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EFFECTIVE RECRUITMENT PROCESS OF FACULTY MEMBERS OF MSUSULU: A KEY TO QUALITY EDUCATION

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I. INTRODUCTION

In the age of fast changing society and its environment, academic institutions will lose in the race unless effective faculty and staff development program is sustained. In Sulu for instance, quality education is clouded with poor teachers' performance resulting in the poor students' performance as well. It is said, the success of classroom instruction and other related academic activities start from the hiring process. Recruitment of right faculty members at the right place and at the right time is the key to attain quality education.

Recruitment and selection of competent and committed faculty members are critical factors to academic excellence and quality education. Each university must have to follow standard recruitment and hiring process in order to sustain the educational growth and success of the institution. The objective of this study is to analyse the effectiveness of recruitment policy as a tool to bring in competent and committed teachers. This study is based on the experience of MSU-Sulu and observation.

II. HIRING SYSTEM OF FACULTY MEMBERS OF MSU-SULU

The Academic Personnel Selection Board or APSB is the body to take charge in the hiring of the faculty members of the university. The Board is the one responsible in selecting and shortlisting applicants most qualified to fill in the vacant positions.

The Board is composed of five members headed by the vice chancellor for academic affairs, together with the Human Resource Management Officer, budget officer, president of the Faculty Union and one appointed secretary from among the faculty, dean of the hiring college, and a faculty member/chairperson of the concerned college. As happened in the past, some of the members of the Board were biased in the sense they favored applicants who were their friends, relatives or recommendees of the politicians. There were actually applicants who were hired beyond merits and competence. Practices like favoritism, personal connection and patronage system are the common issues affecting the performance of the Selection Board.

Recruitment, selection, placement, orientation and retirement are the journey which all employees may pass throughout their careers. HRM officer updates from time to time the university's job analysis and job enlargement program. Job analysis will help the university to forecast the future personnel needs, job description, expertise needed and the training suited for them. The campus APSB strengthens the standardization of the hiring process for this is the most significant part. As the administrator said that, *"It is hard to lay-off if faculty members are already hired so it is better to make the process challenging and only those who are really qualified can make it."* Hiring is considered the most crucial

since it determines the future of the university and has great impact on the attainment of quality education. MSU-Sulu adheres to the following procedure:

1. After determining the faculty needs and the enrolment trend of the College, the department chair with the approval of the dean shall fill out the hiring form three (3) months before the next enrolment period. (The hiring form consists of the specific major needed in the department, number of needed faculty members, number of current enrollees in the department, and justification for hiring.
2. Based on the recommendation of the department chairperson, the dean of the respective college shall approve the hiring request.
3. The dean shall write the chancellor through the VCAA securing approval from the latter for determining the budget allocation for the purpose.
4. After determining the budget allocation, the department chairperson advertises the hiring of the faculty members through radio and MSU-Sulu website. The applicant is required to submit two copies of application including all the credentials and other documents.
5. The department chairperson being a member of the college screening board, receives the one copy of the application and the other copy will be submitted to the VCAA.
6. Before the lecture demonstration and personality interview, the department chairperson together with the dean shall evaluate the authenticity and relevance of the applicant's credentials and documents.
7. The department chairperson as approved by the dean shall advise the applicant to:
 - a. Take personality test conducted by the guidance counsellor for other appropriate government agency; and the results of the test be made known to the dean.
 - b. Provide the necessary documents: 1). Clearance (Barangay, Police, NBI, and Clearance from the last employer) 2). Medical Certificate and Drug Test 3). PSA-Authenticated with certificate if married, a PSA-authenticated marriage contract.
 - c. Provide three (3) character references reflected in the application letter (former professor and the latest employer) with their respective contact numbers, the committee on hiring in the college level shall interview at least two-character reference).
8. After the evaluation of the authenticity and relevance of the applicant's credentials and documents; analysis of the results of the personality test; and analysis of the responses on performance and behavior provided by the character reference, the department chairperson as approved by the dean shall notify the VCAA for lecture demonstration and personality interview in the college level.
9. The dean of the respective college shall submit the top three applicants to the VCAA for second round of lecture demonstration and personality interview in the administration level.
10. Whoever prevails as rank No. 1 in the evaluation of all pertinent papers, lecture demonstration and personality interview shall be given priority in the hiring.

Criteria	Particulars	Maximum Points
A. Educational Attainment 30%	Doctoral Degree MA/MS Degree Bachelor's Degree	30 25 20
B. Scholastic Record 20% Bachelor's Degree	Summa Cum Laude or its Equivalent Magna Cum Laude or its Equivalent Cum Laude or its Equivalent	20 15 10
C. Work Experience Teaching or Related Work Experience	6 years 5 years 4 years 3 years 2 years 1 year	10 5 4 3 2 1
D. Other Professional Qualification 5% Only One Eligibility or Related Examination is Counted the Highest One Award	Licensure Examination CS Professional	5 3
E. Lecture Demo 20%		20
F. Personality Interview 15%		15

11. The VCAA shall submit the results of evaluation to the APC for the final approval of the chancellor during the meeting as scheduled.

III. CRITERIA FOR RECRUITING FACULTY MEMBERS IN MSU-SULU

The following are the criteria for recruiting faculty members of MSU-Sulu:

Is the process of selection based on the criteria for recruitment?

Based from the personal observation of the researcher, it was found out that the process of selection was based from the criteria of recruitment. The APSB followed strictly the criteria. In fact, this January 2021, the committee hired a new faculty member in the College of Fisheries since the said College is in need of a teacher because two

faculty members have already retired from the service. According to the chairman of the committee, recruitment criteria are strictly followed since the goal is to hire the most competent applicant to fill the vacant position.

IV. BASIS OF MEASURING THE COMPETENCY OF THE APPLICANTS

Applicants in the teaching profession are presumed to possess the needed requirements in order to get the job. These requirements are building blocks to becoming competent and effective members of the academic community.

a. Entry Requirement

1. Educational Qualification

This pertains to the degree that the applicant has acquired and must match with the requirement of the position. If for instance there is a need for a teacher in the College of Education, therefore the applicant must at least be a graduate of BSSED (Bachelor of Secondary Education) or BEED (Bachelor of Elementary Education) should the vacancy calls for it. If possible, he/she must have a master's degree in his field of specialization.

2. Eligibility

Quiet naturally, aspirant for a teaching position must be an eligible. This means that he/she has passed the board examination required in his course and if the position applied for requires for it. A graduate of BEED or BSED for example must be a LET (Licensure Examination for Teachers) passer for that matter.

b. Competency. Aside from the educational qualification and eligibility, competency comes next and is very vital.

- 1. Articulation.** The applicant must be able to express clearly and effectively in speech and writing. An applicant must possess this characteristic – the ability to express his views effectively and comprehensively. In other words, an applicant should be able to speak English (since it is the international language and the medium use in most of the discourse), not necessarily fluent but effective enough and can be easily understood.
- 2. Writing Skill.** This ability allows us to communicate effectively through written works. One may argue that writing is a skill that not everyone possesses. But at least as applicant, he/she should have the knowledge in this area for this is very significant. Certainly, not all courses in the university offer business correspondence or technical writing but it is believed this can be learnt at our own pace.
- 3. Analytical Skill.** This refers to the ability to collect and analyze information, problem-solve, and make decision. In the board examination, not all the items were taught during our school days or in the classroom setting. This is where our capacity in analyzing unfamiliar or complex situation comes in. In the teaching world we need to have this ability so that we can act according to what the scenario demands from us.

The question is that, why should we emphasize on these things? Because the business of the teacher is to teach; in the university aside from teaching, a teacher must also be a researcher. One must be able to conduct research every now and then to contribute for the betterment of our academic institution.

At large, the business of the school is research and teaching; that is why the faculty members must be articulate and has the writing and analytical skill. Indeed, university is the “locus of research and discovery.”

As what the authority says, the decline of quality education can be associated to the faculty members not grounded on research.

Finally, hiring of applicants should not be influenced by social connections (compadre system). Equality among aspirants must always be observed.

Issues and Concerns

Every important part of the organization is indeed confronted with issues. As the enrolment increases of course, the need for teachers to handle the students also takes its toll. There are competent applicants yet sometimes the problem is lack in funding to pay their salaries. Or, there is scarcity of expertise to replace the vacated position which will result to catering the one that is readily available.

Quality education has become a very common subject or topic nowadays. To become globally competitive is the goal that every institution wishes to attain. Yet, per observation, people have the habit of passing the buck to others and blaming them for their own incompetence. If for instance, students lack reading comprehension, they associate it with their past educators. High school teachers blame the elementary teachers. Then college professors blame secondary teachers and the list goes on.

It is imperative that a college instructor must at least be able to write and communicate effectively. Writing and communication skills are vital if your desire is to be one with the reputable personalities in the university.

Consider this scenario. *A recent international business school graduate went on her first interview in an organization with significant operations on four continents. Not knowing what to expect, she prepared as best as she could. She was exquisitely dressed in a new suit and carried her tasteful leather briefcase. As she entered the human resource management office, she encountered two doors. On the first door was the sign "International Business Majors." On the second was "All Other Majors." She entered door one, which opened up to more doors. On door one was "3.55 or Better GPA"; door two, "All Other GPAs." Having graduated with a 3.78 GPA, she entered door one, and found herself facing yet two more choices. Door one stated, "Fluent in three languages," and door two, "Fluent in two or fewer languages." Because her education did not require language proficiency and she was fluent in only one language, she went through door two. Upon opening the door, she found a box with preprinted letter saying, "Your qualifications did not meet the expectations of the job. Thanks for considering our organization. Please exit to the right."* (DeCenzo, 2013)

The foregoing process has no actual selection activity and very impersonal. Successful selection activities entail a lot of careful planning. The selection process is composed of steps, each of which provides decision makers with information that will help them predict whether an applicant will be a successful job performer. One way to conceptualize this is to think of each step in the selection process as a higher hurdle in a race. The applicant able to clear all the hurdles wins the race and the job offer.

V. CONCLUSION

The growth of the university lies basically on its capacity to bring in competent, committed, passionate and energized faculty members who are expected to work for academic excellence and quality education. High officials should ensure that the university strictly follows the standard recruitment and hiring process of the faculty members in order to sustain the educational growth and success of the institution.

The current process and practice of the Academic Personnel Selection Board (APSB) of the Mindanao State University - Sulu are efficient and effective as far as the recruitment process is concerned. Most of the newly recruited faculty members had passed the recruitment and selection process such as the educational attainment, scholastic record, work experience, professional qualification composed of eligibility, lecture demo, and personality interview.

The present administration supports not only the professional growth of the faculty members but also tries to assist their welfare by putting up faculty center and MSU-Sulu village housing the present and the future faculty members. The university is committed to take care of its faculty members from recruitment to retirement.

References:

Guidelines for the Hiring of Faculty Members of MSU-Sulu

DeCenzo et al, Human Resource Management Book, Revised Edition, 2013