RECRUITMENT, SELECTION AND DEVELOPMENT OF PERSONNEL IN KADUNA POLYTECHNIC

BY

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A PROJECT WORK SUMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION IN PARTIAL FULFIIMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF THE AHMADU BELLO UNIVERSITY, ZARIA.

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DECLARATION

I HEREBY DECLARE THIS PROJECT TO BE MY ORIGINAL WORK WHICH I UNDERTOOK WITH THE ABLE SUPERVISION OF MY SUPERVISOR DR(MRS)JOAN NWASIKE.
ALL SOURCES OF INFORMATION ARE ACKNOWLEDGED ACCORDINGLY.

CERTIFICATION

THIS PROJECT ENTITILED RECRUITMENT, SELECTION AND DEVELOPMENT OF PERSONNEL IN KADUNA POLYTECHNIC BY GARBA UMAR BASHEER MEETS THE REQUIREMENTS OF THE REGULATIONS GOVERNING THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF AHMADU BELLO UNIVERSITY, ZARIA AND IS APPROVED FOR ITS CONTRIBUTION TO KNOWLEDGE AND LITERARY PRESENTATION.

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D E D I C A T I O N

THIS PROJECT IS DEDICATED TO MY DEAR CHILDREN; LUBABATU, FAIZA, MARYAMA, SADIQ, FAUZIYYA AND MABRUKA.

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All thanks and gratitude goes to Allmighty Allah, the guide to the Right Path, the self sufficient, the praiseworthy, the wise, the all knowing.

Though I accept full responsibility of this project work, I must aknowledge the contributions offered to me by various individuals towards making this project a reality.

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ABSTRACT

Effectiveness of all organisations is primarily determined by its human resources. The way personnel are attracted, acquired and developed is an important aspect of personnel policies of an efficient and effective organisation.

Kaduna Polytechnic established in 1966 at the early time had acute shortage of staff and therefore had to employ expatriates and acquire seconded staff. This is principally due to manpower shortage at take-off stage. Today Nigerian labour market is getting saturated in many fields thereby forcing organisations to carefully recruit and select itS personnel.

Recruitment process in Kaduna Polytechnic starts with internal and external advertisements of vacant posts. As applications are received candidates are shortlisted for interview. Successful candidates are offered employment.

Upon selection after serving for a number af years staff usually require to further their education and broaden their knowledge. Kaduna Polytechnic has guideline rules and regulations governing study leave or sponsorship If a staff seeks to benefit from the staff development programme of the institution he needs to satisfy certain conditions which includes serving not less than two years, satisfy seniority requirement, be of good conduct, performs his job satisfactorily e.t.c.

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CHAPTER ONE

1.0. INTRODUCTION

Organisational efficiency to a considerable extent depends on effective management of personnel and their utilization. Personnel policies should be such that employees are recruited, selected and developed for those duties that are appropriate for them to perform, so that organisational objectives are accomplished. Achievement of organisational goals and objectives solely depend on the people whose efforts is geared towards such achievement. To obtain sound fit in individuals and jobs in the organisation, managers must constantly rely on scientific methods rather man the old system of "rule of thumb" in recruitment, selection, development/ training of employees and other personnel matters.

Greatest assets of any organisation are its employees since they are the ones that would be used to achieve all organisational goals and objectives therefore attempt must be made to see that the right people are selected to perform the right job.

As organisations are fast becoming complex and operate in a dynamic enviroment, managers need to have technical knowledge and competence about their employees and best ways of handling them.

The proliferation of Polytechnics, both Federal and State-owned, has brought about increased competition in the search for staff. On getting the right qualified staff, as a means of motivating them and encouraging them to stay on the job, institutions now seek various ways of training and developing their staff members despite their limited financial resources.

This study will therefore focus on examining the recruitment, selection and development of staff in Kaduna Polytechnic.

1.1 HISTORICAL DEVELOPMENTS OF KADUNA POLYTECHNIC

Kaduna Polytechnic was established in April, 1968 as an autonomous Institution. It was the first Polytechnic in the Northern States to cater for the "diverse instructions; training and research in Technology, Sciences, Commerce and Humanities for members of the public service".

The Polytechnic started with the College of Science and Technology, but other related higher institutions in Kaduna Metropolis were affiliated to it at different periods later.

College of Science and Technology started with 5 departments at inception and later rose to 12 departments before its split in 1989 when the college of Engineering was created. College of Science and Technology presently has eight departments with two schools. The departments are; Applied Sciences, Catering and Hotel Management, Food Technology, Education (Technical), Textile Technology, Mathematics and Computer, Liberal Studies and printing Technology.

The Northern Nigeria Staff Development Centre Kaduna, now known as college of Administrative and Business Studies was established in 1968. It was originally established to train clerical and executive cadre of staff in Accounts and General Administration

and to provide series of seminars and forum dealing with real administrative problems. The College still focuses on in-service training for the civil service as well as the private sectors. Today, the college comprises of three Schools and ten departments. The Departments are: Accounting and Finance, Business Administration, Administrative Studies, Local Government Studies, Marketing, Purchasing and Supply, Secretarial Studies, Social Services, Special and Rehabilitative Education, Management Studies and Languages Department.

The third affiliate institution is the College of Environmental Studies which was formally known as the survey Unit. It was affiliated in 1970. The unit was initially established to train survey and printing Assistants, but as the name was changed to College of Environmental studies it incorporated courses like Town Planning and Estate Management in addition to topographical Science Courses. The College has departments as follows: Estate Management, Building, Architecture, Town Planning and Topographical Science, all being managed under two schools.

The fourth College, College of Engineering was created late 1989 out of the College of Science and Technology. The College handles all the Engineering courses and has two schools with six Departments as follows;

Agricultural Engineering, chemical Engineering, Minning and Geology, Mechanical Engineering, Electrical Engineering and Civil Engineering. This is the newest College of the Polytechnic.

The Institution is being controlled by the Board of Governors, who are previously appointed by State Governments before the Federal take-over of the School an 27th August, 1990. The Chief Executive is the Rector, who is now appointed by the President of the Country. The Institutions Management Committee, often refered to as EXCO is headed by the Rector, other members are Directors of all Colleges, Director of Works, Director, Medical Services, Polytechnic Librarian, Bursar and the Registrar. Most policies emanates from the Committee. The Management Committee also appoints members of various sub-Committees such as /staff/ Development Committee etc. The Board of Governors also appoints members of various Committees such as staff Appointments Committee, Finance and General Purposes Committee etc.

All appointment are done by the Board of Governors, except that of the Chief Executive. Recommending bodies for appointments of various categories of staff exist, for Instance the staff Appointments Committee are charged

with the appointment of all Senior Staff and the Junior Staff service Appointments Committee are charged with appointments of all junior staff.

Various processes are involved before an appointment proposal is tabled to the appropriate Committee. At the initial process advertisements are placed in any of the National Dailies or internal advertisement is done. If applicants respond the recruiting department does the screening and pinpoint those they are interested in or rather those qualified for the advertised post. On Signifving their interest (the recruiting department) the registry is informed and letters of invitation for interview are dispatched to the applicants. All the Colleges have their own interview panels that does the interview and make recommendations for the approval of the staff Appointments Committee. In some cases where the person to be recruited needs to have technical expertise/ experience, he is subjected to practical test in addition to the interview this however, applies to only junior staff.

Successful candidates are communicated to through their contact addresses and the appointment is only approved subject to satisfactory confidential reports from former employers or in the case of those not working from former heads of their department, this is in addition

to refree reports from other people in the society. Normally three refrees are required.

In the case of staff Development the institutions train its staff in the Polytechnic, sponsor them to other institutions and offer opportunity for industrial training. To be qualified for spunsorship the regulations stipulates that you must serve for a period not less than three years and the course should be relevant to your duties. The staff Development Committee is the body that apportions places to all the Colleges and other service departments. If a staff applies for sponsorship his department recommends based on his suitability in terms of years of service, seniority and good service records.

Development of staff especially the Academic staff is given due consideration by the management. This is to enable the institution improve the knowledge of their staff who will later impart it on the student.

1.2 OBJECTIVE OF THE STUDY

The main objective of this study is to seek to identify how personnel activities of recruitment, selection and development/training, are carried out in the institution. This is because it is generally accepted that such activities to a great extent determines the type of outcome experienced by organisations. When properly carried out, personnel activities (of recruitment, selection and development) gives a positive outcome of satisfaction, tenure and care for the job and organisations inability to carry out its personnel activities effectively usually results in low productivity, absenteeism, pilfering, turnover, etc.

As a result of the above, there is every need for an organisation to be concerned with how employees are recruited, selected and developed, since the process ultimately affects organisational effectineess. Therefore, examing how personnel are procurred, organised and trained in order to achieve the institutions objectives is the aim of the study. The study would also examine specific personnel practices of the polytechnic with reference to recruitment, selection and development of staff and recommend ways of improving them.

1.3 SIGNIFICANCE/JUSTIFICATION OF THE STUDY

Personnel Management/Administration is consistently becoming important today in Nigeria where organisations are struggling to improve their productivity. The study of this area, recruitment, selection and development, stem exclusively out of my experience and interest in finding out causes of poor outcomes of personnel in organisations, especiall academic institutions where I belong to. In view of the above, it is my feeling that my findings could be effectively used by other institutions in order to have a good working team and stable employees.

After successful completion of the study, various problems associated with recruitment, selection and development of staff will be identified, solutions to these problems will as well facilitate recruitment and selection of only qualified and capable members of staff. The solutions will also pinpiont areas that requires training and development of staff.

This study, it is hoped, would reveal to the Polytechnic Management the importance of personnel processes in the pursuit of its goals and objectives.

1.4 LIMITATIONS OF THE STUDY

This study aims at examining processes and problems in recruitment, selection and development of academic staff over the period 1980 - 1990. In the process of this research alot of difficulties have been encountered. Prominent among them are:

i) Financial Constraints - This becomes a constriant/limitation because campuses of Kaduna Polytechnic are scattered all over the length and breadth of Kaduna Metropolis. It was therefore not easy going round Kaduna metropolis in owned or hired taxi due to fuel cost and/or transportation cost. Scarce financial resource of the researcher is also a limitation.

ii) Time Constriant - It isn't any easy task finding time to contact members of the Polytechnic academic community who are scattered all over the Kaduna Metropolis, in the campuses and outside.

iii) Human constraint - This emanates due to uncooperative nature of some staff. Many of them are not at ease due to suspicion about the research intention (especially that I belong to the administration of the Polytechnic) and lack of personal commitment

to the problem under investigation.

Despite all problems encountered and in addition to questionnaires, personal interviews were conducted and published materials were used.

1.5 METHODOLOGY

The entire Senior staff of the institution make up the population. Samples were drawn from the population as follows;

i - Academic Staff of the institution

ii - Registry/Administrative staff of the Polytechnic

iii - Members of staff Appointment Committee

iv - Members of Staff Development Committee.

Both Secondary and Primary data were obtained. The Secondary data were gathered from printed documents such as Decree establishing the institution, prospectus, Annual reports and file documents related to the study.

On the other hand, primary data were gathered through the use of questionnaire administered on academic as well as administrative/registry staff and personal interviews conducted with principal officers of the polytechnic. Guided questionnaires were used in conducting the personal interviews.

The Methodology enables the researcher to know facts on how staff are recruited and selected in Kaduna Polytechnic. It will also help in knowing what criteria the polytechnic uses in selecting/ employing its staff as well as criteria used in training and developing them.

1.6 DEFINATION OF TERMS

(a) Recruitment - This is the initial stage in the process of filling a vacancy. Within this stage various activities are performed such as examination of the vacancy, consideration of the sources of suitable candidates, making contact with them and attracting applications from them.

(b) Selection - Assessment of candidates through various means such as interviews, tests etc. and making a choice among those assessed followed by offer of appointment.

(c) Development - Systematic process of development of employees to meet organisational requirements. This involves the analysis of present and future organisational requirements, existing and potential skills of employees and designing most appropriate means for their development.

(d) Registry Staff - Supporting services staff that are fully employed. These include all administrative staff, e.t.c. (Non-teaching staf

(e) Academic Staff - Fully employed staff responsi for teaching and research work.

(f) Staff Appointments Committee -- This is the Committee charged with the responsibility of Appointments, promotions and discipline of all staff of the polytechnic except management staf such as Directors, which is done/approved by the Board of Governors.

(g) Staff Development Committee - This is the Committee that deals with all staff training matters in the polytechnic.

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CHAPTER TWO

2.0 LITERATURE REVIEW

So many theories have been written partaining to recruitment, selection and development of employees in various establishments. This review would focus on prominent literature as it relates to the subjects under review.

2.1 RECRUITMENT

Recruitment is the examination of vacancy, the consideration of sources of suitable candidates, making contacts with the sources and attracting applications from them. In essense, recruitment is the attempt to attract individuals from the labour market who are capable and willing to fill available vacancies within an organisation.

Writing on recruitment and selection processes, Graham suggested the following procedures: There should be a thorough examination of where there is a vacancy. The vacancy could be as a result of either promotion, transfers, retirements, resignation or reorganisation. Also of importance but, omitted by Graham is vacancy created as a result of the death of a serving officer.

Central idea of recruitment is to ascertain a vacancy and then generate adequate number of qualified candidates among whom selection would be made to fill the vacancy. The number of candidates to be so attracted, however, largely depends on the size of the labour market. If the labour market is large higher number of candidates would apply to fill a particular vacancy and if the size is small, meaning that most people are conveniently employed and unemployment rate is low, few would care to apply. J.B. Minner and M.G. Miner observed that the tighter the labour market, the wider the area from which companies and other organisations look for new employees.

Labour Market position subject the recruiter to constantly examine various standards designed for recruitment with a view to modernizing them.

2.2 SOURCES OF RECRUITMENT

Quite a number of sources exists where organisation can attract a good number of job applicants. The most important point to keep in mind is that there will be no good selection procedure which can yield an effective work force if the recruitment procedure cannot, or do not, provide an adequate group of candidates from which

selection can occur. Therefore, it is crucial to develop recruitment procedure that will provide a sufficiently large and varied candidates manpower pool so that the selection can atleast achieve their maximum potentials.

Main sources of recruitment are either through internal or External sources. The internal source is where organisations seek to fill its vacancies within the organisation; ie within personnel already working with them. External sources are through Media advertisements, private employment agencies, Educational Institutions, Employment Ministry, unsolicited applications e.t.c. e.t.c.

Pigor and Myers afforded the following reasons in favour of internal recruitment; firstly, that high talented employees when kept too long in subordinate positions where their capacities are under-utilized, become restless. Secondly, that high talented employee from outside the organisation is imposed and there is no room for advancement from the ranks by employees who have demostrated exceptional ability in performing their job. Thirdly, that highly talented individuals are likely to be expensive to recruit and difficult to keep/retain as they have alternative chances in other organisations. Fourthly, that when highly talented people are recruited from other

organisations, as it usually happens, the recruitment procedure is a little different as no reputable organisation would want to be accused of "pirating" from others.

All the recruitment sources have their advantages and disadvantages in terms of quality and cost. Organisations are however, not compelled to adopt a particular source, internal or external, but can combine two or more of the sources depending on the calibre of personnel required and the ability of the organisation.

Goheen and Mosal, wrote that there has been little in the published literature on why employers decide to choose one source of recruitment over another. While many large employers undoubtedly conduct research on questions such as which employment agencies provides the qualified applicants, results of the research hardly find their ways into published sources.

On sources and their effectiveness in generating adequate manpower pool, few studies exist among which is that by M.J. Gannon. He showed between recruiting sources and turnover of clerical staff for a New York City Bank and gave evidence that employees from a particular source are most likely to stick to their job. Those likely to stay on the job were re-employed former workers, those referred by their present employers, those referred by their educational institutions or walk- ins

(Those that sweatly looked for the job). Those obtained through newspaper advertisements or employment agencies characterised high/rapid turnover.

According to J.B. Miner and M.G. Miner, recent research has shown that direct applications is the most frequent method of obtaining jobs in all categories. The second must frequent method differs among occupations, with those seeking for managerial positions most likely to respond to advertisements, while clerical personnel seek for such information from friends and acquintances.

J.B. Wannoses in his article in the business review of Havard observed that the more information applicants are given about the realities of the job they apply for, the lower the turnover rate among those who accept employment. Prospective employees should therefore be given clear picture as to what they should expect if employed.

Sources and messages used in recruitment to a great extent is a determining factor in getting the most suitabl employee and the ability of his stay on the job if finally employed.

Figure I shows a recruitment flow chart suggesting recruiting from the internal source and the external sources only if the vacancy cannot be filled within as adopted in Handbook of personnel Management Practice by Michael Armstrong.

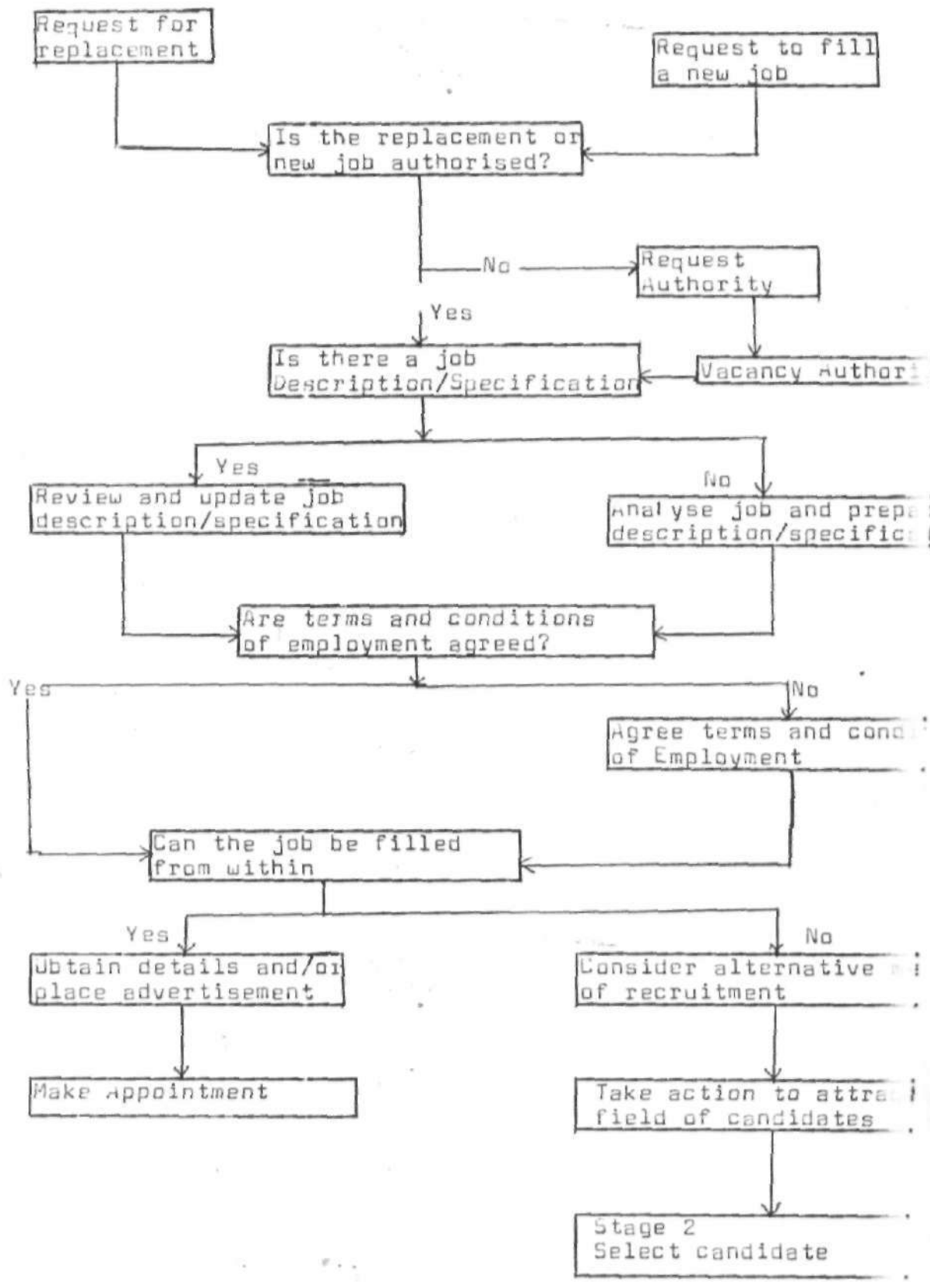


FIGURE I: Recruitment flow chart, stage 1

2.3 SELECTION

Selection is a vital aspect of recruitment process. It could take the form of shortlisting the applications through the certificates face value, investigating previous history of employment and letters of recommendations. This is where candidates are assessed through different means and subsequently making a choice and offer of employment. Organisation here get involved in choosing the best among the applicants that suits the job requirement.

Further selection activity which sometimes preceeds panel of interviewers, is the physical examination of the applicant in relation to his field of knowledge. This is testing of skill performance. Pigor and Myers opined that such examinations are used to help both the applicant and employers, rather than to spy out weaknesses.

Figure II below shows interviewing and selection stages of applicants starting from sifting application stage upto final offer stage where the selected candidate(s) is expected to either accept or reject offer. Where he accept the offer he joins the organisation and undergo the necessary induction courses. Where he reject offer made to him reserves

are called in anc if none is available the selection procedure is revisited. Adopted from A handbook of Personnel Management Practice by Michael Armstrong.

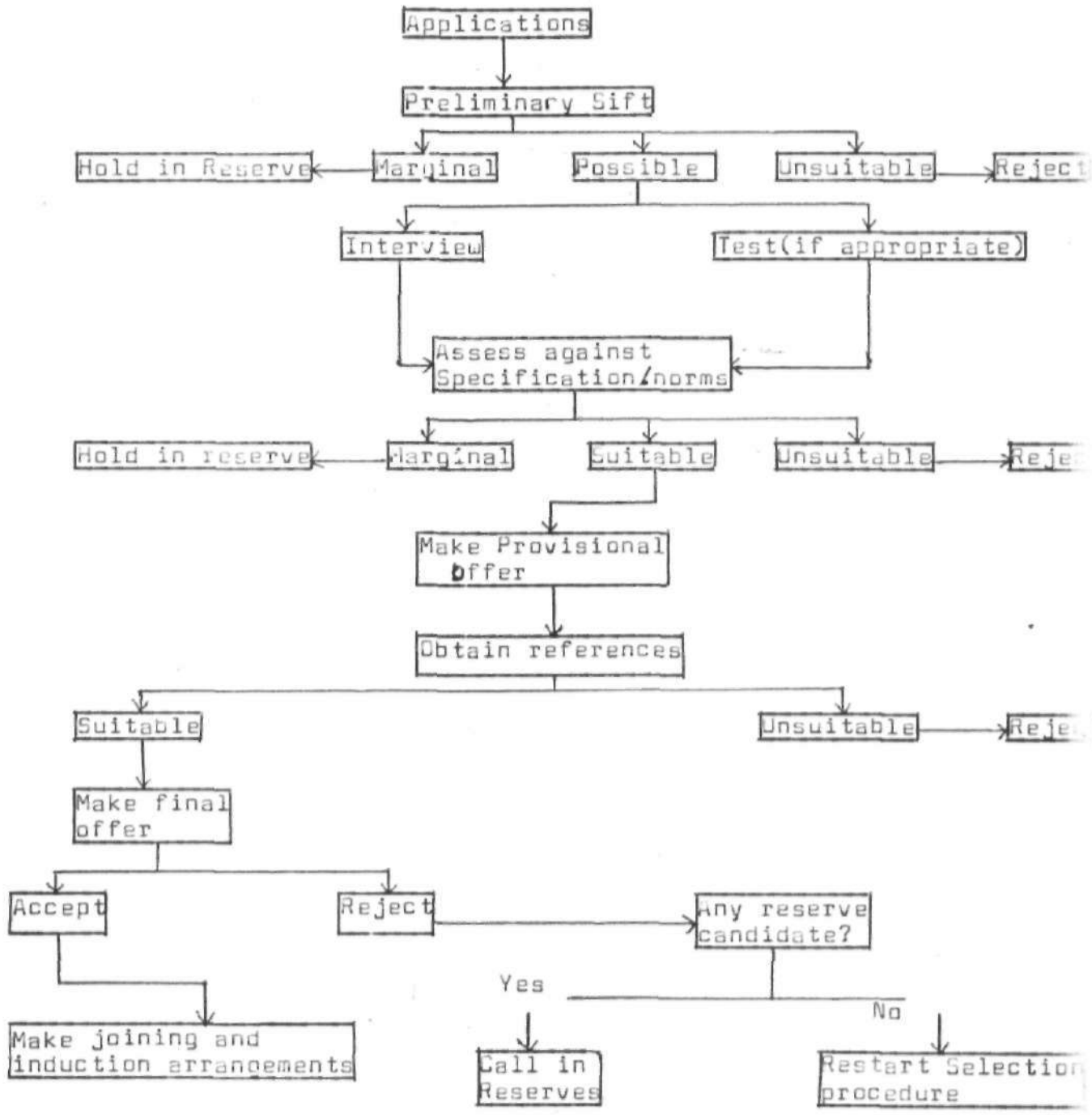


FIGURE II: Recruitment flow chart - Stage 2:

Interviewing and Selection stages.

2.4 INTERVIEW AND TEST

Use of interview as a selection device as studies have shown has not been all that successful. Interview judgements in the present day are not at all measures of success on the job but rather measures your ability to know one or two members of the panel or someone above the panel members. In otherwords, interviews success is now based on the top connections a candidate can muster.

According to E.C. Webster, bias is developed immediately interview commences. This bias serves to colour the remainder of the interview and is not usually reversed. Therefore, it is always convenient to have a guide or frame work on which to base the assessment of a candidate. One of such framework/guide was that developed by Munro Fraser, called "A five point plan, the pentagonal peg.

Munro stated the plan as follows:

1) First impression and physical make up of candidate.
2) Qualifications and expectations
3) Mental abilities
4) Motivation
5) Adjustment.

The above is suggesting that interviewers should be objective in assessing candidates they see and his physical make up. Some candidates may appear very impressive to the interviewers or may be assumed to have a certain liked personality traits and turned up not to have them. If all the above framework are adequately adhered to, assessment of candidates through the interview method can be a fruitful effort.

Abel N. Ubeku in his book wrote that in addition to the interview, which must always be used as a screening devise, various other methods are used in selecting the different levels of employees: Managers, clerks and operatives. In the case of Management positions two methods of selection are employed: The selection Board and the individual interview.

Some organisations use the test method of selection. In this situation applicants are tested to know their abilities in certain areas. This is most suitable in technical areas or where employees are expected to use machines, equipment e.t.c. or where specialized personnel are required.

Other organisations however combine the use of the interview and test method. For instance Leventis group conduct a test to all university graduates seeking employment with them. Applicants that pass the test are called in for interview. In the case of Leventis, the tes

is not related to the job you are expected to perform. Some banks conduct relevant tests to their applicants before interview such as Afribank. Only successful applicants are invited for interview.

2.5 DEVELOPMENT/TRAINING

According to Micheal Armstrong to train and develop personnel is giving them the opportunity to enhance their skills and to achieve positions of greater responsibility. Sending someone away on a course can be a good way of showing him that he is valued. Residential training programmes can help to build commitment and identification to the employer. On the other hand people who are not trained tend to cling to methods they were shown the first time they took over the job.

Training should basically aims at;

1) Shortening learning time so that newly employed staff reach their peak of efficiency as quickly and economically as possible.
2) Improving the performance of the existing employees

3) Helping employees develop their capacities so that the organisation can meet its future requirements of personnel from within the organisation.

As can be seen above, basically, development/training is used to raise the performance of organisation members in order to attain the goals of the organisation. However, it involves determining the need for development, effectiveness of the programme and associated cost.

Training needs should first be analysed for the organisation, then departments, functions and occupations and lastly individual needs for training. These areas are inter-connected as shown in FIG III below. Analysis of organisational needs leads to identification of training needs in different departments, while these in turn will indicate the training required for individual employees.

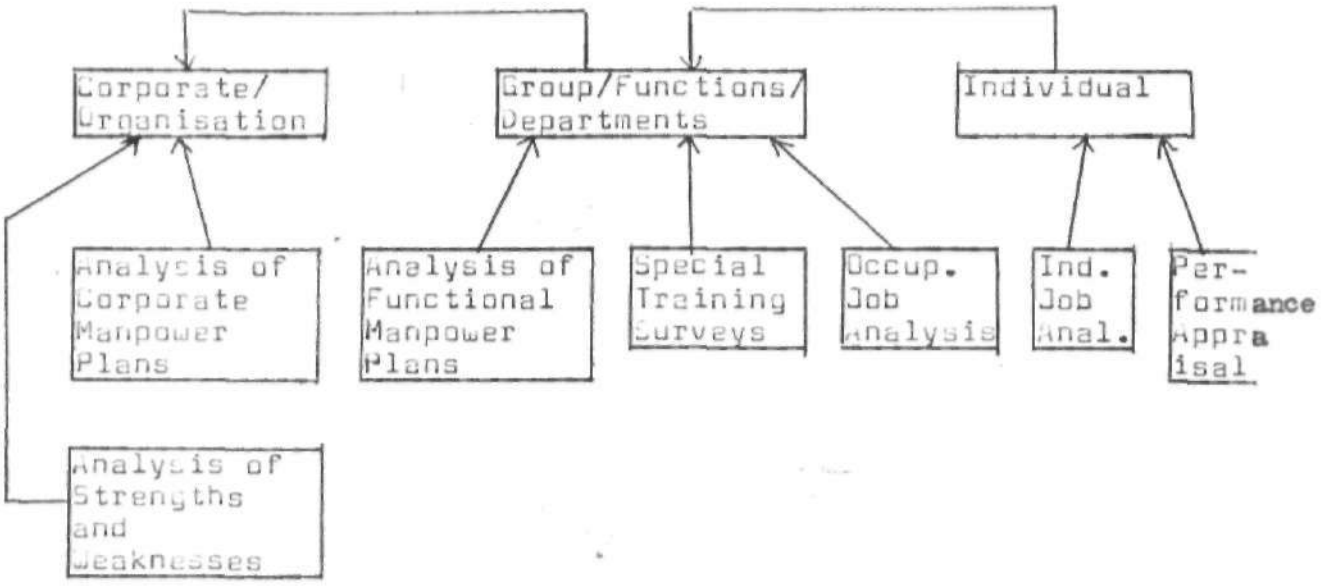


FIG III - Training needs - areas and methods.

Adopted from A Handbook of personnel management practice by Michael Armstrong.

EVALUATION OF TRAINING

As personnel are sent for training or are being developed, be it internally within the organisation or externally in seminars, workshops, schools e.t.c. employees should determine wheather changes in skills, knowledge and attitudes have taken place as a result of the training. This is evaluation of training. The process involves the determination of how far the skills and knowledge acquired and the change in attitudes have helped the individual to contribute more effectively towards the attainment of the organisational objectives. Objective achievement by an individual may be as a result of a number of factors, the training received being only one of them.

Evaluation is said to have two major aspects according to W. McGehee and P.W. Thayer;

(a) Assessment of wheather or not the training results in behaviour which furthers the achievement of organisational goals.

(b) Comparing various possible means of techniques of training to determine if anyone or a combination of technique is superior for the purpose of achieving the desired results.

The process of training and development is a continious one. Money spent on the training and development of employees is money well invested. An employee should be helped to grow into more responsibility by systematic training and development. It is only then that he feel confident enough to carry out the responsibilities of the job. This is so because he believes he knows what is expected of him regarding the job and because he believes he can do it, his enthusiasm for the job increases. A person in this position is more likely to originate ideas as to how best to carry out the tasks of the job.

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CHAPTER THREE

PRESENTATION OF DATA

3.0 INTRODUCTION:

This chapter will state the organisational structure of the polytechnic as well as discuss the staff Appointments Committee and Staff Development Committee of the polytechnic. It will also focus on data collection and presentation of the collected data.

The Kaduna Polytechnic Operates the functional type of organisational structure even though elements of matrix organisation can be seen on the way and manner of which special projects and programmes requiring setting up of Ad-hoc Committees are executed.

As can be seen on the chart below, overall control of the institution is by the Board of Governors. The Board in the past is normally appointed by the owner states governments. With the Federal take-over of the institution the Board is expected to be constituted by the Federal Government. For 1991/1992 all members serving on the Board were still those appointed by the former owners. However, the Board's chairman secured

re-appointment by the Federal Government on expiration of his tenure. The Board is responsible for the general management of the Polytechnic.

Under the Board of Governors is the Rector, who is the chief Executive of the institution as well as the accounting officer. The Rector is being assisted by deputy Rector's, academic affairs and Administration. The two deputy Rector's are also Directors of their Colleges. In most cases deputy Rector (Administration) acts in the absence of the Rector.

Further sub-division of various departments are done in order to achieve the overall task of the Polytechnic. Such sub-divisions are;

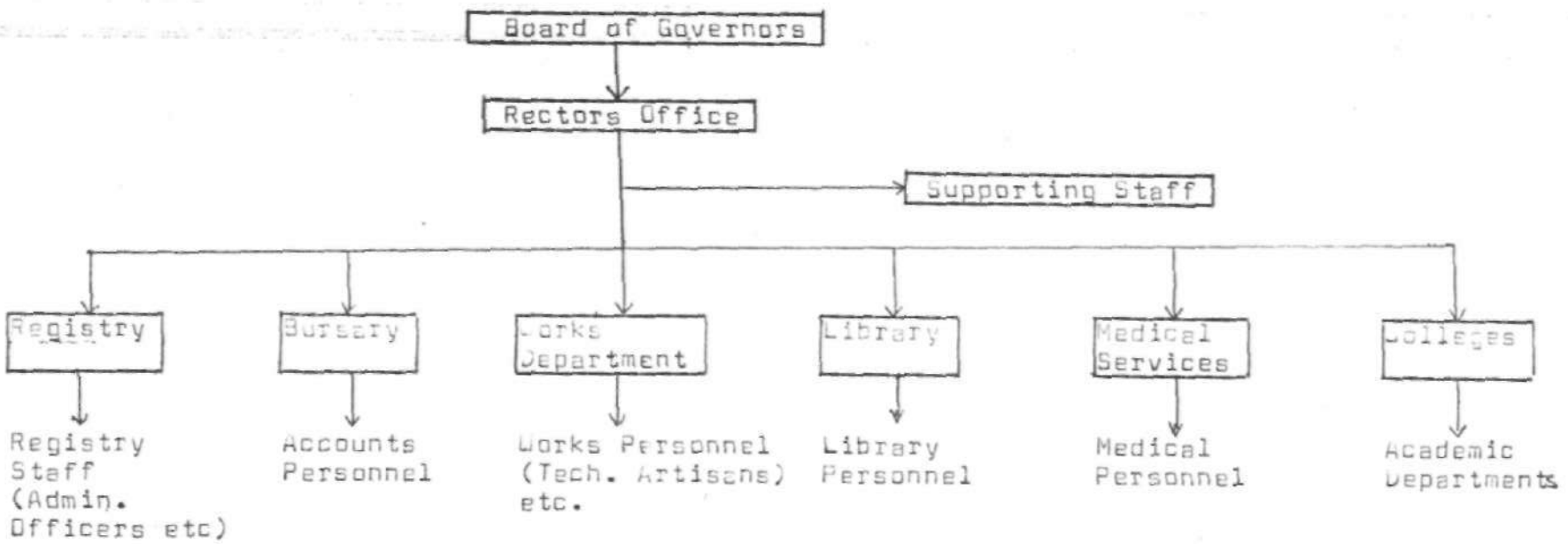

Board of Governors
Rectors Office
Supporting Staff
Registry
Bursary
Works Department
Library
Medical Services
Colleges
Registry Staff (Admin. Officers etc)
Accounts Personnel
Works Personnel (Tech. Artisans) etc.
Library Personnel
Medical Personnel
Academic Departments

FIG IV

i) The Registry which is headed by the Registrar who reports directly to the Rector. The department is further divided into various units as Establishment, Administration, Academic Affairs and Students Affairs each headed by a deputy registrar.

ii) The Bursary department which deals with the financial matters of the Polytechnic. It is headed by the Bursar who is also directly responsible to the Rector.

iii) The library which is headed by the polytechnic Librarian who also reports directly to the Chief Executive.

iv) The works department which is headed by the Director of Works who reports to the Rector.

v) The Medical Center headed by the Director, Medical Services and reports to the Rector.

vi) Colleges, which are all headed by Directors and reports to the Rector as well. The Colleges are further divided into academic departments headed by various heads of departments. They control and coordinate their lecturers and inform the Directors office of their staff requirements and all other

Administrative and academic matters. The Registry, Bursary, Library, works department and the medical center all render supporting services to the academic departments in the various colleges in accomplishing the objectives of the polytechnic.

3.1 COMMITTEES

STAFF APPOINTMENT COMMITTEE

This committee is composed of members of the Board of Governors with Rector as chairman. The Committee is responsible for appointments, promotions, discipline of all senior staff in the academic, administrative and technical disciplines of the polytechnic upto USS 13. Cases of staff above USS 13 are refered to the Board of Governors for action/decision. The Rector constitute a sub-staff Appointments Committee made up of Directors of Colleges, Directors of Works and Medical Services, polytechnic Librarian, The Bursar and Registrar. The Sub-Committee delibrate on staff matters before they are refered to the Staff Appointments Committee. Here the Rector is also the Chairman. It is a sort of a screening committee of all cases to be presented.

The Staff Appointments Committee is also charged with the responsibility of ratifying temporary appointments made by the Chief Executive on behalf of the committee.

STAFF DEVELOPMENT COMMITTEE

This committee also has the Rector as chairman with all college Directors, the Bursar, Registrar, Polytechnic Librarian, Director, Medical Services and Director of Works as members.

The Committee decides on the number of people to be awarded sponsorship based on availability of funds. After allocating number of people to be awarded to each college and other units, the various Directors then decide on who to enjoy the award based on Seniority, need for the course or its relevance and length of service of the person applying.

Nominations for the awards are usually routed to the office of the Rector for final approval. All nominations for sponsorship/study leave must comply with the above guidelines. (See appendix A and B for procedures for selection of officers for training courses and conditions for study leave.)

3.2 DATA COLLECTION

The data for this project was collected using three methods. They were secondary sources, the administration of questionnaires and personal interviews which was conducted with principal officers of the polytechnic.

A sample size of 180 was used. Questionnaires were administered to both the academic and administrative/ supporting staff. Based on the number of academic staff, totalling 757 and administrative staff totalling 364, 100 questionnaires were administered to academic staff while 80 questionnaires went to administrative staff. However, only 105 questionnaires were returned completed as required.

Respondents who filled the questionnaires were selected at random, irrespective of sex, date of first appointment, educational qualifications, status e.t.c. Principal officers selected for the interview are those heads of academic departments met on seat on the date the researcher visited them. The same method was used on the administrative staff, establishment staff and the college secretaries. A total of nine heads of departments, four college secretaries, twelve administrative and establishment staff were interviewed.

Secondary data collected are mostly policy statements and circulars as it relates to recruitment and selection and staff Development matters. Also among secondary data collected are figures as it relates to actual staff strength of units in the polytechnic.

All data collected in connection with this research were collected in October through November, 1992. Staff strengths of units/colleges presented are as of October, 1992.

It is worth noting that the polytechnic recruit and employ lecturers preferably with 1st class degree or second class, upper division. In some areas where manpower is lacking second class, lower division are employed especially areas of engineering, physical sciences and technology. Instructors are also employed. They are usually higher diploma holders and third class degree graduates.

All those employed by the Kaduna Polytechnic are expected to serve for two years to qualify for study leave without pay. To qualify for study leave with pay or sponsorship you need to serve for not less than three years. No matter the number of years served however, to qualify for sponsorship the intended course must be relevant to your job. Your seniority and availability of funds is also a determining factor.

All courses must be teenable in Nigeria. where one needs to go abroad for any course he needs to seek for fellowship from other world bodies such as commonwealth etc. and the polytechnic grant permission and study leave.

The Polytechnic, through Industrial Training fund sponsor staff to undergo various industrial training to acquire experience and self development. This programmes usually does not exceed three months. It can be anywhere within Nigeria.

Data was collected on sources of recruitment, methods of selection and procedures of development and training.

3.3 PRESENTATION OF DATA

The data collected based on the questionnaires given to respondents for response/filling are as follows (106 respondents responded to the questionnaires).

TABLE A1

RESPONDENT'S AGES

Age	Male	Female	Total
Below 20 years	-	-	-
21-25 years	2	3	5
26-30 years	11	5	16
31-35 years	23	9	32
36-40 years	20	11	31
41 and above	15	7	22
Total	71	35	106

From the above table 106 responded to the questionnaires out of which 71 respondents or 66.98% are males and 35 respondents or 33.02% are females. No respondent below the age of 20 years. Most male respondents ages ranges between 26 years to above 40 years. Only 2 respondents are between 21-25 years. For the females 5 respondents are between 21-25 years; 3 between 26-30 years; 9 respondents between 31-35 years; 11 respondents between 36-40 years and 7 respondents are in the age range 41 and above.

TABLE A2

LENGTH OF SERVICE OF RESPONDENTS

Service Period	Male	Female	Total
1 - 2 Years	6	2	8
2 - 3 Years	9	4	13
3 - 5 Years	20	15	35
5 - 7 Years	18	11	29
7 -10 Years	10	2	12
10-20 Years	6	1	7
20 and above	2	-	2
TOTAL	71	35	106

Table A2 indicates that out of 106 respondents only 6 are males and 2 females who served the polytechnic for a period 1-2 years; 9 males and 4 females served between 2-3 years; 20 males and 15 females served between 3-5 years 18 males and 11 females served between 5-7 years; 10 males and 2 females served for a period between 7 to 10 years; 6 males and 1 female served between 10-20 years & 2 males served 20 years and above.

TABLE A3

EDUCATIONAL QUALIFICATION OF RESPONDENTS

	Male	Female	Total
2nd Degree and above	17	4	21
1st Degree	32	19	51
HND	17	12	29
N.C.E.	-	-	-
Others	5	-	5
TOTAL	71	35	106

The table above showed that only 21 respondents have 2nd Degree and above out of which 17 are males and 4 females; 51 respondents holds 1st degree out of which 32 are males and 19 females; 29 holds H.N.D. out of which 17 are males and 12 females. None holds N.C.E. 5 other respondents hold other certificates such as FULL-TECH certificates etc.

TABLE 81

STAFFING POSITION OF ACADEMIC DEPARTMENTS AS AT 1ST JULY 1992

College	Departments	Number of Staff
C.A.B.S.	Accounting and Finance	20
"	Administrative Studies	19
"	Business Administration	26
"	Languages	34
"	Marketing, Purchasing & Supply	17
"	Management Studies	13
"	Secretarial Studies	12
"	Social Services	21
"	Special & Rehabilitative Edc.	21
"	Local Government Studies	20
C.E.S.	Building	24
"	Architecture	17
"	Town Planning	17
"	Estate Management	14
"	Topographical Science	19
"	Environmental Monitoring	7

C.O.E.	Chemical Enginnering	13
"	Agricultural Engineering	33
"	Civil Engineering	21
"	Mechanical Engineering	25
"	Mining and Geology(Mineral Resources Eng.)	22
"	Electrical Engineering	24
C.S.T.	Catering & Hotel Management	16
"	Food Technology	26
"	Textile Technology	35
"	Applied Science	58
"	Mathematics and Computer	48
"	Liberal Studies	80
"	Technical Education	34
"	Printing Technology	21
	TOTAL	757

STAFFING POSITION OF SUPPORTING SERVICES DEPARTMENTS AS AT 1ST JULY, 1992 (SENIOR STAFF)

Department/Unit	No of Staff
Central Administration	156
Bursary	58
Works Department	48
Shehu Kangiwa Medical Center	52
Library	30
TOTAL	364

RECRUITMENT

TABLE C1

SOURCES FOR GENERATING CANDIDATES FOR EMPLOYMENT

Sources	Male	Feamle	Total
Mass Media	29	12	41
Educational Institutions	8	5	13
Ministry of Labour & Productivity	-	-	-
Employee Referrals	-	1	1
Unsolicited Applications	34	17	51
TOTAL	71	35	106

Regarding most effective source of recruiting employees most respondents indicated that most of the recruitment is done through unsolicited applications and Newspaper advertisements. However, 13 respondents indicated Educational Institutions and only 1 indicated Employee referrals. No respondent indicated Ministry of Labor and productivity as an effective source.

TABLE C2

IS EXTERNAL SOURCES GENERATING ADEQUATE CANDIDATES?

Yes	69
May be	12
Don't know	15
No	10
TOTAL	106

69 respondents or 65.10% agreed that external sources generate adequate candidates; 12 or 11.32% are not sure; 15 respondents or 14.15% don't know while 10 respondents or 9.43% said that it does not generate adequate candidates.

TABLE C3

Does the recruitment sources has anything to do with effective performance of personnel in the Polytechnic?

	No of Respondents		%
Strongly agree		14	13.21
Agree		26	24.53
Disagree		33	31.13
Strongly disagree		17	16.04
Do not know		16	15.09
	TOTAL	106	100

Merging those that strongly agree and those that agree that the sources has something to do with effective performance, 40 respondents or 37.74% are recorded. On the otherhand 50 respondents or 47.17% strongly disagree or disagree with the statement. However, 16 respondents or 15.09% don't know.

TABLE C4

The methods currently used in Recruitment has Contributed to the Growth of the Polytechnic.

	Males	Females	Total
Strongly agree	39	4	43
Agree	27	29	56
Disagree	4	2	6
Strongly Disagree	1	-	1
Do not know	-	-	-
TOTAL	71	35	106

The above table showed that 43 of the respondents strongly agree that the method in use in recruiting has contributed to the growth of the polytechnic. 56 respondents are in agreement, while 6 respondents disagree and only 1 strongly disagree.

TABLE C5

Most of the staff of the Polytechnic are Recruited Locally within Nigeria

	Males	Females	Total
Strongly agree	68	31	99
Agree	3	3	6
Disagree	-	1	1
Strongly disagree	-	-	-
Do not know	-	-	-
TOTAL	71	35	106

Almost all respondents except 1 strongly disagreed or disagreed that most staff of the polytechnic are recruited locally within Nigeria.

TABLE C6

These Invited through the Recruitment process Always Appear for the Selection Process.

	Males	Females	Total
Strongly Agree	64	31	95
Agree	7	3	10
Disagree	-	1	1
Strongly Disagree	-	-	-
Don't know	-	-	-
TOTAL	71	35	106

Table C6 indicates that 64 males and 31 females respondents all totalling 95 strongly agreed that these invited through recruitment process always appear for the selection process. 10 respondents are also in agreement, while only 1 respondent disagreed.

SELECTION

TABLE D1

Methods used in selecting Candidates

Application form	7
Interview	67
Test	22
Reference	5
Medical Examination	5
TOTAL	106

The above table D1 indicates that 67 respondents picked interview as the method used in selecting candidates; 22 respondents picked test; 7 respondents took application form while 5 respondents each for reference and medical examination methods.

The idea of whether selection is done on true assessment of candidates as depicted in table D2 showed that 61 respondents strongly disagree; 28 respondents disagree; 12 respondents agree and 5 respondents strongly agreed.

TABLE D2

Selections are based on True Assessment of the candidates

Strongly Agree	5
Agree	12
Disagree	28
Strongly Disagree	61
TOTAL	106

TABLE D3

Apart from the methods used, do you believe that factors such as tribalism, sectionalism, e.t.c. influence the selection of candidates?

Strongly agree		29
Agree		52
Disagree		13
Strongly Disagree		12
	TOTAL	106

From the above table D3, 29 respondents strongly agreed that factors such as tribalism, sectionalism e.t.c. influence selection of candidates; 52 respondents also agreed that such factors have influence in selection; 13 respondents disagreed and 12 respondents strongly disagreed.

TABLE D4

Is interview a good method of selection?

	No of Respondents	%
Yes	19	17.92
No	57	53.78
Don't know	30	28.30
TOTAL	106	100

The table above shows that only 17.92% of respondents agreed that interview is a good method of selection, while 53.78 disagreed and 28.30 don't know.

TABLE D5

If the current method is changed, the Quality of staff to be employed will improve.

Strongly agree	15
Agree	39
Disagree	31
Strongly Disagree	11
Don't know	10
TOTAL	106

The above showed that 15 respondents strongly agreed that if current method is changed, the quality of staff to be employed will improve. 39 respondents are also in agreement; 31 disagreed and 11 strongly disagreed. 10 respondents however, don't know.

TABLE 06

If Appointment Committee is reorganised, the selection process will be better.

Strongly agree	2
Agree	12
Disagree	68
Strongly Disagree	17
Don't know	7
TOTAL	106

Based on the above table 06, 2 respondents strongly agreed that if Appointment Committee is reorganised the selection process will be better. 12 respondents agreed; 68 disagreed; 17 strongly disagreed and 7 respondents don't know.

DEVELOPMENT

TABLE E1

Would you agree that the present staff Development policies of the polytechnic is good?

Yes	69
No	17
Don't know	20
TOTAL	106

Table E1 shows that 69 respondents or 65.09% agreed that the staff development policies of the polytechnic is good. 17 respondents or 16.04, don't agree and 20 respondents or 18.87% don't know.

TABLE E2

Have you attended any Development Programme Sponsored by the Kaduna Polytechnic.

Yes	25
No	17
Never tried	31
Tried but refused	33
TOTAL	106

The above table indicates that 25 respondents enjoyed Kaduna Polytechnic Sponsored programme; 17 respondents did not; 31 respondents never tried and 33 respondents have tried but were refused sponsorship.

TABLE E3

Do you think that the staff lacks adequate training and as a result standard of education is falling?

Yes	41
No	13
Don't know	33
May be	19
TOTAL	106

Table E3 shows that 41 respondents answers in the affirmative that lack of adequate training is the resultant factor in falling standard of education. 13 respondents answered No; 33 don't know and 19 respondents answered may be.

TABLE E4

Has the organisation been encouraging staff to go for further studies?

Yes	87
No	14
Dont know	5
TOTAL	106

Based on the above 87 respondents agreed that the polytechnic encourages its staff to further their education; 14 respondents answered No; and 5 respondents don't know

TABLE E5

Has the polytechnic been organising Special Development programme Internally for the staff?

Yes	8
No	59
Don't know	39
TOTAL	106

Table E5 shows that only 8 respondents agreed that the polytechnic has been organising special development programme internally, 59 respondents said that such programmes are not organised while 39 respondents don't know.

TABLE E6

Is the staff development problem contributing to turnover in the polytechnic.

Yes	6
No	39
Don't know	61
TOTAL	106

The above shows that staff development problem contributes to turnover as indicated by 6 respondents; however, 39 respondents disagree and 61 respondents don't know.

TABLE E7

Is the staff Development Committee performing up to expectation?

Yes	41
No	40
Don't know	25
TOTAL	106

Table E7 shows that 41 respondents agreed that the staff development Committee is performing up to expectation; 40 respondents answered in the negative, while 25 respondents don't know.

TABLE E8

Does the training/development received by staff improve their performance on the job?

	Respondents	%
Yes	51	48.11
No	30	28.30
Don't know	25	23.59
TOTAL	106	100

TABLE E9

Is there a standard of assessing those trained?

	Respondents	%
Yes	13	12.26
No	64	60.38
Don't know	29	27.36
TOTAL	106	100

Teble E8 shows that 48.11% agreed that training acquired improve staff performance, 28.30% disagreed and 23.59% don't know.

Table E9 also shows that 12.26% of respondents agreed that there is a standard way of measuring/assessing those trained, 60.38% disagreed and 27.36% don't know.

TABLE E10

Should the development Committee be reorganised to increase its efficiency?

Yes	43
No	37
Don't know	26
TOTAL	106

In table E10 43 respondents agreed that the staff development Committee should be reorganised. 37 respondents disagreed with reorganisation, while 26 respondents don't know.

TABLE E11

Other recommendations suggested	
Increase membership of staff Dev. Committee	39
Relevancy of course should be waived	12
Intensify internal training due to lack of funds	15
Sponsor staff to overseas training for higher degree	7
No recommendations suggested	33
TOTAL	106

Table E11 shows that 39 respondents wants the membership of the staff development committee to be increased. 12 respondents wants the polytechnic to waive relevancy of course; 15 respondents wants the institution to intensify internal training due to lack of funds; 7 respondents wants polytechnic to be sponsoring staff for overseas training for higher degrees; 33 respondents made no further recommendations.

CHAPTER FOUR

4.0 ANALYSIS OF DATA

This chapter deals with the analysis of various data collected in the course of this research as it relates to recruitment, selection and development of staff in Kaduna Polytechnic.

4.1 ANALYSIS OF RECRUITMENT

Literally recruitment process starts with personnel planning. Personnel planning provides the basis of identifying the number of staff required and their types over a period of time. Furthermore, job analysis provides the requirements needed in terms of skills, abilities, qualifications and experience. This is further developed through strategy development to know who to invite, how to invite him, how to attract him and timing of the entire process. This is usually designed and kept. If a vacancy is created or it occurs through resignations, death of former holder, expansion e.t.c., the personnel department is informed and the whole process will be reactivated. Emphasis is most of the time placed on identifying whether to recruit internally or to go out of the organisation. Whichever method is used, internal or external, the sources of contacting candidates is very vital.

In practice Kaduna Polytechnic follows a similar design. They however, quite often rely on external recruitment than internal particularly when recruiting academic staff. From responses received and interviewed granted to me by some principal officers of the institution external sources are more used than internal. Recruitments are also always advertised in national dailies and applications shifted from unsolicited applications which are daily pouring in to the polytechnic establishment division and various colleges administrative wings. The sources have generally been generating adequate candidates as 69 respondents out of 106 have signified.

It was also found that 37.74% (Table C3) are in agreement or strongly in agreement that effective performance of personnel is as a result of the sources used. However, 47.17% are in strong disagreement or disagreement. Even with 15.09% of respondents expressing "Don't know", it shows that performance has someting to do with the sources staff are acquired.

Furthermore most recent recruitment of Academic staff are done locally. 100% of respondents agreed that recruitments are done locally and only Nigerians are employed.

It was also carefully observed that despite the fact that the sources had been effective in generating candidates, many of those interviewed and those who responded to questionnaires pointed out that it is the labor market that is contributing to the large turnout of candidates and not necessarily because the sources are effective.

4.2 ANALYSIS OF SELECTION

What organisations are always interested in examining the selection procedures is the validity and reliability of the selection tools, so as to employ the best candidate into the organisation. Quite a number of tools are normally used, which includes interview, test, application forms, recommendations and references e.t.c.

Kaduna Polytechnic employ the use of the interview tool mostly. Table D1 shows that 67 respondents or 63.21% of the respondents are in agreement with the interview. However, due to practical nature of some jobs especially in the engineerings and other physical sciences, 22 respondents or 20.75% are in agreement with the test tool.

Table D2 further shows that despite the validity and reliability of the selection tools, selections are not always based on true assessment of the candidates. 61 respondents or 57.55% Strongly disagree that assessments are based on true assessements of candidates and another 28 respondents or 26.41% disagree. Only 5 and 12 respondents strongly agree and agreed respectively that selections are done on true assessement of candidates. Further more, Table D3 indicates that such factors as tribalism, sectionalism e.t.c. plays a vital role in the selection of candidates. While 29 respondents or 27.36% strongly agreed with such factors, 52 respondents or 49.05% agreed only 25 respondents either disagree or strongly disagreed with the role of such factors, representing only 23.59% of the respondents.

In response to whether interview is a good method of selection 53.78% disagreed, 17.92% agreed and 28.30 don't know. This is depicted in table D4. The above responses could be due to the way respondents see assessment as full of tribalism, sectionalism e.t.c. as in table D3.

Interestingly, respondents are in agreement that if method is changed quality of staff to be employed will improve. This is depicted in table D5 where 15

respondents and 39 respondents strongly agreed and agreed respectively, this represents 50.94% of the total respondents. However 31 respondents and 11 respondents disagree and strongly disagree respectively, representing 39.63% of the respondents. 10 respondents however, don't know if such a change can make any improvement. They represent 9.43%. Reorganisation of the appointment committee will not however bring about any change as is shown in Table D6 where 68 respondents disagree and 17 strongly disagreed representing 80.19% of the respondents. 12 respondents agreed and only 2 strongly agree representing 13.21%. 7 respondents don't know if such reorganisation can bring about any change, they represent 6.60% of the respondents.

4.3 ANAYLYSIS OF DEVELOPMENT

On development most of the staff are appreciative of the polytechnic staff development policies as indicated in Table E1 where 69 respondents answered in the affirmative that the polytechnic policies as it relates to staff development is good. This represent 65.09% of the respondents. However, most of the principal officers interviewed expressed fears that the staff development policies might

change due to the federal take-over of the polytechnic. Their fears are all in terms of funding. The polytechnic might not be able to handle the large number it usually sponsor to further their education due to lack of funds. For the period 1985 to 1992 beneficiaries of the senior staff development programme totalled 374. Out of this total 45 were sponsored to read 1st degrees, 173 were sponsored to read Masters degree, 35 to read Phd and 121 other courses. During the 1991/92 session 5 people were sponsored to read their Bachelors degree, 25 to read Masters degree, 4 to read P.hd and 10 to read other courses, all totalling 44. This is a decrease when compared with the 1990/91 session awards which totals 58. The polytechnic was taken over by the Federal Government on 27th August, 1991. (See Appendix C for Senior Staff Development Programme, 1985 - 1992 beneficiaries)

On opportunity to benefit from the polytechnic staff development programme, 25 respondents Or 23.58% benefitted, 17 respondents did not enjoy the previledge representing 16.04%. 31 respondents or 29.24% never tried while 33 respondents were not offered, this represents 31.13% of the respondents. This is indicated on Table E2. From table A2 we can observe that

respondents that served the polytechnic between the period 3 - 10 years are 76 representing 71.69% of the total respondents. Perhaps most of those that applied for sponsorship and their applications turned down falls victims of seniority, good conduct, relevancy of course intended and satisfactory job performance as is required by the polytechnic regulations (See appendix A).

To have 23.58% of respondents to have enjoyed the previledge shows that a good number are usually sponsored for further studies if they full-fill the conditions stipulated. 100% of staff need not be sent on course/staff development programmes. Those that never tried representing 29.24% might not be qualified to apply or observed that they did'nt meet the requirements expecially in terms of seniority.

On staff training and falling standard of education, Table E3 shows that 41 respondents agreed that lack of adequate training is a contributory factor to the falling standard of education. This represent 38.68% of the respondents. However, most of those interviewed responded that the staff don't lack adequate training and that majority of the staff are Bachelor's degree holders and quite a number holds Masters. What could be lacking is adequate motivation so that increased

committment would be achieved. They all call for motivation in terms of housing, recognition of efforts, provision of research facilities e.t.c.

Table E4 clearly shows that the polytechnic has been encouraging staff to go for further studies where 87 respondents or 82.07% agreed. Additional qualifications is a criteria for appointment to a higher post or promotion in addition to publications and or research work. This is more stringently applied due to the Federal take-over and National Board for Technical Education insistence/regulations.

On organising special development programme for the staff internally only 8 respondents or 7.55% agreed that such is done. 59 respondents or 55.66% said such is not done while 39 respondents or 35.78% don't know. This shows that the institution does not organise such programmes internally. The Industrial Training fund assisted programmes are not considered here as internally organised development programme. Programmes such as Workshops, Seminars and conferences are seldom organised by the institution for the benefits of the staff. Principal officers interviewed signified that departmental seminars and conferences used to be organised, but

authorities consider such papers presented as light when it comes to promotion purposes. They agreed that the polytechnic in conjunction with external bodies nationally and internationally should be organising workshops, Conferences and Seminars.

On staff Development problem contributing to turnover in the polytechnic 39 respondents disagree, representing 36.79% and 61 respondents don't know representing 57.55% and 6 respondents or 5.66% agreed that the staff development programme contributes to turnover. It certainly shows that turnover is not attributed to the staff development problem of the polytechnic but for other reasons. On performance of the staff development committee Table E7 shows that 41 respondents or 38.68% agreed that they are performing up to expectation, 40 respondents or 37.74% disagreed while 25 respondents or 23.58% don't know. With positive response of 38.68% and don't know of 23.58% the development committee cannot be said to be performing badly.

It was found that staff training/development improve performance of personnel on the job where 48.11% are in agreement, 28.30% in disagreement and 23.59% don't know

(See Table E8). This shows that what is intended in training and development of staff is achieved to a certain extent. Knowledge is broaden by the staff that enjoy staff development facilities. However, as in table E9 it was discovered that the polytechnic has no standard means of measuring/ assessing effectiveness of those that are trained. However, in Table E10, 43 respondents calls for reorganisation of the committee, representing 40.57% and 37 respondents replied in the negative, representing 34.90% while 26 respondents or 24.53% don't know. This shows that it will serve the polytechnic good if the development committee is reorganised. Responses from the interview also calls for such reorganisation especially to include participation of academic staff. 49% respondents of the interview calls for such reorganisation.

Respondents were asked to make any further recommendations on the staff development programmes/policies of the polytechnic. 39 respondents or 36.79% calls for increase in the membership of staff development committee, 12 respondents or 11.32% calls for waiving of relevancy of course clause in the polytechnic regulations, 15 respondents or 14.15% calls for intensification of internal training due to lack of funds while 7 respondents calls for

sponsorship for overseas training and 33 respondents or 31.13% made no further recommendations. Putting the views of those interviewed and 36.79% of respondents calling for increase in the membership of the committee, the polytechnic can really have an efficient and reliable staff development committee if it is reorganised and membership increased to represent the interest of the academic staff.

CHAPTER FIVE

Summary, Conclusion and Recommendations

5.0 SUMMARY

The Kaduna Polytechnic, established in 1968 aims at training the middle level manpower requirements demanded by the rapidly expanding Nigerian economy. The institution has been establishing desirable employment policies with the aim of meeting the demands that are necessary to recruit enough staff.

Process of recruitment starts from the internal and external advertisements of vacant posts. Applicants to the advertised posts are required to fill specially designed forms indicating posts desired, names, addresses of 3 refrees, academic qualifications e.t.c.

Applicants are shortlisted for interview which are normally held at the various colleges and Central Administration. After the interview, successful applicants are informed accordingly giving them a specific period within which to accept or reject the offer. Where successful applicant rejects the offer the next person following him in terms of suitability is called upon.

Like any other organisation, Kaduna polytechnic operates conditions of service which spells out rules and regulations regarding employment policies and staff development. Such rules and regulations are guidelines of whom to employ; at what salary, whom to sponsor for further studies and whom not to sponsor.

In as much as the polytechnic may need to recruit more staff and send more for further training and development, it might be handicapped by funds. Availability of financial resources enables the institution to recruit and attract good staff and even sponsor them for further training to further broaden their knowledge. Seminars and conferences and research facilities should be made available to the staff to further encourage them to develop themselves.

5.1 CONCLUSION

Personnel activities and outcomes are always very important to any organisation. This important area has over the years been neglected by the authorities concerned. Attention is recently being focussed on the area because ultimate success of the organisations is determined upon how effectively the personnel are acquired, selected and developed. This project has highlighted procedures of

recruitment, selection and development of personnel in an academic institution, Kaduna Polytechnic.

Chapter one has dealt with the objectives, significance, limitations and methodology adopted in the course of writing this project.

In chapter two various literature relating to the field of study has been examined. The areas are recruitment, selection and development of staff.

The third chapter discusses the polytechnic organisational structure, staff Appointment Committee, and staff development Committee. Also discussed in this chapter is data collection i.e how and when data was collected. Finally the chapter contains data collected in tabular form i.e. data presentation.

Chapter four deals with the analysis of data collected from the staff respondents using questionnaires and personal interviews with principal officers of the polytechnic.

The last chapter contains summary, conclusions and recommendations.

From the analysis, all issues raised had been sufficiently addressed in the recommendations in the final part of the last chapter. The recommendations if strictly adopted will make the institution and any other academic institution attract the required staff and

subsequently employ them. The recommendation will also make institutions improve upon their development programmes and seek further internal means of developing their staff.

5.2 RECOMMENDATIONS

It is a truism that manpower is the most important ingredient of any organisation. The way they are acquired and handled tells much about the efficiency, effectiveness or otherwise of such organisations. This part of the project will therefore recommends to the management of Kaduna Polytechnic on ways to attract, acquire and develop its personnel so that they perform what is expected of them by the institution. Recommendations are based on the topical issues; Recruitment, Selection and development.

RECRUITMENT AND SELECTION

a) The institution should be using internal sources of recruitment to enable employees progress in their cadre. Where internally a vacant position cannot be filled, then the external source should be used.

d) Interview panels membership at college levels should be increased to incorporate other experts from outside the Polytechnic (atleast two). This would ensure fair judgement of applicant since the experts would remain neutral and devoid of the polytechnic politics. The experts should be registered with their professional bodies.

e) All lecturers that would be recruited should be tested in addition to the interview. This should be before the interview. Lecturers in the engineering fields, physical sciences and environmental studies should be the ones to be subjected more to such tests before interviews.

f) Where an applicant scale through the test and interview, he should not be communicated to unless refree reports has been received from his three refrees. The refrees must include his former employers and or his last head of department. The polytechnic should contact the refrees itself and not the applicant. The practice where applicants are asked to request their refrees to write should be stopped.

g) The administrative wing or establishment division should be doing the recruitment exercise. The Department/Section that needs a particular staff should inform the administration of the type of person they need, qualifications required, experience e.t.c., so that they do the shortlisting of applicants. This is in opposition to what obtains where recruiting department does the shortlisting. It is purely the work of personnel division.

DEVELOPMENT

Though the polytechnic is trying in its efforts to develop its staff, the staff development policy should be examined with a view to incorporating the followings;

a) The two years service should be waived in case of Academic staff only. They should rather be encouraged to go for further studies after one year of their joining the institution. Those with Masters degree and above, a maximum of two years after acquiring the masters should be stipulated for them.

This will enable them proceed for their doctarate degree. This too can be costly but the polytechnic should seek training aids from the industries, government organisations, Universities, individuals and foreign countries.

b) The polytechnic in conjunction with some industries, government institutions of higher learning e.t.c. should be organising national and international conferences, seminars and workshops and staff should be encouraged to participate. The institution should also encourage its staff to attend and present papers in seminars held elsewhere advertised or publicized.

c) Membership of the staff development committee should be increased to include academic staff instead of the practice where only the Kaduna Polytechnic management forms the committee.

d) The staff development committee should not only be an approving body, but that which can seek admission for the staff. The committee should make special arrangements/representation to the various institutions with a view to helping the staff secure addmissions.

e) A standard should be designed to be assessing the staff that are trained. This will show the polytechnic management whether the aim of developing the staff knowledge, abilities e.t.c. are being achieved.

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APPENDIX A.

KADUNA POLYTECHNIC

Central Administration,
P.M.B. 2021,
Kaduna.

KPT/CA/S/STA.49/415

25th November, 1991

To: All Staff,
Kaduna Polytechnic,
Kaduna.

PROCEDURE FOR SELECTION OF OFFICERS FOR TRAINING COURSES

Staff are requested to note for compliance the slight change in the procedure for processing applications for Staff Development in Kaduna Polytechnic. With effect from 1991/92 session all applications for Staff Development would be initially directed to the officer's Unit Heads who will later process nominations to Central Administration. The nomination must be accompanied by duly completed "Course Nomination Form" (copy attached). Every application must be supported by evidence of admission to the recommended course of study. Unit Director or Sectional Heads must ensure that in submitting their nominations the following criteria are strictly complied with in the selection of their nominees:

(a) Satisfactory job performance

(b) Satisfactory conduct

(c) Seniority with emphasis on 'a' and 'b' above and having served for a period of not less than 3 years and confirmed in the services of Kaduna Polytechnic since first appointment or must have served for not less than 2 years after a previous study sponsorship or the duration of the bond depending on which ever is of longer duration.

(d) The course must be relevant to the officer's duty.

2. For the avoidance of doubt, the rules and regulation guiding sponsorship in Kaduna Polytechnic are reproduced below:

(a) Full Sponsorship

a permanent staff who has put in not less than 3 years satisfactory continous service and who met conditions in paragraph 1 'a - d' above may be granted full sponsorship for a course lasting not more than 3 years. Such officer

.../2-

3. Staff members are reminded that it is their responsibility to look for their own placement in Local Institutions as embargo on full overseas sponsorships is till in force. However, staff members who secure Federal/State or other Technical Assistance sponsorship to study in overseas institutions and who meet Kaduna Polytechnic's requirements for normal award may be considered for partial sponsorship i.e. leave with pay (payment of salary only) during the period of the course.

4. Directors/Heads of Serives Departments should note that allocations of the places that are not utilised within four months of the award, will be withdrawn from the unit quota and centralised for reallocation to needy and deserving staff from any unit of the Polytechnic after confirmation that the deserving unit has actually exhausted its quota allocation.

5. Staff members who proceed on training courses without prior approval would be deemed to have absconded from their duty posts and would be treated as such. No application for retrospective consideration would be entertained. Therefore serving officers who enrolled on courses without prior approval will have their appointments terminated.

(S. B. OJUKANNAIYE)
for: Secretary.

17.15 CONDITIONS FOR STUDY LEAVE:

Study leave is a privilege not a right. It may be granted to an established and pensionable officer for the purpose of engaging in study and research, either for the acquisition of higher degrees and professional qualifications or for the intellectual development and improvement of the individual, after two years continuous service with the Kaduna Polytechnic since first appointment or a previous study leave unless it is in the interest of the Kaduna Polytechnic to waive this.

17.16 Study leave may not be necessarily granted to every applicant who has fulfilled the conditions set out in regulation 18.14.

17.17 Before any application can be considered the following conditions must be fulfilled:

(a) Evidence shall be afforded to the Head of the Unit that the applicant can be spared from the duties.

(b) The applicant shall undertake to return to the service of Kaduna Polytechnic under Bond for at least the duration of the study leave.

17.18 When study leave is approved, an officer shall be entitled to economy class air passage.

17.19 Study leave could be with or without pay. Study leave with pay entitled an officer to the same salary and allowance subject to conditions made elsewhere in this regulation as he earned in the employment before the leave; study leave without pay entitles him to neither.

17.20 The payment of an officer's full salary and other benefits shall continue to be paid during the period of his course.

17.21 Officers on overseas course shall continue to be paid car transport allowance for a period not exceeding three months.

17.22 Officers on study leave in Nigeria shall continue to be paid their Transport Allowance irrespective of the duration of their course.

17.23 CONDITIONS GOVERNING STUDY LEAVE:

Consideration for granting of study leave will be guided by the following conditions:

(i) Any staff who served the Kaduna Polytechnic for a period less than two years but insists on proceeding on course shall have to resign his appointment. Such officer is, however, free to re-apply for re-engagement with the

Kaduna Polytechnic on completion of his course; but his re-engagement would be subject to availability of vacancy, in addition, such officer if re-engaged, would be termed a new employee.

(ii) Any officer who puts in between two and three years of satisfactory service and obtains a State or Federal Scholarship to pursue further studies relevant to the needs of the Kaduna Polytechnic shall be eligible for study leave without pay.

(iii) Any officer who serves the Kaduna Polytechnic for a period of three years and above and obtains a State or Federal Scholarship to pursue further studies shall be considered for study leave with pay. This is however, subject to satisfactory record of service, relevance of course to the needs of the Kaduna Polytechnic, and the proviso that any given time, not more than ten percent of the staff strength of any department is enjoying Kaduna Polytechnic sponsorship or study leave without pay.

17.24 An officer failing to return to work after the expiration of his course without reasonable excuse and the prior agreement of the Kaduna Polytechnic will be regarded as having been absent from duty for the whole period of the study leave. He will be liable to refund his salary and allowance for the period of absence and have his appointment terminated.

17.25 An officer on completion of course of study shall be entitled to leave and leave grant, where the exigencies of the service allow.

KADUNA POLYTECHNIC

APPENDIX C

SENIOR STAFF DEVELOPMENT PROGRAMME
1985 - 1992 BENEFICIARIES.

YEAR	UNITS	BSc/BA/ BEd/BLS	MSc/MA/ MBA/MPA	M.Phil./ PhD	OTHERS	TOTAL
1985/86	CA	-	-	-	4	4
	CABS	4	1	-	-	5
	CES	-	3	-	1	4
	CST	-	10	1	1	12
1986/87	CA	-	2	-	3	5
	CABS	-	3	-	1	4
	CES	1	2	-	2	5
	CST	1	4	1	-	6
1987/88	CA	1	1	-	12	14
	CABS	1	4	1	-	6
	CES	5	6	-	6	17
	CST	6	9	4	17	36
1988/89	CA	-	2	-	5	7
	CABS	-	6	-	1	7
	CES	2	4	-	1	7
	CST	2	12	3	1	18
1989/90	CA	-	1	2	4	7
	CABS	1	1	-	-	2
	CES	2	3	-	-	5
	CST	1	7	1	-	9

...../2

1990/91	CA	-	-	-	16	16
	CABS	1	1	2	1	5
	CES	3	5	3	1	12
	COE	4	4	1	-	9
	CST	-	12	2	2	16
1991/92	CA	1	5	-	15	21
	CABS	1	15	1	2	19
	CES	1	5	-	2	8
	COE	2	-	1	3	6
	CST	-	11	2	3	16
GRAND TOTALS		45	173	35	121	374

APPENDIX D

DEPARTMENT OF BUSINESS ADMINISTRATION
A. B. U. ZARIA

QUESTIONNAIRE.

This questionnaire is part of a project work I am conducting in partial fulfilment for the award of Master of Business Administration (M.B.A). Please answer the questions below to the best of your knowledge. All information provided will be used for academic exercise only. So do not write your name. Please answer all the questions.

Thanks for your ceoperation.

Recruitment:

Pleass Rank the following methods inorder of priority as used by the organization. Write A if the method is most important etc.

1. Which of the major methods do your Organization used
   - Internal method
   - External methods
   - Both methods
   - Non of them.

2. If External method is used, please rank the following sources regarding their importance.
   - Mass Media
   - Educational Institution
   - Ministry of Labour and Productivity
   - Unsolicited applications
   - Employee refarrais.

3. Is the external method generating adequate candidates? (please tick).
   Yes, maybe, no, don't know

4. Does the recruitment sources has anyting to do with effective performance of personnel in the Polytechnic?
   Strongly agree, Agree, Disagree, Strongly disagree, Don't know.

5. The method currently used in recruitment has contributed to the growth of the Polytechnic.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know

6. Most of the Academic Staff are recuited locally i.e within Nigeria.
   Strongly agree, Agree, Disagree, Strongly disagree, Do not know.

7. Those recuited always appear for selection interview.
   Strongly agree, Agree, Disagree, Strongly disagree, do not know.

...../2

SELECTION:

Please Rank the following methods in Order of usage in the Polytechnic.

- Interview
- Test
- Physical Examination
- Medical Examination
- Reference and recommendation
- Application forms.

Please indicate whether you agree strongly, agree, disagree, don't know, strongly disagree for the following questions.

1. Most of the selections are based on true assessement of the candidate.
   Strongly agree, - agree - don't know, disagree strongly, disagree.

2. Apart from the methods used, do you beliieve that certain facters such as tribalism, sectionalism etc. influence the selection of candidates.
   Strongly agree, agree, don't know, disagree, strongly disagree.

3. Is interview a good method of selection?
   - Strongly agree, agree, don't know, strongly disagree, disagree.

4. If the current method is changed, the quality of staff to be employed will improve.
   - Strongly agree, agree, don't know, disagree, strongly idisagree.

5. If the appointment committee is reorganised, the selection process will be better.
   - Strongly agree, agree, don't know, disagree, strongly disagree.

DEVELOPMENT

1. Would you agree that the present staff development policies of the Polytechnic is good.

   ☐ Yes ☐ No ☐ Don't know

2. Have you attended any development programme suponsored by the Polytechnic.

   ☐ No ☐ Yes ☐ Never Tried ☐ Tried but refused

3. Do you think that the staff lacks adequate training and as a result standard of education is falling?

   ☐ Yes ☐ No ☐ Don't know ☐ may be

4. Has the Organization been encouraging people to go for further studies.

   ☐ Yes ☐ No ☐ Don't know

5. Do the Organization Organise special Development programmee internally for the staff.

   ☐ Yes ☐ No ☐ Don't know

..../3

6. Is staff development problem contributing to turnover in the Polytechnic?

☐ Yes ☐ No ☐ Don't know

7. Is the staff development Committee performing upto expection.

☐ Yes ☐ No ☐ Don't know

8. Does the training development received by staff improve their performance on the job?

☐ Yes ☐ No ☐ Don't know

9. Is there a standard of assessing those trained?

☐ Yes ☐ No ☐ Don't know

10. Will you recommend that the committee be reorganised to increase its effeciency?

☐ Yes ☐ No ☐ Don't know

11. What other recommendations will you suggest

1.
2.
3.

How many years have you served in the institution. (Please tick as appropriate)

1 - 2 years, 2 - 3 years, 3 - 5 years, 5 - 7 years, 7 - 10 years, 10 - 20 years, 20 - above

Sex ----------

Age ----------

Educational Qualification

2nd degree and above ☐

1st degree ☐ HND ☐

NCE ☐ ND ☐ Others (Specify) ☐

(G.U. BASHEER)
DEPT. OF BUSINESS ADMINISTRATION
A. B. U. ZARIA.

APPENDIX E

GUIDED QUESTIONS USED FOR THE PERSONAL INTERVIEW

RECRUITMENT

1. Which source of recruitment is being frequently used in the polytechnic?
2. How effective is the source?
3. Has the source got anything to do with staff performance?
4. Are adequate candidates generated from the source? If yes, why? Is it because of the attractions in the advertisements, labour market situation etc.?
5. Please suggest ways of improving recruitment process in the polytechnic.

SELECTION

1. What method of selection does the polytechnic use? (Interview, Tests e.t.c.)
2. If interview who constitute the panel and who are members of the interview panel?
3. Is their true assessment of candidates?
4. Does tribalism, sectionalism, e.t.c. plays any role in selection?
5. Can you offer any suggestions on how to improve on the selection process.

STAFF DEVELOPMENT

1. What are Kaduna Polytechnic Staff Development policies?
2. What is usually aimed at in Staff Development?
3. What is your opinion about conditions for sponsorship.
4. How does the polytechnic develop/train its personnel?
5. Please make general suggestions on Staff Development in Kaduna Polytechnic.