenges*
- *Over to you!*

What is the Plight of third world universities?

World Developments

- Technological advances
- Competition, change & globalisation
- Knowledge based economy
- Developments in Universities
 - Competition & commercialisation
 - Increased autonomy
 - Driven by community needs & the market

The impact of Globalisation on Unis in DEs:

● ***Goolam Mohamedkhai***

- Large increase in enrolment
- Funding has either remained the same or declined
- Increased competition from foreign providers facilitating 'transnational education'

● ***Other observations***

At the country level:

- Constrained by socio/economic abnormalities

At the institutional level:

- Stuck in tradition

● ***Effects:*** decline in quality, loss of qualified staff/students

Practical Approaches

1. *Horace Williams:*

● *Now operating in the context of*

- marketing and branding, promotion of excellence and excellence in management.

● *Survival depends on*

- mergers, federation, collaboration and joint ventures in the same way that private business organisations operate funding for research.

● *Plan strategically focusing on*

- the market for students, globalisation trends, the issues of trade and extending to new frontiers

2. Mohamed Ghai:

The Essentials for universities

- must operate more efficiently
- must be managed more professionally
- must supplement public grants with self-generated funds
- must be accountable
- must respond to the needs of the world of work
- Govt must see uni central role in national development & provide necessary support
- Institute national regulatory framework
- Collaborate with foreign providers to pool resources
- Foster regional & international cooperation

3. Rich:

What the University has to emphasise:

- Internationalisation
- Multi-ethnic/multi-national body
- Academic Staff Tenure & Development
- Develop Academic & Administrative structures concurrently

And HR?

- Determine ideal structure for HR
- **HR has to be more strategic, transforming the University to access funding and achieve its mission**

What should be HR's main areas of focus?

- Staff training & development
- Development & implementation of formal strategic plans
- Establishment of partnerships & collaboration with other higher education institutions, commerce and industry
- Entrepreneurship & cash generation
- Research orientation

Case Study: University of Guyana

The University of Guyana



About the University of Guyana

- Sole national university
- 2 campuses
- 770 staff
 - 600 fulltime and 170 part time,
 - 209 academic and 561 administrative
- Personnel mode of operation

UG Issues

- External
 - Politic/Socio/Economic constraints
- Internal
 - Finance
 - Governance
 - HR

External: Politic/Socio/Economic constraints

Guyana

- Population- 767,245 (July 2006 est.)
- High emigration/brain drain
 - estimated 500,000 Guyanese living abroad
 - Estimated 10,000 leave for US every year
- GDP (PPP) 2005 estimate:
 - Total: \$3.489 billion (157th)
 - Per capita: \$4,612 (105th)
- HDI (2003): 0.720 (107th)
- Government control

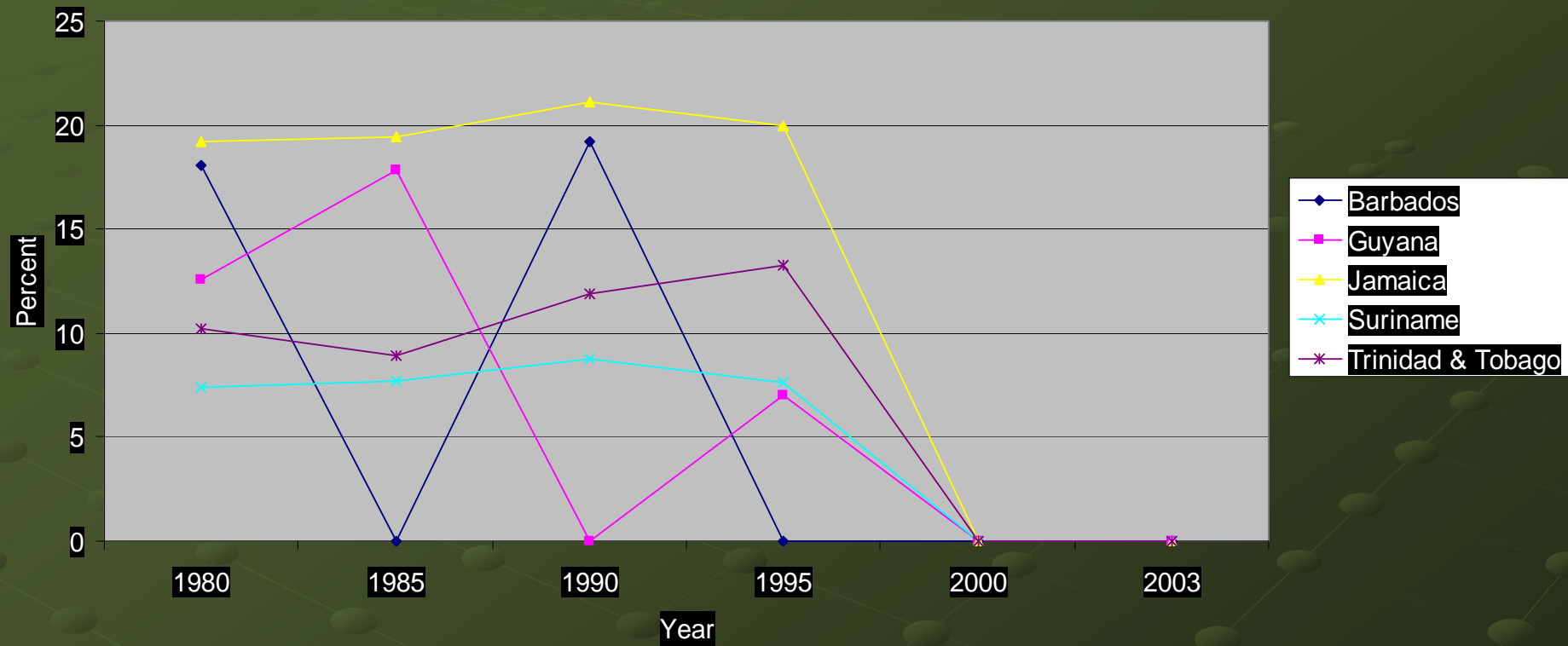
Finance

- The low financial resources
 - Poor working conditions/inadequate tools
 - Limited Academic Staff Competencies
 - Lack of postgraduate programmes/output
- Inability to address increasing competition
 - UWI
 - Offshore DE institutions (USA/UK/Canada)
 - More flexible and market oriented

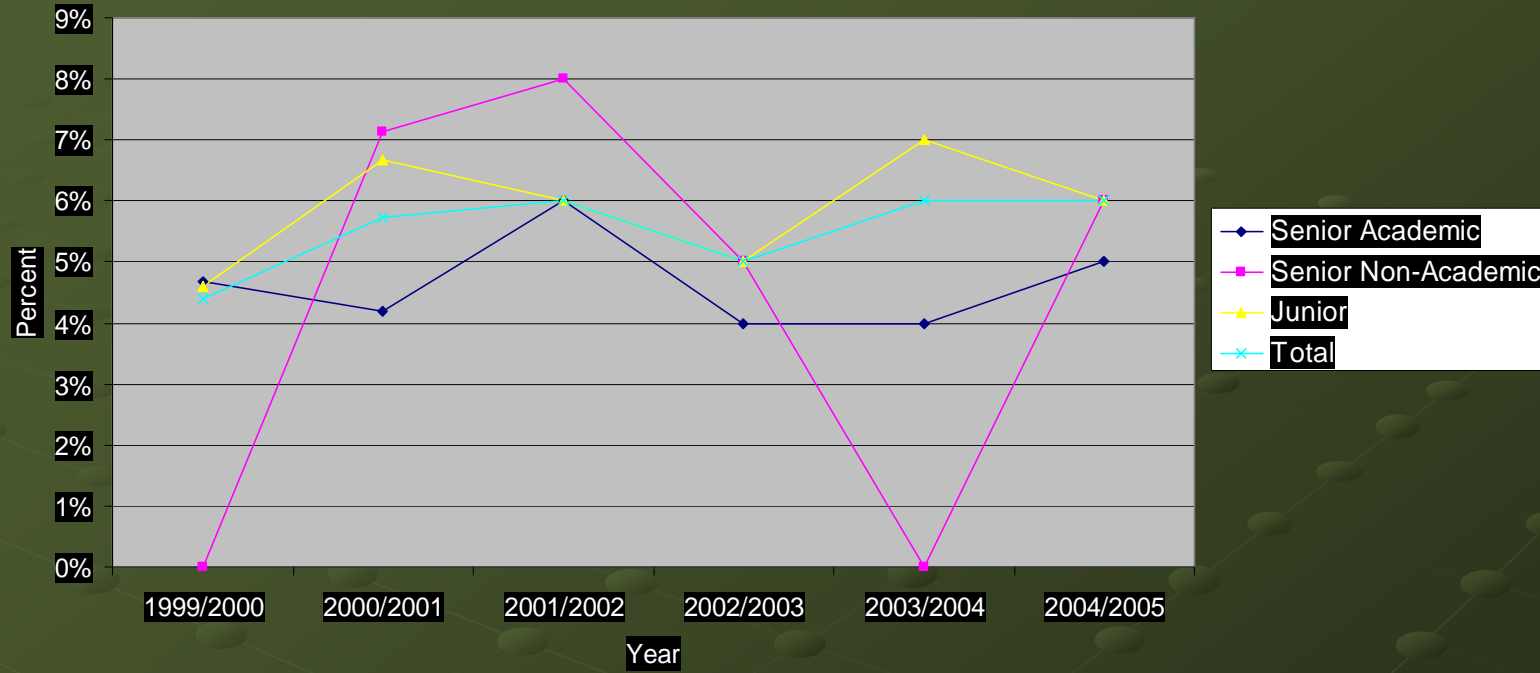
Total Public Spending on Education as a % of GDP
Guyana, Barbados, Jamaica, Suriname and Trinidad & Tobago



Public Expenditure on Higher Education as % of Total Public Expenditure on Education: Guyana, Barbados, Jamaica, Suriname and Trinidad & Tobago



Turnover Rate by Staff Category 1999/2000 - 2004/2005



Academic Staff by Category 2000/2001 - 2002/2003



Academic Staff Qualification 2000/2001 - 2002/2003



Governance

- Information access
- Equity & Justice
- Sustainability
- Client/service
- Power

HR Issues

- Personnel mode
- Policy
- Employee Relations
- Lack of Goal focus
- Staff Development
- Reward & Motivation
- Disharmony

Food for thought?

A country whose university is allowed to decline is opting out of the development process at the start of the 21st century." ...Richard Bourne

Attempts at a solution



UG Approach

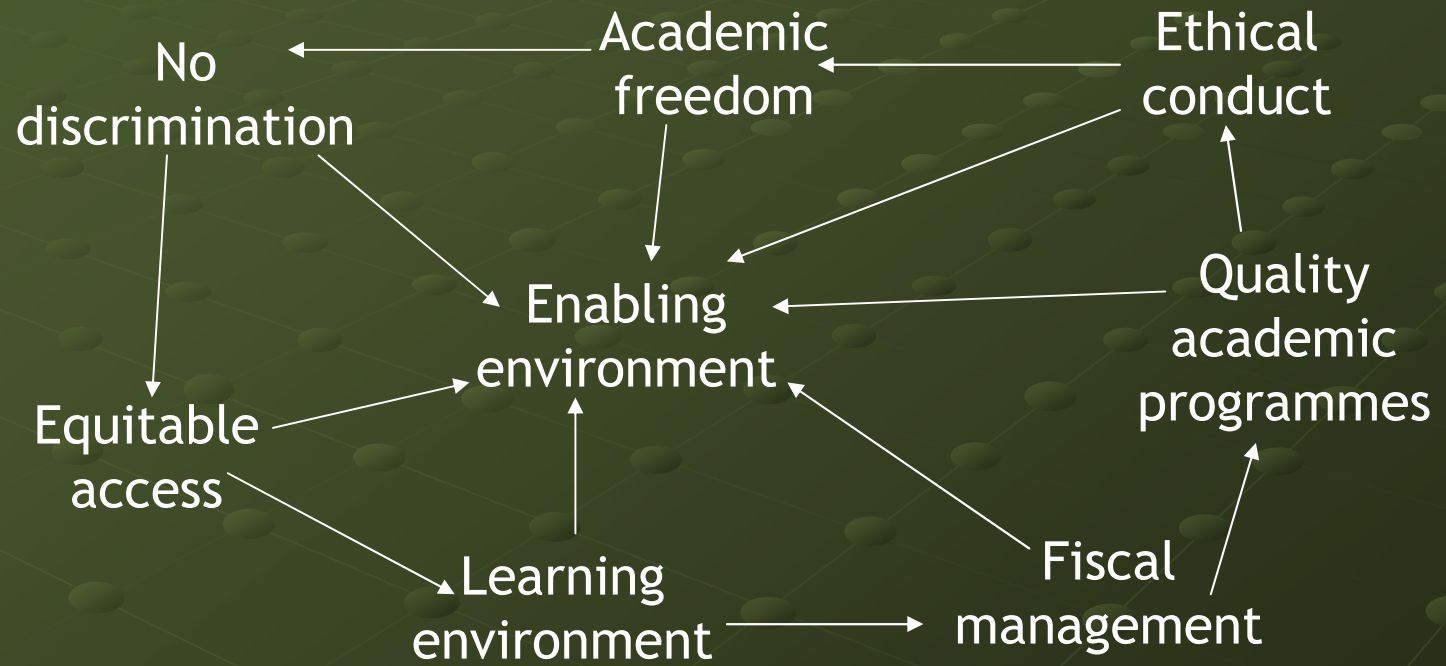
A transformation that improves efficiency by addressing human resource matters through a bottom-up approach

- Vision
- Values
- Strategic Goals
- HR Strategy

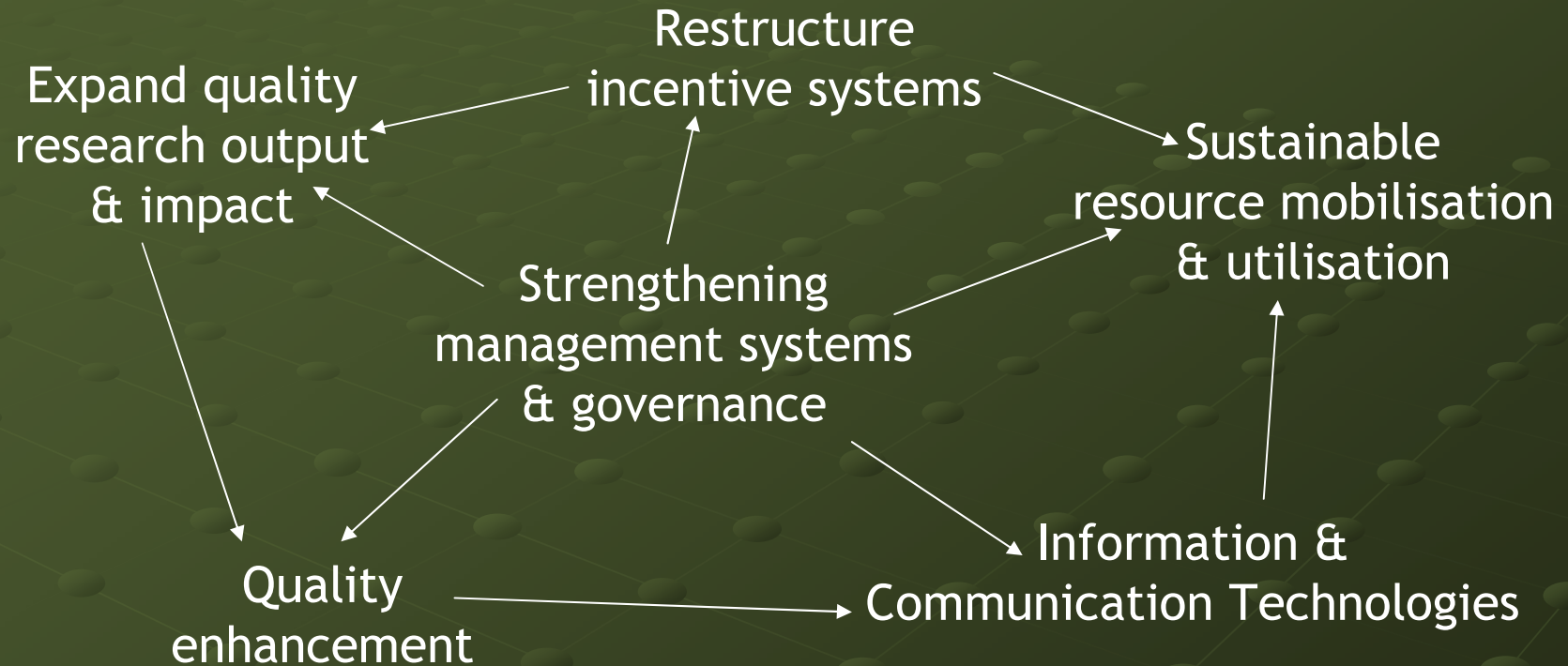
The Vision

Endowed with information and communication resources, both human and technological, and be recognised as a Centre of Excellence for the delivery of tertiary programmes, for its administration and management, and as a leader in research that contributes meaningfully to the development of knowledge for the benefit of Guyana and all mankind

Values

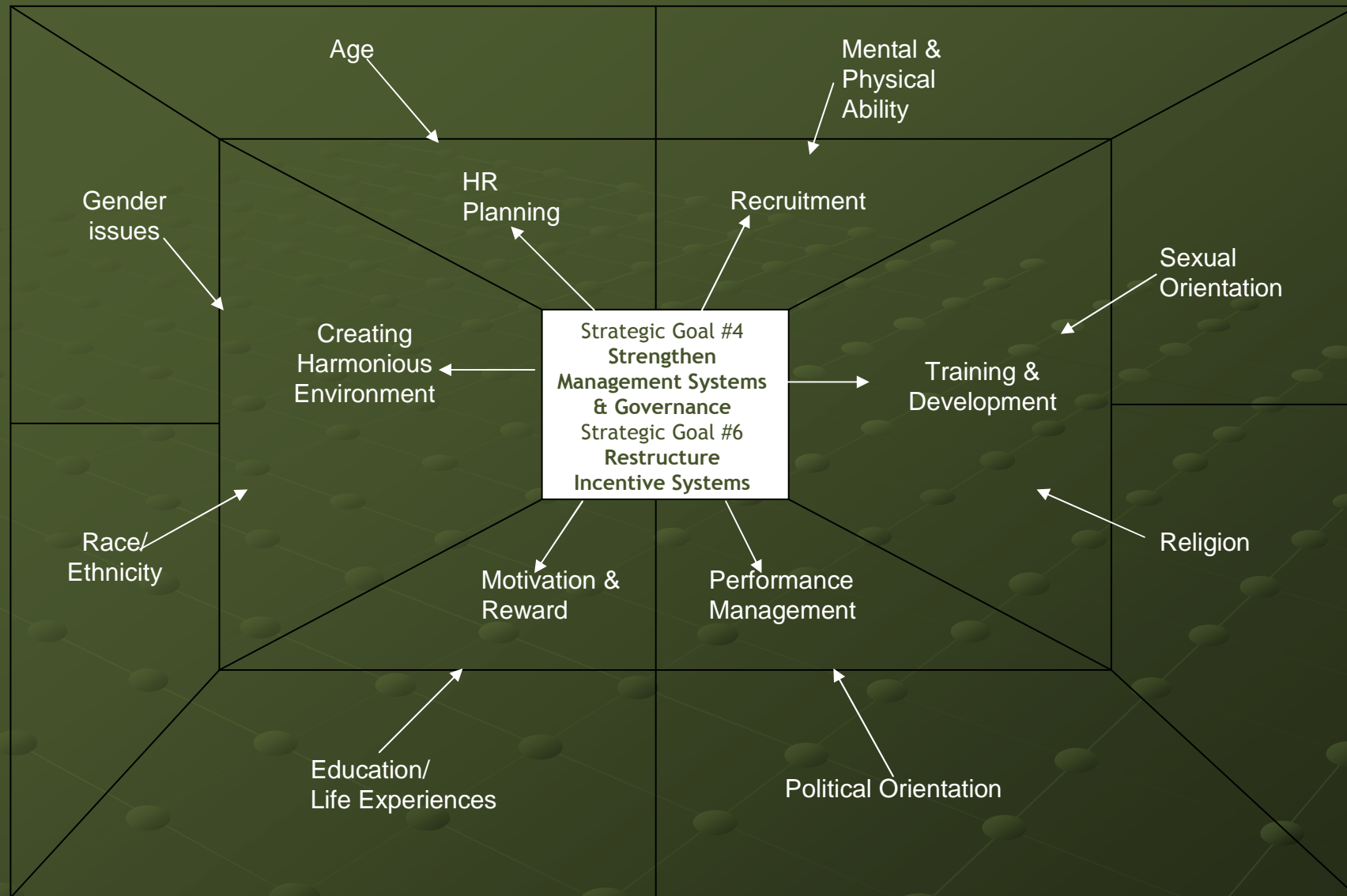


Strategic Goals



HR Role/Plan

- **Human resources/exceptional talent = Sustained competitive advantage**
- **Managing the Mosaic**
 - *mission and values; objective and fair processes; skilled workforce: aware and fair; active flexibility; individual focus; and a culture that empowers.*



Change champions

- HR Team
 - Senior mgt, academics, junior staff
- Equal Opportunities Committee
 - Unions, academics (including experts in conflict resolution, employment & equity law, human rights, women's studies, special education), counsellor, etc.

HR Team TOR

- Conduct consultation sessions with staff on HR Plan
 - Prepare plan detailing timelines & priorities
 - Implement plan
 - Organise training to facilitate implementation
 - Provide systems for monitoring & evaluation
- Communicate matters, policies & decisions to other committees & Uni community for support & buy-in
- Provide support for EOC

EOC TOR

- Review UG policies in relation to laws
- Create new ones where necessary
- Examine UG measures & procedures
- Ensure practices conform to policies
- Spread awareness
- Medium for employee voice/hearing

Plan implementation

- Focus group discussions
- Establish strategic alliances
- Workshop to determine priorities and complete detailed plan with timescales
- Implement plan
- Monitor & evaluate

How is UG coping?

● Challenges

- Line manager resistance
- Structure/bureaucracy (e.g. HR & EOC)
- Lengthy/slow processes
- Failure to understand concept of employee right to choice
- Finance

● Eagerness/anxiety

● Reservations about the change

Over to you!

- Line managers resistance
- Finance
- Training & development
- Promotion
- Recruitment