MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY

GUIDELINES FOR RECRUITING OF TEACHING STAFF

MAY 2023

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LIST OF ABBREVIATIONS

AL	Assistant Lecturer/Librarian
AO	Administrative Officer
ALT	Assistant Librarian Trainee
DVC-ARC	Deputy Vice Chancellor Academic, Research and Consultancy
DVC-PFA	Deputy Vice Chancellor Planning Finance and Administration
DAHRM	Director of Administration and Human Resources Management
GPA	Grade Point Average
HoD	Head of Department
HoU	Head of Unit
HRM	Human Resources Management
MUST	Mbeya University of Science and Technology
PhD	Doctor of Philosophy
POPSMGG	President's Office Public Service Management and Good Governance
QA	Quality Assurance
TA	Tutorial Assistant
VC	Vice Chancellor

CHAPTER ONE

INTRODUCTION

1.1   Background

Recruitment is an art of discovering and obtaining potential applicants for actual and anticipated organizational vacancies. Teaching staff recruitment is one of the most important components of input into any credible academic institution. Unless appropriate people are hired, even the best plans, organizational structure and control system would not yield good results. The Mbeya University of Science and Technology Charter (2013) mandates to recruit its own staff. In order to hire teaching staff with requisite academic qualifications and high level of integrity, the recruitment process needs to be regulated and standardized.

1.2.   Rationale of the Guidelines for Selecting Candidate for Recruitment of Teaching Staff

The following reasons prompted the Management at MUST to develop an efficient and user-friendly instrument that will be used as a guide for screening and recruiting applicants for teaching positions at the University. First, disparities in the manner in which interviews are conducted by different academic units. There is currently no uniformity in the process of gauging applicants' qualifications and abilities. Secondly, the University has no guideline on how to recruit its teaching staff. Thirdly, there are cases of questionable conduct by some recruited individuals in terms of attitude, accountability, responsibility and ethical values. The Office of the DVC-ARC at MUST has therefore decided to produce a document that would standardize and harmonize the process of selecting and recruiting candidates aspiring for teaching staff position at the University.

1.3   Essential Qualifications for Various Teaching positions at MUST

To be recruited for teaching staff position, the following qualifications must be adhered to, at every level:

(a) **Tutorial Assistant/Assistant Librarian Trainee/Research Fellow Trainee** must be a holder of a good Bachelor's Degree with a minimum GPA of 3.8 out of 5 or its equivalent qualification in a relevant field.

(b) **Assistant Lecturer/Assistant Librarian/ Assistant Research Fellow** must be a holder of Master Degree with at least a GPA of 4.0 out of 5 and a minimum GPA of 3.8 out of 5 in the first degree with a minimum of B+ in dissertation. In addition, Unclassified Master's degree by thesis/research only shall be considered for recruitment if an applicant/staff has a pass grade and published at least two (2) papers in reputable peer reviewed journals in a relevant field.

(c) **Lecturer/Librarian/ Research Fellow** must be a PhD holder in a specialized area, Master's degree in relevant field with at least GPA of 4.0 out of 5, and a minimum GPA of 3.8 out of 5 in the first degree. If an applicant/staff has Unclassified Master's Degree by thesis or research only shall be considered for recruitment if he/she published at least two (2) papers in reputable peer reviewed journals OR a Master Degree in Medicine/Dentistry in the relevant field with at least a GPA of 4.0 out of 5 and a minimum GPA of 3.8 out of 5 in the first degree and must undergo an induction course in Basic Teachers Training skills PLUS a minimum of three (3) years working in relevant field.

(d) **Senior Lecturer/Senior Librarian/Senior Research Fellow** must be a holder of a PhD; a Master's degree in the relevant field with at least a GPA of 4.0 out of 5 and a minimum GPA of 3.8 out of 5 in the first degree. In addition, one must have working experience of at least 3 years in a related field and minimum total of 5 points from peer reviewed publications. If an applicant possesses

unclassified Master's Degree by thesis/research only shall be considered for recruitment if he/she had published at least two (2) papers in reputable peer reviewed journals.

(e) **Associate Professor/ Associate Library Professor/ Associate Research Professor** must be a PhD; a Master Degree in a relevant field with at least a GPA of 4.0 out of 5 and a minimum GPA of 3.8 out of 5 in the first Degree with a minimum score of B+ in core subjects/specialization. In addition, one must have post PhD working experience of 6 years and minimum total of 12 points from international peer reviewed publications

(f) **Professor/Library Professor/ Research Professor** must be a PhD; a Master Degree in a relevant field with at least a GPA of 4.0 out of 5 and a minimum GPA of 3.8 out of 5 in the First Degree. In addition, one must have post PhD working experience of 7 years and minimum total of 12 points from international peer reviewed publications. If an applicant possesses Unclassified Master's Degree by thesis/research only shall be considered for recruitment if he/she had published at least two papers in reputable peer reviewed journals.

(g) **Instructors** must be holders of Bachelor Degree/Master's Degree depending on the rank in a relevant field with a minimum GPA of 3.5 out of 5 at Bachelor Level and a minimum GPA of 3.8 out of 5 at Master's level. Years of experience will be as indicated in the scheme of service for Instructor cadre.

CHAPTER TWO
THE CURRENT RECRUITMENT PROCEDURES AT MUST

2.1 Introduction

The previous and current practice of selecting candidates for recruitment at MUST was in accordance to guidelines provided by the United Republic of Tanzania President's Office, Public Service Management and Good Governance Ministry (POPSMGG). However, there are conducts which specifically need special treatments for academics recruitments as directed by TCU without violating the POPSMGG guidelines.

2.2 Review of Currently Used Procedures

The following section indicates how the recruitment process and the general procedures are presently being used in the University.

2.2.1 Job Advertisement

The advertisement of vacancies is done by the Directorate of Administration and Human Resource Management (DAHRM) office in consultation with Deputy Vice Chancellor Planning, Finance and Administration (DVC-PFA) and relevant academic units for the vacancy in question. Vacancies are normally advertised in local newspapers by the Office of DVC-PFA. Eligible candidates apply and the procedures for recruitment are followed to fill the vacant post(s).

2.2.2 Long listing

The listing of all applicants in the recruitment leger is carried out by the office of DAHRM. The list includes all applicants who applied for a particular academic post.

2.2.3 Shortlisting

Shortlisting is conducted centrally by the office of Directorate of Administration and Human Resource Management (DAHRM). The DAHRM office informs

shortlisted applicants to appear for interview after consultations with the University top Management. Interview dates are arranged by the DAHRM which then informs respective academic units for action. Currently these procedures apply to all Colleges and Directorates.

2.2.4 Interview Process

Interview is conducted by respective academic team appointed by DAHRM after being approved by DVC-ARC. The team conducts an interview and recommends to the top management the successful candidates for employment.

2.2.5 Composition of the Interview Panel

Composition of the interview panel varies between academic units although there are some similarities as well. This depends to the availabilities of experts in given specialties of employment. The academic interview panel in the College and Directorate is usually comprised of Chairperson appointed by DVC ARC upon recommendation by DAHRM. A Chairperson may be a person within a unit or outside the unit. Other members of panel are appointed by the office of DVC-PFA through DAHRM.

2.2.6 Current Interview Procedures

The interview procedures are written and distributed by the office of DAHRM to the panel members. These procedures emphasize on assessing applicants personality, job attributes, and professional qualifications. Currently the questions asked to the applicants differ from one unit to another. In some academic units, the interview questions are distributed to the interview panel. The Chairperson is responsible for asking general questions on applicant's personality while the other members of staff ask technical and unplanned questions.

2.2.7   Final Approval

After the completion of the interview process, respective interview panels forward the names of their recommended applicants for the job to the office of DAHRM for compilation before approval by Management. The compiled interview report by DAHRM are then forwarded to VC through DVC-ARC/DVC-PFA.

2.2.8 Job Offer and Employment

The candidates who pass the oral interview and stand above other candidates in terms of GPA are approved by the Management and are employed. Sometimes the timing between interview and employment has been so long that some candidates decline the job offer.

2.3   Strength of the Used Procedures

The interview procedures currently used at MUST are reasonably useful and helpful to the University in filling any available vacancies. The composition of the interview panel is good as it involves almost all stakeholders: the academic department, the human resource department (represented by the administrative officer) and the top management as the final part. For academic units with fixed questions, the system is also useful for obtaining detailed information about applicant's personal feelings, perception and opinions.

2.4   Weaknesses of Current Recruitment Process

The current recruitment process has several weaknesses including the following:

(a)   The number of members of interview panels varies from one unit to another (not fixed). This entails double standards within the University. For instance, some academic units include two senior members of staff in the interview panel while others use three. In addition, the current practice do not discriminate seniority of panel members according to the ranks to be filled.

(b)   After decision to hire no feedback is given to unsuccessful candidate something which is not proper.

(c)   The current procedures do not discriminate the different positions to be filled. Therefore all of the prospective academic staff (from TA to Professor) regardless of their ranks are given oral interviews. This is not appropriate as applicants have different levels of skills and qualifications. While it would be fitting to interview a TA orally, a Professor or an Associate Professor would be best interviewed through both oral interview and seminar presentation.

(d)   The current procedures do not provide room for holding an induction for new employees on the nature of their new job, the University culture, values, mission, vision and work ethics. As a result some members of staff are not conversant with the basic work rules and regulations. These are important things in career development, such training must therefore be provided to reduce poor performance and unethical behavior among some academic staff.

CHAPTER THREE

RECOMMENDED GUIDELINES FOR SELECTING CANDIDATES FOR RECRUITMENT AS TEACHING STAFF AT MUST

3.1. Introduction

The current Guidelines are intended to provide guidance to Colleges/Directorate–and other respective teaching units on the recruitment process for academic staff at MUST. The new Guidelines will therefore enable all parties to use a standardized tool to ensure that the whole process of selection and recruitment of academic staff at MUST is conducted fairly.

3.2. Review of Vacancies and Requirement

It is always necessary to review the existing vacancies in the Colleges/Directorate and take initiative to fill those gaps. It is proposed that:

    (a)   The Colleges/Directorate management shall determine the staff establishment that is the required number and rank of staff for each department and discipline. This can be done by getting input from units. The establishment should be reviewed whenever there is a need.

    (b)   The process shall be facilitated by the office of DAHRM in consultation with the heads of relevant academic units (i.e. Colleges, Directorate and their Departments and Units).

3.3 Job Description and Advertisement

After reviewing the job vacancy, it is important to summarize what is needed by the organization. It is recommended that:

    (a)   The University Management, through relevant academic units and DAHRM office shall make a list of the job requirement ready for advertisement. This will include the job title, brief description of related jobs, brief description of the organization, expected qualification, experience and documents from applicants, and

mode of application should be in line with recruitment permits and Scheme of Service requirements.

(b)   The GPA and other criteria including age limit shall be indicated clearly in the advertisements.

(c)   Only qualified applicants will be contacted. The advertisement shall state that applicants who will not be contacted by the University should consider their applications to be unsuccessful.

(d)   The advertisements shall be displayed on the newspapers, University notice boards, and websites, and any other public media.

3.4 Shortlisting Process and Criteria

(a)   The University Management shall form a temporary shortlisting committee comprising of not more than five or not less than three persons from among MUST Staff for preparation of a shortlist of job applicants

(b)   The University shall have a mandate to engage in the Committee any public servant out from MUST in order to obtain expertise and experience not found at MUST

(c)   The shortlist of job applicants shall be prepared by considering the required qualifications prescribed in the Scheme of service of a particular post

(d)   The ratio of the number of interviewees in an oral interview shall be three interviewees for one post

(e)   The ratio of number of interviewees under subrule 3.4 (iv) may, where a need arises in the database increase.

(f)   A call to attend an interview shall be published at least seven days before the date of interview

(g)   For MUST, a shortlisting criterion involves the use of GPA as specified in section 1.3 of this document, It is recommended that:

(i)   Age and GPA to be critical components of Teaching staff recruitment. These two criteria should be used for shortlisting candidates, followed by other tools that will be accepted by the University Management.

(ii)   Where necessary, priority shall be given to graduates from reputable universities when compared to graduates with the same qualification/GPA from other universities.

(iii)   Staff at or above the age of 45 shall only be recommended for contractual rather than permanent and pensionable employment.

(iv)   Shortlisting shall be conducted by the DAHRM office in collaboration with Principal/Director/Departments to which the vacancy in questions belongs.

(v)   A table shall be used in shortlisting candidates.

(h)   The table template will contain items such as names of the candidates, age, sex, qualifications and experience. Also, included in the table are the applicants' institution from which they got their last qualification, GPA area of specialization and shortlisting comments.

(i)   The table will be used by the DAHRM office in collaboration with Principals/Directors/Departments or Units while shortlisting the candidates for interview.

(j)   The final table matrices shall be submitted to the College/ Directorate and the office of DAHRM shall seek vetting and approval to the Management before setting up interview dates and other recruitment procedures.

(k)   The shortlisting report will show all applicants and the reasons for being or not being shortlisted (Table 1).

3.5 Composition of the Interview Panel

(a) Interview panels shall be proposed by the DAHRM after consultation with Principal/Director for each job cadre concerned and approved by DVC-PFA/DVC-ARC

(b) The composition of interview panels shall involve the Principal of College/ Director as the chairperson, the DAHRM as Secretary and three (3) to five (5) senior members of staff with expertise in the field being applied for.

(c) Whenever possible, interview panel may be composed of experts within the Public Service other than from MUST who are of the same rank or ranks above the post applied

(d) The University may engage specialized experts outside the Public Service where there is lack of such an expert within the Public Service

(e) An interview panel shall have members who shall not exceed seven members but shall not be less than three taking gender into consideration

(f) In the event that one of the members of the interview panel has any close relationship with the interviewee, he shall disclose the relationship to the members so that they can assess whether it will affect the decisions and if the members consider that his presence will have an effect he should withdraw when the interviewer is interviewed.

(g) A member of the panel who has a relationship with an interviewee and did not disclose it, appropriate disciplinary procedures may be imposed.

(h) Where there are two or more departments recruiting, more than one panel shall be formed.

(i) The panel members with expertise in the subject under consideration shall be same rank or senior in rank to the

candidate being interviewed and if not available, they can be outsourced from other institutions.

(j) The Principal/Director will propose the names of the two to four senior members of staff with expertise in the subject area and submit them to the DAHRM Office who shall later submit to DVCPFA/DVCARC for approval.

3.6 Interview Schedule

(a) The interview date will be arranged by DAHRM office in consultation with the College/Directorate under which the vacancy in question falls and approved by the Management.

(b) Types of Interviews:

   (i) Written Interviews – shall be conducted in the event where shortlisted candidates are above 10 for screening purposes only so as to obtain the recommended ratio for oral interviews candidates, which is 1:3. Written interview shall not be a criterion for recruitment but rather for screening purposes only.

   (ii) Oral Interviews shall be conducted to obtain suitable candidates for respective post and shall comprise of five questions carrying 40% and one question for presentation carrying 60% of seminar presentation.

(c) During Oral Interviews, scoring sheets will be used in assessing applicants. The Scoring sheets include:

   (i) General questions scoring sheet – which shall include one general question and four to five professional questions which in total shall carry 40 marks. All panel members are required to rate the candidate using this form during the interview process;

   (ii) Oral Presentation Scoring Sheet – which shall carry 60 marks and shall be used to assess the quality of essay and

presentation, professional competence, communication ability and personality; and

(iii) Summary Scoring Sheet – a standard form for entering marks from both general questions scoring sheet and oral presentation scoring sheet to provide summary total of scores for each candidate, each panel members signs on the form and Secretary (DAHRM) signs below the form. Summary Scoring sheet is final and once signed and submitted to relevant authorities no one has a power of making alterations.

(d) The interview will be a primary source of information about applicants. It will establish whether or not the particular applicant meets the quality expected by the College/Directorate in both broad and specialized knowledge.

(e) Oral interviews shall be conducted to all teaching cadres

3.7 Assessment Guide for Oral Interview, Seminar Presentation, GPA and Publications

The recruitment process will have various assessments; oral interview (general professional interview) and seminar presentations. Other assessment criteria such number of publication will also be used. It is anticipated that a combination of these assessment methods will guarantee recruitment of the right academic staff at MUST. The formula for scoring various criteria according to rank is summarized in the Table 1.

Table I: The Formula for Scoring the Various Criteria According to Rank

Position	Weight			
	Undergraduate GPA	Oral Interview (General)	Oral Presentation	Publications
Tutorial Assistant	as per Scheme of Service	40%	60%	NA
Assistant Lecturer	as per Scheme of Service	40%	60%	as per scheme of service
Lecturer and above	as per Scheme of Service	40%	60%	as per scheme of service

The minimum interview score to be considered for recruitment to any teaching post position should be 70% and above. For teaching staff if a candidate has been recommended mostly because of high GPAs issued by the Universities with weak reputations, candidate from more reputable Universities can be recommended.

3.7.1 Oral General Interviews

Oral General Interviews shall be conducted as follows:

(a)   The questions for the oral interviews shall be decided by the whole panel just before the interview starts to avoid leakage to candidates before interview. As such, there shall be no contact of communication between candidate who have been interviewed and those waiting to be interviewed;

(b)   In addition to the attitudinal or general outlook questions, a few general questions on the subject area should also be included;

(c)   A special oral general scoring sheet will be used with five to seven questions and each panelist will be required to sign below the form after rating the candidate;

(d)   The distribution of the marks will be agreed at the beginning of the interview by the interview panel;

(e)   Interview questions will be developed by the respective department, submitted to the College Principal/Director for verification who shall later forward to DVCARC for vetting and approval one day before the interview;

(f)   The marks entered in the oral general scoring sheet shall be entered in Summary Scoring Sheet together with marks obtained from Oral Presentation and shall be signed by each panel member; and

(g)   Oral general interview will carry 40 marks in total.

3.7.2 Oral Presentation

All candidates inspiring to be teaching staff at MUST will have to carry out oral presentation interview.

(a)   The oral presentation interview shall base on their professional expertise and or research skills and experiences preferably from their recent highest qualification as the case may be.

(b)   The presentation will be evaluated using special forms whereby each member will rate the applicant using the form on the quality of essay and presentation, professional competence, communication ability and personality. The rates will be as follows:

(i)   Quality of the essay is 12%,

(ii)   Professional competence 24%,

(iii)   Communication ability 15% and

(iv)   Candidate's personality 9% making a total of 60% marks.

(c)   The marks filled in the oral presentation scoring sheet will later be transferred to summary scoring sheet so as to be combined with

oral general scoring sheet to make a total of 100% marks to each candidate.

(d)   The oral presentation scoring sheet form will have the names of all the candidates and their scores from each panelist. The average score for each applicant will determine the rank the candidate has scored in terms of oral presentation achievement (Table 5).

3.7.3   Publications

The number of publications shall be as specified in the scheme of service for a particular rank, and shall not however be criteria for recruitment on its own, number of publication shall be an additional to oral interview score the candidate has scored. The applicant will be required to observe those details before submission of the papers.

3.8   Submission of Interview Results

(a)   DAHRM shall compile all interview results from each interview panel and submit them to the Vice Chancellor who shall submit them to AHRMC meeting for approval or may approve on behalf of AHRMC-AC as the case may be.

(b)   The meeting shall not alter the interview results and where it realizes shortcomings in the conduct of an interview, the meeting shall direct the interview process be re-conducted by a new panel.

3.9 Pass Marks

The Minimum pass marks for interview are as follows:

(a)   For the cadres of Lecturers and Instructors the pass mark is 70 percent;

(b)   For other levels which are not mentioned in rule 3.9 (a) the pass mark is 50 percent; and

(c)   Pass marks for cadres which involve practical interview or presentation shall be obtained by adding marks obtained during

practical interview or presentation and marks obtained from oral interview.

3.10 Format of the Final Report

(a) The final report for the whole process will be compiled by the secretary of the panel and signed by the Chairperson and Secretary of the panel.

(b) The final report should comprise the names of panel members, time and date of interview, interview questions used, names of all the candidates who appeared in the interview stage, the post being applied for, average scores and panelist final recommendations on the staff to be recruited.

(c) The recommendations from the panel will be approved by the Management before recruiting candidates. This is because the final decision on recruitment rests on the Accounting Officer who is a Chairman of Appointment and Human Resource Management Committee (Table 8).

3.10 Vetting

After the selection process, the University Management shall carry out background check due diligence and vetting for those with previous employment before appointment.

3.11 Induction

At the end of the recruitment process and after suitable applicants have been selected for the job, the University Management:

(a) Shall hold an induction programme for new recruits. This will help them familiarize themselves with their new working environment and give them a chance to acquaint with their new responsibilities in higher learning institutions;

(b)   The induction programme should introduce the new recruits to the University mission, vision, values, rules, promotion criteria, and work ethics. It should also cover the employees' rights and duties. Ultimately, it will reduce unexpected underperformance and professional misconduct; and

(c)   Depending on the availability of funds, there will be two kinds of Induction programme; one conducted by Public Service Commission/Public Service College and that conducted by the University Management.

3.12 Professional Development

Professional development programmes for new recruits shall be planned and executed:

(a)   Employees shall be oriented on how to plan and manage their career and, which career path one can take to reach his/her career goals. This entails full understanding of how teaching, research, and consultancy are done in higher learning institutions.

(b)   There shall be professional development plans for each academic unit for attaining short and long term objectives. This will enable the University to recruit its staff according to available resources and facilitate even distribution of human resources within the academic units. Staff development may include seminars on how to write fundable proposals, publishable articles and imparting knowledge on the need where and how to publish; and

(c)   Each junior member of academic staff (Tutorial Assistant/Assistant Research Fellow Trainee/Assistant Librarian Trainee and Assistant Lecturer/Assistant Research Fellow/ Assistant Librarian/Instructor) shall have a mentor who is a senior and experienced member of staff. The mentor will guide the junior staff in their academic career. The mentor who shall have a PhD will also serve as an academic advisor to the upcoming

academicians. The mentor will inspire the newly employed academic staff to be ethical and take right paths for advancing their career.

Fig.1: Schematic Structure of Recruitment Process for Teaching Staff at MUST

PROCESS	RESPONSIBLE
REVIEW OF VACANCIES	DAHRM
ADVERTISEMENT	DAHRM
SHORTLISTING	ACADEMIC UNITS & DAHRM
VETTING MUST MANAGEMENT	
INTERVIEW	PANEL MEMBERS
FINAL REPORT	PANEL CHAIRPERSON & SECRETARY, DAHRM
VETTING MUST MANAGEMENT	
BACKGROUND CHECK AND VETTING	
JOB OFFER	DVC-PFA ADMINISTRATION
INDUCTION	DAHRM/COLLEGE/DIRECTORATE
PROFESSIONAL DEVELOPMENT	DVC - ARC

CONCLUSION

These Guidelines have been prepared to ensure high quality, integrity and fairness on the selection and recruitment of teaching staff at MUST. The oral general interview, oral presentation and publication records should complement the GPA criterion in recruiting academic staff. It is the duty of the top Management/College/ Directorate/Department to follow these guideline during recruitment processes. This is together with ensuring that background check and vetting of the newly recruited staff are done. Availability of induction and professional development that assist new recruits to familiarize with the working environment is absolutely essential as it will enable them to attain the requisite skills. It is the responsibility of the University Management to plan and devise strategies on how new employee can be subjected to induction process in the University. Understanding of the working environment will enable the new recruits conform to the University working culture and enable them to contribute in maintaining its status. These Guidelines are by no means exhaustive; they will be reviewed and modified from time to time.

REFERENCES

GOT (2013) *Mbeya Universities of Science and Technology Charter.* MUST (2013)

Organizational Structure, Mbeya University of Science and Technology (2016)

Mwongozo Kuhusu Masuala ya Ajira katika Utumishi wa Umma (2004).

Hormonized Scheme of Service for Academic Staff (2014)

Tanzania Commission for Universities, Quality Assurance General Guideline and Minimum Standards for Provision of University Education in Tanzania Second Ed. (2014)

The Public Service Recruitment Secretariat Rules of Operations, 2021

APPENDICES

Table 1: Matrix for Shortlisting Candidates

Name of Department…………………………………………………………………………………………

S/N	Name of candidate	Contact Address	Phone number	Age	Sex	Qualification	GPA	Institution	Area of specialization	Work Experience	Recommendations
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											

Prepared

by………………………………………………..Position…………………………………………………………

Signature……………………………………………………………………

Date…………………………………………………………………..

Table 2: Oral General Interview Scoring Sheet

SCORING SHEET FOR THE POST OF ……………………………………………

EMPLOYER: MBEYA UNIVERSITY OF SCIENCE ANDTECHNOLOGY (MUST)

No	Applicant Number	Applicant Name	Gender	Age	Universities/ Colleges	Programme (Course)	Working Experience Details	GPA	MARKS SCORED							ORAL 40%	PRESENTATION 60%	TOTAL
									Qn 1	Qn 2	Qn 3	Qn4	Qn 5	Qn 6	Qn 7			

NAME OF
SECRETARY: Date…

REMARKS:

Table 3: Oral Presentation Scoring Sheet

SCORING SHEET FOR THE POST OF															
EMPLOYER: MBEYA UNIVERSITY OF SCIENCE ANDTECHNOLOGY (MUST)															
No	Applicant Number	Applicant Name	Gender	Age	Universities/ Colleges	Programme (Course)	Working Experience	GPA	MARKS SCORED				TOTAL	REMARKS
									Criteria 1: Quality of the Essay & Presentation (12%)	Criteria 2: General Professional Competence (24%)	Criteria 3: Communication Ability (15%)	Criteria 4: Personality (9%)		

NAME OF PANELIST: **Date...**

Table 4: Format of the Summary Scoring Sheet

				NAMES OF PANNEL MEMBERS								TOTAL	AVERAGE
No	**Applicant Name**	**Gender**	**Age**										

SUMMARY OF SCORING SHEET FOR THE POST OF ………………………………………………

EMPLOYER: MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY (MUST)

NAME OF
SECRETARY: Date…

REMARKS: