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# Recruitment & Selection Guidelines

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VERSION 3.0

Office for Human Resources Management & Development  
UNIVERSITY OF MALTA |MSIDA

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# Recruitment and Selection Guidelines

## 1. Scope

- 1.1 These are the procedures of the Council of the University of Malta (“**Council**”) to determine the composition of Selection Boards which are authorised to conduct a process of evaluation of the merits and suitability of candidates seeking to be recruited by the UM in the following streams:
  - (a) Resident Academics;
  - (b) Teaching Associates/Senior Teaching Associates;
  - (c) Academic Staff at the Gian Frangisk Abela Junior College (“**JC**”);
  - (d) Administrative, Technical and Industrial Staff;
  - (e) Management Staff; and
  - (f) Other contractual roles.
- 1.2 Guidelines for selection boards of Research Support Officers can be found in a separate document in [www.um.edu.mt/operatingprocedures/doc/ZPS-001-03](http://www.um.edu.mt/operatingprocedures/doc/ZPS-001-03).
- 1.3 The Selection Boards are to present recommendations for employment for Council’s consideration and approval.
- 1.4 This document is intended to describe the selection process and to provide guidelines for Selection Board members’ conduct during such process.

## 2. Definitions

- 2.1 In these Guidelines, unless the context otherwise requires, the following terms shall have the meaning attributed to them below:
  - (a) **Administrative Director** Director of the UM Administrative Directorate within which the Vacancy is to be filled
  - (b) **Applicant** An applicant for a Vacancy
  - (c) **Call** The call for applications issued by UM pursuant to a Vacancy
  - (d) **Candidate** An Applicant who is shortlisted and thus called for an interview
  - (e) **Chair** The chairperson of the Selection Board
  - (f) **COI** A Conflict of Interest, which shall have the meaning attributed to it in section 7.1(a)
  - (g) **Council** The UM Council
  - (h) **CV** *Curriculum Vitae*
  - (i) **Dean** Dean of the Faculty within which the Vacancy is to be filled
  - (j) **Department** A department within a Faculty
  - (k) **Faculty** A UM faculty
  - (l) **Guidelines** This document, inclusive of any Appendices
  - (m) **HRMD** The UM Office for Human Resources Management and Development

(n) <b>ICS</b>	A University of Malta Institute, Centre or School
(o) <b>ICS Chair</b>	The Chair of the UM Institute, Centre or School within which the Vacancy is to be filled
(p) <b>ICS Director</b>	The Director of the UM Institute, Centre or School within which the Vacancy is to be filled
(q) <b>JC</b>	Gian Frangisk Abela Junior College
(r) <b>Head of Department or Line Manager</b>	The ICS Director, Head of Department, JC Subject Coordinator, Head of Division or such other person directly responsible for the supervision of the employee who shall fulfil the Vacancy
(s) <b>Perceived COI</b>	A Perceived Conflict of Interest, meaning a situation in which reasonable, well-informed persons would believe that a Selection Board may have a Conflict of Interest
(t) <b>Post</b>	Any position within the employment streams referred to in section 1.1
(u) <b>Rector</b>	The University of Malta Rector
(v) <b>Selection Board</b>	A selection board set up for a given Vacancy, as described in section 1.1 and composed as set out in section 5
(w) <b>Selection Criteria</b>	This shall have the meaning attributed to it in section 8.2(a)
(x) <b>Shortlist</b>	This shall have the meaning attributed to it in section 4.1
(y) <b>UM</b>	The University of Malta
(z) <b>UM Consanguinity Policy</b>	The UM Consanguinity/Affinity/Dual Relationship Policy in relation to Examiners/Supervisors and Students, available <a href="#">here</a>

2.2 A reference to a 'section' shall mean a reference to a provision of these Guidelines.

2.3 A reference to an 'Appendix' shall mean a reference to an appendix of these Guidelines, which shall constitute an integral part hereof.

2.4 The headings in this Guidelines are inserted for convenience only and shall not affect its construction.

2.5 In these Guidelines, unless the context otherwise requires, words in the singular include the plural and in the plural include the singular.

2.6 In these Guidelines, any phrase containing the term "include", "including", "in particular" or any similar expression will be construed as illustrative and will not limit the meaning or sense of the words preceding that term.

### 3. Issuing the Call for applications

3.1 Before a call is issued, the respective Dean, ICS Director, the JC Principal or Administrative Director (as applicable) should be consulted before the post is created. After consultation, the Dean, ICS Director, the JC Principal or Administrative Director (as applicable), in consultation with the respective Head of Department or Line Manager shall liaise with HRMD for the Call to be drafted.

3.2 HRMD shall process the Call for the approval of the Rector and the Finance Director, and shall obtain the countersignature of the Line Manager and the respective Dean/Director.

3.3 Following approval, the Call shall be advertised on the UM website and any other media as necessary.

#### 4. Preparing the Shortlist Report

4.1 At the end of the period allowed for the receipt of applications, HRMD will provide the Line Manager with a list of applicants, and a copy of the applications and the CVs received, in order for the Head of Department or Line Manager to produce a shortlist report (the "Shortlist").

4.2 The Shortlist will specify those candidates who have not met the objective criteria set out in the Call, or any other objectively-justifiable reason. Such candidates will be marked as 'not shortlisted'.

4.3 All other candidates will be marked as '*shortlisted for interview*'.

4.4 In the case of an internal Call, it is to be ensured that applicants have a Council appointed post.

#### 5. Composition of Selection Boards

##### 5.1 Resident Academics & Teaching Associates/Senior Teaching Associates

The composition of Boards in the event of Vacancies for Resident Academics, Teaching Associates and Senior Teaching Associates shall be as follows:

- (a) The Rector or his delegate (as Chair);
- (b) The Dean or the ICS Chair;
- (c) The Head of Department or Line Manager;
- (d) If (b) and (c) are the same person, the Deputy Dean or another senior member of academic staff of the respective Department or ICS;
- (e) An academic member of staff from outside the Faculty or ICS concerned, as approved by Council;
- (f) A member of Council who is not a UM employee; and
- (g) Any other technical expert(s) appointed at the Rector's discretion, in the event that the Rector considers such expertise beneficial to the selection process. Technical expert(s) act as an observer(s) and have no voting rights. The technical expert(s) role is limited to questioning during the interview and they must withdraw from the room during the deliberations on selection and ranking.

##### 5.2 Academic Staff at JC

The composition of Boards for Academic Staff at JC is as follows:

- (a) The Rector or his delegate (as Chair);
- (b) The JC Principal;
- (c) The respective Area Coordinator;
- (d) The respective Subject Coordinator;
- (e) If (c) and (d) are the same person, another JC Area Coordinator;

- (f) A member of Council who is not a UM employee; and
- (g) Any other technical expert(s) appointed at the Rector's discretion, in the event that the Rector considers such expertise beneficial to the selection process. Technical expert(s) act as an observer(s) and have no voting rights. The technical expert(s) role is limited to questioning during the interview and they must withdraw from the room during the deliberations on selection and ranking.

### 5.3 Administrative, Technical and Industrial Staff; Contractual and Management Staff

The composition of Boards of Administrative, Technical and Industrial staff, and Contractual and Management staff (whether falling under the applicable collective agreement or on a contract basis) is as follows:

- (a) The Rector or his delegate (as Chair);
- (b) The Line Manager as applicable;
- (c) Two (2) members appointed by the Rector after consultation with the relevant Dean/ICS Chair/JC Principal/Administrative Director, of which at least one member must be from a different Department/unit than the Department/unit within which the Vacancy is to be filled;
- (d) A member of Council who is not a UM employee;
- (e) Any other technical expert(s) appointed at the Rector's discretion, in the event that the Rector considers such expertise beneficial to the selection process. Technical expert(s) act as an observer(s) and have no voting rights. The technical expert(s) role is limited to questioning during the interview and they must withdraw from the room during the deliberations on selection and ranking; and
- (f) In the case of recruitment at the highest administrative positions at the equivalent level of Administrative Director or higher, two (2) Pro-Rectors will also form part of the Selection Board.

## 6. Establishing the Selection Board

6.1 Once the Rector confirms the composition of a Selection Board in accordance with the above, and once a list of applicants eligible for interview is drawn up by the respective Line Manager as described in section 4, all members of the Selection Board are notified in advance about the date for interview.

6.2 Every effort is made to ensure that all Selection Board members are present for the interviews. Should any Selection Board member be unable to attend for one or more of the interviews set up for a particular Vacancy, in the event that:

- (a) The said absence is due to unavoidable circumstances; and
- (b) The Dean/ICS Chair/JC Principal/Administrative Director (as applicable) or the Line Manager is present; and
- (c) The member of Council is present; and
- (d) A minimum of four (4) Selection Board members are present (inclusive of the members referred to in (b) and (c) hereabove,

the Chair of the Selection Board may decide to proceed with the interviews, provided that they deem that the Selection Board members present collectively have sufficient technical and administrative competence to conduct the interviews.

6.3 If the Chair elects to proceed with the interviews as detailed in section 6.2, the Selection Board members who are absent for one or more of the interviews, automatically forfeit their right to participation in the selection process. In such event, only the Selection Board members actually present for the interviews of all interviewed applicants shall be deemed to constitute the Selection Board for the Post in question; provided that presence of any Selection Board member by video-conferencing means shall be construed as 'actual' presence by the said Board Member for the purposes of this section 6.3.

## 7. Responsibility of Selection Board Members

### 7.1 Conflict of Interest (COI)

- (a) A **"Conflict of Interest" (COI)** is a situation in which a Selection Board member may be influenced in the performance of their duties by considerations relating to their private, personal, or (non-UM related) professional interest, whether of a pecuniary or otherwise, and includes a perceived COI.
- (b) A COI is detrimental to the interview and selection process because it compromises the Selection Board members' ability to conduct their duties fairly and objectively.
- (c) The Chair and all Selection Board members are required to sign a declaration form in advance of the interview stage of the selection process, as issued by HRMD, confirming that they have no COI. In the event of a COI, the Selection Board member concerned will not be able to participate in the selection process.
- (d) Examples of a COI include instances where the Selection Board member:
  - (i) Is the spouse or partner, or is in or has been in an intimate relationship with, or is a close relative of, any Applicant (see the [UM Consanguinity Policy](#));
  - (ii) Is a business associate, who in the preceding twelve (12) months has conducted business with, or has been an employer or employee of any Applicant;
  - (iii) Was or is currently in any litigation with any Applicant;
  - (iv) Has or has had any serious dispute or conflict with, any Applicant;
  - (v) Is a rival or direct competitor of any Applicant;
  - (vi) Was directly or indirectly coerced, solicited, threatened or intimidated by an Applicant or by any third party acting such Applicant's behalf;
  - (vii) Was directly or indirectly coerced, solicited, threatened or intimidated by any third party to act in a manner that is detrimental to any Applicant; or
  - (viii) Currently acts, or has, in the preceding twelve (12) months, acted as a supervisor of a thesis or dissertation to any Applicant.
- (e) Selection Board members, are to notify the Chair immediately if, at any stage prior to or during the selection process, a COI arises on their part, providing the Chair with such details as the Chair may consider necessary in order to assess the said COI. In such event, the following shall apply:
  - (i) Such Selection Board members shall recuse themselves; or

- (ii) In the event that the said Selection Board members do not consider it necessary to recuse themselves, the Chair shall evaluate the extent of the COI as notified to them and, in the event that the Chair confirms, in their absolute discretion, that the COI is such as to compromise the respective Selection Board members' ability to conduct their duties fairly and objectively, shall require the said member to recuse themselves. The decision of the Chair on this matter shall be final.
- (f) The Chair, in consultation with the Rector, shall replace any recused Selection Board member with an alternative member who the Chair considers, in their discretion, aptly fulfils the intended role of the recused Selection Board member.
- (g) In situations where a Selection Board member is conflicted by virtue of that stated in section 7.1(d)(viii), the said member may participate in the deliberations of the Selection Board, but withdraw from the Selection Board when the other members move to make the final decision. Alternatively, the Rector may decide to replace the conflicted Selection Board member by another expert, where this decision is appropriate and practical. The decision of the Rector on this matter shall be final.
- (h) In the event that Chairs, in the course of their work on the Selection Board, become cognisant of the existence of a COI on the part of any Selection Board member, which COI has not been duly notified to them as stipulated in paragraph (e) hereof, the Chair shall suspend the work of the respective Selection Board and shall consult with the Rector and the HRMD Director in order to decide on the most appropriate manner of resolving the matter.

## **7.2 Ethical Behaviour during the Interview Process**

- (a) The interview process is expected to appraise the competence and suitability of candidates for the purposes of fulfilling the Vacancy.
- (b) While any member of the Selection Board may ask any question or request any information which is intended to assess a candidate in terms of the predetermined criteria as described in the Call, Selection Board member shall ensure that:
  - (i) They treat candidates and other Selection Board members in a cordial and respectful manner;
  - (ii) They do not ask any questions that are, or may reasonably be considered to be, sexist, ageist, racist, or are otherwise unlawfully discriminatory;
  - (iii) They do not divulge any information on the outcome on the proceedings or the selection process to any third parties other than Council, or as otherwise duly authorised by Council, or as required by law;
  - (iv) They do not give any candidate an unfair advantage over others or treat any candidate unfairly; and
  - (v) They report to the Chair any cases of solicitation, intimidation or any other cause that may reasonably hinder them from conducting their duty equitably, or which may be perceived to be a Conflict of Interest.
- (c) The Chair has the prerogative to request any member of the Selection Board to withdraw from the selection process if, the Chair, in their reasonable opinion, considers that the behaviour of any such members could in any manner compromise



the conduct of the selection process. In such cases, the Chair may request the Rector to appoint a suitable replacement to serve on the Selection Board.

(d) Selection Board members may also refer to Appendix A for further guidance.

## 8. Selection Board – Initial Procedures

### 8.1 Confirmation of the Shortlist

- (a) Prior to a Selection Board meeting to conduct the Interviews, the Chair will consult with the Head of Department or Line Manager who drew up the Shortlist; if there are outstanding issues that need clarification, the HR Director will be consulted to discuss and confirm the shortlist for interview.
- (b) Only shortlisted Applicants will be called for an interview.
- (c) A complete list of applicants will be sent to Selection Board members prior to the Selection Board meeting.
- (d) If any member of the Selection Board disagrees with the Shortlist, the Selection Board member should notify the Chair of this fact in advance of the interview and may request that an excluded Applicant be included. In the event of the consensus of the Selection Board (which may be confirmed by means of email communication to such effect), the Shortlist will be amended accordingly. If the Selection Board cannot reach consensus on the Shortlist, the default position will be that all Applicants will be interviewed. Any changes to the Shortlist are to be documented in the Selection Board report.
- (e) When the Selection Board meets to conduct the interviews, the Chair will request the Head of Department or Line Manager (being the person responsible for drawing up the Shortlist), to explain the decisions contained in the Shortlist, particularly in relation to those Applicants that were not shortlisted. The Shortlist must be unanimously accepted and endorsed by all the Selection Board members before the interviews can proceed.
- (f) A Selection Board also has the prerogative to call Candidates more than once for interview, before making its final recommendation to Council.

### 8.2 Establishing the Selection Criteria

- (a) The selection process must be conducted in conformity with the conditions set out in the Call and in accordance with a set of pre-agreed selection criteria (the “**Selection Criteria**”).
- (b) Prior to the commencement of interviews, the Selection Board shall establish the Selection Criteria and shall allocate a marking scheme based on the said criteria, as described below.
- (c) UM acknowledges that there is an element of objectivity and subjectivity in any Selection Criteria chosen as may be appropriate and therefore any marking scheme adopted should not be algorithmic and can never be reduced to an absolute and deterministic measure of a person’s ability and suitability for the post.
- (d) It is the subjective but informed judgement of the interviewers drawing from their experience and expertise which constitutes the essence of the selection process. In

principle, the selection process shall ultimately rely on the combined skills and competences of the persons constituting the Selection Board to arrive to a fair and correct conclusion.

### **8.3 Marking Scheme and Marking Procedure**

- (a) In accordance with section 8.2 (b), the Selection Board is to agree on the Selection Criteria and the appropriate weighting for each according to the requirements of the Call.
- (b) A typical set of Selection Criteria would include:
  - (i) Relevant academic qualifications;
  - (ii) Relevant academic/work experience;
  - (iii) Aptitude and suitability; and
  - (iv) Performance in interview.
- (c) The Selection Board will use a total mark of hundred (100) and allocate a proportion of the total to each criterion. These marks will form the basis for the ranking of the Candidates.
- (d) Once the criteria and respective marking scheme have been established, the interviewing process can begin. Each member of the Selection Board is given the opportunity to ask questions and is expected to mark each Candidate separately.
- (e) The Chair, as the moderator of the interviewing process, must ensure that the questions asked are fair, equitable and not advantageous to any Candidate, and are intended to assist the Selection Board to evaluate the respective Candidate in accordance with the set criteria within the context of the Call.

## **9. Interview Focus – Guidelines for Selection Board Members**

In the spirit of transparency, it is important to expand further on what UM is looking for when assessing Candidates during an interview. The below constitutes guidance for Selection Board members during the interview process in respect of each of the Selection Criteria.

### **9.1 Resident Academic Posts**

#### **(a) Relevant Academic Qualifications**

When assessing relevant academic qualifications, one considers:

- (i) the relevance of the qualifications concerned to the field targeted by the Call;
- (ii) the calibre and prestige of the awarding Institution/s particularly in the field in question;
- (iii) the qualifications obtained at undergraduate, post-graduate and doctoral level and relevant degree transcripts.

Selection Board members must also be aware of the following:

- (i) The applicable UM Academic Staff Collective Agreement provisions regarding the possession of a PhD or equivalent research-based doctorate, and UM's position on professional doctorates; and

- (ii) The Council decision regarding the award of the grade of ‘Associate Professor’ or ‘Professor’ [14 February 2020] which stipulates that only Applicants who already hold the professorial grade at UM or at another university or research institute of repute, can be forwarded for Council approval at a professorial grade. A “university of repute” is defined as one which ranks with the first one thousand (1,000) universities in the world.

(b) Relevant Academic/Work Experience

When assessing relevant academic/work experience, one considers five main components:

- (i) Teaching and lecturing: including the duration and scope of overall teaching experience; training received in pedagogy and student evaluation; course work and assessment developed; and experience with educational technologies;
- (ii) Research portfolio: including the quantity and quality of publications, patents, and research grants secured; research projects managed; and Masters and PhD students supervised;
- (iii) Academic administration and leadership: including the Candidate’s contribution to academic processes in a supportive or leadership position (and other related duties) at a higher educational institution or the education system in general or to society through one’s academic and related professional expertise;
- (iv) Outreach portfolio: including international contacts and cooperation; participation in/ membership of international peer-groups; collaboration with industry and civil society; knowledge and technology transfer; and professional consultancy; and
- (v) Professional experience: including professional experience gained from outside academia which may bring added value to the academic role.

In this respect, some Calls require a Selection Board to give due recognition to the technical/practical work experience of a Candidate – e.g. when choosing to recruit a Resident Academic in Engineering or the Performing Arts. In such cases, the practitioner-related skills of a Candidate evidenced by years of technical/practical experience in the related respective field shall be valorised alongside academic achievements.

(c) Aptitude and Suitability

When determining aptitude and suitability for a resident academic post, one considers the following:

- (i) Mastery of the field of interest: an assessment of how confident, well-versed and authoritative a Candidate is in the field of interest stipulated by the Call;
- (ii) Mobility experience: the UM recognizes the value of all forms of mobility, within the candidates’ career, as a means for enhancing their own professional development;

- (iii) Intellectual calibre: how critically insightful, argumentatively robust, and informed a Candidate is with regards to scholarly argumentation in general, or when expressing an opinion even beyond the scope of the Call;
- (iv) Commitment to academia: how much a Candidate exhibits commitment to research and student achievement and commitment to the academic life-style and the responsibility that this entails;
- (v) Aptitude towards teaching: how much of a positive disposition a Candidate has towards teaching (are students likely to be inspired by this Candidate's delivery in lecturing fora?);
- (vi) Aptitude towards research: how much a Candidate demonstrates an appetite for scholarship and an innate inquisitiveness (are the Candidate's research objectives stated clearly and are they aligned with the post?);
- (vii) Aptitude towards outreach: to what extent the Candidate shows a disposition and capacity to apply know-how for the betterment of society and the economy and to conduct international cooperation;
- (viii) Team-work: how well disposed a Candidate is to working with others or in a group; and
- (ix) Communication skills: how well a Candidate can communicate with others, can listen and can convey their opinions, knowledge, and beliefs.

The considerations above are to be made in the light of:

- The CV and any other written statements submitted by the Candidates;
- The references received on behalf of each Candidate; and
- The information conveyed and opinions expressed by the Candidates during the interview.

(d) Performance in Interview

- (i) This criterion goes beyond the substance of what is said in the interview, but should concentrate mostly on the verbal and non-verbal communication of each Candidate during the interview;
- (ii) Proficiency and competence in the English language is essential and is also to be assessed during the interview. For posts related to other languages, expertise in those languages are also required.
- (iii) A Candidate is expected to:
  - Convey confidence but not arrogance;
  - Convey clarity of thought without being patronising or pedantic;
  - Project a presence and to do so naturally;
  - Be truthful and respectful; and
  - Be prepared to listen but also to defend their views with vigour and conviction.

(e) Additional Selection Criteria

- (i) A Selection Board may decide to adopt additional Selection Criteria beyond those described, should they feel that the nature of the discipline or the Call concerned warrants additional selection criteria. For example, in the case of the Performing Arts, an audition may be deemed necessary; in the case of Fine Art and Design, a portfolio of works may need to be presented.

- (ii) Moreover, a Selection Board may decide to ask Candidates to prepare a technical presentation on some pre-selected theme or to submit a technical paper to facilitate short-listing or final selection.

## 9.2 Teaching Associates/Senior Teaching Associates

### (a) Relevant Academic Qualifications

When assessing relevant academic qualifications, one considers:

- (i) the relevance of the qualifications concerned to the field targeted by the Call;
- (ii) the calibre and prestige of the awarding Institution/s particularly in the field in question;
- (iii) the various qualifications obtained at undergraduate, post-graduate and doctoral level; and
- (iv) the performance and where relevant degree-classification of each qualification.

### (b) Relevant Academic/Work Experience

When assessing relevant academic/work experience, one considers four main components:

- (i) Teaching and lecturing: including the duration and scope of overall teaching experience; training received in pedagogy and student evaluation; course work and assessment developed; and experience with educational technologies;
- (ii) Academic administration and leadership: including the Candidate's contribution to academic processes in a supportive or leadership position (and other related duties) at a higher educational institution or the education system in general or to society through one's academic and related professional expertise;
- (iii) Outreach portfolio: including participation in/ membership of international peer-groups; collaboration with industry and civil society; knowledge and technology transfer; and professional consultancy; and
- (iv) Practitioner-related skills: some Calls require a Selection Board to give due recognition to the technical/practical work experience of a candidate. In such cases, the practitioner-related skills of a candidate evidenced by years of technical/practical experience in the related respective field shall be valorised alongside academic achievements.

### (c) Aptitude and Suitability

When determining aptitude and suitability for a Teaching Associate/Senior Teaching Associate post, one considers the following:

- (i) Mastery of the field of interest: an assessment of how confident, well-versed and authoritative a Candidate is in the field of interest stipulated by the Call;

- (ii) Mobility experience: the UM recognizes the value of all forms of mobility, within the candidates' career, as a means for enhancing their own professional development;
- (iii) Intellectual calibre: how critically insightful, argumentatively robust, and informed a Candidate is with regards to scholarly argumentation in general, or when expressing an opinion even beyond the scope of the Call;
- (iv) Commitment to academia: how much a Candidate exhibits commitment to student achievement and commitment to the academic life-style and the responsibility that this entails;
- (v) Aptitude towards teaching: how much of a positive disposition a Candidate has towards teaching (are students likely to be inspired by this candidate's delivery in lecturing fora?);
- (vi) Aptitude towards outreach: to what extent the Candidate shows a disposition and capacity to apply know-how for the betterment of society and the economy and to conduct international cooperation;
- (vii) Team-work: how well disposed a Candidate is to working with others or in a group; and
- (viii) Communication skills: how well a Candidate can communicate with others, can listen and can convey their opinions, knowledge, and beliefs.

The considerations above are to be made in the light of:

- The CV and any other written statements submitted by the Candidates;
- The references received on behalf of each Candidate; and
- The information conveyed and opinions expressed by the Candidates during the interview.

(d) Performance in Interview

- (i) This criterion goes beyond the substance of what is said in the interview, but should concentrate mostly on the verbal and non-verbal communication of each Candidate during the interview;
- (ii) Proficiency and competence in the English language is essential and is also to be assessed during the interview. For posts related to other languages, expertise in those languages are also required.
- (iii) A Candidate is expected to:
  - Convey confidence but not arrogance;
  - Convey clarity of thought without being patronising or pedantic;
  - Project a presence and to do so naturally;
  - Be truthful and respectful; and
  - Be prepared to listen but also to defend their views with vigour and conviction.

(e) Additional Selection Criteria

- (i) A Selection Board may decide to adopt additional Selection Criteria beyond those described, should they feel that the nature of the discipline or the Call concerned warrants the same. E.g. in the case of the Performing Arts, an audition may be deemed necessary; in the case of Fine Art and Design, a portfolio of works may need to be presented.

- (ii) Moreover, a Selection Board may decide to ask Candidates to prepare a technical presentation on some pre-selected theme or to submit a technical paper to facilitate short-listing or final selection.

### 9.3 Academic Posts at the JC

#### (a) Relevant Academic Qualifications

When assessing relevant academic qualifications, one considers:

- (i) the relevance of the qualifications concerned to the field targeted by the Call;
- (ii) the calibre and prestige of the awarding Institution/s particularly in the field in question;
- (iii) the various qualifications obtained at undergraduate and post-graduate level; and
- (iv) the degree-classification of each qualification.

#### (b) Relevant Teaching/Work Experience

When assessing relevant teaching/work experience, one should consider the following:

- (i) Predominantly a Candidate's *Teaching Portfolio* which includes the Candidate's:
  - track-record of teaching ideally at post-secondary level, but, also at other levels;
  - participation in syllabus design, and in assessment and examination boards, if any;
  - compilation or publication of text-books, notes, or other pedagogical materials, if any;
  - demonstrable experience of leadership in the teaching of the subject up to post-secondary level, if any; and
  - scholarly research or outreach publications related to or intended to stimulate best-practice in the teaching of the subject, if any.

Additionally, one may consider:

- (ii) Any technical/practical work experience in relation to the post;
- (iii) Overall career progression, including any positions of responsibility held; and
- (iv) Any experience in educational administration, general administration, or management.

#### (c) Aptitude and Suitability

When determining aptitude and suitability for an academic post at the JC, one considers the following:

- (i) Mastery of the subject of interest: an assessment of how confident, well-versed and authoritative a Candidate is in the field of interest stipulated by the Call;

- (ii) Intellectual calibre: how critically insightful, argumentatively robust, and informed a Candidate is with regards to scholarly argumentation in general, or when expressing an opinion even beyond the scope of the Call;
- (iii) Aptitude towards teaching and mentorship at post-secondary level: how much of a positive and caring disposition a Candidate has towards teaching at this level and towards the character-formation of youth;
- (iv) Academic Leadership qualities demonstrated: how much a Candidate is driven to promote best-practice in the teaching and assessment of the relevant subject through research and publications, development of pedagogical tools and materials; and through extracurricular and outreach initiatives;
- (v) Team-work: how well disposed a Candidate is to working with others or in a group; and
- (vi) Communication skills: how well a Candidate can communicate with others, can listen and can convey their opinions, knowledge, and beliefs.

The considerations above are to be made in the light of:

- The CV and any other written statements submitted by the Candidates;
- The references received on behalf of each Candidate; and
- The information conveyed and opinions expressed by the Candidates during the interview.

(d) Performance in Interview

- (i) This criterion goes beyond the substance of what is said in the interview, but should concentrate mostly on the verbal and non-verbal communication of each Candidate during the interview;
- (ii) Proficiency and competence in the English language is essential and is also to be assessed during the interview. For posts related to other languages, expertise in those languages are also required.
- (iii) A Candidate is expected to:
  - Convey confidence but not arrogance;
  - Convey clarity of thought without being patronising or pedantic;
  - Project a presence and to do so naturally;
  - Be truthful and respectful; and
  - Be prepared to listen but also to defend their views with vigour and conviction.

(e) Additional Selection Criteria

- (i) A Selection Board may decide to adopt additional Selection Criteria beyond those described, should they feel that the nature of the discipline or the Call concerned warrants the same.
- (ii) Moreover, a Selection Board may decide to ask Candidates to prepare a technical presentation on some pre-selected theme or to submit a technical paper to facilitate short-listing or final selection.

## 9.4 Contractual and Management positions and Administrative, Technical & Industrial posts



(a) Relevant Academic Qualifications

When assessing relevant academic qualifications, one considers:

- (i) the relevance of the qualifications concerned to the field targeted by the Call; and
- (ii) the grade obtained or the classification of each qualification.

(b) Relevant Work Experience

One considers the relevance of a person's work experience in the context of and within the scope of the Call.

(c) Aptitude and Suitability

When determining a Candidate's aptitude and suitability, one considers the following:

- (i) Mastery of required skills: an assessment of how confident, well-versed and authoritative a Candidate is in the skills required for the job;
- (ii) Commitment: how much a Candidate exhibits determination to excel in the role and to accommodate and adapt to the exigencies of the job; and
- (iii) Team-work: how well disposed a Candidate is to working with others or in a group; and
- (iv) Communication skills: how well a Candidate can communicate with others, can listen and can convey their opinions, knowledge, and beliefs.

The considerations above are to be made in the light of:

- The CV and any other written statements submitted by the Candidates;
- The references received on behalf of each Candidate; and
- The information conveyed and opinions expressed by the Candidates during the interview.

(f) Performance in Interview

- (i) This criterion goes beyond the substance of what is said in the interview, but should concentrate mostly on the verbal and non-verbal communication of each Candidate during the interview;
- (ii) Proficiency in language(s) particularly in English is essential, but, nonverbal communication is equally crucial, including body language, posture, and eye contact amongst others.
- (iii) A Candidate is expected to:
  - Convey confidence but not arrogance;
  - Convey clarity of thought without being patronising or pedantic;
  - Project a presence and to do so naturally;
  - Be truthful and respectful; and
  - Be prepared to listen but also to defend their views with vigour and conviction

(d) Additional Selection Criteria

- (i) A Selection Board may decide to adopt additional Selection Criteria beyond those described.

- (ii) Moreover, a Selection Board may decide to ask Candidates to prepare a technical presentation on some pre-selected theme or to submit a technical paper or may be asked to sit for tests to facilitate short-listing or final selection.

## 10. Selection Board – Concluding Procedures

- 10.1 At the end of the interviewing process, when all members of the Selection Board are satisfied that they are in possession of the information necessary to facilitate their judgement, each Selection Board member is expected to list the interviewed candidates in order of merit according to the percentage marks attributed by them to the Candidates – this is referred to as the *initial ranking* of the Candidates.
- 10.2 At this stage, the Chair invites each Selection Board member to present to the other members the Candidates they feel deserve further consideration based on their initial rankings, with a clear motivation as to why they feel certain Candidates deserve further consideration and why others do not.
- 10.3 The opinion expressed by each Selection Board member, and the ensuing discussion, is intended to enable the Selection Board to converge towards a common decision about the ranking of the successful Candidate(s). The definitive ranking of Candidates will reflect the result of this internal discussion.
- 10.4 If consensus is not reached on the ranking of the most suitable Candidates, and further information is required to assist with the decision, the Selection Board may decide to call the most suitable Candidates for further interviews.
- 10.5 If consensus is still not reached and the process of discussion has been exhausted, the most deserving Candidate is decided by absolute majority (fifty percent plus 1) of Selection Board members.
- 10.6 A Selection Board member is free to write a minority report in respect of a given selection process hereunder, which minority report is addressed to the President of Council, in the event that they feel that any matter of substance or procedure should be brought to the attention of Council when considering the Selection Board's recommendation.
- 10.7 At the conclusion of the interview process, the Chair will request each Selection Board member to sign a report to confirm the recommendation to be made to Council, including the definitive ranking and order of merit of successful Candidates (the "*Selection Board Report*"). In order to facilitate matters, HRMD will provide the Chair with a template of the Selection Board Report, to be duly completed, which template HRMD may update from time to time.
- 10.8 The Selection Board Report:
  - (a) Is to include a summary of the whole selection process including details of all applications, criteria and weighting, interviews held and final results;
  - (b) Is to identify the Selection Board members and include a reference to any Selection Board member who do not sign the Selection Board Report as above described;
  - (c) Is to clearly state, in the ranking of candidates, which Candidates were successful the selection process (the "**Successful Candidates**") and which Candidates did not successfully conclude the selection process and who therefore cannot be considered for the purposes of filling the Post (the "**Unsuccessful Candidates**");
  - (d) May also include any reference to related minority reports; and

(e) Where applicable indicate the grade in the post to be assigned to the Successful Candidates; this is particularly relevant in the case of Resident Academic posts and academic posts of JC, and this in accordance with the relevant provisions of the applicable collective agreement. The Chair may consult with the HRMD Director to assist where necessary on this issue.

10.9 For the avoidance of doubt, subject to section 6.3, failure by any Selection Board member to sign the Selection Board Report as a result of any of the following:

(a) failure to be present for any interview, the deliberation on the final recommendation to be made to Council as to the ranking of the Candidates, or any other part of the selection process whatsoever;

(b) change or loss of status between the time of the interview and the time of the signature of the Ranking (e.g. a Selection Board member chosen by reason of them being a Council member who is not a UM employee no longer retaining their appointment to Council); or

(c) for any other reason whatsoever,

shall not invalidate the decision of the Selection Board, provided that an absolute majority (fifty percent plus one) of the Selection Board members agree on, and effectively sign, the Selection Board Report.

10.10 All documents pertaining to the process of the Selection Board are subject to the UM retention policy; provided that any documentation held by the individual Selection Board members for the purposes of the Selection Process, whether in paper format or electronic format, and on howsoever media it may be stored, is to be deleted upon the Selection Board Report being signed.

## **11. Recommendations for Council Approval**

11.1 Recommendations of Selection Boards are presented to Council for approval.

11.2 If Council agrees with the recommendations made by the Selection Board, the highest-ranking Successful Candidate/s (as applicable) will be offered employment, subject to the number of vacancies at the time.

11.3 For the avoidance of doubt, only Successful Candidates can be offered employment in the respective Post in the order specified in the Selection Board's Ranking. The said ranking will remain valid for a period of twelve (12) months from the date of approval by Council. The applies to the effect that:

(a) Where the highest-ranking Successful Candidate refuses the employment offer, the employment will be offered to the Successful Candidate being the Runner-Up, and so on and so forth;

(b) Where the employment of any Successful Candidate(s) engaged by UM pursuant to the above is terminated for whatsoever reason during the said twelve (12)-month period, the Successful Runner(s)-Up will remain eligible to be employed for the respective Post up to the end of the twelve (12)-month period from Council's approval.

(c) Where a new vacancy in the same area and with the same conditions is approved within the twelve (12)-month period from the date of approval by Council.

- (d) Following Council's decision, HRMD will proceed to contact all Applicants to inform them of the outcome of their application and to make such job offers to the Successful Candidates as may be required.

## **12. Clarification Process**

- 12.1 Applicants who may wish to receive any clarification or to lodge a complaint about the outcome of their application are invited to write to the HRMD Director via email to '*hrmd@um.edu.mt*' clearly stating their query or basis for complaint within ten (10) working days from receipt by them of the email with the notification of the outcome of their application.
- 12.2 The University will strive to reply to such queries and complaints within thirty (30) working days from the date of receipt of the complaint.

## **13. Reconvening of Selection Board**

The HRMD Director may request:

- (a) the reconvening of a Selection Board;
- (b) the preparation, by the Selection Board, of any report as required by the Rector or Council, and this in order to address any issues that may arise e.g. in order to follow up on complaints or address any queries whatsoever that emerge in relation to the selection process carried out in connection with a given Call.

## Appendix A –

### Guidance on Ethical Behaviour during the Interview Process

- A.1 Confidentiality:** The confidentiality of the Applicants and Candidates needs to be protected at all times; interviewees details should not be discussed or disclosed outside of the Selection Board.
- A.2 Preparation:** Board members should consult the Candidate's application and CV prior to the interviews taking place in order to familiarise themselves with each Candidate's profile.
- A.3 Timekeeping:** All Selection Board members should be at the interviewing venue at least ten (10) minutes prior to the start of the interviews.
- A.4 Presence:** Selection Board members are expected to be present for all interviews and they should never leave the room whilst an interview is under way. In case of emergencies, the Selection Board member should seek permission from the Chair to leave the room between interviews. In such event, the interviews will continue when all Selection Board members are present.
- A.5 Introduction:** The Chair will welcome each Candidate to the interview, introduce the Selection Board members and explain the vacant Post for which the interview will be held. A general question will be asked by the Chair aimed at helping to settle the Candidate and provide Selection Board members with an initial indication of the Candidate's preparation for the interview.
- A.6 Electronic devices:** Electronic devices should only be used to refer to the electronic version of a Candidate's application and CV. Mobile phones should be switched off or put on silent mode. No calls should be taken (or sms/emails/other social or communication media sent) during the interviews especially whilst a Candidate is present. Any urgent calls should be made in between interviews.
- A.7 Interview questions:** No questions concerning the Candidates' personal life or circumstances are permitted.
- A.8 Bias:** All Candidates should be given the same opportunity during the interview. Any bias or favouritism towards a particular Candidate is not permitted.
- A.9 Unconscious bias/discrimination:** Selection Board members must avoid any unconscious bias/discrimination on their part during an interview. This refers in particular to questions based upon circumstances such as age, social background, education, gender, nationality, religion, and marital status.
- A.10 Confidentiality of Selection Board decision:** Selection Board members must not disclose any information pertaining to the selection process or results; neither to the Candidates themselves nor to any other individual who does not form part of the Selection Board.