

## Designing a Comprehensive Model of Talent Identification and Replacement of the Higher Education System in Sistan and Baluchestan Province

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### Abstract

The higher education system, as an ideological and ethical reference, has a crucial and decisive role in empowering societies in different economic, social and cultural spheres. The need for such a critical role is to have good managers and managers. Therefore, the main concern of the higher education system in the third millennium is to identify, select and apply efficient, empowered and effective managers. Therefore, the present research aims at designing a comprehensive model of talent and For this purpose, in the first step, the primary factors that compose the model are the extensive review of theoretical literature (through systematic review) and interviews with experts (academic professors in the field of management as well as senior managers of the university and higher education institutions) that are targeted and The judgments were selected and identified with the content analysis approach and the Delphi technique in the form of 91 components. Then, using the Delphi technique, 15 sub-components were determined and finalized. In the next step, the Structural-Interpretative Modeling (ISM) method was used to establish a relationship between dimensions and provide a structural model for them.. Finally, expert opinions and analysis, a comprehensive model of talent and successor in five levels (the first level includes structure and process components, key posts,

competency model, second level including performance compensation, assessment, education and education, Anti-Semitism, Capability Evaluation, Cultural Adaptation, Third Level Leadership, Reserve Treasury, Level Four, Participatory Motivation, and Level Five, Determining the Multi-Dimensional Job Pathway and Recruitment) was introduced for the higher education system.

### **Introduction**

Human resources today are the most important factor in the success of organizations. In this regard, one of the factors that gives the organization's human resources superior to its competitors is the ability of employees (Asmaili and Amiri, 2016) and the main reason for increasing organizational performance, while creating Continuous competitive advantage is also important in increasing productivity (Ardestani and Varzeshkar, 2016). With the intensification of national and international competitions between universities and higher educational institutions, global rankings, today, the outlook for higher education has varied greatly from the past, with competitive pressures and international growth affecting many universities around the world. , Including our country, have sought to find and implement globalization strategies (Filippo, Casani & Sanz-Casado, 2015: 185).

Among the criteria that cause the main difference of this research with other researches and in some ways they can be called as indicators of innovation and knowledge of research are: comprehensiveness of the model and taking into account all the dimensions and components affecting the process. Talent and successor Unlike other models that have often been considered dimensionally, the special focus of the model on dimensions and components of the suitability model, which has not been addressed in previous research either on this topic or in much A partial mention has been made, focusing on the value orientation of the human resources of the academic community in society Persian and Islamic universities and third and fourth generation universities and confirmation of the value dimensions in the model which provided the basis for a native proportional model. The research was based on the country's strategic and developmental plans and the documents of the Ministry of Science, Research and Technology With a futuristic approach. The most important aspect of the distinction and significant contribution of this research, the components of the succession treasury, is the participatory motivation of this model, which has not been considered in the previous studies, or is not considered in isolation, in the previous studies.

### **Materials and Methods**

This research is descriptive in terms of purpose and in terms of applied results. In this research, which is carried out using mixed (qualitative and qualitative-quantitative) methods, the effective factors of the process of talent and succession in the higher education system are identified and are stratified by structural interpretation modeling.

Noblity and Hir (1988) argue that beyond this is a kind of qualitative study that extracts information and findings from other related studies with similar topics and provides a systematic approach to researchers by combining different qualitative research into the discovery of the subjects and metaphors of Hadid And fundamentally (Balouch and Rastegar, 2015).

### **Discussion and Results**

In this research, with a comprehensive review of literature on the field of talent and reintegration inside and outside the country, 119 elements of the establishment of the system of nomination and nomination, using the content analysis (directional and analytic) and semi-structured interviews extracted The Delphi technique has been used by experts using the expert panel methodology, because it is considering introducing components that are in line with the specific conditions of universities and higher education institutions.

After reviewing, combining and eliminating the same components, 92 main components related to the research topic were identified using the Kendall coordinate coefficient and Friedman method from a total of 92 components, based on the panel's viewpoint and based on the average (based on the basis of the average 35 items were identified and in the second stage, 35 questionnaires (35 items) were designed and reassigned to the panel of colleagues, based on the basis of the average score: 15, mean: 17/4, and again, the variables that received a score less than the average were also eliminated, and finally 15 components as the author

### **Conclusion**

The role, importance and nature of universities and institutions of higher education are not limited to equipping and upgrading the level of scientific and practical expertise of students, but also in various fields of economic, political, religious, social life skills and so on. Management levels in higher education institutions by providing opportunities for participation, autonomy for educational groups, strengthening the field of creativity, strengthening the reward system, welcoming new ideas, providing conditions for the realization of new plans and adopting supportive methods, the field of contributions And increase individual and organizational innovations. That in turn It can have many effects on national and international scenes. On the other hand, one of the most important resources of each organization, which

can provide a significant competitive advantage while maintaining a continuous competitive advantage, is the main source of value creation for the organization, its human resources. Hence, universities and institutions of higher education should focus on the quality of human resources in order to maintain, maintain and improve the performance of the organization and perform the tasks assigned to them, and with a proper and targeted planning process to identify, attract and promote creative, entrepreneurial and civilian human resources. Therefore, by studying the systematic literature of literature, as well as processes and models of talent and substitution, semi-structured interviews, Delphi technique, Kendall coefficient and Friedman test, 15 components are the main components of the talent and succession system and 3 components As a causative factor, the establishment of a model has been identified and agreed upon and consisted of causal factors (talent crisis (evolving workforce), strategic goals, responsiveness and flexibility), underlying factors (evolution leadership, structures, and processes). Cultural competence), modeling competency (futuristic cognition, identifying strategic positions, Key competencies), talent (capacity assessment, substitution treasury, need assessment, external identification and absorption), empowerment and development (compilation of a formal multidimensional career path, education and training, a systematic evaluation system) and maintenance ( System of compensation for performance, participatory motivation and outlook and the results) and then, using structural interpretative equations, prioritized and ranked, and a model is proposed to strengthen the quantitative and qualitative human resources of universities and higher education institutions.

**Key Words:** Talent, Succession Planning, excellent education system, Interpretive Structural Modelling (ISM).