

# Strategies in Recruitment of Human Resources in Pre- Universitary Education

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## Abstract

*Recruitment should provide an age pyramid allowing normal ways of promotion and thus teachers can be selected for positions/departments that best suit them, to contribute to the individual's development, to school promotion, to its prosperity and to act not only for salary but to put their whole mind and heart into their work as emotional involvement leads to increased results.*

**Key words:** *education, human resources, recruitment methods, decentralization*

**JEL Classification:** *I20, O15*

## Introduction

Modern society efficiency and great performance required that recruitment and selection of human resources for the education system should become an essential condition, the “sine qua non” for obtaining valuable results. Quality in education can be achieved only with competent and very well prepared teachers and through those desirable foreshadowing new policies based on objectives and on a new approach to process the application of modern methods with a view to turning Romania in a knowledge society through education.

Researchers provide data and present information about the phenomenon of recruitment and selection, about criteria and indicators that structure the levels of candidates' competences, leading to increased role of creative work, of teamwork, basic conditions of academic progress. Possible models would become effective only with initially formed personnel able to apply them. It is time for an integrated approach to the recruitment process both in terms of the beneficiary and the employer. Change may be made and requires flexibility, mobility and adaptability of the stakeholders in education. Decentralization creates the possibility to vary the conditions of application of a strategy in the field with a stepwise implementation because, due to system diversity, schools can not simultaneously and effectively exercise their respective roles.

It is a truism that school is as good or as bad as the people working in it, and schools that want to offer quality have to hire the right people in time. To bet on people as a competitive advantage in the fight for quality requires excellence and to be effective, the school requires an ongoing effort for support and development. "Recruiting is the process of identifying and

attracting candidates, of which some will be later selected to receive the offer of employment."<sup>1</sup> The human resources recruitment in pre-university education concerns and identifies potential teachers capable of meeting the most efficient job requirements / departments to future employment. Recruiting human resources can be generated for multiple reasons under different forms as follows:

- policy (restructuring);
- related to internal movement of human resources (promotions, transfers);
- temporary (leaving school for medical reasons, further studies, military service etc).

Development of human resources strategy is the result of a continuous process of analysis of school resources, and needs at any given time, the estimate of all activities under its heading directions, and the opportunities and risks that may occur in competition with other schools. Linking human resources strategy with the strategy of institutional development is a real strength. This requires an overall evaluation of the school, the analysis of institutional development plan, operational plan and also the identification of specific issues related to human resources. The institutional development plan that the school is developing on short-term (0-2 years), medium term (2-5 years) and long-term, is supported by operational plans, but they also need human resources plans for each of the specified time horizons. Each candidate has a particular training, some life experience, knowledge and skills, a certain type of personality and set of motivations, beliefs and aspirations, his reasons to work in the educational system. Data on visible characteristics of candidates such as age, education, work experience, knowledge base is necessary but not sufficient because we need to know the "hidden" candidate's personality: personality traits, self-image, motivation to work. If success in the provision of simple activities is based more on knowledge and skills, complex activities with students need a greater number of personality components. Teachers must be capable people with outstanding academic performance and teaching experience, but for obtaining results at school is necessary to be tact in interpersonal relations, presence of mind, capacity for persuasion, empathy. Therefore in order to select a teacher, the suitable candidates must possess such personality traits, otherwise, we witness the failure of recruitment.

To be successful in recruitment activities we need to:

- have a school picture and the conditions of the offer to be attractive;
- carry out the recruitment process with skill, ability, interest and appropriate methods.

## Research

In order to define the new coordinates, we have undertaken a range of exploratory research on a sample core consisting of 2168 teachers from pre-university education in: Calarasi, Neamt, Bucharest, Satu Mare, Prahova Maramures, Bistrita-Nasaud. The sample structure has considered the following issues:

- coverage of a number of subjects large enough to give the results a acceptable foundation and a general character;
- representative in terms of age, seniority in teaching activities, the experience to provide validation of findings;
- inclusion of subjects from all categories of teachers who teach in higher education.

Initially the questionnaire was tested by administering it to a sample of 47 teachers in Neamt County, and then, after the necessary corrections it was applied in seven counties. The 2017

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<sup>1</sup> Moldoveanu, G., Analysis and organizational behavior, Editura Economică, 2005, p. 217.

validated questionnaires were centralized, processed and then interpreted according to the four relevant criteria, namely: type of school, school, teachers and gender status.

The attractiveness of the teaching profession in exploratory research clearly shows very interesting facts such as:

- teaching profession remains one of vocation;
- job stability remains very important as it reduces stress and thereby substantially increases the benefit of the teacher quality;

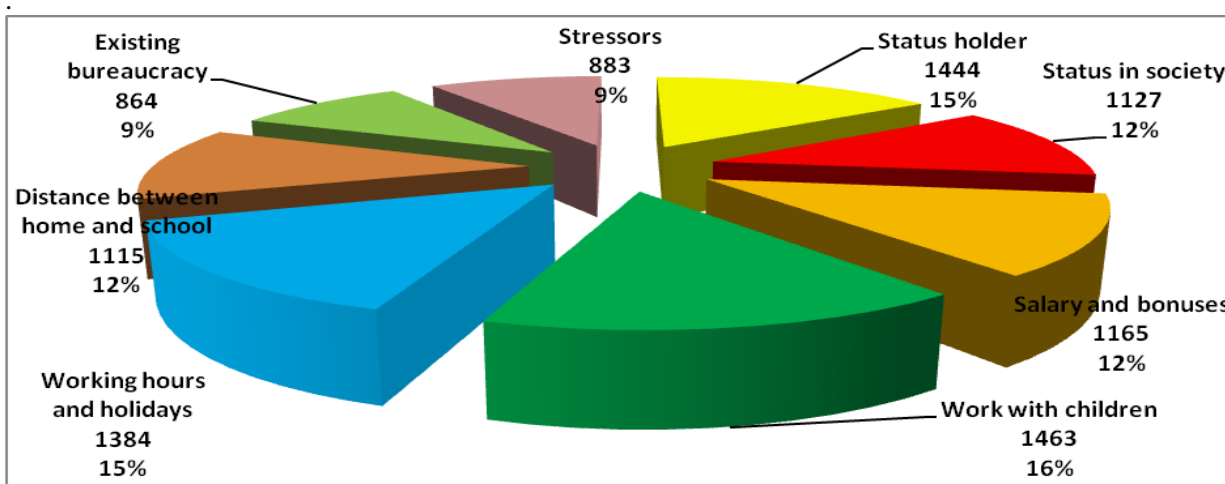


Fig. 1. The importance of orientation factors in the teaching profession

Table 1. The distribution of the subjects according to school type

Type of school	Nr.	Bn	B	Cl	Mm	Nt	Ph	Sm
Total of school group	281	31	68	32	31	31	49	39
Total of highschool	409	51	96	43	46	42	79	52
Total SAM	152	28	0	25	21	25	27	26
Total of general school	1175	143	264	147	133	171	169	148
General total	2017	253	428	247	231	269	324	265

Exploratory research aimed also the "effectiveness of teacher selection" in use by assessing it on a scale of 1 to 5, where 1 means "little effective" and 5 "very effective". The results obtained are as follows:

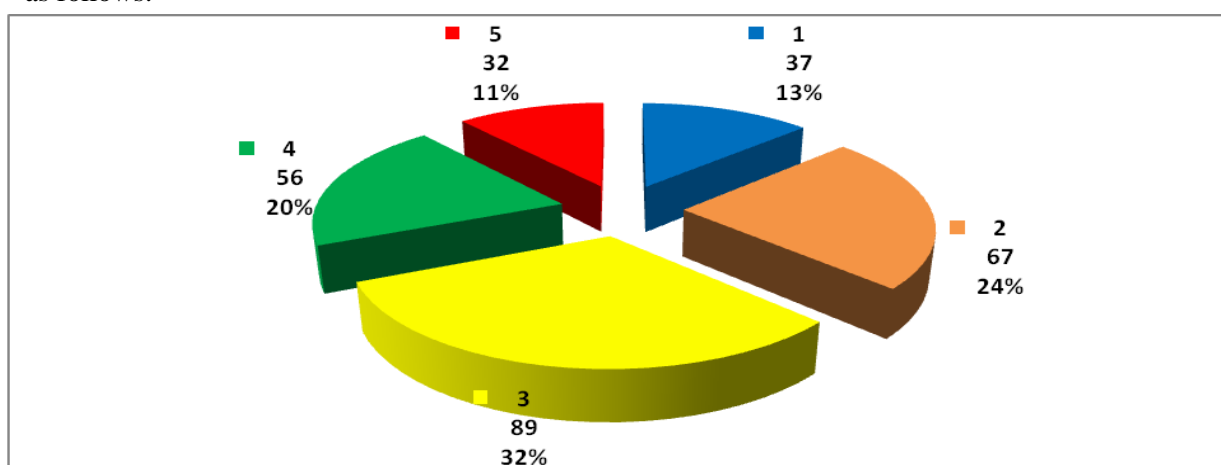
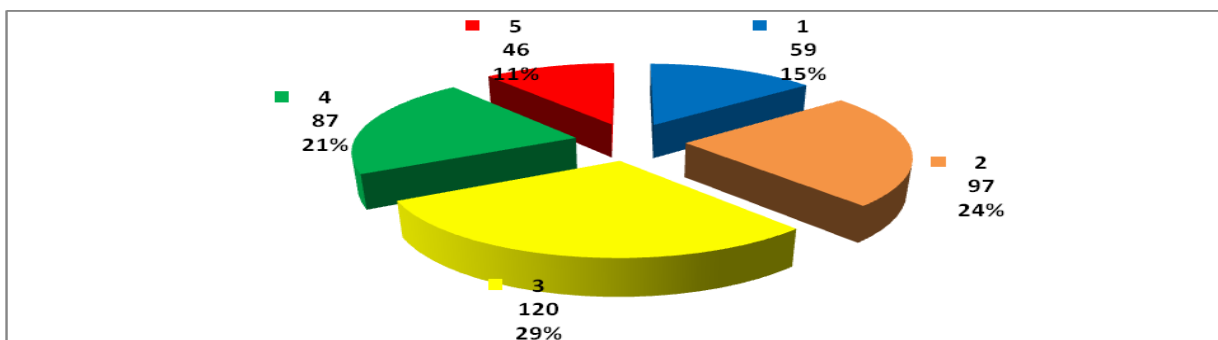


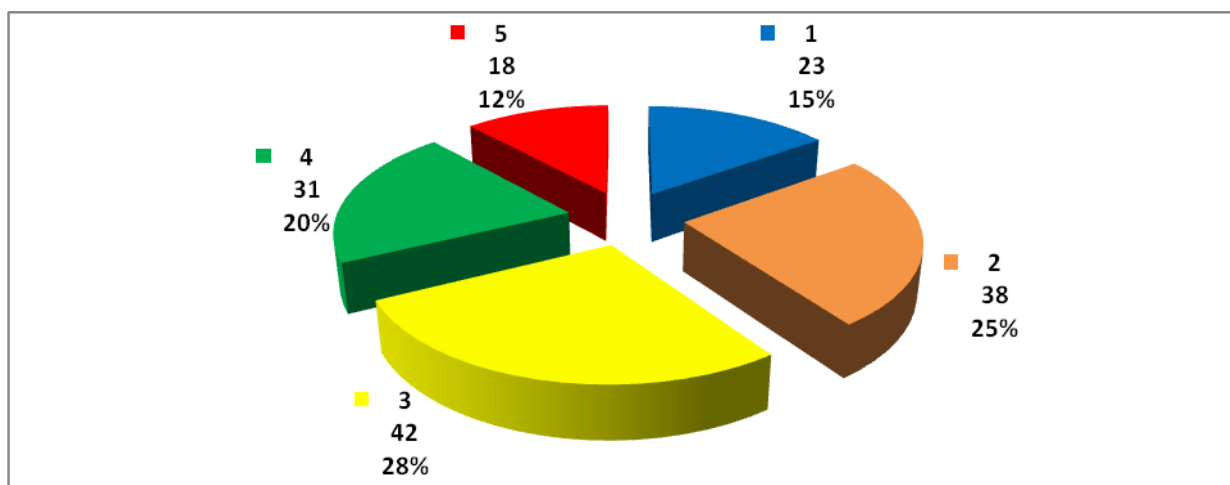
Fig. 2. Effectiveness of the current selection - school group

Among the teachers of school groups 88 consider effective and very effective the criteria on "the effectiveness of the current system of selection" and they represent 31% of the 281 who answered the questionnaire, i.e. a rather low percentage.



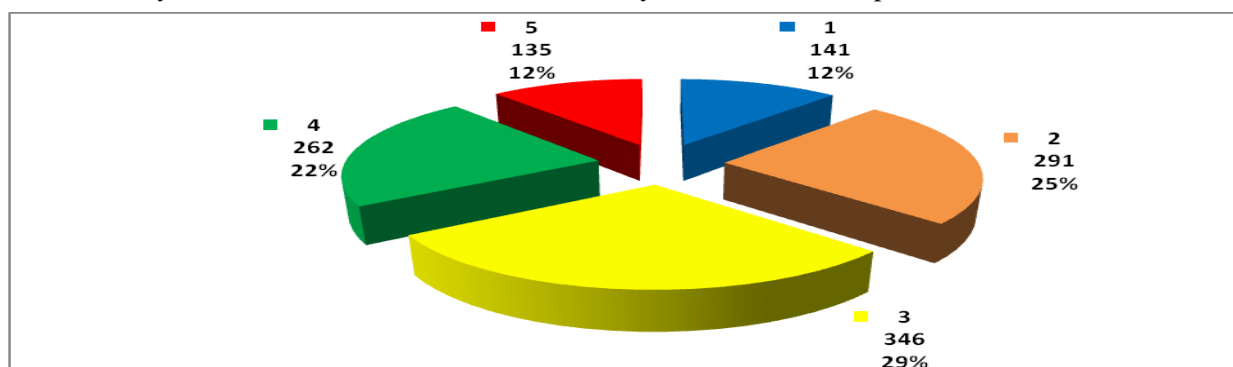
**Fig. 3.** Effectiveness of the current selection - high school

As regards the teachers in secondary education, 133 consider these criteria to be effective and very effective and they represent 32% of the 409 who answered the questionnaire.



**Fig. 4.** Effectiveness of the current selection - SAM

Out of 152 teachers in SAM who answered the questionnaire, 49 consider the criteria of the current system of selection to be effective and very effective which represents 32%.



**Fig. 5.** Effectiveness of the current selection - primary school

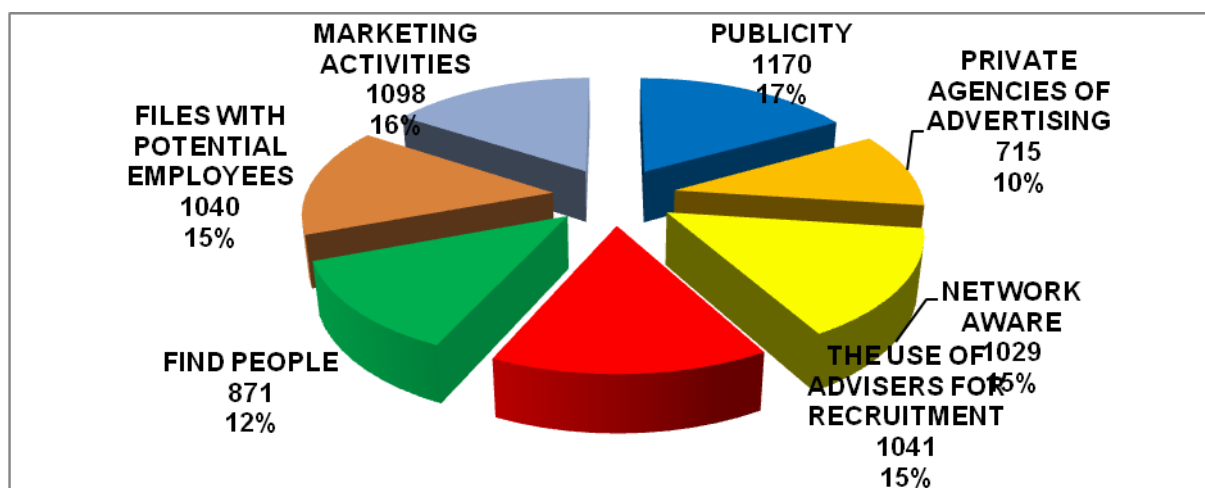
The total number of teachers in primary schools who consider effective and very effective the criteria on "effectiveness of the current system of selection" is 397 and this represents 34% of the total of 1175 respondents to the questionnaire. It is interesting to point out that the

percentage is slightly above average for teacher's staff in schools. A possible cause may be a faulty recruitment system that does not provide enough candidates for selection.

Recruitment of candidates is a step in the selection of teachers because the existence of stations / department vacancies must be known by the candidates and it is very important to know the methods used for recruitment by the school inspectorates. Since this matter has not been attached too much importance, recruitment results are consequently lower than expected. It comes down to developing a methodology by the Ministry about this teacher's mobility that is published until November 1st each year and contains the requirements for available stations / departments for the single contest held in July and for the other stages of staff movement. Along with the methodology there is also an approved timetable which specifies the deadlines of the stages. Then the documents are published in the Official Gazette and posted on the Ministry's website for applicants' information and documentation. At county level there is a notice in the local newspapers as regards the competition for available employment opportunities and every candidate should inform himself as good as possible, although it is customary that a set of minimum requirements for contest's registration on post / department should be established to allow the presence of a large number of candidates, with a variety of experiences, with different training. In the advertising stage, the job benefits should be specified to the candidates (school holidays) and the announcement will be released early (30 days) through mass media (press, radio, TV, Internet) to meet the criterion of legality.

The tasks or related responsibilities, the skills / abilities that teachers must possess for getting hired should be identified through the analysis of educational activities.

As the exploratory research shows, within the current recruitment model the preferred method is still the traditional "advertising", the most commonly used method of attracting candidates in the Romanian System of Education. This model responds best to costs criteria and speed and it also ensures the probability of finding good candidates. This method of recruitment while providing few details about the item, affects the results through communication means attracting a large number of candidates who can perform the specified tasks. In a decentralized system, school could draw attention by advertising their potential as compared to other schools, to encourage candidates to prefer it, to specify the conditions which the candidates must meet.



**Fig. 6.** The importance of recruitment methods

Unfortunately, recruiting is vitiated by the fact that the notice is not made individually and school departments are found in a long list at the school inspectorate and on Internet with all other school units. The danger increases even more because the exam is not organised at school but centralized and the distribution is computerised, so, impersonal. It can be concluded that this does not help the school but follows only the interest of the teacher, future employee. In order to post the vacancies, the school makes only a local and summary analysis of existing human

resources compared with the school plan and educational master plan. Future efforts are needed to give schools access to ads aired by local cable TV company, display stations / chairs available in the newscasts on the Internet to determine an effective advertising with maximum impact. A well placed ad can attract high quality and appropriate people, while an expensive ad placed in the wrong environment can remain without success. There is not enough professional practice in the educational recruitment activity but this can be improved through specific training related to a strong campaign for information on possible methods in this area. It is only in this way that we can professionalize the work and the intended effect would be a larger number of candidates out of which to make further selection. The effectiveness of these specific activities would increase if we consider their funding in the budget.

Knowledge network which weighs 15% in the exploratory research is another method used to recruit human resources in undergraduate education system especially in order to fill in stations/ departments remaining vacant during the school year or on sick leave, either by leaving the system or for other reasons. The method is to call on colleagues, acquaintances, associates, who can provide information about the persons concerned to fill these positions / departments and the results are influenced by the subjectivity of those to whom they appeal. The method has the disadvantage that the assessments can be subjective, the area of potential candidates is limited, the time spent for recruitment is large or there may be some pressure to hire certain people. Candidates fear this method as it leads to prominently rural trend of nepotism, in which everyone calls the people they trust and corruption occurs.

Drawing up a file with potential candidates, supported by the other 15% percent, may be another possible method of recruitment of human resources in education, having a high degree of efficiency if it is established and updated. The method provides several advantages such as:

- rapidity in recruiting if the information is clear, complete, honest, very readable;
- ability to obtain necessary information for recruiting in due time;
- accuracy of the information.

This type of recruitment is used especially by school inspectorate to deal with a contingency when the students are left without a teacher and work must be carried further.

In the process of decentralization it is desirable that the school should be able to apply recruitment methods recognized as effective and successful such as "Search people" and "Private recruitment agencies" which currently, are not used at all. It is time for the entire Romanian society to gain courage and not to try to rediscover the wheel. Exploratory research is needed on who should play the dominant role in the recruitment of teachers, school management, school inspectorate. Ministry of Education shows in terms of type of school as follows:

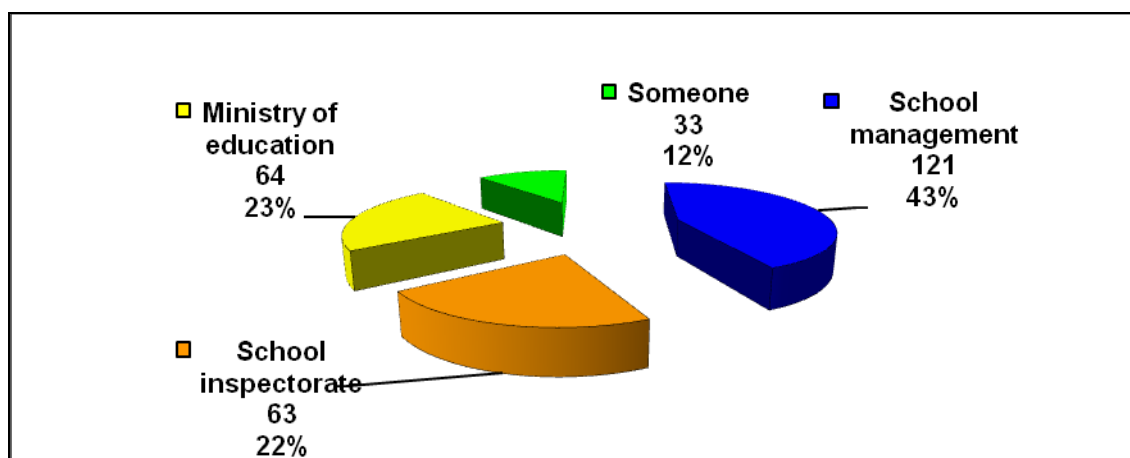


Fig.7. Leading role in recruitment - school group

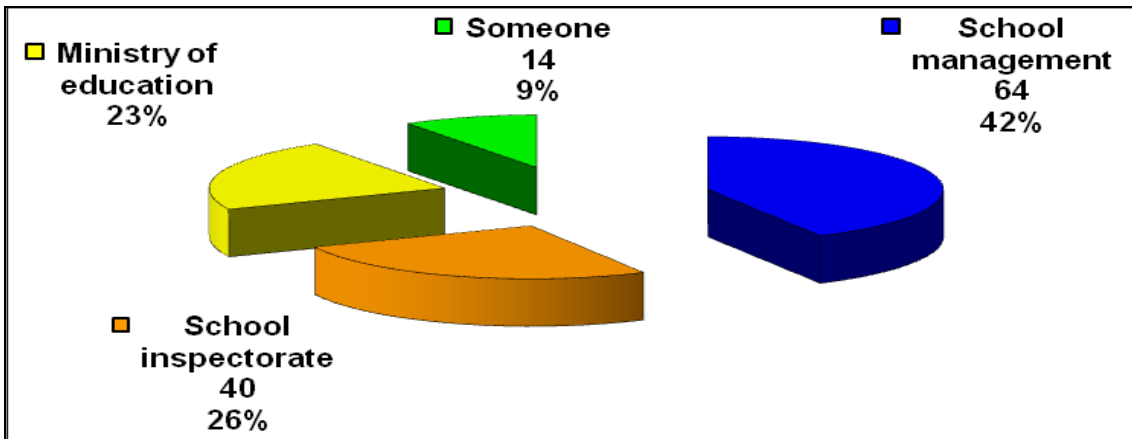


Fig. 8. Leading role in recruitment - SAM

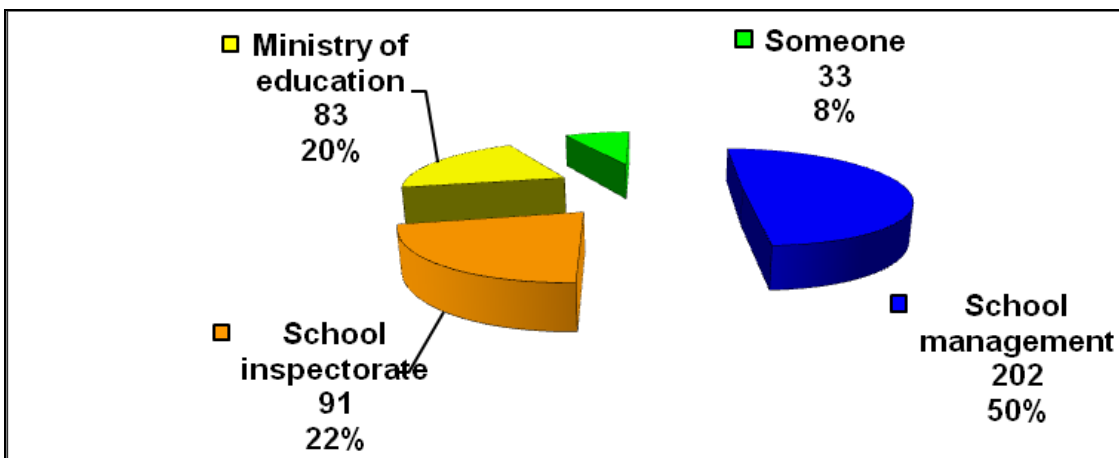


Fig. 9. Leading role in recruitment - high school

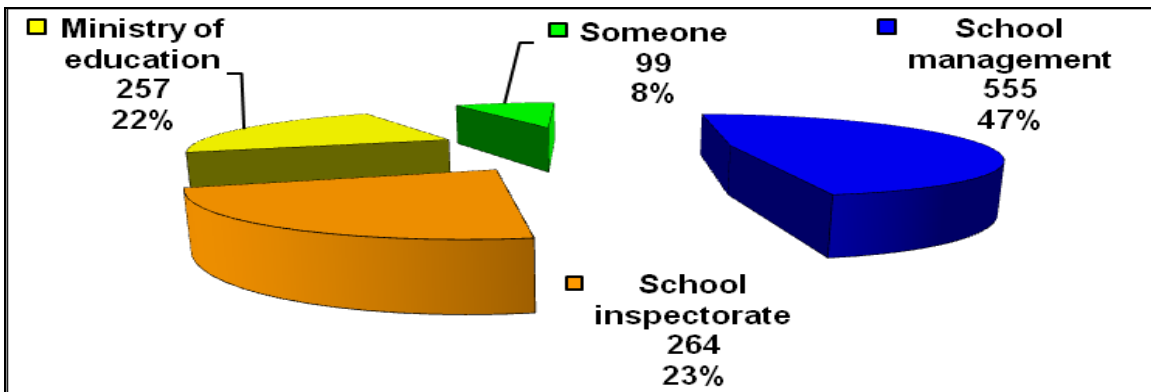
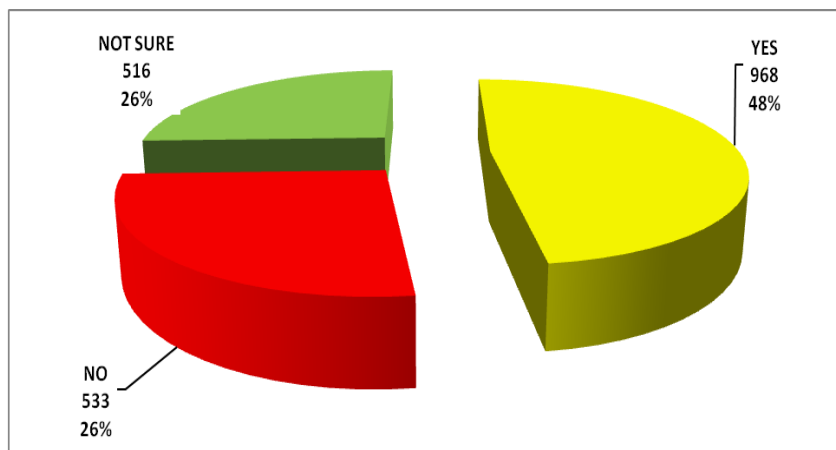


Fig. 10. Leading role in recruitment- general school

Graphs obtained from the analysis show that the first criterion is located at the school board, at a rate between 42% and 50%, followed by management inspectorate with a percentage range between 22% and 26%, and the Ministry with a percentage between 20% and 23% is in visible decline. Only about 9% of the subjects require additional authority to carry out recruitment and selection of human resources.

Looking ahead, as a condition of performance, recruitment must obviously return to school because it is the only one that knows its needs to provide quality educational training taking into account the age groups of their students, social environment, the aspirations of institutional development.



**Fig. 11.** Raising the quality of education by organizing recruitment process at school level

For the recruitment process, school must identify candidate's skills that best match the job requirements and attract competitive candidates using various methods, resources, or media recruitment since this would increase the quality of education as exploratory research. The school must be attractive for obtaining the best resources taking into account the internal and external factors to ensure a big success. Human resource from education is complex and differs from other resources of the school by:

- has an active role in teaching;
- does not "consume" such other resources;
- relates to the environment in which it operates;
- is the only resource that offers unlimited profit;
- can not be easily parametric and weighted.

Recruitment is a management process of maintaining and developing the most appropriate internal and external sources, necessary to compete with teachers towards attaining the objectives of the school and it is an active process from this perspective. We must attract a sufficient number of competitive candidates in order to be able to identify those who best match the job / department and provide security for its quality performance. The success of a school is ensured only if there are selected enough candidates for recruitment after appropriate procedures. The provision of teachers within the school implies a dynamic process, characterized by: promotions, retraining, resignations, dismissals, deaths, while providing human resources from outside the school includes recruitment and selection.

The institution should use this method before external recruitment to create its own human resources, to be ready to request a specific job. Some retired teachers in the school can be re-enlisted to work "part time job" or people willing to recommit can be recommended. People who previously left the school to continue training courses or military service etc. can be recruited and re-enlisted.

The *benefits* of exclusive recruitment from within can be the following:

- the school has the opportunity to better know the teachers' weaknesses and strengths;
- the school shows its support to their current teachers;
- promotion from within is one factor that increases teacher's motivation;
- probability of erroneous decisions is lower due to the large volume of information held about them;
- the time for in-service orientation and guidance of new employees is much reduced;
- it increases teacher motivation and opportunities for promotion are stimulating;
- recruitment is much faster and less expensive;
- it solidifies the sense of affiliation and the loyalty is amplified;
- the person's attitude to work and his desire for promotion are known;



- probation / accommodation to the new job / department is minimal;
- whenever possible, their teachers should be placed first when vacancies occur.

The *disadvantages* of exclusive recruitment from within can be the following:

- stops the infusion of "fresh blood" to "blow young" (Viorica Aura Paus - *Comunicare si resurse umane*, Editura: Polirom, 2006, p. 195) avant-garde and inertia can not be prevented from being sometimes manifest in the change or the ideas;
- to make promotion available only on grounds of seniority and experience can damage the school by promoting incompetent teachers;

Internal recruitment system could be used successfully for small schools in rural areas which can support the candidates of local community through scholarships for further education, in cases where there are policies for career development or where there is a business development strategy.

The *benefits* of external recruitment may be:

- to promote new ideas and progress;
- to attract teachers with training, skills, experience and behavior;
- future requirements;
- achieved cost savings in training;
- number of candidates may be significantly higher;

*Disadvantages* of external recruitment may be:

- those recruited according to external evaluations are based on less reliable methods such as references, interviews, relatively brief meetings;
- to discourage current employees, reducing their chances of promotion;
- to involve more search and a higher cost;
- to have a higher risk of attracting candidates who are "lost" during the process or who can not adapt to new conditions in the school.

## Conclusions

The result of the exploratory research shows that it is necessary, in light of decentralization and education quality assurance the following:

- promote subjective social relations;
- formalism in selection;
- promote "the benefits of file" (diplomas, certificates, previous jobs) to the detriment of practical samples;
- fill the need of time off, to the detriment of sustainable human resources policy.

At national level there is an acute lack of trust in the others, believing that fraud will be installed at school-level simultaneously with decentralization, and this presumption is a major obstacle to the initiation of decentralization. Consequently, the basic idea is to do the training of staff involved in decisions so as to be able to use the tools available before proceeding to the decentralization of human resource recruitment and selection and not after. Any model proposed should take into account the beneficiary and the way he perceives his current situation. I think we have promoted human resources recruitment and selection as a "policy of equal opportunities"<sup>2</sup> that does not discriminate against anyone. These two steps must finally make a match between the candidate's skills, knowledge and competences and the school's needs expressed by objectives, tasks, powers, responsibilities. The degree of satisfaction among

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<sup>2</sup> L e f t e r , V . , M a r i n a ș , C . , N i c a , E . , *Fundamentele ale managementului resurselor umane*, Editura Economică, 2007, p. 2002.

teachers working in the pre-university education system noticed from the results of the questionnaire shows that real and substantial intervention is needed for the improvement of the general perception of the Romanian society.

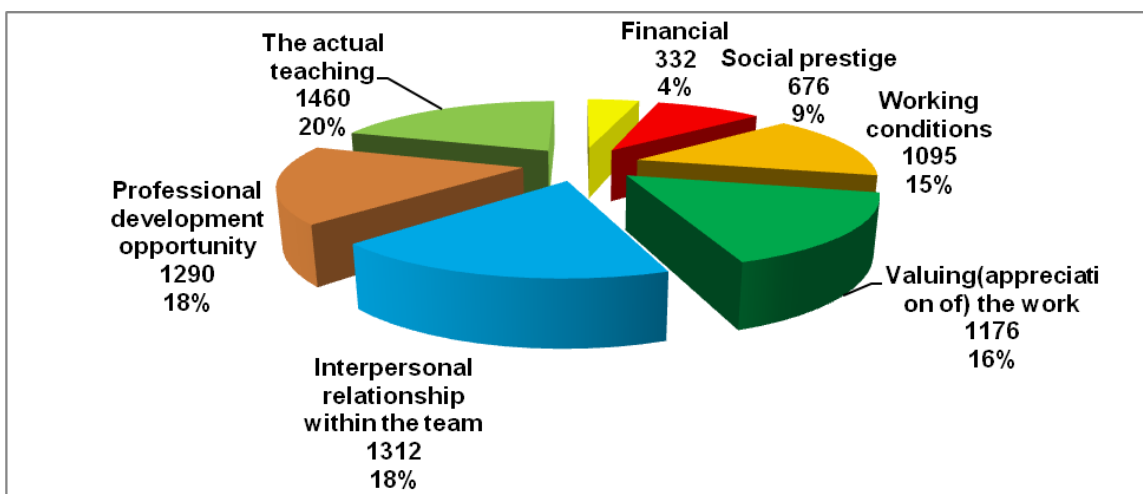


Fig. 12. Overall satisfaction at work

Discontent about payment and teacher working conditions will be settled by the employer even if with the current socio-economic context this is not a simple problem. If the social perception of education is positive then the default and the social prestige of the teacher will increase. We can conclude that unless properly supported financially in recruitment and selection activities of human resources in education we may not meet quality standards to ensure education as a tender.

Insufficient training in the field of directors is a real objective, because their main concern is only the application of methodology of teaching staff movement, developed by the Ministry. The research results show that it is time to give up the unique methods of recruitment and selection, imposed by the center, and to create a flexible framework that is linked to its institutional development plan in accordance with specific schools and the responsibility should be assumed by each director separately.

The recruitment and selection process will consider teachers that are able to develop good interpersonal relationships with children. The criteria commonly used now are very inappropriate and stronger emphasis should be placed on field experience and the combination of psychological characteristics of human resources skills. Recruitment efforts and methods to be used depend on human resource planning process and specific items, early knowledge of human resources requirements whose anticipation allows the development of the recruitment process in good conditions.

The recruitment is linked to many other activities such as: performance evaluation, rewards, relations with employees, training and human resource development. The process to ensure human resources is a screening process whereby applicants are filtered from specific human resources activities. All applicants must be aware of the deprivation or barriers which may undergo during recruitment and that there will be tests, interviews, various checks, in direct correspondence with the future job/department.

Recruitment effectiveness means complying with the conditions tested by the management practices:

- the choice of the recruitment sources;
- impartial and objective recruitment of competent persons;
- making recruitment according to a recruitment plan;
- determination of recruitment based on a detailed inventory as described by the job;

Any recruiting and training action means the selection of a number of individuals from a larger number of candidates for one or more vacancies. The teams of experts (inspectors, School Directors, teachers, psychologists) need to develop specific programs for recruitment and selection. Schools have specialized departments on issues of human resources and no strategy in this regard. They only identify the needs of teachers and the school inspectorate submit it to human resources after the contest only. If the hired teachers are inappropriate, the school targets will not be achieved, and this decreases the chances of success. Effective recruitment requires good knowledge of the place and how you can find qualified candidates, but it is difficult to identify the best sources of potential teachers for each school separately. For schools, the recruitment process was under the regulations established by Law No. 128 on the status of teachers with changes and additions, the Labor Code, the Law negotiate collective agreements. Recruiting teachers may take place according to the timeframe: immediate and future. Immediate recruitment ends with direct employment, case often met during the school year for the vacancies appeared after teachers leave school. In this case the school prefers to recruit directly and quickly from the outside the teachers it needs and use them for limited periods of time because the process of education cannot wait.

Recruitment for the employment of students school in recent years would have to be hired as substitutes without skills, or to be granted scholarships (see grants for rural areas) with the required employment for a minimum period determined on completion of courses. This workforce, although inexperienced, has the advantage of working capacity, theoretical training and greater adaptability. Recruiting teachers is a complex activity which can be affected by a number of constraints such as:

- demographic trends;
- area or town, and local facilities (housing, transport etc.);
- legislative or legal framework (laws, decrees).
- positive or negative reputation of the school can attract or reject potential applicants;
- school objectives reflected in human resources and management practices;
- economic and financial school situation, because recruitment requires resources and necessary expenses related to the process;

If the institution anticipates the presence of difficulties in recruitment it is necessary to carry out an analysis of all stakeholders in terms of influence and importance.

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## Strategii în recrutarea resurselor umane în învățământul pre-universitar

### Rezumat

*Recrutarea ar trebui să furnizeze o piramidă a vârstelor, care să permită aplicarea căilor normale de promovare; astfel, cadrele didactice pot fi selectate pentru pozițiile/catedrele care li se potrivesc cel mai bine, pentru a contribui la dezvoltarea individuală, la promovarea și prosperitatea școlii, fără a acționa exclusiv pe baza motivației salariale, ci fructificând toate resursele intelectuale și afective în cadrul activității lor, având în vedere faptul că implicarea emoțională conduce la îmbunătățirea rezultatelor.*