

Management of Increasing Competency for Lecturers in University of Jabal Ghafur Sigli

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Abstract: *The increasing of lecturer competency is one of the efforts made to increase the quality of the lecturers in Jabal Ghafur University of Sigli. The purpose of this study was to find out what the planning programs, the implementation, and the supervision of human resources improvement program. The source persons of this study were the rector, the vice deans, the lecturers from various study programs, the staffs of Research and Community Development Service, and the staffs of Quality Assurance Agency. This study was a qualitative descriptive study. The results of this study showed that the process of planning programs of lecturer competency improvement included the teaching ability improvement, the research activity, the provision of journal publication media, the ease of access to the information needs of education, and the development of technology-based teaching. The implementation of the programs that has been carried out were the teaching ability improvement by developing and adopting new teaching methods, the research activity programs and its implementation through community service activity, and trainings, seminars, workshops, and short courses. The establishment of postgraduate and doctorate degree program was also in process. The effort to establish cooperation with other more advanced universities has always been improved both for local and international level. The supervision system of the planning and the implementation of the programs was carried out by Rector and Quality Assurance Agency by monitoring and evaluating the lecturers' performance at the end of each semester. The monitoring and evaluation report was given to the rector to be followed up. Rector was sending the report to each dean and head of study program at faculty level and instructed them to guide the lecturers who have good performance. While for those who have poor performance, the dean was asked to not giving them courses for the next semester, instructed the lecturers of foundation to be actively implementing research and community services as a requirement to get salary and send them to seminars and workshops activity.*

Keywords: *Management, Competency and Lecturer.*

I. Introduction

The improvement of lecturer competency is a priority and the most important task in a university. Lecturer is a spearheading and an institutional motor in implementing three main aspects (Tri dharma) of a University (Education, Research and Community Service). The Institutions of Higher Education became famous because of their quality and professionalism of their lecturers working for the institutions. If the lecturers have high level of competence, the quality of the institution will also be high. On the other hand, no matter how good the educational program being designed, if it is not supported by qualified lecturers, it will be useless and end up with the unwanted results of the designed programs. To conduct good education programs, qualified lecturers are the requirements. If the institution has good and qualified lecturers, it can formulate good program and curriculum to ensure graduates high achievement and quality. Institutions that run the national education has an important role in implementing three main aspects (Tri dharma) of the University as stated in the rule of the Government [1] the system national education. It stated that University is compulsory to implement the activity of teaching, research and community applied. Systematical approach to increasing competence in the field of design management is a necessary step on the path to increasing the competitiveness of the Slovenian economy. Design management is a key area for the successful integration of creative industries in the development of companies and economies as is based on sustainable principles and it brings experience, skills and knowledge of the internationally proven models. Through strategic integration of design management principles in business models and strategies, companies increase their competitiveness and added value of their brands.

1.1 The Improvement of Lecturers Competence in the Context of Human Resources Management

The Program to improve lecturers competence can not be separated from the quality of its human resources. Therefore, the improvement of the quality of behavior and attitude of the lecturers as the educators in a university through effective educational activity and educational training is needed. The improvement of the quality of lecturers requires well organized management of the college.

Management can be defined as the process of planning, organizing, and supervising programs that have been compiled so that the organizational goals can be achieved effectively and efficiently. This is according [2] with "Management is putting planning, implementing activities, and achieving the results thru human

resources". While [2] description its "The function of management is planning, organizing, directing and controlling."

Furthermore, a supervision of the compiled programs which have to be focused and measurable is also required. In the management process principal functions are involved which are displayed by a manager / leader, namely: Planning, Orgnizing, Leadership, and Supervising [3]. According [4] "Competence is a collection of knowledge, behaviors, and skills that must be owned by teachers to achieve the goals of learning and education. The Competencye is acquired through education, training, and self-learning by utilizing a source of learning."

The competence of lecturers in the future is demanding, this happens due to the trends in business, industry and technologies starting to break into the world of education. Therefore, lecturers are demanded to be multi-disciplinary agents, complete with personality and soft skill competencies in facing working challenges.

The suggests importance of competence with the statement that anyone who wants to survive in a global era, must have the property as owned by the key actors in the global economy, namely: concecollege, competence, and connection or networking [5]. As with any opinion Kanter, a study conducted [6] regarding the understanding of human competence revealed the following elements. First, intellectual competence. This element relates to one's professional abilities which are realized in the form of: knowledge that is considered as a reflection of intelligence which is built through a process of education; skills usually associated with the talents and developed through training; abilities (capabilities) are usually associated with physical ability and endurance of a person in work experience activities which gained through relevant work experience and deep understanding of business environment conditions and work environment. Second, the competence of network collaboration. This element is formed from a cooperative relationship among organization members, partners, and other interested parties that would give their commitment to move forward together with people who have such networks. Third, the competence credibility. This element needs to be developed in a sustainable manner given the organization's existence in a changing environment.

1.2 The Concept of Higher Education Management

The context of education, planning is the decision taken to perform an action within a certain time (according to the specified period of time) so that the implementation of the education system become more effective and efficeinte, and produce more qualified graduates, and relevant to the needs of development [3].

Planning is the activity of choosing and connecting the fact and using the assumptions related to the future by describing and formulating the need activities to achieve the result [2]. Planning can not be separated from the element of implementing and supervising, including monitoring, assessment, and reporting. Supervision is part of implementing management process to measure the success of the planning and implementation of programs that have been arranged. According [7] evaluating is a process through which a value judgement or decision is made from a variety of observations and from the background and training of the evaluator.

1.3 The Quality Education Management

The quality of a university is very much depending on the quality of the lecturers. The quality of education personnel can not be achieved instantly. The institution should improve their competencies to become qualified lecturers as expected. "Quality is the main agenda of each institution and improving the quality is the most important tasks [8].

1.4 The Concept of Improving lecturers Quality

The role of lecturers in improving the quality of education in universities is very urgent. University leaders are responsible for its management as lecturers have a very strategic role and as a main pillar in improving the quality of education in university. The improvement of the quality of human resources can be done through education and training. It is in accordance with the opinion [9] which states that "training is an activity to increase the ability of the employee or employees within an institution.

1.5 The Concept of Academic Quality Assurance

The aim of quality assurance in higher education institution is to maintain and improve the quality of higher education continously, which is run by a university to pursue its vision and mission, and also to meet the needs of stakeholders by implementing three main aspects (Tri dharma) of a University. The achievement of quality assurance purposes through the quality assurance activities is undertaken internally by the university. It will be controlled and audited through accreditation activities undertaken by BAN-PT. The accreditation event includes institutional accreditation and programs of study accreditation [10]. Argues [8] "Quality is a philosophy and methodology which helps institutions to plan for change and arrange the agenda in facing excessive external pressures."

II. Material and Method

This method is description of the study applying with a qualitative approach undertaken in Jabal Ghafur University Sigli from April to July 2014. The subjects of the research are the rector, the deputy of deans, the staff of Quality Assurance Agency, the staff of Research Institutions and Community Development and lecturers who are directly involved in implementing the managerial process to improve the competence the lecturers at the University of Jabal Ghafur. The writers used data collection techniques, namely: observation, interview and documentation for this study. Based on the documentation obtained by the researchers, there are a number of lecturers who are continuing Postgraduates programs. A total of 69 lecturers are currently studying Postgraduate at various universities, both in Aceh and outside Aceh, as in the Syiah Kuala University, Banda Aceh, Bogor Agricultural University, Indonesia University of Education, Bandung, and other universities. There are 5 lecturers continuing their studies for the doctoral program at the University of Syiah Kuala Banda Aceh, Jakarta State University, Jakarta and Indonesian University of Education, in Bandung. The implementation of programs of improving the competence of lecturers is also focused on continuing education programs, training, seminars, workshops, short courses program / internship.

The implementation of the program, and the supervision of the program. Details of the results are as follows:

2.1 Process of Planning the Program for Improving the Lecturers Competence

The planning for the program of improving lecturers competence at the University of Jabal Ghafur Sigli is arranged in the University Senate meeting. University Senate meeting held in 2011 which was attended by 27 people, consisting of the rector as chairman of the senate, the secretary of the senate, and the senate members consisting of deputies rector, dean of the Faculty of Economics, Faculty of Agriculture, Faculty of Administrative Sciences, Faculty of Teacher Training and Education, Faculty of Computer and Information Engineering, Faculty of Engineering Information Management Non-Degree (D3), and two lecturers representing each faculty. The programs that have been discussed in the university senate meeting are then applied to the strategic plan document (strategic plan) which includes the planning or the program of improving the competence of lecturers.

2.2 Education and Teaching

The Planning for the program of improving character building and insight learning for the academic community has involved all the elements at both the university and faculty level. Programs to improve the competence of the lecturers at the University of Jabal Ghafur which has been designed, among others, designing a well-managed lecture system such as preparing Lesson Plan for Lecture, innovative and active teaching methods have been designed to be transferred to the lecturers through training, workshops, seminars, short courses / internships both at the regional, national and international level, designing programs to enhance the teaching skills (better teaching) for young lecturers was done through mentoring system development strategy for less experienced junior lecturers provided by senior lecturers, and designing new programs for developing the latest IT-based teaching, especially electronic information. in order to accelerate the process of transforming information.

2.2.1 Research and Development

The planning for research and development program was developed by research institutions and community service by using some strategies such as: stimulating and developing research.

While the process of planning the development of lecturers research programs in basic and applied research is carried out by activating lecturers in the activities of research.

The program of providing the media for journal publications aiming at publishing the lecturers' scientific papers electronically is designed by the Institute of Research and Community Service using an electronic journal system or E-Journals.

2.2.2 Community Services.

The designing of programs that relate to the results of the studies is compiled by the Institute for Research and Community Service. Planning programs related to community services was applied researches that has been done by the lecturers either in Jabal Ghafur University or from outside. It is done so that it can be applied to users, applying the results of applied research to the community in the form of community services, and cooperate with outside agent in financial terms to actualize and achieve the application of research results to community at large.

III. Result and Discussion

The results obtained from interviews, observation and documentation and the discussion of three main aspects of University Jabal Ghafur Sigli as follow. The strategic is plan which has been prepared by members of the University Senate.

3.1 Planning for Program of Improving Lecturers Competence

Based on the observations made by the researcher, the planning of the program to improve the character and insights for the academic community has involved all the elements such as rectors, deputy rectors, deans and lecturers. To improve the ability of lecturers in terms of teaching, training and workshop on active and innovative teaching methods have been provided to lecturers. On the other hand, seminars and shortcourse / internships programs at both the regional and national level are also provided.

The planning of program to improve the teaching skills (better teaching) for young lecturers is done through mentoring system development strategy for junior lecturers who have no experience by senior lecturers. Furthermore, the process of planning teaching development program on IT-based is already underway, especially at the Faculty of Computer Information Engineering.

The rector required all lecturers to develop their academic skills using the latest technology facilities. So that the conveying of knowledge to students becoming more effective. The design of good lecture system has been done by the academic staffs by require all lecturers to prepare Unit of Teaching (SAP). SAP provides detailed instructions, meeting-per-meeting, the objectives, scope of the material to be taught, teaching and learning activities, media and kinds of evaluation used.

The Planning for Improving the Competence of Lecturers at the University of Jabal Ghafur includes the programs for lecturers to continue further studies for those who still have undergraduate qualification to pursue their studies at Postgraduate dan Doctorate level within or outside their region.

The planning for the program of developing research culture for the academic community at has already been done yet has not gone well. The research program is organized by the Institute for Research and Community Service or called LPPM. However, the application of the research results to the wider society has not been done optimally in Jabal Ghafur University Sigli.

To publish research journals, programs for journal publication provision has been designed by the Institute for Research and Community Service and the purpose of planning the program is for ease of access to educational information of the academic community instantly through electronic journals or e-journals that can be accessed through www.unigha.ac.id.

The community research activities that have been performed are as follows: Field Work Experience or Community Service called KKN. Students who have attended all courses are required to join KKN. The locations chosen for the activities are within Pidie and Pidie Jaya district.

In 2013 this activity was done in some sub-district in Pidie Regency with the number of participants spread all over villages in Pidie is as many as 1,875 students and in Pidie Jaya district are as many as 275. In 2014, the Community Service activities is conducted in the Pidie regency in Padang Tiji districts with the number of participants as many as 1,311 people. While in Pidie Jaya Regency with 223 participants. Activities undertaken are those appropriate with the students' discipline. For instance: The students of the Engineering faculty will teach community the skills for computer, while students of Agricultural faculty teach the making of Nutritious-Garden. The support activities (activities outside the students' discipline) such as T-shirt screen printing trained by the agricultural students was also performed. There are also additional activities in collaboration with local governments, private companies, NGOs, such as the Farmers Welfare Movement in collaboration with the Department of Agriculture. There are also specific events namely; giving speech after maghrib prayer and involving in the village sports activities.

3.2 The Implementation of Program for Improving Lecturers Competence

The researcher's observation it is discovered that some efforts are made by the University of Jabal Ghafur to improve academic insight and character building of the lecturers. It is done by means of providing trainings, seminars that can motivate lecturers. To improve the competence of lecturers at the University of Jabal Ghafur, trainings, workshops, seminars and short courses / internships have been implemented. The types of training, seminars, workshops and short courses / internships conducted are Student Centered Learning (SCL) method, Standard Operational Procedure (SOP), Making module, Preparation of research proposals and Short Course / internships to University of Malang.

The above program was re-affirmed by the rector stated that "short course program /internship that has been carried out, among others by," Sending lecturers to participate in internship programs at other universities which are considered advanced and have good quality." From the documentation obtained by the researchers, the training which was previously mentioned by the rector has been implemented.

Rector of the University of Jabal Ghafur required all lecturers to prepare Lesson plan or Unit of

Teaching Event (SAP). Unit of Teaching Event must be prepared in every semester. SAP can give detailed instructions meeting per meeting (face to face activity), the objectives, the scope of material to be taught, teaching and learning activities, the media and the evaluation used. Lecturers will teach better, without worrying about going out of context, or going out of teaching and learning strategies. The documentation obtained by the researchers, there are a number of lecturers who are continuing Postgraduate and Doctorate programs. A total of 69 lecturers are currently studying Postgraduate at various universities, both in Aceh and outside Aceh, as in the Syiah Kuala University, Banda Aceh, Bogor Agricultural University, Indonesia University of Education, Bandung, and other universities. There are 5 lecturers continuing their studies for the doctoral program at the University of Syiah Kuala Banda Aceh, Jakarta State University, Jakarta and Indonesian University of Education, in Bandung.

The results also show that the implementation of programs of improving the competence of lecturers is also focused on continuing education programs, training, seminars, workshops, short courses program / internship. Other efforts such as establishing cooperation with other higher education institutions such as with UNSYIAH, Malikussaleh University, University of Gajah Putih, USAID Aceh priority, Universiti Malaya, Malaysia and Academies Australasia College, Singapore has been done.

An IT-base teaching development program has been done by utilizing and improving academic facilities primarily the use of electronic information to speed up the transformation process. The implementations of the program to stimulate research activity among lecturers at the University of Jabal Ghafur has already been implemented. However, based on the documentation obtained, the research activities at the University of Jabal Ghafur were only conducted by some lecturers only. It can be seen from research from Ditlitabmas (funded by government) which only provided funding for 3 studies. In 2013, there are 3 researches funded by Ditlitabmas. Four researches funded by Non Ditlitabmas research. They got supporting fund by local government and non government. While in 2014, only one lecturer received funding from Ditlitabmas research. Attempts to stimulate lecturers to do research have been conducted by the rector. Seminar on research that discusses ways to prepare a proper research proposal has been implemented in 2013.

3.3. The Supervision of the Program of Improving Lecturers Competence

Supervision is the observation and measurement of the work and to ensure whether a program which has been planned by the Rector and the University Senate of Jabal Ghafur has been carried out in accordance with the expected goals, and to what extent the achievement of the program to improve lecturers' competence have been implemented. The supervision function in university should have not been done at the end of every semester only, but it must be performed over a regular scale and be done in shorter period of time, for example every month, so that in case of important improvement to be carried out, it will not be too late.

Rector Thrust Quality Assurance Agency implementing monitoring and evaluation performed to all lecturers teaching at the University of Jabal Ghafur are aiming at seeing their performance. This activity is performed at the end of every semester. The result of it was reported to rector to be followed up. The action of rector was sending the notification letters to every dean and head of the study programs informing them the results of monitoring and evaluation reports conducted by the Quality Assurance Agency. Deans were asked to continue fostering lecturers with good performance. However, for poor performance lecturers, they should not be given chances to teach on the following semester, instructed the lecturers of foundation to be actively implementing research and community services as a requirement to get salary and send them to seminars and workshops activity

IV. Conclusion

The program of improving lecturers competence at the University of Jabal Ghafur Sigli involves all stakeholders (Rector, Vice Rector, Dean and Lecturer). The program of improving the character and academic insight, improving teaching skills (better teaching), improving research ability, application of research results, providing media to publish journal, and the development of technology-based teaching has been structured. Other implemented programs are increasing lecturers character and academic insight, improving teaching skills (better teaching) by developing and adopting new teaching methods, establishing research habit and applying them through community service activities. Furthermore, conducting trainings, seminars, workshops and short courses / internships have also been done. In addition to that, chances of pursuing further studies to postgraduate level is also in progress. The efforts of establishing cooperation with other developing universities have been improved at national and international level. The Supervision over the implementation of the program to improve the competence of lecturers at the University of Jabal Ghafur has been done at the university level and also at the faculty level.

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