

Faculty and Staff Policy

Recruitment, Appointment and Development

Effective from 13th December 2022

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I. Foundational provisions

Guiding Principles

The qualifications and aptitude of staff, particularly professors and teaching staff, are critical in providing students with a high-quality academic experience and imparting learning content in such a way as to optimize that knowledge, practical competencies and skills are acquired.

In their respective areas, the Executive Dean and Academy Director are responsible for the quality of staff as well as for creating both the framework and environment that promotes successful teaching and learning. To achieve this goal: clear, transparent, and fair hiring procedures have been established, as well as an environment that reflects the importance of teaching.

Therefore, Triagon seeks to:

- Provide opportunities for the professional development of teaching staff.
- Promote scholarly activities to strengthen the link between education and research.
- Support innovative teaching methods and encourage the implementation of new technologies.

§1 Citation and Interpretation

- (1) These regulations shall be cited as the Staff Policy.
- (2) In these regulations, unless the specific intention applies, (a) words importing the masculine gender include all other genders; (b) words importing the feminine gender include all other genders.
- (3) These regulations are to be read in conjunction with all other Statutes, Regulations and By-laws of Triagon.
- (4) In case of conflict, these regulations shall be subservient to the Constitution.

II. Recruitment

This regulation is designed to ensure that the most qualified and suitable candidates are selected for available positions, and that they are provided with the necessary support and resources to succeed in their roles.

In each department, there should be a continuous planning process in place considering future developments and estimating the staffing needs. From these plans, the type, and qualifications of the candidates to be sought can also be determined.

§2 Organizational and legal framework

- (1) This regulation applies to academic and administrative staff, not including the appointment of full professors.
- (2) The Executive Dean and the Director of Administration oversee the advertising of, and filling of, vacant positions in their respective areas. The Human Resource Department assists them in this endeavor. Directors of facilities and business are to be appointed and dismissed by the President after due consultation with the Director of Administration or the Executive Dean.
- (3) The involvement of external recruitment agencies requires the advance approval of the President.
- (4) All applicants hired by Triagon must possess the necessary residency status and work permits at the time of hire.

§3 Purpose of General Job profiles

- (1) Based on the duties, responsibilities and qualifications for each particular position, the Executive Dean and the Director of Administration of Triagon shall develop clear and comprehensive job profiles that serve the following purposes:
 - The job profile provides detailed information regarding the requirements of a position, which contributes to attracting qualified candidates and guiding the selection process. It enables Triagon to identify such candidates as hold the necessary skills, experience, and qualifications for the vacant position.
 - The job profile outlines the expectations and requirements of a position, which enables Triagon to measure and manage staff performance in an effective manner. It lays the foundation for the annual goal-setting meetings, including but not limited to performance objectives, assessing performance, and the provision of feedback to staff members.

- The job profile assists staff members in identifying opportunities for career development and progression within the Triagon organisation.
- The job profile is the basis for determining appropriate compensation and benefits for a position and to ensure that staff members are compensated fairly and equitably based on their skills, experience, and responsibilities.

§4 Creation and Definition of Job profiles

The following steps are used in Triagon's procedure for creating Job Profiles:

- When a new position is created or an existing position undergoes significant changes, Triagon recognizes the need for a new job profile.
- The Human Resource Department conducts a job analysis involving the gathering of information regarding the responsibilities, duties, tasks, knowledge, skills, and qualifications such as are required for the position.
- Based on the information gathered through the job analysis, a job description can be developed that delineates the specific responsibilities, duties, and tasks associated with the position as approved by the Executive Dean or the Director of Administration involving the Equal Opportunities Officer including educational requirements, relevant work experience, and any necessary certifications or licenses.
- The job profile is reviewed and approved by relevant stakeholders, including the Executive Dean, Director of Administration and the Equal Opportunities Officer, and any other relevant executives or administrators.
- The job profile is disseminated to staff members, particularly those involved in recruitment and selection, to ensure that they possess a clear understanding of the position and its specific requirements.

§5 Job postings

- (1) All positions must be posted in accordance with the requirements of the Malta Accreditation Authority (MFHEA).
- (2) Permanent positions must be posted on Triagon's internal careers page (intranet) for a minimum of five calendar days.
- (3) The Equal opportunities Officer must be informed of all incidences of job posting and should have the opportunity to request amendments if necessary.

§6 Support for applicants

All applicants (both internal and external) must be treated with dignity and given clear and timely information regarding the application process.

§7 Selection procedure

Triagon's Staff Selection procedure consists of the following steps:

- (1) **Application review:** After the application deadline has passed, Triagon will review all applications received to ensure that candidates meet the expected qualifications for the position. Applications that do not meet the stated requirements may be removed from consideration at this stage. Triagon then shortlists the most qualified candidates for further consideration. Shortlisted candidates will be invited for an interview or asked to provide additional information.
- (2) **Interview:** Shortlisted candidates will typically be invited for an interview, which may be conducted in person, by phone, or via video conferencing. The interview may include, but not limited to, questions regarding the candidate's experience, qualifications, teaching philosophy, research interests, and other relevant factors.
- (3) **Selection:** After the interviews have been conducted, the Executive Dean or the Director of Administration (with the support of the Human Resource Department) will select the best candidate for the position. The selection may be based on a combination of factors, including the candidate's qualifications, experience, fit with the department or faculty, and overall potential to positively contribute to Triagon's mission and goals.

The Equal Opportunities Officer will be continuously informed during the whole process. If applicants with a disability apply for a position, the Equal Opportunities Officer must be involved in the selection process to ensure all relevant criteria from his/her particular perspective have been taken into account.

§8 Offer and Acceptance

- (1) The selected candidate will be offered the position, including such details as salary, benefits, and start date. The candidate may have a certain period of time to accept or decline the offer.
- (2) As soon as the selected candidate accepts the offer of employment, Triagon ensures that an appropriate employment contract is signed in a timely manner.
- (3) There is no right of appeal if a position covered by this policy is not filled.
- (4) If an applicant believes that he or she has been discriminated against in the selection process, he or she may raise that concern with the Equal Opportunities Officer.

§9 Onboarding and Induction Training

- (1) Every new employee must go through a compulsory induction program. This contributes to ensuring that new hires can perform their new function's tasks in as rapid and complete a fashion as possible.
- (2) The compulsory induction program is defined and created by the HR department in accordance with the respective function and must be updated on an ongoing basis. It is essential to consult and take into account the requirements of the President, the Executive Dean and the Director of Administration.

III. Appointment of Professors

Detecting staffing needs for full professors is an essential element of overall human resource planning. However, regarding the selection and appointment of full professors there are special additional requirements. To this end, Triagon develops a strategic plan in each academic unit assuming future developments and estimating the staffing needs for full professors.

§10 Job Profiles for Professors

- (1) To be eligible for appointment to full professor, a candidate must hold a terminal degree in their field, possess a clear record of sustained and outstanding performance in teaching, research and service and have been employed as an assistant professor for a minimum of five years. Full professors are expected to continue to make significant contributions to their field and to engage in ongoing professional development, including teaching, research and service activities.
- (2) The specific job profile for full professors are defined by the Executive Dean in consultation with the President and as approved by the Senate. The job profile serves to precisely describe the tasks associated with the position to be filled, as well as the position's integration into the organization of Triagon, so that the individuals responsible for filling the position can accurately assess the suitability of applicants for the advertised position.
- (3) For the field of research, it is necessary to indicate how the position is strategically positioned, if applicable, which focus or areas it is assigned to, and what type of research is expected.
- (4) For the field of teaching, it is necessary to indicate the extent to which the position is expected to contribute to the teaching unit.
- (5) In addition to these two central areas, which must be included in every job profile (albeit weighted with varying emphasis), other requirements, depending on the position to be advertised, such as but not limited to requirements for knowledge transfer (collaboration with companies, third-party research) and requirements for leadership and management competence, must be mentioned if applicable.
- (6) The requirements with regard to research, teaching, and other activities must be weighted according to their significance or their extent in terms of duration.

§11 Advertising the position

- (1) Each position shall be advertised by the President.
- (2) The application deadline must be at least four weeks.
- (3) Applications are to be addressed to the President.
- (4) The announcement shall be made internationally. It shall additionally be published internally on Triagon's internal careers page (intranet).
- (5) Applications must include a comprehensive curriculum vitae, a publication list and a dossier that includes evidence of the candidate's accomplishments in teaching, research and service.

§12 Professorial Selection Board

- (1) The Chairman of the Senate must promptly initiate the appointment and constitution of a Professorial Selection Board upon initiation of a professorial selection procedure.
- (2) The Senate appoints the Chairman and the other members of the Professorial Selection Board. The Professorial Selection Board consists of three to five members, including two to four full professors and a student representative.
- (3) Members nominated by the student group must be enrolled in a master's or doctoral program or pursuing a bachelor's degree, in which they have already earned at least 120 ECTS points. Only fields of study that are directly relevant to the position to be filled are to be considered.
- (4) The Equal Opportunity Officer must be invited to attend every meeting of the Professorial Selection Board when required.
- (5) The Professorial Selection Board may invite experts to act as additional resources for information in its deliberations.

§13 Nomination of the Reviewers

- (1) The members of the Professorial Selection Board decide on a list of possible internal and external Reviewers. At least two Reviewers, including at least one external evaluator, must be appointed from this list.
- (2) Internal evaluators must be full professors of Triagon who have a relevant or related teaching experience and research track.
- (3) External evaluators may not be in a current employment relationship with Triagon and must hold the status of a full professor or equivalent qualification.
- (4) The list of appointed evaluators must be promptly forwarded to the Chairman of the Senate as well as to the President.
- (5) The names must be treated confidentially until interpretation of the expert opinions.

§14 Pre-selection of the Applicants

- (1) The president must promptly forward the applicants' documents to the Professorial Selection Board immediately upon receipt. Within a period of no longer than four weeks following the application, the Professorial Selection Board must review whether the submitted applications meet the announced criteria, and exclude those that do not clearly meet the criteria. The four-week deadline can be extended by the President under extraordinary circumstances.
- (2) If the Professorial Selection Board does not come to a decision regarding a shortlist within the set deadline, the Chairman must then forward all applications to the evaluators.

§15 Internal Candidate Search

- (1) The Professorial Selection Board is responsible for actively contacting additional candidates, if no acceptable candidate has applied or upon request of the Executive Dean
- (2) Active approach of candidates must take place within 14 days after the application deadline. The deadline may be extended by a maximum of 14 days by the President upon request of the Professorial Selection Board.

- (3) An invitation to participate in the appointment procedure as a result of active approach of candidates requires a decision of the Professorial Selection Board as determined by a simple majority. The Chairman of the Professorial Selection Board must inform the candidates in good time about the invitation so that their consent can be obtained before the end of the deadline.
- (4) If such invited candidates agree, they shall be given a period of 14 days to submit their documents. If the documents are submitted within the deadline, they shall be considered as applicants.
- (5) After the conclusion of the search period, the Professorial Selection Board shall inform the President regarding the progress of the search.

§16 Review Process

- (1) The Chairperson shall promptly forward the applications of the candidates who have not been excluded by the Professorial Selection Board after the deadline to the Reviewers. The Reviewers are to be made aware in particular, that when assessing candidates, specifically female life- and career-paths are to be taken into account.
- (2) The Reviewers are expected to submit their expert opinion for each criterion listed in the job profile for each candidate using a Triagon form. The result can be:
 - Fully met
 - Partially met
 - Not met. "Minus"

The evaluation shall also indicate where no information or evidence was available.

- (3) A column titled "remarks" shall be provided for each criterion, in which evaluations can be elucidated and expanded upon, particularly those that are not necessarily immediately evident from the application documents.
- (4) Reviewers must disclose any existing relationships with individual applicants.
- (5) Although the overall assessment by the experts must be based on the foundations provided by the application, it shall nevertheless be future-oriented in the sense of providing an analysis of potential.
- (6) The Chairperson of the Professorial Selection Board shall establish a deadline for the Reviewers, which may comprise 6 to 8 weeks depending on the number of applications. If a Reviewer requests an extension in a timely manner, the Chairperson may (but is not obligated to) grant such an extension.

§17 Shortlist Applicants

- (1) All applications that have been deemed qualified by the Reviewers will be included in a shortlist.
- (2) The Chairman of the Professorial Selection Board is to invite all qualified individuals to an Appointment lecture.

§18 Appointment Presentations

- (1) The presentation of suitable candidates is generally open to the scientific community and the public. The dates are to be announced in an appropriate manner.
- (2) In addition, the members of the Senate, the Equal Opportunities Officer and the members of Triagon shall be informed electronically about this presentation.
- (3) The arrangement of the dates and their announcement is the responsibility of the Chairman of the Professorial Selection Board.
- (4) The presentations are intended to shed light on the applicants' skills that are difficult or impossible to enumerate in written application materials, such as their research personalities and methodological, social, or didactic capabilities.
- (5) A presentation must include a scientific lecture, the topic of which is freely chosen by the applicants.
- (6) Following each presentation, there must be an opportunity for discussion. In addition, the Professorial Selection Board must hold further discussions with the applicant about their plans for working at Triagon, with the exclusion of the public. The President or their representative has the right to participate in these discussions.
- (7) A member of the Professorial Selection Board must document the essential content of each presentation as well as the essential points of the discussion. The documentation may also include remarks from the Equal Opportunities Officer.

§19 Appointment List

- (1) The Professorial Selection Board creates by majority vote a list of candidates for the position, based on the available application evaluations from the Reviewers, and their own findings, also possibly after obtaining additional evaluations.

- (2) The list of candidates contains a field of at least three applicants who are best suited for the position. A proposal with less than three people must be particularly justified. The proposal can include a ranking; tie nominations are permissible.
- (3) The overall result of the votes, along with a detailed justification, should be documented in a final report.

§20 Information

- (1) The chairperson of the Professorial Selection Board is required to promptly forward the Appointment List and all related documents (in particular, the final report, the minutes approved by Professorial Selection Board, and any minority opinions) to the President.
- (2) The President must inform the Senate of the Appointment List.

§21 Remittal

- (1) The President can revoke the proposed appointment and refer it back to the Professorial Selection Board if significant procedural regulations have been violated. A referral must be justified. The Senate and the Equal Opportunities Officer must be informed.
- (2) The Professorial Selection Board can modify an appointment proposal that has been rejected in accordance with the reasoning of the President or pass a resolution of resistance with an appropriate justification.
- (3) If the President also rejects the resolution of resistance, the Senate can
 - decide to start the entire appointment procedure anew, to amend the job profile, or
 - appoint new Reviewers and/or a new Professorial Selection Board and repeat the procedure.
- (4) Para. 3 shall apply mutatis mutandis in cases where
 - the Reviewers come to the conclusion that no suitable applications have been submitted or
 - the President does not consider any application to be suitable due to consideration of resource requirements or
 - the Professorial Selection Board decides that it is not possible to create an Appointment List due to the application situation or
 - no resolution is reached within a period of no more than three months after the Appointment Presentations have been completed.

§22 Selection Decision

The President may, at his/her own discretion, select a candidate from the Appointment List and communicate his decision, including reasons for any deviation from the ranking, to the Senate and the Equal Opportunities Officer. The President with the support of the Human Resource Department, prepares the relevant documents (work contract and other relevant documentation) to finalize the hiring of the professor.

§23 Exhaustion of the Appointment List

- (1) If the last considered person available as candidate on the Appointment List has declined the offer and the Appointment list is exhausted, the President may request the Professorial Selection Board to create a new Appointment List based on suitable applications. If the Professorial Selection Board does not decide on a new Appointment List within a period of not less than four weeks, the process is considered to be not successful.
- (2) The Senate shall be informed of the exhaustion of the Appointment List.

§24 Quality Assurance

- (1) At the end of a recruitment process, the Chair of the Senate shall prepare a evaluative report on the success of the recruitment process.
- (2) The report shall also include a summary assessment of the degree of compliance with resource and scheduling planning, and, where applicable, suggest measures that could improve the process - including the amendment of these guidelines.
- (3) To this end, statements shall be obtained from the Chair of the Professorial Selection Board and the President.

IV. Development

This policy aims to create a framework for staff development that supports the mission, vision, and values of Triagon. The goal of the policy is to give faculty and staff opportunities for personal development that will improve their knowledge and skill base.

§25 Objectives of Staff development

- (1) To support faculty and staff in their professional development and career advancement:
 - The supervisor or manager in consultation with the employees will develop a career development plan for each staff member.
 - The career development plan will incorporate the staff member's career goals, knowledge and skill gaps, and the training and development activities required to achieve those goals.
 - Triagon will offer a range of such online learning courses and e-learning resources that faculty and staff can benefit from study.
 - Triagon will provide staff with opportunities to attend conferences, seminars, and workshops related to their field of work.
- (2) To encourage faculty and staff to take an active role in their own development and to foster a culture of continuous learning:
 - The Executive Dean and the Director of Administration are responsible for overseeing the implementation of the staff development policy and identifying new training and development opportunities.
 - Triagon will encourage faculty and staff to attend training and professional development activities outside of their work schedule.
 - Triagon will recognize and reward staff members who demonstrate a commitment to their own professional development.
- (3) To ensure that Triagon remains competitive and innovative in a rapidly evolving higher education environment Triagon will monitor emerging trends and developments in higher education and provide faculty and staff with such training activities that address these trends.

§26 Types of Staff Development Activities

Triagon will provide faculty and staff with access to a range of staff development activities, including:

- Triagon will provide staff with access to training and workshops related to their field of work, such as teaching methodologies, research methods, and administrative skills. Triagon will also provide faculty and staff with opportunities to attend relevant external training and workshops organized by other institutions.
- Triagon will provide faculty and staff with opportunities to attend such seminars and conferences as are related to their field of work. The university will support staff who wish to present their research at conferences or seminars.
- Triagon will provide faculty and staff with access to coaching and mentoring programs to help them develop their skills and knowledge.
- Triagon will provide faculty and staff with opportunities to participate in job shadowing and secondment programs to gain exposure to different roles and responsibilities within the institution.
- Triagon will provide faculty and staff with access to a range of online learning courses and e-learning modules. Triagon will also provide faculty and staff with opportunities to participate in webinars and online training sessions.
- Triagon will support staff who wish to obtain professional qualifications or certifications relevant to their field of work. This includes the possibility for staff to attend Bachelor, Master and Doctoral programs at Triagon or at other institutions.

§27 Eligibility

- (1) All staff members are eligible to participate in faculty and staff development activities, subject to availability and the relevance of the activity to their professional roles and job responsibilities.
- (2) Triagon will prioritize staff development activities for faculty and staff members who demonstrate a commitment to their own professional development.

§28 Approval Process

- (1) All staff development activities must be approved by the Executive Dean or the Director of Administration.
- (2) Staff members are required to formally submit a faculty and staff development request application outlining the activity they wish to participate in, the expected outcomes, and the estimated cost.
- (3) Approval will be based on the relevance of the activity to the staff member's individual job responsibilities, the availability of resources, and the impact on the further development of Triagon.
- (4) Funding may, but is not obligated to, cover registration fees, travel expenses, and other related costs.
- (5) Faculty and Staff members may also potentially be required to contribute towards the cost of the activity, depending on the nature and cost of the activity.

§29 Evaluation

- (1) Triagon will evaluate the effectiveness of the faculty and staff development activities by collecting feedback from faculty and staff members who have participated in said activities.
- (2) Feedback will be used to improve the quality of the activities and to identify new training and development opportunities.
- (3) Triagon will also evaluate the impact of faculty and staff development activities on the performance of faculty and staff members and on the institution as a whole.

§30 Record Keeping

- (1) Triagon will maintain records of all staff development activities as undertaken by faculty and staff members.
- (2) Records will include the name of the faculty and staff member, the activity undertaken, the date and duration of the activity, the cost of such activities, and the outcomes.
- (3) Records will be used to monitor faculty and staff development and to identify any opportunities for further development.

V. Fundamental Regulations

§31 Review

- (1) The staff policy will be reviewed on a regular basis to ensure that it remains relevant and effective.
- (2) The review will take into account any changes in the higher education environment, emerging trends and developments, and relevant feedback from staff members.
- (3) The review will be conducted by the President, the Executive Dean and the Director of Administration in consultation with staff members and other stakeholders. Changes in this policy need to be approved by the Senate.

§32 Compliance

- (1) All staff members are required to comply with faculty and staff policy and any associated procedures and guidelines.
- (2) Non-compliance may result in disciplinary action, up to or including the suspension or termination of the employment.
- (3) Triagon reserves the right to amend the policy at any time and to take any action necessary to ensure compliance with said policy.

§33 Confidentiality

- (1) All information received or created in connection with application and appointment procedures, including the evaluation and discussion of applicants, will be considered confidential.
- (2) All notes taken during interviews and selection process must comply with the General Data Protection Regulation (GDPR).
- (3) Triagon will ensure that all information relating to staff development activities is kept confidential.
- (4) Triagon will use such information solely for the purpose of administering the faculty and staff development program and for evaluating its effectiveness.
- (5) Triagon will not disclose information to any third party without the written consent of the staff member or applicants.

Marsa, December 13th 2022

Prof. Dr. Dr. Christian Werner

President, TRIAGON