

Study on Open Recruitment in Higher Vocational Colleges Based on SWOT Analysis

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Abstract—While various kinds of improvement work is in full swing in the vocational colleges against the backdrop of booming vocational education in China, building an effective talents pool has played an indispensable role for constructing and managing the teaching teams. This paper adopts the method of SWOT to analyze the current situation of the open recruitment in higher vocational colleges. It studies the strengths and weaknesses in the open recruitment in higher vocational colleges, and sums up the opportunities and threats to ensure the recruitment to be well conducted and to meet expected results.

Keywords: *SWOT analysis, higher vocational colleges, open recruitment*

I. INTRODUCTION

Various kinds of improvement work is undertaken in the vocational colleges as vocational education flourishes, an effective talents pool is indispensable for building and managing the teaching teams. Thanks to advantages such as relatively iron-bowled position and abundant free time compare with enterprises, vocational colleges are better choice for professional talents. Some people with limit of education background may choose the vocational colleges as their career. However, compared with the academic universities, factors such as in remuneration, academic study resources and capabilities have limited the career planning for teachers, which leads to the reluctance of professionals to apply for jobs in colleges. On the other hand, talents prefer to apply for higher vocational college positions rather than secondary schools and technical schools because colleges are higher education in nature and have government appropriate funds. In addition, personnel in higher education schools have the jobs that are more permanent and with less pressure than those from the secondary education, and more importantly, the summer and winter vacations with payment that is ideal for lots of job seekers. Considering these factors, it is necessary to acquire the opportunities and challenges that colleges face under the effect of universities, and meanwhile, the advantages and disadvantages that colleges have in the real conditions. The paper is to analyze the current recruitment process in higher vocational colleges, studies the strengths and weaknesses in the open recruitment, and sums up the opportunities and threats to ensure the

recruitment to be well conducted and to meet expected results.

II. OVERVIEW OF SWOT ANALYSIS

The so-called SWOT analysis refers to the situational analysis under internal and external environment and conditions. It lists the four elements, namely, strengths, weaknesses, external opportunities and threats are closely related to the research object in an acronym through investigation, then analyze the four columns listed in which each element is impacting side by side for comparison, and finally draw a series of conclusions that may be decisive for the later implementation. Compared with other analysis, SWOT analysis is a systematic pattern features a matrix with four different elements to be analyzed listed side by side. It not only focuses on the internal relations between the four factors, but also the internal resources and external environment that may influence the analysis.

III. SWOT ANALYSIS METHOD IS APPLIED TO THE MODEL DESIGN OF OPEN RECRUITMENT IN VOCATIONAL COLLEGES

A. Making analysis model with SWOT analysis method

According to the "interim provisions on public recruitment of public institutions" issued by the state in 2006, "public recruitment shall be implemented for new recruits in public institutions, except for the placement by policy of the state, appointment by superiors according to the authority of cadre and personnel management, and selection and appointment of personnel involved in secret posts, which really need to use other methods". Higher vocational colleges, as an important component of public institutions, must also conduct open recruitment for the whole society in accordance with the superior regulations.

B. Strengths and weaknesses of implementing open recruitment system in vocational colleges

1) *Policy basis:* According to the "interim provisions on public recruitment of public institutions" issued by the state in 2006, "public recruitment shall be implemented for new recruits in public institutions, except for the placement by policy of the state, appointment by superiors according to

the authority of cadre and personnel management, and selection and appointment of personnel involved in secret posts, which really need to use other methods". Higher vocational colleges, as an important component of public institutions, must also conduct open recruitment for the whole society in accordance with the superior regulations. Therefore, the factors in the matrix to be analyzed in the paper are the strengths, weakness, opportunities and threats in the open recruitment in colleges. The strengths and weaknesses are studied on factors correlated with the current ranks of teachers, the requirement for teachers' recruitment, the general job market and psychological analysis of job seekers; and the challenges and opportunities are analyzed in terms of work environment, remuneration system and work style compared with that of academic universities and other public institutions.

2) *Strengths of open recruitment system:* According to the interim provisions on public recruitment of public institutions, it brings about the great advantages to find a job for job-seekers:

- Cancelling the management of employment period for graduates.
- Giving more attention to the flow of talents.
- Paying more attention to fairness and openness in the recruitment.
- Addressing the problem of "human interest" and favor given by the employers.

3) *Weaknesses of the open recruitment system:* A coin has two sides. The introduction of the public recruitment system in public institutions has the unprecedented strengths, but also some weaknesses:

- The examination question setting is invariable and monotonous, which cannot reflect the features of each profession.
- It overprotects the rights and interests of examinees while fails to give consideration to the fairness to employers.
- The job interview may be too absolute to test a person's real ability.
- There is a serious imbalance between sex ratio of teachers in colleges and universities.

IV. MODELING AND ANALYSIS OF OPEN RECRUITMENT IN VOCATIONAL COLLEGES BASED ON SWOT ANALYSIS

A. Strengths

The strengths here mainly refer to the favorable factors and conditions for the open recruitment in vocational colleges: (1) strengths of the workplace: higher vocational colleges are public institutions in nature, and the positions are stable with less material life and mental pressure; (2) strengths of jobs: the positions are equipped with good

working environment, and teachers have less pressure in helping students' pursuit of higher education requirements than teachers in universities; (3) strengths of working pattern: full-time teachers do not have to be on-duty every day in the office. They come to school only to give lectures, and can arrange their off-days according to conditions. The working pattern is relatively free; (4) strengths in working hours: with winter and summer vacation and normal weekends, teachers have more paid holidays and rest time in a year than other occupations.

B. Weaknesses

Weaknesses mainly refer to various factors that are not conducive to the open recruitment in vocational colleges, including: (See "Table I")

TABLE I. ANALYSIS OF THE WEAKNESSES

Project	Content
weaknesses	The academic platform and scientific research platform provided for teachers are not as extensive as those in universities
	Gender imbalance
	The positions of talents introduced in higher vocational colleges are rendered unstable since many candidates may hop jobs and they choose colleges as springboard or even transition for the promotion of higher professional titles. Colleges have to re-recruit personnel for the same positions so that materials and cost for recruitment are wasted.
	The teaching teams are in urgent need to be improved, and the cooperation between other schools and enterprises and some domestic and foreign institutions needs to be strengthened.

C. Opportunities (See "Fig. 1")

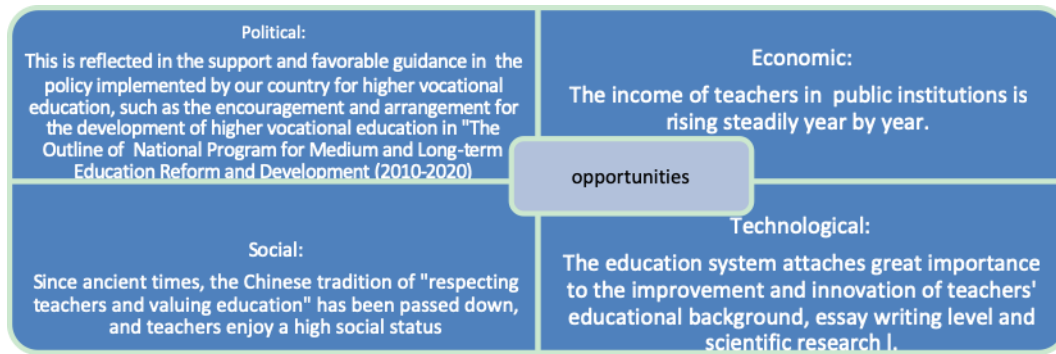


Fig. 1. Opportunities

D. Threats

Threats in politics: compared with universities, higher vocational colleges still lag behind in terms of per student funding, policy support and construction intensity, and the open recruitment system better protects the interests of students.

Threats in economy: the salary and welfare income of college teachers is still in low than that of other scientific research institutes and universities, and the economic benefits brought by colleges are also insufficient.

Threats from the society: teachers in higher vocational colleges are subject to higher degree of social discrimination in publishing papers, applying for scientific research projects, publishing monographs and compiling papers, etc. Compared with universities, the social environment for making academic researches is restricted.

Threats in technology: as there are more and higher vocational colleges, each of them are striving for introducing talents. In the recruitment system, recruiting process, personnel management and other some aspects in college recruitment, new technical requirements are put forward.

V. CONCLUSION

Through SWOT analysis of the internal and external environment of the open recruitment of vocational colleges, we can conclude that the open recruitment of vocational colleges has achieved some results, but there are also some problems, and we put forward some suggestions and countermeasures.

A. Government policy support and improvement

In response to a series of problems in open recruitment in recent years, the government should strengthen the implement of streamlining administration and delegating power, improving regulation and service. On the other hand, we should give more autonomy to colleges in their recruitment within the scope permitted by the principles.

B. Establishing a reasonable indicator system for open recruitment

At present, open recruitment in many institutes is not systematic and long-term, just because the vacancy rate reaches 10% of the authorized personnel, fearing that the provincial establishment management committee will withdraw the number of authorized personnel. Hiring without definite goals and targets not only increases the financial burden of colleges, but also makes recruitment less authoritative, and eventually leads to the several advantages in the personnel management. Therefore, the schools should make a clear recruitment plan, be clear about the purpose of recruitment work. And at the same time, put the plan into effect with a reasonable indicator system in which there is a good imbalance in the recruitment number of full-time teachers, administrative office staffs, counselors in the recruitment, making an effective collaboration between personnel in different positions, and jointly contributing to the school development.

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