

**HUMAN CAPITAL DEVELOPMENT PLAN  
FACULTY OF LANGUAGES AND ARTS  
2021-2025**



**FACULTY OF LANGUAGES AND ARTS  
UNIVERSITAS NEGERI SURABAYA  
2021**

## HUMAN CAPITAL DEVELOPMENT PLAN

Human capital at the Faculty of Languages and Arts (Fakultas Bahasa dan Seni-FBS), Unesa, is classified into 2 parts: academic and support staff. The following is the explanation.

### 1 Academic Staff

There are 176 lecturers which consists of 51 (29%) with doctoral qualifications and 125 (71%) with master qualifications as shown in Figure 1. Of these, there are 27 (15%) lecturers who graduated from overseas university. This situation requires a strategy to improve the quality of lecturers, one way is to facilitate them to undertake doctoral studies. This effort must be taken so that FBS Unesa can compete in national and regional level and also helps bring Unesa to go international. Of the 176 lecturers, 25 lecturers are currently pursuing doctoral studies; 4 of them study abroad and the rest (21) study in Indonesia. This means that FBS has a duty to develop the competence of 100 lecturers who still qualify for master to doctoral level.

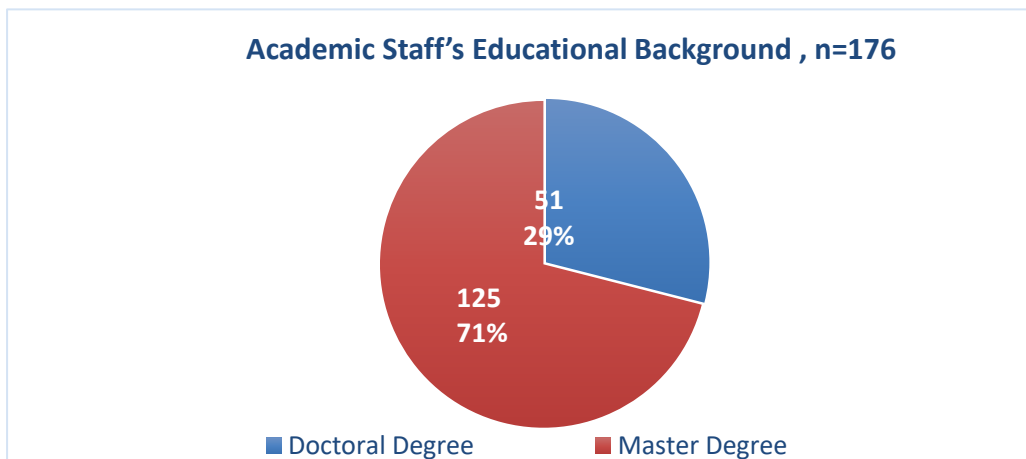


Figure 1. Distribution Of Academic Staff by Education

In view of the employment status, the academic staff are divided into two types of employees.

- 1) Lecturers with the status of Civil Servants (PNS) totaling 164 lecturers consist of 32 with doctoral qualification and 132 with master qualification.
- 2) Lecturers with the status of non civil-servants permanent lecturers consist of 12 lecturers with master qualifications. The recruitment of lecturers with this status is to meet the needs of lecturers so that the ratio of lecturers to students is ideal.

### 2 Support Staff

Figure 2 shows that the total number of support staff is 43 people consisting of Masters: 4, Undergraduates: 18, Diploma: 2, Secondary Education: 19. This total number is divided into 2 types of employees, namely:

- 1) Civil Servants (PNS) totaling 29 support staff consisting of Masters: 4, Undergraduates: 10, Diploma 1, Secondary Education: 14. Of these, there are 2 staffers who are currently pursuing master studies.
- 2) There are 14 contract employees consisting of Undergraduates: 8, Diploma: 1, Secondary Education: 5.

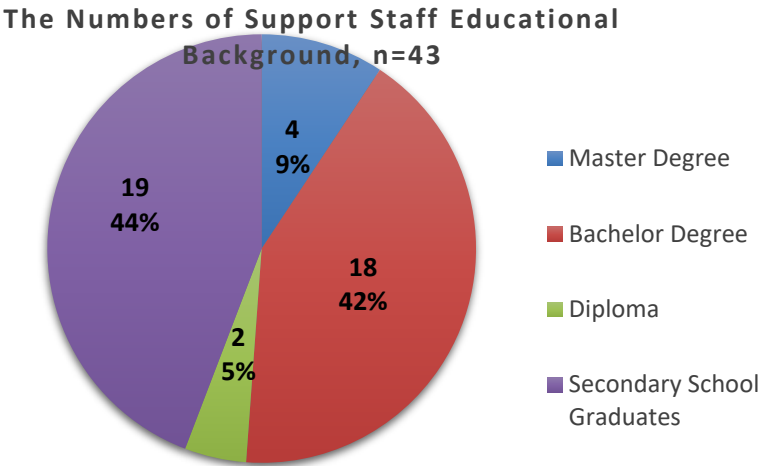


Figure 2. Distribution of FBS support staff by education

From Figure 3 it can be said that the distribution of administrative staff qualifications is not ideal. More than half of FBS' employees (20 people) qualify under a diploma who may not have specific skills. This situation is a challenge for FBS to improve the abilities, skills and expertise of the administrative staff. In addition, FBS needs to find the right way out so that the administrative staff is efficient and effective.

## HUMAN RESOURCE DEVELOPMENT ROAD MAP

In general, the phase of the FBS Human Capital Development program is based on that of Unesa, namely phase 1 and 2 which are the achievement up to 2020, phase 3 is the plan and achievement target for 2021-2025, phase 4 is the plan and achievement target for 2026- 2030, and Phase 5 is the plan and achievement targets for the year 2031-2035 as presented in Figure 3. Currently, Unesa is entering phase 3, which is towards the **Recognized Regional Teaching University**.

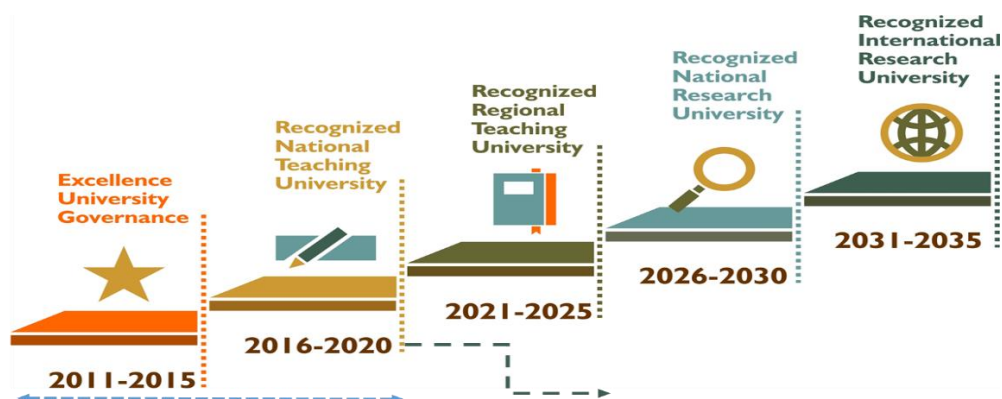


Figure 3. The third milestone of Unesa Strategic Plan

The Human Capital Development program in the 2021-2025 period is divided into 2 targets, namely academic and support staff in terms of quantity and quality. The explanation is as follows.

Achievement in 2011-2020		Target in 2021-2025	
<b>Academic Staff</b>		<b>Academic Staff</b>	
Doctor	51	Doctor	98
Master	125	Master	90
Total	176	total	188
<b>Support Staff</b>		<b>Support Staff</b>	
Doctor	-	Doctor	-
Master	4	Master	7
BA	18	BA	20
Diploma	2	Diploma	2
Secondary Education	19	Secondary Education	16
Total	43	Total	45

## 1 Academic Staff

Based on the lecturer identification data presented in Figure 1 above, FBS plans its HumanCapital Development in terms of quantity and quality.

### *Quantity*

- 1) Fulfilling the needs of lecturers by considering the ideal lecturer-student ratio according to regulations. This effort has been carried out through the recruitment by the Ministry of Education, Culture, Research and Technology and the recruitment of the contract lecturer by Unesa.
- 2) Encouraging, facilitating, assigning lecturers with master qualifications for further studies to the doctoral level. This effort must be made immediately to increase the number of lecturers with doctoral qualifications, which is currently 100 people or 57% of the total number of lecturers. This policy also brought Unesa especially FBS ready to go international.
- 3) No recruitment of lecturers with master qualifications.

### *Quality*

- 1) **Continuing education.** Facilitating lecturers with master qualification for further studies at the doctoral level as an effort to increase their competence.
- 2) **Joint research and joint publication.** This program is carried out by inviting researchers or lecturers guest from reputable universities abroad or sending FBS lecturers to university abroad or other Indonesian universities, especially the ones that already have an MoU with Unesa. The lecturers carry out activities in the form of joint research & joint publications.
- 3) **Academic Re-Charging Program.** FBS lecturers are encourage to join academic recharging in overseas universities.
- 4) **Short-course / training.** This program is carried out by sending lecturers to universities abroad as part their professional development activities.
- 5) **Guest lecturer & Visiting professor.** The program provides exchanging lecturers, between Unesa and overseas universities. While at Unesa the guest lecturer may act as keynote speakers in International Conferences, give lectures on relevant subjects, including giving public lectures.
- 6) **Workshops & training.** This program are held for lecturers according to their needs, both academic and non-academic.
- 7) **International conference.** Providing a forum for lecturers to interact academically through the holding of international conferences.
- 8) Facilitating lecturers to **learn English.**

## 2. Support staff

### *Quantity*

- 1) Meeting the needs of administrative staff by considering workloads through needs and position analysis.
- 2) Encouraging and facilitating administrative staff to carry out further studies.
- 3) Recruiting only administrative staff with diploma or undergraduate qualification.

### *Quality*

- 1) **Continuing education.** Encouraging, facilitating, and assigning administrative staff for further education to a higher level as an effort to increase their competence and expertise.
- 2) Providing **workshops & training** to administrative staff according to their expertise and needs.
- 3) Facilitating opportunities to learn English.
- 4) Employing administrative staff with a minimum qualification of Diploma graduates with mastery of ICT and active command of English proficiency, both oral and written.