

Efficiency of the Strategic Planning of the Human Resources (System of Libyan Universities as a Model)

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Abstract: *The aim of this paper is to evaluate how effective is the Strategic planning of the human resources management in the Libyan Universities.*

Keywords: Effectiveness, Strategic Planning, Human resources, Libyan Universities

1. Introduction

Using of strategic planning in the administrative process in universities and in their activities became a way to improve the moral power of scientific and spatial ability of these intuitions, in term of strategic planning requires a strategy plans to achieve the desired goals, and it requires more innovation tools to deal with the environmental variables to get new dimensions for the institution future.

[4] Mentioned that strategic planning is one of the modern management concepts that emerged in the mid-nineteenth century, was associated with military concepts, then industrial concepts, and in the nineties has been linked to education, and in higher education.

Strategic Planning "is the process of pre-thinking involved in the future of an institution before making a decision which represents the long-term future phase. The decision may include making full comprehensive plans in the current time and would lead to fundamental changes in the future by advancing all human resources, financial, and information technology, and ongoing work is required to be able to achieve the desired goals "[1].

2. Identification of the Educational Planning Strategic

The process of constructing a varied range strategic plans for the education system or the educational organization, and construction plans that guarantee the extreme possible use of the current available resources, and expected to reach its strategic goals.

[5] stated the following characteristics of strategic planning:

It has inputs, operations and outputs, and there is an effect and an interaction between these components, and it is related to the environment. In addition, its effectiveness linked to the efficiency of the monitoring process, in addition to its dependence on effective information system. The

strategic planning continuity; because it is a long-term development planning is determined through the philosophy of the institution, and its vision and mission, and major objectives, and the public, which seeks to achieve, according to specific timetables" [1].

3. Characteristics of Strategic Planning

Strategic Planning get a vital place in management and be meaningful when it is able to meet the needs of the enterprise according to internal and external variables. There are characteristics, specifications, strategic planning presented by [3], most notably that:

It identifies strategic directions in the view of existing trends based on a vision that reflects the ambition, message, or a task to achieve the vision. It is work based on the external and the internal environment survey, and it is built based on selection of strategic tracks of mobility fields, work, and translate them into detailed plans with specific methods and temporal and spatial procedures, cost, and broad participation with the public thinking about development. In addition to encourage individual initiatives, and excellence for the development work, and is pursuing realism, flexibility, continuity and debugging firsthand, depends on the management of the measure in the implementation, and self-evaluation.

View and Guidelines (1998) the characteristics of successful strategic planning process as follows:

- Has the full support of the Director; realistic goals, and objectives, resources, and results; and takes staff issues, general financial conditions, budget, and trends, and flexibility in mind.
- Participatory: it involves the executives, managers, supervisors, and employees at all levels; and it gives each and every one of them "part of the job", and ensures accountability for results.
- (Everyone planning) it does not leave it to the planners only.

- Clearly defines the responsibilities, and schedules for employees to achieve the goals, but the coordination of the central figure; someone who has the "big picture."
- Stimulation; and mutual understanding, the purpose, which is convincing, and uses creative communication strategies.
- A politically sensitive, and remain aware of the environment in which it operates.
- It is a new, continuous, and not old, and fixed; and The auditing of the strategic planning process, and adjusted regularly (usually annually).

Since the strategic initiatives are: "all procedures are required to achieve results of a strategy" [11]. The researcher emphasizes the important of the initiative in strategic planning, which it can be used as a preventive process, meanwhile the prevention better than a pound of cure. In addition, development of one strategic plan may be better than the promised strategic problem-solving plans, and clashes changes. The cost of the treatment strategic plans is much higher than the preventive strategic plans, especially in Libyan institutions which were chained by strip of problems. these problems are demanding introducing of strategic planning to solve them, or taking it as a process of pre-emptive or together.

Therefore, it is necessary for the Libyan senior management to work by the following points when developing a strategy and prevention plans:

- The collection of information, data that affect the future.
- Measurement of the gap between current performance, supposed performance.
- Strategic plans providing is necessary to protect their organizations from any threats that may result from changes in the internal and external environment.
- Strategic plans providing contributes to the events of these changes on the local level, and the regional and global levels.
- Redesign of work system reduces the complexity and reduce of effort and time wasting, and to ensure the morale among workers.
- Qualify the foundations and the global standards that are related to all levels of management and technology, to ensure the work of the creator environment.

- Providing and preparing a center or a unit for the Strategic Planning in each university, to know the potential risks and ways to prevent them.

4. Strategic Planning for Human Resources

Educational institutions including universities need to reorient their strategic plans into the human resources in a comprehensive plan context to influence all matters related to human resources, including polarization, employment, training, and re-organizational structure planning, compensation, management of wages, benefits, and safety in the workplace, and employee relations, with considering of the differences between human resources, to the maximum output, and characteristics of the development of multiple extensive experience within the university, and their surrounding environment.

The ultimate purpose of human resources management is represented by achieving of organizational effectiveness and the individual goals of the members of the organization at the same time [4].

The department which concerns to the human element in many systems is given name based on type of organizations, the most common of them are personnel management, industrial relations, human relations, manpower, Employees and labour relation, and others [2].

Among the most prominent definitions presented its concept for the management of human resources: "Distinct model for the management of human beings, seeks to achieve competitive advantage through a strategy for human resource-efficient, and put loyalty" [1].

The term strategic planning for human resources "on practical and continuing methodology through which the analysis of human resources needs in the organization, in part of conditions changing and policies development that concern for individuals that appropriate with the long term effectiveness. This process is considered as a complementary part to the planning procedures and combined budget, because the costs and evaluations of human resources effect on the shared long term plans and affected by it "[7].

Table 1: Development of integrated human resources strategy

Organization strategy	Organizational development strategy	Human resource management strategy	Staff development strategy
Achievement of a competitive advantage through innovation	Change culture of the organization, the composition of working group - effective leadership - horizontal communication an improved.	Attract worker's innovators and maintain them.	Create learning opportunities, and the development of a functional.
Achievement of competitive advantage through quality and continuous improvement	Develop a comprehensive quality, customer care initiatives, and satisfy them.	using of awareness standards of quality issues as a trade-off between the applicant's standards.	Develop, and follow up training programs that focus on quality.
Achievement of competitive advantage through high-level employees	Develop a culture embraces, and attract with high-class level of employees.	Develop strategies for human resource management emphasizes that the organization attracts and keeps the distinctive elements that you need only.	Setting an ongoing development program, and the transition to an organization. educated

Source: [10]

Some experts indicate that the concept of human resource management depended on a set of basic principles including:

- 1) Human form the most important sources that could be owned by the organization.
- 2) The institution can achieve the success when connects individual's policies and procedures with its objectives, and strategies.
- 3) The organizational culture of the institution has an influential role in achieving of excellence through administrative leadership "[1].

In conclusion, human resource management signifies a system to manage the human element as it is the most vital factor influencing the success of the organization adaptation to dominant changes in the working environment, and then its ability to achieve specific goals.

Education at the Libyan universities is part of the global education system. It is affected by what effect on this system, such as variables, developments and challenges. In addition to privatization, modern technologies, demographics and globalization, the information economy, finance, quality and giving the lecture more power and academic freedom. furthermore, to a series of challenges and issues of the local nature.

Through a review of the reality of Libyan universities education, we could discern some of the challenges [8] including:

There is a gap between the educational system, and the developments of private country data of globalization, information technology, telecommunications. There are also weaknesses of the low return on efficiency and quality of education despite the increase in the cost to offer services.

From results of the study carried out by [9] on the University of Benghazi, he found that there is a deficiency in the elements of the graduate system.

Higher education system in Libya is also suffering from following problems:

- The low level of the order of Libyan universities on the world level
- Traditional forms of training faculty and career staff.
- Do not use modern technology in teaching at universities.
- Weak quality system which affects the effectiveness of the university's performance.
- Heavily continued dependence of Libyan universities on the government as the main source of funding, and limited other alternatives to support this source.
- Limited contribution of scientific research in the economic and social development.
- In spite of the considerable efforts made by the Ministry of Higher Education in the creation of new buildings within the universities that are commensurate with the educational characteristics, but there is still a shortage of this type of buildings, as well as the lack of readiness of existing facilities to receive educational technology requirements and especially telecommunications and information technology.
- Weakness of the labor market to provide jobs to the outputs of different education.

- There is delay in applying the mechanisms and procedures for quality assurance in educational programs.
- Density of student.
- The deteriorating of security situation after 2011 has led to the destruction of some private colleges in the University of Benghazi facilities, it also led to the migration of faculty members out of the country
- Facing these challenges requires study and verify the size of effects, and suggesting suitable solutions to deal with them, and to avoid the negative effects by scientific and systematic manner as a part of strategy in dependence on a scientific basis. In addition to requiring of collaborative efforts of all stakeholders and getting the useful experience and specialized expertise.

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