

Knowledge and execution of the recruitment process in the Department of Education in a highly urbanized city

RESEARCH ARTICLE

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Abstract

This study examined the level of knowledge and extent of execution of recruitment and selection processes within the talent acquisition function of human resource management at the Department of Education (DepEd) in a highly urbanized city. It sought to establish a baseline for strengthening recruitment and selection practices in compliance with existing memoranda, issuances, and directives of the DepEd Regional and Central Offices. A descriptive survey research design was employed. The respondents consisted of 92 non-teaching personnel from the DepEd Schools Division of Baguio City, including city-paid employees assigned to the Schools Division Office. Data were gathered using a researcher-developed questionnaire based on a four-point Likert scale, supplemented by a structured interview guide. Descriptive survey sampling was used, and data were analyzed using descriptive statistics. Results showed that all components of the recruitment process received high levels of agreement from respondents. Likewise, the execution of the selection process was consistently rated as highly implemented, with mean scores falling within the ‘Strongly Agree’ range, indicating strong knowledge and effective execution among non-teaching personnel. The findings suggest that recruitment and selection practices are well implemented; however, sustained reinforcement of standardized procedures remains essential. Insufficient knowledge or inconsistent execution may lead to inefficiencies, reduced transparency, and potential legal or reputational risks. Continuous capacity-building and strict adherence to established policies are vital to maintaining a fair, credible, and effective recruitment system.

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Received Date: November 22, 2025
Accepted Date: December 3, 2025



Keywords: execution, knowledge, recruitment, selection, Department of Education.

INTRODUCTION

Human resource management is a field of study that addresses both the practical and theoretical elements of managing a workforce. The terminology has increasingly supplanted personnel management. The development and management of human resources within a global framework are gaining recognition as significant issues. While the theoretical facets of the discipline may be consistent worldwide, its practical

implementation varies. Following the Industrial Revolution, the economies of developed countries have experienced swift growth. Human Resource Management (HRM) encompasses a wide array of critical functions vital for the efficient functioning of organizations. Among these intricate functions, the recruitment, management, and evaluation of personnel are particularly important, as they directly affect the composition and efficacy of the workforce (Enad & Pabalan 2023). These functions collectively establish

the groundwork for organizational structure and growth, with each element playing a crucial role in the seamless operation of the organization.

As the world evolved into a global community, it facilitated the sharing of Knowledge, Skills, and Abilities across different cultures and nations, leading researchers to focus on Human Resource Management to address various aspects related to employee behavior, particularly in recruitment and applicant selection. The caliber of human resources is predominantly determined through the hiring and selection process. Research indicates that recruitment and selection represent the initial step for an organization to secure human resources that meet the needed qualifications (Susanti et al., 2021). Recruitment strategies are meticulously examined, including candidate evaluations, assessment tools, interview methodologies, and advertising platforms (Singh et al., 2025). When the recruitment process fails to produce a sufficient number of applications, selecting suitable candidates for any given role becomes quite difficult. Recruitment and selection should be managed separately.

Human resource planning aids in determining both the quantity and type of individuals an organization requires. The logical progression towards achieving this includes Hiring, which comprises two major activities: Recruitment, Selection, and Placement (RSP). A successful recruitment process reflects the organization's credibility and professionalism. An organized recruitment path with clearly defined guidelines is hereby established for the Baguio City Schools Division Office to have a successful hiring process. The CSC Resolution No. 1800692 S. 2018 (2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA) Revised July 2018), which were adopted under CSC MC 14 s. 2018, Regional Memorandum 178, s. 2020 (Implementation of the Guidelines on Recruitment, Selection and Placement in Relation to the Provision of D.O. no. 66, s. 2007, D.O. no. 42, s. 2007, D.O. 57, S. 1997, and MEC Order No. 10, S. 1979 for DepEd-Cordillera Administration Region) and Department Order no. 007, 2023 (Guidelines on Recruitment, Selection and Appointment in the Department of Education).

The DepEd Human Resource Management Placement

and Selection Board (HRMPSB) issued guidelines to assist the HRMPSB in evaluating candidates in line with DepEd circulars and directives concerning the recruitment, selection, and assignment of non-teaching positions within the division. The Department's objective is to streamline the Recruitment, Selection, and Placement of skilled employees via these guidelines to fulfill its organizational objectives and broaden the applicant pool at minimal cost. A crucial part of employee selection is to pinpoint those who can perform their duties with the highest level of attention and are expected to stay with the organization in accordance with the job specifications.

Placement involves the assessment and selection process through which positions are filled by individuals already employed within the company. In essence, it refers to internal recruitment for available roles and is different from external recruitment. This is a process of assigning a specific role, position, and responsibility to an individual. It means aligning the job's requirements with the candidate's qualifications. In addition to the school environment, student characteristics, financial incentives, working conditions, superintendents, and organizational hiring practices, the review emphasizes issues including sex, ethnicity, qualifications, and intrinsic motivation (Lee & Mao, 2020).

The endorsement focused on the effective organization and staffing framework of offices at the Central, Regional, and Schools Division Levels. The determination concerning the allocation of personnel and plantilla roles, as demonstrated in the comparative matrices and related annexes, has been presented to the DBM. In accordance with DepEd Order No. 53, s. 2013 (Approval and Implementation of the 2013 DepEd Rationalization Program), these guidelines aim to simplify the placement and transfer of both teaching and non-teaching staff, as well as to tackle the filling of vacancies in the Rationalized Staffing Pattern (RSP). This is supported by relevant policy directives from the DBM and Civil Service Commission (CSC): (1) Item No. 2.3.1 of DBM Circular Letter No. 2013-5 dated July 22, 2013, indicates that Departments with approved RP are exempt from the hiring moratorium and do not require prior DBM authorization to fill positions or hire personnel. (2) Item No. 3 in CSC Memorandum Circular

(MC) No. 03 s. 2014 dated February 6, 2014, clarifies the Guidelines on the Placement of Personnel with respect to the Implementation of Approved Rationalization Plans of Agencies.

Within the rationalized staffing pattern, open roles are categorized into two types: (1) Existing vacant positions, which are defined as those with established plantilla item numbers that remain in the Rationalized Staffing Pattern due to retirement, resignation, death, removal from rolls, or employee promotions; and (2) New positions, for which plantilla item numbers will be assigned by the Department of Budget Management (DBM) upon the issuance of the NOSCA. Roles in the RSP that have been approved and have personnel assigned to the same or similar roles are not classified as vacant and should not be included in job opening publications. Those in charge will fill these roles.

As clarified by the CSC, candidates need to fulfill the minimum qualifications outlined in the CSC Qualification Standards Manual (2017) to qualify for available positions. Employees placed in similar or equivalent roles may still compete for senior positions as long as they meet the qualification standards. Their most recent performance evaluations will serve as one of the criteria. The Personnel Selection Board (PSB) will continue to function as it currently does for the Central, Regional, and Schools Division offices. To ensure that officials in the DepEd-CAR – Schools Division Office of Baguio City comply with existing Recruitment, Selection, and Placement (RSP) guidelines on DepEd Orders, the DepEd Regional Office has issued a policy detailing internal guidelines in alignment with the fundamental principles of the Merit Selection Plan of the Department of Education, as well as with CSC Rules on Appointments and Other Human Resource Actions (ORAOHRA), which aims to reinforce the principles of merit, competence, fitness, and equality.

Despite these structured mechanisms, persistent concerns remain in the recruitment and selection process. These include: (1) questions regarding why the highest-rated candidate in the comparative evaluation is not consistently appointed; (2) the extent to which the Human Resource Merit Promotion and Selection Board's recommendations influence the appointing

authority's final decision; (3) delays resulting from applicants contesting their assessment ratings; and (4) scheduling delays in assessment procedures that consequently affect work assignments and organizational transitions.

It differentiates efficiency (adhering to deadlines and timely report submission) from effectiveness (performing the appropriate tasks, ensuring punctual submissions, and rectifying mistakes to enhance work quality), highlighting discrepancies between understanding and actual execution in governmental contexts

This research aims to provide general guidance on whether the responsibilities of the Division Human Resource Management Placement Selection Board (HRMPSB) Members are being fulfilled. The objective is to review and discuss the qualifications of individuals included in the selection roster. A structured assessment of candidates' skills and qualifications for the open role will be conducted, along with additional evaluations such as written tests, skills assessments, and interviews with qualified candidates.

Theoretical/Conceptual Framework

The study is based on various theoretical, conceptual, and legal frameworks concerning Human Resource Management (HRM), such as Organizational Behavior Theory, AMO Theory, Resource-Based Theory, Institutional Theory, Agency Theory, and Contingency Theory. These theories illustrate how employee behavior, motivation, skills, organizational standards, principal-agent dynamics, and strategic alignment affect HR practices.

The conversation highlights efficient recruitment and selection, the vital roles of HR staff and line managers, and the significance of fairness, ethics, consistency, and alignment with organizational objectives. It emphasizes competency-focused hiring and qualification benchmarks in the Philippine civil service, noting that uniform competencies and transparent qualification standards enhance objectivity, minimize hiring mistakes, and guarantee more suitable candidate-position alignments.

Using an input–process–output framework, the study employs descriptive surveys and statistical analysis to assess current practices, with the ultimate goal of proposing an improved hiring and selection process for personnel management in DepEd in a highly urbanized city.

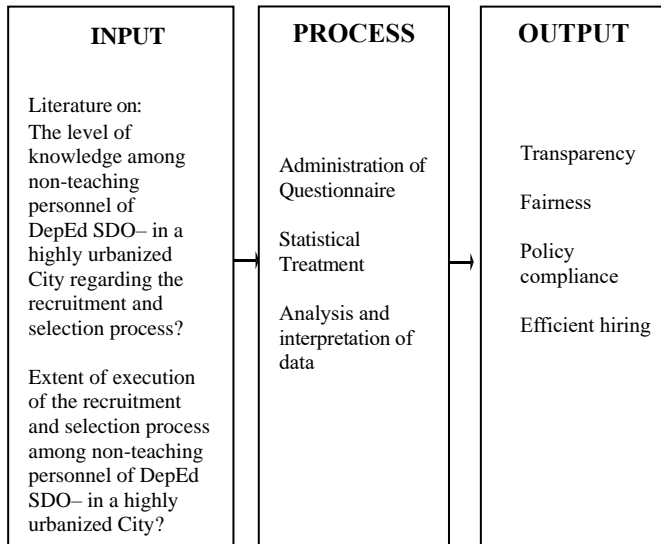


Figure 1. Schematic illustration of the study

Significance of the Study

The Department of Education follows a structured hierarchy of issuances, beginning with School Memoranda, followed by Division Office Memoranda, Regional Office Memoranda, and culminating with Central Office Memoranda as the highest level of authority. On June 30, 2020, the Department of Education–Cordillera Administrative Region issued Regional Memorandum No. 178, s. 2020, titled “Implementation of the Internal Guidelines on Recruitment, Selection and Placement in Relation to the Provisions of D.O. No. 66, s. 2007, D.O. No. 42, s. 2007, D.O. No. 57, s. 1997, and MEC Order No. 10, s. 1979 for DepEd–Cordillera Administrative Region.” This memorandum served as the primary guideline for recruitment, selection, and placement in DepEd–CAR from June 2020 until February 2023.

This study aims to benefit not only the members of the Human Resource Merit Placement and Selection Board (HRMPSB) but also prospective applicants. It will provide the HRMPSB of SDO Baguio City with a reference point for improving the efficiency of hiring and selection processes while ensuring strict

compliance with DepEd memoranda, issuances, and orders from both the Regional and Central Offices.

Limitations of the Study

The study’s findings should be interpreted with consideration of its limitations. First, the use of a descriptive survey design limits the ability to establish causal relationships between awareness and execution of recruitment processes. Second, the sample size, while representative, does not include all SDO staff and may not fully capture the perspectives of the entire population. Third, data collection relied on self-reported questionnaires and informal interviews, which may introduce response bias or subjective interpretation. Lastly, the study was confined to a single SDO in a highly urbanized city, which may limit the generalizability of the results to other divisions or contexts.

Statement of the Problem

This study aimed to assess the hiring and selection processes of human resource management in DepEd–Baguio City. Specifically, it sought to tackle the subsequent research inquiries:

1. What is the level of knowledge among non-teaching personnel of DepEd in a highly urbanized City regarding the recruitment and selection process?
2. What is the extent of execution of the recruitment and selection process among non-teaching personnel of DepEd in a highly urbanized City?

METHODOLOGY

Study Design

The study employed a descriptive survey method, which is well-suited for systematically gathering quantifiable insights from SDO Baguio City personnel regarding recruitment and selection processes. It also assessed their awareness and implementation of these procedures within the human resource management framework of DepEd SDO–Baguio City. Data collected through the questionnaire addressed specific research problems 1 and 2.

Sample/Population of the Study

The research was carried out in the Department of Education, Schools Division of Baguio City for the calendar year 2024. The researcher held an informal interview with the three HRMPSB members regarding

the outcome of the application procedure. The questionnaire was distributed by the researcher to a total of 129 staff members of the Schools Division Office. The investigator collected data from 34 Level 1 (SG 1-9) non-teaching staff, representing 26.3% of the overall population, and 58 Level 2 (SG 10 – 22) non-educational staff, comprising 44.9% of the overall population.

Table 1. *Personal Data of Respondents*

Designation	F	%
Level 1 (SG 1-9) personnel	34	37
Level 2 (SG 10-22) personnel	58	63
Total	92	100

Data Gathering Tools

The study utilized a customized 4-point Likert scale questionnaire to collect data, with reliability verified through Cronbach’s Alpha to ensure the instrument’s consistency and dependability. The survey was anchored on Regional Memorandum No. 178, s. 2020 and Department Order No. 007, s. 2023, which guides recruitment, selection, and appointment in DepEd.

The questionnaire consisted of three main sections: respondents’ eligibility (personal data), level of awareness of DepEd SDO–Baguio City personnel regarding recruitment and selection processes, and the extent of execution of these processes. Reliability testing involved 20 non-teaching personnel from DepEd SDO–Baguio City, yielding a Cronbach’s Alpha of 0.976 for 36 items, indicating excellent internal consistency. Additionally, informal interviews with three HRMPSB members were conducted to validate and support the quantitative findings.

Data Gathering Procedures

The researcher sought endorsement from the Schools Division Superintendent to administer the questionnaires to the prospective respondents of the Schools Division Office. With the Superintendent's approval, the researcher administered the questionnaire using an online software through google form and sent it through the respondents’ official DepEd email accounts with a specific timeline of at least two weeks in collecting responses. A reliability test was conducted with the 20 DepEd non-teaching personnel. After gathering the results of the reliability test. The researcher collected and gathered the responses from the

respondents. After collecting the responses, the researcher tabulated, organized and analyzed the results. After tabulating, organizing and analyzing the results, the researcher conducted a face-to-face informal interview by giving a survey questionnaire to the 3 members of the HRMPSB.

The researcher disseminated the questionnaire to the 129 personnel of the Schools Division Office. The researcher gathered 34 Level 1 (SG 1-9) non-teaching personnel and 58 Level 2 (SG 10 – 22) non-teaching personnel and interviewed through a face-to-face approach to the three HRMPSB members assigned at the Schools Division Office of Baguio City. Responses were downloaded from the Google form. Following extraction, the researcher compiled, sorted, and assessed. After gathering all the responses from the Google form and consolidated the answered survey questionnaire, the researcher sought certification from the superintendent on the final number of respondents who answered the questionnaire. After downloading the results with timestamps of date and time, the researcher secured the responses by editing the Google form on to not accepting responses and viewed by the researcher only.

Treatment of Data

To gather appropriate data, the study utilized a Likert scale, weighted mean, and standard deviation to determine the respondents’ levels of awareness and agreement regarding the recruitment and selection process.

Additionally, the Likert scale scoring method was applied to assess the level of knowledge.

Scale	Scale Range	Descriptive Rating	Descriptive Equivalent
4	4.00 – 3.25	Much Aware	(The respondent is very familiar with the topic and can provide detailed information or insights)
3	3.24 - 2.50	Aware	(The respondent is familiar with the topic but may not have as much detailed information)
2	2.49 - 1.75	Slightly Aware	(The respondent is somewhat familiar with the topic but do not have a deep or comprehensive understanding)
1	1.74 - 1.00	Not Aware	(The respondent is unfamiliar with the topic and cannot provide information or insights)

Lastly, the Likert scale scoring method was employed to determine the extent of execution of the recruitment and selection process.

Scale	Scale Range	Descriptive Rating	Descriptive Equivalent
4	4.00 – 3.25	Strongly Agree	The Recruitment and Selection process is fully implemented
3	3.24 - 2.50	Agree	The Recruitment and Selection process is adequately implemented
2	2.49 - 1.75	Disagree	The Recruitment and Selection process is moderately implemented
1	1.74 – 1.00	Strongly Disagree	The recruitment and Selection process are rather implemented.

Ethical Considerations

The researcher strictly adhered to established research ethics. Participation in the study was voluntary, and no respondent was compelled to answer the questionnaire; all decisions to participate or withdraw were fully respected. The questionnaire was administered to 102 nationally funded non-teaching personnel and 27 city-funded non-teaching personnel of DepEd - SDO Baguio City Baguio City. After data collection, the Google Form was set to stop accepting responses, and access was restricted so that only the researcher, using the official agency-issued email, could view and manage the data. Respondent anonymity was ensured by not collecting names or any identifying information.

Moreover, all potential conflicts of interest were carefully considered and appropriately addressed in accordance with the protocols of the Department of Education and the university. The final research report will be formally submitted to the DepEd - SDO Baguio City through a transmittal letter addressed to the Schools Division Superintendent. Additionally, the researcher is willing to present the study’s findings to the HRMPSB members to support data-informed decision-making and the enhancement of human resource management policies.

RESULTS AND DISCUSSIONS

The study examined the level of knowledge and execution of the recruitment and selection process among non-teaching personnel of the DepEd - SDO Baguio City. The findings reveal consistently high

levels of both knowledge and execution, indicating that recruitment and selection procedures are well understood, systematically carried out, and institutionally embedded.

Overall, respondents demonstrated a high level of knowledge of the recruitment and selection process, with a mean score of 3.56 (SD = 0.50), interpreted as Much Aware. Knowledge of the recruitment process yielded a sub-mean of 3.62, with item means ranging from 3.54 to 3.74. The advertising and posting of open positions with minimal qualifying requirements demonstrated the greatest level of expertise, suggesting that transparency and eligibility requirements are clearly communicated and well understood. This reflects effective dissemination of recruitment policies and supports competency-based hiring practices.

Similarly, knowledge of the selection process was rated Much Aware, with a sub-mean of 3.50 and mean scores ranging from 3.38 to 3.64. Respondents exhibited strong familiarity with key stages such as HRMPSB deliberations, comparative assessments, issuance of appointment documents, and posting of appointment results. The relatively lower knowledge score for background investigation indicates that this stage may be less visible to applicants, though it remains within an acceptable level of understanding.

The findings align with AMO Theory, Resource-Based Theory, Institutional Theory, Agency Theory, and Contingency Theory, highlighting that skilled, motivated, and informed personnel, supported by transparent and standardized HR practices, contribute to organizational legitimacy, strategic alignment, and workforce effectiveness. These results validate the effectiveness of SDO Baguio City’s talent acquisition system and support the development of targeted interventions to enhance awareness, procedural compliance, and fair, objective recruitment outcomes.

These findings also support Resource-Based Theory, which emphasizes that organizations strengthen their human capital by institutionalizing transparent and merit-based recruitment systems. High levels of knowledge ensure that applicants and employees recognize the value placed on competence and fairness, reinforcing organizational credibility. In addition, the results align with Institutional Theory, as standardized

procedures reflect conformity to Civil Service Commission and DepEd regulations, reinforcing legitimacy within the public-sector context.

In terms of execution, the findings show a very high level of adherence to recruitment and selection procedures, with an overall mean score of 3.74 (SD = 0.36), interpreted as Strongly Agree. The recruitment process execution obtained a sub-mean of 3.73, with all indicators rated within the Strongly Agree range. Respondents affirmed the consistent posting of vacancies, clarity of memoranda, application of equal employment opportunity principles, and objective evaluation of applicants' qualifications.

The selection process execution also recorded a sub-mean of 3.75, reflecting strong agreement across all indicators. High execution was noted in the conduct of comparative assessments, presentation and posting of results, issuance of Comparative Assessment Results, background investigations, and appointment processing. These results indicate that recruitment and selection practices are not only policy-driven but are also operationally effective.

The strong execution ratings align with Agency Theory, as the use of standardized tools such as Individual Evaluation Sheets and Comparative Assessment Results reduces bias, information asymmetry, and potential favoritism. Transparent documentation and public posting of results serve as monitoring mechanisms that align the interests of management, HR implementers, and applicants. Furthermore, the findings support AMO (Ability–Motivation–Opportunity) Theory, where high levels of knowledge enhance ability, transparent procedures reinforce motivation through perceived fairness, and structured processes provide opportunities for informed participation.

Overall, the convergence of high levels of knowledge and strong execution indicates a robust recruitment and selection system in DepEd SDO Baguio City. The findings confirm that procedural transparency, policy compliance, and competency-based standards contribute to fairness, trust, and efficiency in public-sector human resource management. While the system is generally effective, improving communication regarding less visible stages such as background

investigation may further strengthen stakeholder understanding and confidence.

CONCLUSIONS AND RECOMMENDATION

Based on the findings of the study, it can be concluded that non-teaching personnel of DepEd SDO–Baguio City demonstrate a high level of knowledge, adherence, and confidence in the recruitment and selection processes. The consistently high mean scores indicate that personnel not only understand established recruitment and selection procedures but are also prepared to act on them, ensuring that knowledge is translated into effective execution. The strong agreement ratings across indicators reflect comprehensive understanding, compliance with recruitment standards, and positive perceptions of the process's effectiveness.

These results suggest that the recruitment and selection system is well-communicated and effectively executed, promoting transparency, objectivity, and systematic procedures that are clearly understood and positively received by non-teaching staff. The strong internal alignment observed underscores adherence to organizational policies and reinforces a fair and efficient recruitment framework within DepEd SDO–Baguio City.

Moreover, the execution of recruitment and selection processes by the Human Resource Merit Promotion and Selection Board reflects the organization's commitment to quality management principles and compliance with internal policies, departmental issuances, and external regulatory standards. This execution demonstrates the organization's capacity to deliver quality services while ensuring legal compliance and stakeholder satisfaction. However, the findings also indicate areas that require further strengthening, particularly in comparative assessment or open ranking, posting of comparative results, background investigation, timely posting of appointment notices, and maintaining impartiality and objectivity in evaluating applicants' qualifications and competencies. These areas suggest that personnel knowledge varies across specific recruitment stages, emphasizing the need for continuous improvement. Overall, employees' knowledge of recruitment and

selection processes reflects the Department's consistent execution of existing policies, standards, and regulations. Higher levels of knowledge and execution indicate a strong foundation for enhancing recruitment practices and support the development of targeted improvement initiatives to address remaining gaps in the recruitment and selection process of DepEd SDO–Baguio City.

The Human Resource Merit Promotion and Selection Board (HRMPSB) members and Secretariat may further strengthen the existing foundation of knowledge and adherence to recruitment and selection policies among non-teaching personnel of the Department of Education in a highly urbanized city. To sustain and enhance this foundation, the conduct of targeted capacity-building initiatives is recommended to deepen understanding and support consistent execution of established procedures. The HRMPSB is encouraged to develop and adopt formal resolutions aimed at standardizing and clarifying comparative assessment procedures, ensuring the timely and transparent posting of results, strengthening the rigor of background investigations, and reinforcing objectivity in applicant evaluation. Furthermore, the integration of periodic audits and structured feedback mechanisms is recommended to promote continuous improvement, address procedural gaps, and sustain transparency, trust, and integrity in the execution of the recruitment and selection process.

Acknowledgement

With sincere appreciation, the researcher would like to extend his sincere and heartfelt gratitude to the following who greatly contributed to the completion of this study.

First and foremost, the researcher would want to give back the honor and glory to the Almighty God for the courage, good health, wisdom, and understanding that He had given to the researcher to continue and finish this study to its completion. Dr. John V. Balanquit, the dean of the Graduate School of Business Administration and Accountancy, and Dr. Donnavila B. Panday PhD, J.D. the thesis adviser, for their unwavering guidance and assistance.

Dr. Marilou Saong, Dr. Candido Perez and Dr. Kareen B. Leon for their endless effort in imparting their knowledge on how to make this study possible. Gratitude for all the love, support, and encouragement is extended to the proponent's family, especially his wife, Augie Perl A. Simangan who is always there to give support and encouragement.

The respondents, for their time and cooperation in completing the questionnaire.

DECLARATION OF GENERATIVE AI USE IN THE WRITING PROCESS

The authors declare that generative artificial intelligence tools were used during the writing process of this manuscript. Specifically, ChatGPT was utilized to assist with language refinement, restructuring of sentences, and improvement of clarity and coherence.

The use of these tools was limited to editorial and language support only. All substantive content, data interpretation, analysis, conclusions, and scholarly judgments are the sole responsibility of the authors. The authors carefully reviewed and edited all AI-assisted content to ensure accuracy, originality, and compliance with academic and ethical standards.

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