Pilsen, 24 June 2019
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Rector’s Directive 24R/2019
CAREER DEVELOPMENT REGULATIONS
OF THE UNIVERSITY OF WEST BOHEMIA

PREAMBLE
The Career Development Regulations of the University of West Bohemia (hereinafter referred to as "UWB") are based on UWB personnel development strategy and apply to the educational, creative and related activities that are carried out at UWB. They are based on the principles set out in the UWB Code of Ethics. UWB Career Development Regulations express the interest of UWB in high-quality, well-thought-out and well-planned recruitment, involvement and development of all employees in accordance with the strategic direction of UWB. UWB Career Development Regulations allow UWB employees to link their career objectives with UWB goals.

PART ONE
CAREER DEVELOPMENT AT UWB

Article 1
Subject Matter and Goals

(1) The UWB Career Development Regulations set out the principles of career development for all UWB employees. It is a tool of personnel management that enables career development of UWB employees in accordance with the needs of UWB and with emphasis on the personal career development of employees. UWB Career Development Regulations specify general conditions and motivational elements of career development so that UWB employees can progress in their profession or career. UWB Career Development Regulations contribute to the creation of a system of well-planned development and maintenance of high-quality and motivated employees in accordance with the strategic direction of UWB and its objectives. They also set out the principles of career counselling at UWB and the rules for employee evaluation at UWB.
(2) The main objectives of the UWB Career Development Regulations include:
   
a) establishing the principles for planning and managing the careers of UWB employees in accordance with the strategy of personnel development and with an emphasis on the career development of all UWB employees,
   
b) contributing to continuous improvement of the activities of UWB employees in the area of educational, creative and related activities, and
   
c) establishing principles for the evaluation of UWB employees.

(3) Career development, as defined in the UWB Career Development Regulations, is based, in particular, on:
   
a) personnel development strategy,
   
b) the UWB Code of Ethics,
   
c) the UWB strategic plan and related strategic documents which include the long-term strategy for educational, creative and related activities at UWB,
   
d) the strategic plans and strategic documents of the relevant UWB Parts,
   
e) details of the course of Associate Professorship and Professorship appointment procedures,
   
f) Internal Wage Regulations of UWB, which define wage conditions of UWB employees,
   
g) rules for the selection procedure of UWB academic staff recruitment,
   
h) rules of UWB Lifelong Learning, which regulate other forms of education, and
   
i) the Rector's Directive regarding the grant system regulating the conditions for the support of research, development and innovation, and the rules of the grant system at UWB.

(4) UWB creates conditions for its employees and their career development with regard to their job function.

(5) Generic masculine is used, for the purposes of these UWB Career Development Regulations, for both men and women. [Not relevant for English version]

Article 2
Definition of Basic Terms Used

(1) The academic staff are professors, associate professors, extraordinary professors, assistant professors, lecturers, teachers and scientists, researchers and developers, who are employees of UWB and perform, according to the agreed type of work, both teaching and creative activities.
(2) Specialists in the area of science, research and development are UWB employees who do not perform teaching activities, and their job description includes research and development activities, active participation in scientific grants and projects and related creative activities.

(3) Technical and economic employees are UWB employees providing administrative and technical and economic activities related to planning, operational and organizational activities, or other administrative activities.

(4) Manual workers typically perform work that needs involvement of physical forces using different kinds of power tools, hand tools and other equipment that is required for the given kind of work.

(5) Career development of UWB employees is defined as a set of activities that provide employees with knowledge, skills and capabilities needed for effective performance of their work tasks. Career development shapes employees' job potential so they can contribute to meeting UWB goals, developing the organization, and bringing profits to the whole society. Examples of activities that are an integral part of career development are: vocational training, learning new knowledge and skills, self-evaluation, acquiring new working capabilities, duties and responsibilities, and vertical career progression.

(6) An individual career development plan is a set of tools that helps UWB staff to pursue their career development. Its primary goal is to help UWB employees achieve their career goals and continually improve their job performance. An individual career development plan is a form of partnership between a UWB employee and his/her senior employee; the condition for its implementation is the provision of mutual and regular feedback and evaluation.

Article 3
Career Development of UWB Employees

(1) In the case of academic staff, career development is linked to the need to ensure the quality of educational, creative and related activities and to continually improve results in these areas, given the nature of the academic and research environment. Career development is thus, in general, represented by, for example, the achievement of a level of professional qualification, the award of a higher academic degree, or successful creative activity.

(2) In the case of specialists in science, research and development, career development is conditioned by factors of a professional nature, such as contributing new knowledge and inventions in a field or the continuous development of the field itself or the development of a researcher’s personality.

(3) In the case of technical and economic employees, career development is mainly due to continuous improvement in education and professional qualifications, the acquisition of new work experience, or ongoing efforts to maintain, in the long term, a high level of competencies that are key to the job position.
In the case of manual workers, career development is mainly due to the acquisition of new work experience or the ongoing effort to maintain, in the long term, a high level of competencies that are key to the job position.

An individual career development plan as defined in Article 2 of this Directive is an important prerequisite for career development. This plan is created by a UWB employee in cooperation with the senior employee at the workplace level. The senior employee creates an individual career development plan in cooperation with his/her direct superior. The individual career development plan is drawn up, in particular, with regard to the specific job position of an employee, the duration and form of the employment relationship, the experience obtained so far in fulfilling the tasks assigned, the job description, the objectives of the Human Resources Division strategy, the UWB strategic intent and strategic documents of the relevant University Part. The individual career plan of each UWB employee must be consistent with UWB general objectives and directions.

The individual career development plan sets out these three basic pillars of career development for UWB staff:

a) development objectives,

b) development timeline and

c) development tools.

An individual career development plan is usually set for the next five years. If a plan is set for fixed-term employees, the senior employee decides on the length of the period for which the individual career plan is set, taking into account the agreed length of employment.

Development objectives describe the target state that a UWB employee should achieve as part of their career development. The specific definition of this condition always follows the needs and strategy of the given University Part. In the case of academics and specialists in science, research and development, this involves, for example, increasing their professional qualifications or competencies, obtaining an academic degree, developing educational activities, participating in projects, improving the quality of published research results, achieving the required level of the citation index, etc.

The timeline of development is the establishment of a framework schedule of activities to be followed by a UWB employee in their career development. The senior employee continuously evaluates the performance of activities in accordance with the timeline.

Development tools are means and instruments through which a UWB employee can develop their career. The specific form of the tools is determined by the senior employee in cooperation with the particular employee. The individual career development plan specifies how the workplace itself can support the UWB employee in their career development.

A senior employee discusses individual career development plans with his/her subordinate staff as part of a regular employee evaluation process.
(12) In the case of new staff, an individual career development plan may be created at the end of the probationary period.

(13) Individual career development plans are stored in the Information System of Academic Staff Evaluation (IS HAP) or in the Information System of Other Staff Evaluation (IS HOP) or elsewhere, at the discretion of the manager of the relevant workplace or University Part.

(14) Deans or Directors of UWB Parts set standards in the area of objectives and tools for providing support for the career development of employees; these are included in the Career Development Regulations of individual UWB Parts.

(15) In the case of manual workers, an individual career development plan may also be defined in the job description of the relevant worker.

(16) Given the different needs and ways of career development of UWB employees, the specific form of career development is left to the decision of UWB Parts and their Career Development Regulations.

**Article 4**

**Tools and Conditions of Career Development of UWB Employees**

(1) UWB has career development tools. UWB and its Parts may implement and use tools other than those listed below.

(2) The following instruments of career development are always used at UWB with respect to specific job positions of UWB employees:

a) the UWB motivation system, in which research activities of employees are supported at the beginning of their academic career and employees are rewarded for achieving prestigious results in the area of scientific and research activities,

b) Lifelong Learning through training events organized by UWB or its Parts,

c) support for starting employees and starting executive employees through tailor-made training courses, ¹

d) encouraging employees to participate in national and international professional events contributing to their expertise in the field, e.g. in the area of teaching activity or in organizing and managing research and research projects,

e) encouraging employees to participate in professional internships, job-shadowing and other similar activities and mobilities,

f) support for improving foreign language skills,

g) support for increasing the pedagogical-psychological competencies of academic staff,

¹ The current offer of courses and educational activities contributing to the career development of UWB employees is published on the LL website.
h) supporting staff training in the areas of presentation, communication and organizational skills, information technologies, etc.,

i) systematic support for senior employees in the areas of management, strategic management, quality assessment and financial and legal aspects of activities in UWB workplaces.

(3) Senior employees use, always with regard to specific job positions of UWB staff, the following career development tools:

a) methodological guidance of employees in the process of creating individual career development plans,

b) the implementation of a remuneration system, e.g. for achieving the objectives set out in an individual career development plan,

c) modification of working conditions of employees completing the preparation of documents for a dissertation or submission of a proposal for the initiation of Associate Professorship or Professorship appointment procedures,

d) modification of working conditions of employees returning from parental leave supporting their faster involvement or reintegration into UWB or UWB Part creative teams,

e) modification of the working conditions of employees who experience or could experience career stagnation resulting from objective external constraints due, in particular, to a long-term unsatisfactory health condition or necessary care for close family members,

f) modification of the working conditions of employees who experience or could experience career stagnation resulting from objective internal constraints, in particular due to a long-term unbalanced structure of work activity (for example, long-term excessive extent of teaching resulting from the needs of the workplace, the burden connected with a managerial or academic function, or involvement in scientific and research projects, etc.) and similar issues.

Article 5

Individual Career Counselling

(1) Support for career development of UWB employees is provided by the Human Resources Division (hereinafter referred to as “HRD”).

(2) Every employee of UWB may seek career counselling by HRD as needed and at their discretion.

(3) Individual career counselling provided by HRD includes, in particular, the provision of information, diagnostic tools (including tools for assessing language competencies), counselling interviews, mediation of career education programmes, etc.

(4) HRD may, if necessary, request cooperation by other units to provide individual career counselling (especially the Lifelong Learning Centre or the Institute of Applied Language Studies).
PART TWO
EVALUATION OF UWB EMPLOYEES

Article 6
General Provisions

(1) Employee evaluation is an important part of the career development of UWB employees.

(2) Employee evaluation contributes to UWB personnel management. Information obtained from an evaluation can be used appropriately when planning to increase an employee's qualification, to include him/her in another job position, to adjust his/her job description or to change his/her employment. The evaluation also serves to identify extraordinary qualities of employees, e.g. for identifying prerequisites for executing managerial functions, or for selecting employees for advisory bodies, committees, etc.

(3) Evaluation applies to all UWB employees. An exception may be employees falling in the "manual worker" category who are not covered by the evaluation obligation if the relevant manager of the workplace where they are employed decides so; in the case of the Rectorate, the Rector, the Bursar and the Vice-Rectors are the respective managers of sections subordinate to them; in the case of other University Parts, the appropriate senior employees are the managers of the University Parts.

(4) The responsibility of the Rector, the Bursar, the Vice-Rectors, the Deans and Directors of University Parts, Workplaces and Special Purpose Facilities is to decide on the specific form of the evaluation process and specify this process in their internal regulations.

Article 7
Course of Employee Evaluation

(1) The evaluation of UWB employees is carried out by senior employees of individual workplaces of UWB (departments, divisions, etc.), or by senior employees of individual UWB Parts. Evaluation of subordinate employees is one of the fundamental responsibilities of senior employees.

(2) A senior employee is usually evaluated by a senior employee who is directly superior to him/her.

(3) The Rector evaluates Deans, Directors of University Institutes, the Bursar, Vice-Rectors and the PC Director. The Bursar evaluates the Directors of CIV, UL and the Special Purpose Facilities.

(4) Evaluation is carried out at regular intervals, but at least once a year. If an employee is employed at UWB for a shorter period of time, or if he/she is employed for a reduced
period of time, the Evaluator may adjust the employee's due evaluation date accordingly or adjust the evaluation to match the workload or the duration of the employment relationship. Further conditions for the evaluation process are set by Deans or Directors of the University Parts in their own internal regulations.

(5) It is appropriate that an evaluation should also be carried out at the end of the probationary period or when the end of a fixed-term employment is approaching. The senior employee evaluates the performance of the assigned tasks of the employee, his/her work results and, together with the evaluated employee, establishes an individual career development plan that is consistent with the strategy of the given workplace and University Part. The plan may, if necessary, be revised at the regular evaluation time.

(6) All UWB employees with full-time employment of at least 20 hours per week are evaluated if the senior employee does not set a lower limit.

(7) An employee's self-evaluation may also be part of the evaluation process, on the basis of which the Evaluator gains an idea of how evaluated employees assess their own work performance.

(8) It is the responsibility of the relevant senior employees to decide on the specific form of self-evaluation implementation.

(9) Sub-criteria of the evaluation reflect the specificities of individual workplaces and are fully within the responsibility of the workplace manager.

(10) The Rector, the Vice-Rector, the Bursar, the Dean or the Director of a University Part, in agreement with the senior employees of their subordinate workplaces, determine the date of regular employee evaluation.

Article 8
Principles of Employee Evaluation

(1) The evaluation is usually carried out in the form of an oral evaluation interview between the senior employee (hereinafter referred to as the “Evaluator”) and the evaluated employee.

(2) The Evaluator follows the following principles during the evaluation process:
   a) at the beginning of the reporting period, he/she informs the evaluated employee of the evaluation criteria,
   b) he/she treats employees in the same job position equally and uses the same criteria for evaluation of employees in the same job position,
   c) treats the evaluated employee openly, correctly and objectively,
   d) refrains from any form of stereotyping behaviour, distortion of information and conflicts of interest,
   e) takes into account, as effectively as possible, any known circumstances that could affect the results of working activity, including external and internal constraints referred to in Article 4 of this Directive,
f) applies the principle of proportionality in the evaluation of work performance and takes into account the workload and the length of employment of the evaluated employee, and

g) when evaluating the performance of work tasks, he/she uses as a base the job description of the evaluated employee and takes due account of it.

(3) During the evaluation, the Evaluator generally takes into account, with respect to a particular job position, the following:

a) fulfilment of work tasks and job performance of employees,

b) the state of the career development of employees and the degree of achievement of the objectives set for these in the individual career development plans, and

c) the conduct of employees in the workplace.

(4) Evaluated employees:

a) have the right to be made aware of the evaluation criteria at the beginning of the reporting period,

b) cooperate with the Evaluator, providing him/her with true and relevant information on their work performance; if necessary, inform the Evaluator of circumstances that may have affected their work performance; upon request, the employees are obliged to provide necessary cooperation to the Evaluator, and

b) have the right to make a written statement of disagreement regarding the evaluation results; this disagreement is, in this case, entered in the evaluation form and referred for a decision to the superior employee who is, in the management hierarchy, directly superior to the Evaluator.2

(5) The output of the evaluation is a written record in printed or electronic form which includes the results of the evaluation process, the overall evaluation of the employee and, if necessary, any impact on an individual career development plan and measures imposed.

(6) Where the evaluation record is in printed form, it is included in the employee's personal file; a copy is provided to the evaluated employee. In the event that the evaluation record is in electronic form, it is stored in the appropriate system used for evaluation; the employee has access to the evaluation record.

(7) Evaluated employees have the right to express their opinion on the results of the evaluation within one month of the date when the evaluation was completed. If they do not comment on the results of the evaluation, they are deemed to agree with the evaluation result.

(8) In the event that the evaluation indicates that the evaluated employee does not meet the objectives set in the individual career development plan for the evaluation period, the Evaluator decides on the possibility of taking specific corrective measures, always

2 In the case of evaluation of Deans or Directors of University Parts, the statement of disagreement will only be filed in accordance with the provisions of Article 8 (6) of this Directive.
taking into account possible objective reasons and external constraints that could have contributed to the failure of the plan.

(9) Evaluation results of a particular employee are considered confidential and are not accessible to anyone other than the Evaluator, the evaluated employee, other superiors in the direct line of management related to the Evaluator, and the relevant monitoring bodies.

Article 9
Supporting Documents for the Evaluation of Employees

(1) A senior employee may use any system for employee evaluation that contains field-specific information applicable to the evaluation process.

(2) In the case of academic staff and specialists in science, research and development, the basis for evaluating and defining the evaluated categories of activities may be outputs from the information system Evaluation of Academic Staff (hereinafter referred to as “IS HAP”).

(3) The Centre for Information and Computing Technology, in an automated manner, collects and evaluates data recorded in the information systems of UWB (especially IS STAG, OBD, Magion and IS R&DfI), by means of IS HAP, so that data can be available to senior employees in both detailed and aggregated forms.

(4) The Centre for Information and Computing Technology ensures, annually by 30 October, that data from the above-mentioned information systems is imported. The data base which forms the basis for the evaluation of academic staff and specialists in science, research and development in IS HAP is always available by 31 October of the relevant calendar year.

(5) The data base includes:
   a) the average full-time equivalent for the previous calendar year,
   b) evaluated creative activity for the previous calendar year,
   c) educational activities for the completed academic year, and
   d) contractual research for the previous calendar year.

(6) The Evaluator may also take into account other factors regarding employees, especially those that cannot be included in the calculation under IS HAP.

(7) For the evaluation of technical and economic staff, the information system Evaluation of Other Employees (IS HOP) may be used as a basis.

Article 10
Remuneration and Awarding of Employees
(1) Employee evaluation may be a basis for remuneration and valuation of evaluated employees.

(2) The aim of remuneration is to continuously increase the performance of UWB employees and to motivate employees to further career development.

(3) Remuneration reflects the constant value and contribution of employees and their performance in a particular job position.

(4) The monetary remuneration of evaluated employees is governed by the Internal Wage Regulations of UWB.

(5) The rules for granting non-monetary awards (commemorative medals and honourable mentions) are laid down in the relevant Rector's Directive.

(6) The decision on specific rules for the remuneration and valuation of employees is left to the discretion of the Rector, Bursar, Vice-Rectors, Deans and Directors of University Parts, Workplaces and Special Purpose Facilities.

PART THREE
FINAL AND REVOCATION PROVISIONS

Article 11
Final Provisions

(1) These UWB Career Development Regulations enter into force on 26 June 2019.

(2) Rector's Decision 18R/2011, Career Development Regulations of the University of West Bohemia, is revocated.

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Distribution list
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- Bursar’s Board

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