

Strength, Weakness, Opportunity and Challenges (SWOC) Analysis of Recruitment Policies for Educators in Punjab

Nadia Bukhari*
Sami Ullah Joyia**

Abstract

The purpose of the study was to evaluate the strengths, weaknesses, opportunities and challenges of the recruitment policies for educators in Punjab to identify the impediments that hindered the experts to improve the education system. The research study was descriptive in nature for which a survey was conducted through questionnaires and data collected from different stakeholders. The objectives of the study were: (1) To analyze the existing structure of recruitment system in Punjab Education Department, (2) To analyze the strengths, weaknesses, opportunities and challenges of recruitment process of educators in Punjab. All the District Administrators, Educational Administrators and Educational Managers of Secondary Schools of Punjab Province were population. The sample of the study was consisted of 1/3 of population. Collected data was analyzed by using different statistics includes frequency, percentage and mean score. The existing structure of recruitment policies of educators and strengths, weaknesses, opportunities, and challenges of recruitment process were analyzed. The data reflected that the recruitment policies for educators could not meet the requirement because of unavailability of standardized structure of interview, lack of the trends in multi-disciplinary professions, lack of motivation and inadequate assessment through NTS. The study explored that a comprehensive recruitment policy might be framed to provide clear guideline, to establish separate recruitment cell, to establish an interventional advisory board, to provide a clear strategy for interview and provide clear terms & conditions for applicants.

Keywords: SWOC Analysis, Recruitment Policies, Education

* PhD Scholar, Department of EPPSL, Allama Iqbal Open University, Islamabad. Email: pioussoul87@gmail.com

** M.Phil Graduate, Faculty of Education, Allama Iqbal Open University, Islamabad. Email: samidost3@hotmail.com

Introduction

Delivery of efficient and effective social services is globally acknowledged as a main feature of economic development. To hire human resources and to manage human resources have been important practices in Punjab Education Department. Recruitment is an important part of human resource, and its integral part is to attract, identify and to encourage the applicants with the required knowledge and skills for an organization or institution (Peretomode & Peretomode, 2000). Research show that there has always been lack of transparent system of recruitment in Punjab (UNSECO, 2006; IDEAS, 2013). Government of the Punjab since the year 2002 has introduced different policies for improving contract and merit-based recruitment. The quality of education depends on the quality of teaching learning process which is totally related with the teachers. The recruitment of teachers has been an important part of all the education policies. To achieve set targets remained core components of education and recruitment policies (UNESCO, 2006).

In Education Sector Reforms (2001), the government of Punjab has declared education as its first priority. The recruitment policies as well as Chief Minister's road map (2010) under Punjab Education Sector Reforms Program (PESRP) has taken the recruitment process as a core component.

Redden (2009) stated that education is a broadest area and covers the whole aspects of human's life though they are social, spiritual, aesthetic, intellectual and physical aspects. In his views education is harmonious development. In the whole educational setup teachers play vital role. So, the recruitment process is very important in the education system to improve the quality education in any country.

According to UNESCO (2008) the recruitment criteria should be broadened. Literature of the developing countries identifies that teachers' qualifications, competencies and pedagogical content knowledge have powerful and strong impact on students learning outcomes.

The Government of the Punjab in (1997) has decided to adopt the contract employment policy as human resource policy for education and health sector. Therefore, the Government of the Punjab launched the Contract Appointment Policy (CAP) in (2004). From 2002, the different Governments have been introducing recruitment policies for educators in Punjab. The recruitment policies for educators 2004, 2005-06, 2008-09, 2011, 2013, 2014 and 2016-17 were almost based on service and recruitment rules.

As Zafeirakou (2007) stated about the situation "policies main intentions should not only in supply of teachers but also in the quality of

teacher's education and training with improving teachers working conditions". The present system of recruitment of teachers is not systematic and adequate to meet the needs of the institutions mostly the remote areas have difficulty in recruiting and retaining teachers. It is necessary to develop teacher's competencies according to the emerging needs (World Bank, 2009).

It is obvious that the government has been taking initiatives to improve the situation, yet after almost thirteen years of continuous reforms, today it is necessary to understand the strengths and weaknesses of the policies; as well as to identify the challenges and opportunities faced by the recruitment process in Punjab. In spite of recruiting the new talent, the school education department is facing a lot of problems ;the targets of said literacy rate, the target of out of school children and the target of quality education have not been yet achieved .If these weaknesses and challenges continue to develop and flourish, they will lead to some unwanted and undesired ends. In these circumstances the policy makers and implementers' role become more vital and crucial.

It has been observed that the recruitment policies were inclusive and comprehensive in their written forms but not getting in skillful manpower who were source of bringing positive change in system or in quality of education (UNESCO, 2006). These policies speak very high for achievement of set targets but remained unproductive in set targets. This topic was selected in order to explore the reasons of un-attainment of set targets and to suggest the remedial measures to overcome the recruitment problems and plan strategy in future recruitment policies.

There is no single example of the evaluation of the recruitment processes and policies (UNESCO, 2006; IDEAS, 2013). In spite of these policies the quality and quantity of education has been suffering a lot because of insufficient evaluation. The study is intended to analyze the strengths and weaknesses along with opportunities and challenges faced in the recruitment process of educators in Punjab. SWOC analysis will be suitable tool not only for evaluation but also for formulating strategic planning to use opportunities and strengths to overcome challenges and weaknesses.

Objectives of the study

The study had following objectives:

- Analyze the existing structure of recruitment system in Punjab Education Department.
- Analyze the strengths, weaknesses, opportunities and challenges of recruitment process of educators in Punjab.

Theoretical Framework

Human Capital Theory

One of the most important features of economy is to develop or to manage the marketable skills of workers as a form of human capital. Human capital theory enables to think about the development of human capital characteristics in the form of investment. It not only includes the training of quality and skills but also demands the selection of the right person at the right place in the required scenario.

Holton and Naquin (2002) stated that human capital means the skills, knowledge and impalpable abilities of the individuals that can be utilized to create economic values. Human capital is in fact a stock of knowledge, skills and qualities of the individuals that contributes towards the productivity, wages and earnings of the individual. It is shown from human capital theory that investment on human beings is more productive and profitable than on other things.

Human Resource Management

Management is in real sense an art of managing men, machinery, money and material. The most important activity of management is human resource management. Today the question is this how to invest on men, money, machinery and material for getting fast growing, reliable, flexible and profitable future. For achieving global identity, it is virtually impossible without human resource management to get profitable, durable and reliable ready in this competitive world. Human resource management is the distribution of work, activity, responsibility and duties with timeline for achieving the set goals of organizations and institutions. Employers now came to know that human resource management is the basic factors of success and failure of any organization (Armour, 2000).

General Procedure of Recruitment

The efficient and effective output largely based on the caliber of the employees. The efficiency and the effectiveness of the work is not by chance result it happens through proper recruitment and selection criteria (Peretomode & Peretomode, 2001).

Recruitment process begins by identifying human resource needs which is by the dint of job analysis and human resource planning activities. Job analysis activities are the activities of human resource planning which is the analysis of vacant positions of the institutions. Recruitment is the second phase of the human resource planning the next phase recruitment process is to devise the tool of the selection of the right person to the right

place with the right qualification (Jones, 2000). Figure illustrates the recruitment and its relationship among planning and selection.

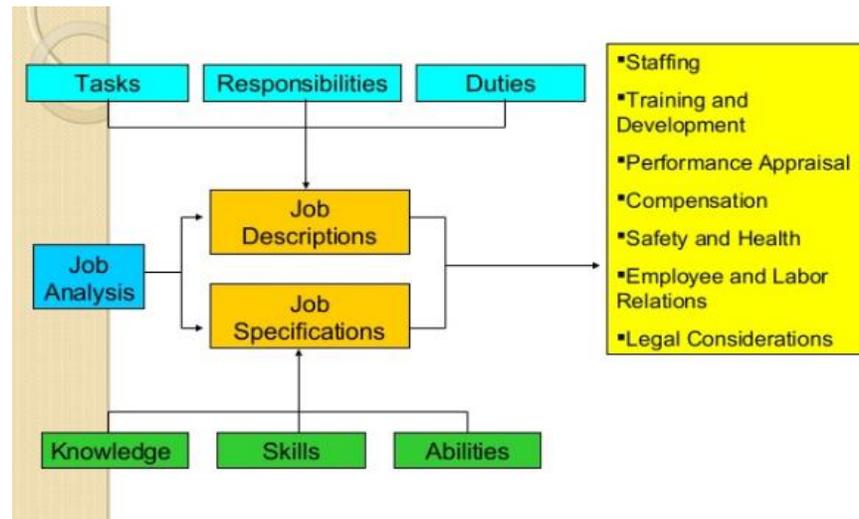


Figure:2

Job Vacancy

Job vacancy is the first step which mentions when a vacancy arises in any workplace. The reasons of vacancy arisen may be because of retirement, resign of the employee's migration or the expanding demand of the workplace or the potential to appoint new employees. Job analysis begins with complete detailed description of the task.

Job Analysis

Job analysis is in fact job description and job specification. Job description plays crucial role in managing worker's performance. It is description of employee's responsibilities and duties. Job description is the analysis of their curriculum vita and their past experiences. For this there is need to develop a profile or the ideal candidate, the profile should base on these criteria:

- Education Qualification.
- Work Experiences.
- Skills & Knowledge.
- Physical Attributes.
- Personality.
- Communication Skills

- Personal circumstances

(Sullivan, 2013)

Attracting Candidates

For the purpose of attracting candidate's advertisement plays an important role. For advertising AIDA principles provide a proper guideline.

- Gain the Attention of the right people.
- Create Interest in the minds of those people
- Instill a Desire in them to apply for the position.
- Provide them with information on how to Apply for the position.

The content advertisement should provide clear and interesting picture about the position. (www.talentseed.co.nz)

Screening Candidates

Screening of candidates means narrow down the field. After receiving a huge amount of applications, the stage of screening comes where the most suitable person, qualification, knowledge, skills and experiences wise should be selected. The person whose curriculum vitae contains all the above-mentioned criteria should put up.

Interviewing Candidates

Interview is very important tool for selecting the right person for the right position. It is very real chance for finding the most suitable person for the available post position. There is WASP approach for conducting an interview.

- Welcome
- Acquire information
- Supply information
- Plan and parts

Questions of interviews should be open, clear, relevant, well worded, probing and behavioral which help to note gesture, eye contact, nodding and confidence level of the candidates. Selection means assessing the candidates by various means and making our choice. Screenings and interviews are important tools for evaluation. Every firm and organization has its own rules for appointing the successful candidate. If medical certificate completed the appointment letter is sent. (Failte, 2010)

Selecting and Appointing Candidates

Selection means assessing the candidates by various means and making a choice. Screening and interviews are vital tools for evaluation of suitability and relevancy of the candidates. Every firm, organization and institutes have their own rules and procedures for appointing the successful candidates. After fulfilling the process, the appointment letter would be sent (Jain & Saakshi, 2005).

Recruitment in Global Perspective

Recruitment and selection is the main part of human resource management. It is an important part of human resource managers to play an advisory role in the process of recruitment and selection. As Mullins (2010) stated that Human Resources Managers are responsible to create coordination, cooperation between Line Managers and Human Resource Managers. Recruitment and selection is a planned sequential and rational process of hiring and selecting employees. He also defined the term recruitment as “Recruitment is the process generating a pool of capable people to apply for employment to an organization. Selection is the process by which a managers and others use specific instruments to choose from a pool of application a person or process more likely to succeed in the job given management goals and legal requirements” (Mullins, 2010 p.485). Effectiveness of recruitment and selection process depends on proper and appropriate selection decision. Inappropriate unfair and invalidate selection decision leave negative effects on the organization (Pilbeam & Corbridge, 2006). There are main features of recruitment globally.

Recruitment of Teachers in Global Perspective

Burgess and Davies (2009) stated in a study that teachers are directly influencing on student's tests scores and learning outcomes. Selection of teachers is very important for improving education system. Recruitment of effective teachers is main reason of well-functioning education system.

UNICEF (2011), in a regional study on Recruitment, Development and Salaries of Teachers in the Ceecis Region, stated that the shortage of teachers is main cause of inefficient outcome, mostly posts are vacant and selected teachers are overburdened. Effective recruitment in teaching has five indicators i.e. admission rate, enrolment rate, completion rate, transition rate and retention rate. Regarding teachers training governments are facing challenges and recruitment of teachers is going under the same challenges with changes.

Recruitment in Pakistan

The recruitment process in Pakistan was not systematic and structure one. The term Human Resources is new in Pakistan. In Pakistan people have little knowledge about the Human Resources Development and Human Resource Management. It is considered part of administration even today. In Pakistan these is a little attention is given toward Human Resource Planning and policy making. The overview of Pakistan has been facing a lot of challenges because of low GDP growth differences between policy and implementation, increasing role of debt population growth low investment on education and human resources and the instability of the government (Syed, 2003)

In Pakistan, there are three type of employment

- Government
- Semi Government
- Private /Employment Agencies

Analysis of Educator's Recruitment Policies in Punjab

Recruitment Policy 2005-06

This educator recruitment policy also lunched in Musharraf Government period. The educator recruitment is also contract based in this policy. The implementer of this policy was all District Nazims, all District Coordination Officer, all Executive District Officer (Education). The recruitment of this policy was against 19722 vacant posts. The policy emphases on the quality of public-school education increase in enrollment and to root out absentees. The allocation of post has been decided with coordination of programme Director PMIU. (GoP, 2009)

Policy for Recruitment of Educators in Government Schools in 2007-08.

The recruitment policy of educators as approved in Musharraf Government against the vacant posts 34054. The aim of policy was to improve quality education, reduce absentees of teachers and increase student enrollment. In the policy the post of SSE Science advertised for each high school and higher secondary school in the province of Punjab. The local residence marks, merit calculation and interview procedure will be remaining same for all candidates. The expenditures of advertisement would borne by the District Government. (GoP, 2007)

Recruitment Policy of Educator 2008-09

The Government of the Punjab in the reign Mian Shahbaz Sharif introduced the educator's recruitment policy against 34054 vacancies. The

policy provided principle of merits, fair competition and transparency to provide qualified educators is Government institution. The aim of policy was to improve quality education, reduce absentees of teachers and increase student enrollment. The local residence marks, merit calculation and interview procedure will be remaining same for all candidates. The expenditure of advertisement would borne by the District Government. Female candidates can apply in both boy's middle and primary school. Selection committee would be consisted of District Coordination Officer, Chairman and three other members i.e. Executive District Officer (Education), Executive District Officer (F&P), District Education Officer (concerned). (GoP, 2008).

Recruitment Policy of Educator 2011

The recruitment policy 2011 was for science, mathematics, computer science and English educators. The Government of the Punjab has decided in this policy to provide internationally competitive education. The main point of this policy was that this policy gave importance to science and the ratio was 70:30 science and arts. This was a time when there was acute shortage of science, mathematics, computer science and English teachers. The main objectives of this policy were to achieve 100% enrolment, 100% retention and to achieve quality education. (GoP, 2011).

Recruitment Policy of Educator 2013

The recruitment policy 2013 recommended selecting the best talent with relevant qualification educators. The Government of the Punjab has decided in this policy to provide internationally competitive education. The main point of this policy was the provision need based subject teacher and reallocation of vacant posts that this policy gave importance to subject based teachers. The decision was taken in this policy that the educators will be appointed who qualify entry test that was the main difference of this policy. The Government first time introduced NTS based recruitment of educator in Province of Punjab.

- The chief minister of Punjab has approved 35335 posts of educators of science, Urdu, mathematics, computer science and English educators.
- These educators shall teach each subject assigned by head teachers according to the workload. (GoP, 2013)

Rationale of SOWC analysis

SWOC analysis is often used as a management tool. The external and internal environment is an integral part of educational institutional. SWOC analysis is very effective and useful technique of examining both internal

and external environmental condition of educational system, institutions, job opportunity, curriculum and program of studies. This will facilitate you to systematize, recapitulate and prioritize the wealth of information you have collected through answering the questioning in the assessment process. There can be multiple ways of evaluating the recruitment processes that how teachers are recruited, selected and managed.

SWOC analysis is constructive tool for providing the facts that congregate and draw out the recommendations. The rational of the SWOC analysis is to identify the main strengths, weaknesses, opportunities and constraints that differentiate a meticulous situation entity. SWOC analysis is always exercised as a management tool. Main step in SWOC analysis is a process or method to provide for the competition to determine the answer the questions.

- What type of benefits offered them?
- What things that attracts them?
- Where the recruiter stands suitable place?
- What is current demand of the current situation?

This information will give the rationale to attract them. The opportunity is the overview of the knowledge which acquired from the strengths and weakness. To give the answer of these questions is on advantage.

- How does the career placement?
- How is the future of organization?

SWOC analysis is a strategy planning method that used to evaluate strengths, weaknesses, opportunities and challenges faced by any institution, organization, project and business. Recruiting teams need to utilize it for the internal or external environment.

The SWOC framework basically comes across at internal and external processes to identify the positive and negative factors that impact on the total outcome.

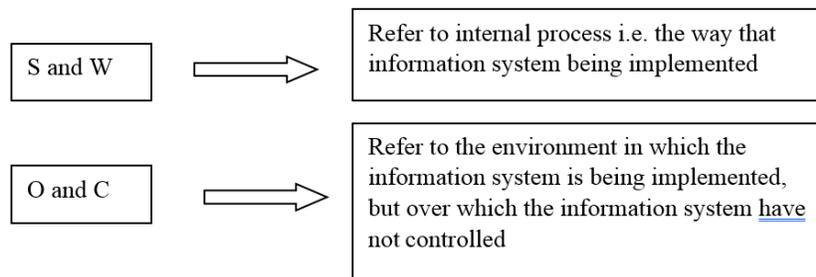


Figure:2

SWOC analysis being a very useful technique has been practiced by innumerable educational programs to find out the negative and positive aspects. Researches identify SWOC analysis as a tool for planning purposes. Yet in Punjab such type of studies as SWOC analysis of educator's recruitment policies for educators is not available.

SWOC Analysis of Recruitment Policies of Educators

In carrying out the analysis of strength and weakness a balanced approach has been adopted. The assessment of strengths and weaknesses are conducted through questionnaires from District Administrators (DCOs & DMOs), Educational Administrators (EDOs, DEO SE & DEO EE) and Educational Managers (Headmasters & Headmistress). The recruitment policies of educators were based on unique and affective jobs under services and recruitment rules. This was strong element of recruitment policies. These policies give prescribed formula for Districts and Tehsil level to all candidates in the Province of Punjab. These policies provided circumstances to meet local needs and national standards. These provided young and dynamic faculties with excellent back up are all strong area of recruitment policies.

The policies have also weak areas which should be revised and take up importance. The Competent Authority has to re-launch the recruitment policy of educators under recent policy 2011. This policy cannot meet the requirements which are weak area of the policy. Non standardized structure of interview is main weak area of educator's recruitment policies. Timeline was also weak area of the policy. There was lack of motivations both financially and in advertisement for the candidates. The inadequate assessment was made through NTS. Policy provide complicated atmosphere for decision making. The selection committee was not consisting of professional, subject related official and psychologists. They were not independent selection of the candidates. If financial and economic terms the fees of NTS was also a burden on the candidates / applicants. The criteria of NTS were not related to the academic criteria of applicant.

The educators play pivot role in educational system. The recruitment of the educators through the policies of educators of 2011 and 2013 has faced a lot of opportunities and challenges too. Through these policies the Government has been able to select academic excellence. These policies have proper mechanism for selection. Recruitment policies were opportunities for the candidate because they provided jobs to the candidates. The proficiency in young talented blood was the demand of new one era. Through the appointment of the educators, policies provided

talented blood to the public institutions which support in attaining quality of education and a pool of potential which was source of innovation in School Education Department.

These policies had faced many challenges and constraints too. The policies had lack of trends, in multi-disciplinary professions and new teaching methods. Competition was a big challenge. The strict timeline schedule and merit criteria were also challenges. The internal environment was also not suitable for the recruitment because the inadequate public awareness of profession and job opportunities.

Methodology

Design of the Study

It was descriptive type of study. This type of research involves survey in collecting data through the questionnaire. For the purpose of the data collection three questionnaires were developed. The quantitative approach was used in this research. Questionnaire was based on five-point likert scale used quantitative, open ended questions was used to assess their approaches of relevant content.

Sample of the Study

Table 1

Selected Sample Districts Administrators (DCOs & DMOs)

Sr. No	Location	Total District	Population		Selected Sample	
			DCOs	DMOs	DCOs	DMOs
1	North Punjab	07	07	07	03	03
2	Central Punjab	16	16	16	05	05
3	South Punjab	13	13	13	04	04
	Total	36	36	36	12	12

Table 2

Selected Sample Educational Administrators (EDOs, DEO (SE), DEO (EE))

Sr. No	Location	EDO (Edu)	Population				Selected Sample			
			DEO (SE)	DEO (EE) M	DEO (EE) F	EDO (Edu)	DEO (SE)	DEO (EE) M	DEO (EE) F	
1	North Punjab	07	07	07	07	03	03	03	03	
2	Central Punjab	16	16	16	16	05	05	05	05	
3	South Punjab	13	13	13	13	04	04	04	04	
	Total	36	36	36	36	12	12	12	12	
		36	36	72		12	12	24		

Table 3
Selected Sample Educational Managers (HM & Headmistress)

Sr. No	Location	Districts	Population				Selected Sample			
			Schools		Heads		Schools		Heads	
			M	F	M	F	M	F	M	F
1	North Punjab	07	604	570	604	570	36	35	36	35
2	Central Punjab	16	1363	1323	1363	1323	81	80	81	80
3	South Punjab	13	1132	1052	1132	1052	67	65	67	65
	Total	36	3098	2945	3098	2945	184	181	184	181
			6043		6043		365		365	

Note. (Sample was selected according the L.R. Gay)

Instrumentation

Three questionnaires were developed to get the opinion. One questionnaire was developed for District Coordinate Officers and District Monitoring Officers, One for Executive District Officers and District Education Officers, and one for Headmasters and Headmistresses of high schools. The questionnaires were based on the information regarding the recruitment process, problems faced during the implementation of recruitment process and performance of the educators on high schools. The instruments were validated with the help of experts. Before the actual launch the instruments were pilot tested in the field.

Results and Discussion

The questions were administrated and analyzed by calculating the percentages with frequency of respondents. The percentages indicated the portion of the respondents who agreed, disagreed, strongly agree and uncertain. The statistical procedure of mean score was used to pointed out the respondent who were with same opinion and with opposite opinion towards the statement. Frequency of the respondent with percentage against the response of agree, disagree, uncertain, disagree and strongly disagree was tabulated.

Findings Regarding Strength of Recruitment Policies for Educators

It was found that more than 70% respondents considered that the recruitment of educators in itself is a type of benefits for the candidates, government receives active participation of the applicants, policies are provision of excellent academic background, policies provide employment to the educated manpower with chances to improve quality of education

and recruitment policies for educators meet local needs and national schedule.

It was also observed that more than 60 % respondents think that advertisement is in itself a strong aspect of recruitment, vacancy position described the demand of the Public Sectors, District and Tehsil level competition gave benefit to the government to select talented candidates, young and dynamic faculty renders their services under the recruitment policies for educator 2011 & 2013 and recruitment policies were commitment to achieve national objective.

Findings Regarding Weakness of Recruitment Policies for Educators

Culture of the organization is a weakness of the recruitment process. Workload and working hours also a weakness of recruitment. It was found that more than 70% respondents viewed that there is no standardized structure of interviews, less chances for decision maker to select the candidate and the NTS changing of passing marks criteria are the weak area of the recruitment policy. It was also observed that more than 60% respondents agreed that the time line is major problems for candidates because some talented graduates cannot apply because of their unawareness and shortage of time, financial restraints also a big problem, inadequate mode of selection applicant of appropriate educators and was lack of motivation to advertisement.

Findings Regarding Opportunities Provided by the Recruitment Policies of Educator:

Recruitment itself was opportunity for the applicants. It was observed that more than 70 % respondents agreed that recruitment polices were institutional support for attaining quality of education and more than 60 % respondents viewed that policy provided young and dynamic educators committed to the society and policy provided a pool of potential who were ready to accept change.

Findings Regarding the Challenges Faced by the Recruitment Policies for Educators:

It was found that more than 70 % respondents considered that lack of trends in multi-disciplinary professional and new teaching method possibility of re-do in recruitment policies and it is tough to meet the requirement of the policy for implementers. It was also found that more than 58 % respondents agreed that the tough competition among the candidate also challenge for the implementers, educators are not satisfied

with contract policy, there is inadequate public awareness regarding analytical viewpoint and motivation about teaching profession.

Findings Based on the Analysis of Responses of District Administration, Educational Administration and Educational Managers

Following are the finding of analysis of responses of District Administration, Educational Administration and Educational Managers: -

- It was found that 71 % respondents agreed that the academic merit criteria are helpful in selecting suitable educators.
- It was also found that 61 % respondents disagreed that the criteria of recruitment policy are helpful for them to play their role efficiently.
- Data illustrated that 65 % respondents agreed with the statement that the “existing structure of recruitment of educators in Punjab Education Department is not satisfactory”.
- Data depicted that 62 % respondents agreed that the interview criteria of requirement policies gave space to nepotism.
- Data also depicted that 66 % respondents disagreed that the interview criteria of educator is suitable to select most appropriate applicants.
- It was found that 80% respondents agreed that the District Government can easily bear the recruitment expenditure.
- It was revealed through data that 60 % respondents disagreed that they are independent to make decision in the selection of the educators.
- Data showed that 63 % respondents disagreed with the statement “policies are more helpful in providing sufficient manpower within the available resources”.
- It was observed through data that 73 % respondents agreed that the role of the National Testing Services should be vital.
- It was found that 75 % respondents agreed with the statement that is “The policies had made you more responsible and accountable”.
- Data illustrated that 63% respondents disagreed with the statement that is “The policies have increased the community involvement in recruitment”
- It was found through data that 62 % respondents agreed with the statement that is “Interference of the community in the recruitment of educators creates problems”.
- Data revealed that 65 % respondents agreed with the statement that is “External references have great influence in selection decision”.

- Data indicated that 72 % respondents agreed with the statement that is “Internal environment is suitable for recruitment policies”.
- Data depicted that 69 % respondents agreed with the statement that is “Given criteria for recruitment is rational to be achieved”.
- Data showed that 68 % respondents disagreed with the statement that is “Educators selected in 2009-2013 in your school are helpful in attaining institutional objectives”.
- It was found that 74 % respondents agreed with the statement that is “Recruitment of the educator is important step to improve the quality of education”.
- Data showed that 62% respondents disagreed with the statement that is “Educators are increasing academic achievement of your educational institute”.
- Data revealed that 60 % respondents disagreed with the statement that is “Recruitment of the educators was based on fair competition”
- It was found that 58 % respondents disagreed with the statement that is “Educators are satisfied on their contractual appointment”.
- Data illustrated that 53 % respondents agreed with the statement that is “Recruitment policies give opportunity to improve your institute”.

In the light of the polices and notifications it can be said that the economy of a country dependents on the availability of educators and quality of education directly related with the teachers the nations which have given importance to the quality of its teachers achieved the set objectives and became economically sound and strong.

This study enables to sort out, sum up and prioritize the affluence of information in the assessment process. The SWOC analysis of recruitment approach basically observes internal and external process to detect the positive and negative factor that impact on the total outcomes of educators.

Conclusion

The major objective of the study is the analysis of the recruitment system of educators in Punjab School Education Department. The study explored various aspects of the recruitment system in School Education Department in Punjab. The system was based a service and recruitment rules.

From 2002 the different governments have been introducing recruitment policies for the educators and have been appointing the educators from 2002 till now. Punjab is the biggest province of Pakistan by population. The development of any nation, country and province

depends on the education systems, and education system based on teachers teaching learning process.

In 2002, Government gives policy for recruitment of educators in Punjab first time. The recruitment policies of educators 2004, 2005-06, 2008-09, 2011 and 2013 and almost based on same pattern and criteria.

Table 4
Summary of SWOC analysis

Strength	Weakness
<ul style="list-style-type: none"> • Merit Criteria • Easy objective • Professional qualification • Terms and conditions • Based on service and recruitment rules 	<ul style="list-style-type: none"> • Inadequate assessment through NTS • Limited advertisement • Timeline • Political involvement • Interview criteria • Financial burden
Opportunity	Challenges
<ul style="list-style-type: none"> • Chance of Employment • Provide chances to make system effective • Implementation of rules and regulation • Specification about vacancies 	<ul style="list-style-type: none"> • Lack of trends in multi-disciplinary • Competition • Strict timeline • Internal environment • Less public awareness about job

Recommendations

On the basis of conclusion of the study following recommendations are made:

- Government should take student enrollment information from institutions and make vacancies positions up to the mark according to student teacher's ratio before formulation of the policy.
- A comprehensive recruitment policy should be framed for a long term at national level. It should be formatted with the expertise of Higher Education and School Education Department administration.
- Recruitment Policy should not be at the mercy of Political Parties for making changes according to their own interests.
- The recruitment criteria should also be changed according to the local needs and demands of the society.
- There should be a third party of international level like UNSECO or any other agencies to check validity, reliability and merit of the recruitment process.
- Government should allocate the special funds for the establishment of recruitment cell and administrator must be providing training of human resource management.

- Recommended strategies for planning future recruitment policies are given below: -

Table 5

Sr. No	Strategies Description	Action Plan	Responsibility	Timeline
1.	To establish the specific recruitment cell	<ul style="list-style-type: none"> • There would be specialist of all the relevant subjects who should select the candidates. • Responsibilities of every person would be clear on them. • Appoint webmasters to appoint and maintain the online application of the candidates. 	A summary should be initiated by the Secretary School Education Department through Chief Secretary for approval of establishment of District recruitment cell from Chief Minister.	With immediate effect
2.	Provide clear guideline for the selection of the candidates	<ul style="list-style-type: none"> • Explain in advertisement that 50 % and above can be apply. • Increase merits that only candidate of first division and highest second division can apply. 	Secretary School Education Department, Policy maker	During the Revision of Policy
3.	Provide training to the recruitment committee.	<ul style="list-style-type: none"> • Develop curriculum for trainer and trainees. • Develop strategy for training. 	Secretary school education department	Need Based
4.	Increase the number and quality of educators.	<ul style="list-style-type: none"> • Established aptitude criteria for selection of educators • Provide specific need-based training. 	Secretary / Additional Secretary, School Education Department	During formulation of new/revision of educator's recruitment policy.
5.	Provide educator's improvement process and continuous retention process.	<ul style="list-style-type: none"> • Only relevant subjects and relevant merit should be selected. • Made a specific law about retention the candidates. • Highly qualification should not be selected for employee for example the PhD candidates should be selected when candidate will get 	Policy Makers Secretary / Additional Secretary, School Education Department	During formulation of new/revision of educator's recruitment policy.

6.	Improve services of multi and skilled based subjects.	<ul style="list-style-type: none"> • Study the emergency trends and paradigm shift. • Create seat about the emergency needs. • Develop curriculum on emerging trends. • To appoint the candidates on these jobs. 	Secretary / Additional Secretary, School Education Department	During formulation of new/revision of educators recruitment policy.
7.	To motivate the candidates	<ul style="list-style-type: none"> • Provide handsome financial support. • Give due respect to the educators in the society. • Facilitate the educators socially, morally and economically. 	Chief Minister should take immediate action for formulation of rules and regulation to cover all the above said actions.	Immediate effect
8.	Change the filtering process	<ul style="list-style-type: none"> • Only academically high score selected students would be able to give tests. • Then provide chance to passed students to give interview. 	Policy Makers	At the time of revision of policy
9.	Establish an interventional advisory board	<ul style="list-style-type: none"> • To take survey and conduct research to check relevancy. • Point out drawback and short coming. • Make strategy to improve policies. 	Chief Minister should establish an advisory board	Immediate effect
10.	Revise the criteria for allocation of the posts	<ul style="list-style-type: none"> • Highly Qualified candidate would be appointed on priority level. • Provide handsome salary package to them. 	Minister of Education	At the time of revision of Policy
11.	Improve the schedule and timeline period for the advertising of recruitment of educators	<ul style="list-style-type: none"> • To give the timeline at least 1 month from the date of publish of the advertisement • Add must be publishing in 3 renowned daily newspapers publish 	Recruitment Cell	At the time of advertisement

		form main cities and 3 local newspapers as per advertisement policy.		
12.	Provide Psychologist for selection of the candidates	<ul style="list-style-type: none"> • Create place in recruitment cell. • Appoint Psychologist. 	Chief Minister	At the time of revision of Policy
13.	Provide clear terms and condition for recruitment	<ul style="list-style-type: none"> • There would not be flexibility in these terms and conditions. • There terms and condition should be followed strictly. 	Policy Makers	At the time of revision of Policy
14.	Improve interview, marks and establish a clear strategy for interview	<ul style="list-style-type: none"> • Increased the marks for the interviews. • Give specific marks to each member of recruitment cell 	Policy Makers	At the time of revision of Policy
15.	Reserved quota for minorities and disabled one must be based on needs.	<ul style="list-style-type: none"> • Observed the quota strictly. • Increase the quota of disables. 	Policy Makers	At the time of revision of Policy
16.	Establish online application system.	<ul style="list-style-type: none"> • Establishment of IT section under the control of recruitment committee/cell • Appoint web masters to establish the online application system • Make it easy use and continent for all applicants 	Policy Makers	At the time of revision of Policy
17.	Establish suitable software of selection and academic criteria.	<ul style="list-style-type: none"> • Computer programmers must be appointing to establish suitable software to set computerized merit criteria • Set merit list should be in access of all applicants. 	Policy Makers	At the time of revision of Policy

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