

Framework Principles of Career Growth of Academics, Researchers, and Lecturers at Charles University

The aim of these Principles is to provide the employees of Charles University with comprehensible and clear rules concerning their career growth at the university, and thus to contribute to increasing the quality of its operation in accordance with the university's Strategic Plan.

The career growth system for employees must be as transparent as possible, without any form of discrimination based on, for example, race, ethnic origin, nationality, ideology, religion, belief, opinions, age, sex, sexual orientation, disability, social origin, or property. The principle of equal opportunities, or rather the principle of creating equal opportunities, should be applied to the greatest possible extent. The Deans and directors provide further details regarding the rules of career growth and progression applicable to their faculty or other unit of the university in their respective directive.

Career progression

The basic job content for academics, lecturers, and researchers follows from the Catalogue of Work for Academics, Researchers, and Lecturers. The job content may be specified in the typical job content for the individual pay bands (for example, "required profile"), set out by the faculty or other unit of the university. Specific requirements for the work of individual employees are further specified in the employment contract, job description, career growth plan, or the conclusions of their evaluation.

Career progression of academics (pay bands AP1 to AP4)

The work of academics consists of three basic activities: pedagogical activities¹, creative activities², and other activities³. The positions of academics are filled through open and transparent competitive hiring processes in accordance with the Competitive Hiring Process Code of Charles University.

Assistant – AP1

The first employment contract with a new employee should be entered into for a fixed term of up to three years and may be extended twice. In each case of extension, the contract may be extended for up to three years (Section 39 of the Labour Code). Without an open competitive hiring process, the employment contract may only be extended subject to a positive evaluation.

¹ 'Pedagogical activities' means, in addition to primary pedagogical activities, i.e. teaching (for example, lectures, seminars, practical lessons, tutorials, oral consultations), also other activities related to the educational activities of the university, such as advising, consulting and reviewing theses, and other activities with students.

² 'Creative activities' is a legislative abbreviation for scientific, research, development and innovation, art and other activities. In addition to publication and research activities in the narrow sense of the term, creative activities also mean, for example, work on textbooks and other study materials, or creative activities related to the application of scientific knowledge.

³ Other activities include, in particular, contribution to dealing with organisational and administrative issues related to the operation of the department, faculty, unit, university and research group, the management of projects, membership in bodies and committees, cooperation in the application of research, the popularisation of science, the contribution to the third role of the university, own education, etc.



The term of employment in this type of position may reach 8 years (until completion of doctoral studies), but, as a general rule, an employee should stay in this position for a much shorter period of time.

Assistant Professor – AP2

This position is considered as the preparatory stage for habilitation. The employment contract is normally entered into for a fixed term of up to three years and may be extended twice. In each case of extension, the contract may be extended for up to three years (Section 39 of the Labour Code). The employment contract may only be extended subject to a positive evaluation. Where it is no longer possible to enter into a fixed-term contract with the employee, specific work tasks are assigned to the employee normally for three years. The completion of these tasks is checked as part of the evaluation.

A period of 9 years of full-time employment without interruption (for example, due to long-term sick leave, maternity or paternity leave) should be sufficient to meet the criteria of the habilitation procedure (i.e., to qualify for associate professorship). Assistant professors who fail to meet the requirements for habilitation without justifiable reasons may stay in their position for longer than 9 years only in exceptional cases and provided that they defend their position in an open competitive hiring process. Such decision must be approved by the Dean of the faculty or the director of the unit of the university. If the employee is selected and a permanent contract is entered into with him or her, specific tasks will be assigned to the employee normally for three years. The completion of these tasks is checked as part of the evaluation.

In exceptional cases and where the faculty so requires, the employee may stay in the position in the AP1 pay band in the long term, subject to agreement with the Dean of the faculty or the director of the unit. In this case, specific tasks are assigned to the employee normally for three years. The completion of these tasks is checked as part of the evaluation.

Promotion from a position in the AP2 pay band to a position in the AP3 pay band is one of the most important career milestones, as typically it corresponds to changing the fixed-term employment contract to a permanent employment contract. As a result, the evaluation done for this promotion is a very important one, and should serve to filter the employees based on their qualities.

Associate Professor – AP3

A title of associate professor or an equivalent position abroad is necessary to be assigned to the AP3 pay band. Associate professors normally enter into a permanent employment contract. However, if the associate professor is newly employed at the university, the employee normally first enters into a fixed-term contract. After the first evaluation, during which the employee proves his or her qualities and competences, the associate professor may enter into a permanent contract.

Full Professor – AP4

A title of full professor, appointment as extraordinary professor, or an equivalent title abroad is necessary to be assigned to the AP4 pay band. Full professors normally enter into a permanent employment contract. However, if the full professor is newly employed at the university, a



fixed-term contract may be entered into with the employee first in justified cases. After the first evaluation, where the employee proves his or her qualities and competences, the full professor may enter into a permanent contract.

Career progression of researchers (pay bands VP1 to VP3)

The researchers' primary activity is research and they are normally hired to carry out research projects.

Researchers may also engage in pedagogical activities (in particular, work with doctoral students) and other activities. In this case, it is necessary to correctly assign the employee either as a researcher or as an academic in accordance with the Higher Education Act.⁴

Researcher – VP1, VP2 and VP3

Researchers in pay bands VP1, VP2, and VP3 are normally hired to carry out scientific projects. The employment contract is normally entered into for a fixed term depending on the requirements and duration of the projects. The employment contract for a fixed term of up to three years may be extended twice, in each case for up to three years (Section 39 of the Labour Code). Where necessary given the specific nature of the work, consecutive fixed-term contracts may be entered into (Section 39(4) of the Labour Code and collective agreement). In order to be assigned to the VP1 pay band, a master's degree is required, the VP2 pay band is conditioned by a Ph.D. degree or an equivalent degree, and employees in the VP3 pay band must be appointed associate or full professors or hold a similar position abroad.

Career progression of lecturers (L1 and L2)

The lecturers' primary activities are pedagogical activities (normally in programmes of study and lifelong learning programmes). Lecturers may also be engaged in creative activities (in particular, creation of educational materials, textbooks, study materials, etc.) and other activities. In this case, it is necessary to correctly assign the employee either as a lecturer or as an academic in accordance with the Higher Education Act.⁵

Lecturer – L1, L2

The first employment contract is normally entered into for a fixed term of up to three years and may be extended twice. In each case, the contract may be extended for up to three years (Section 39 of the Labour Code). A permanent contract may be entered into with employees in pay bands L1 and L2 who have proven their qualities and competences.

Postdoctoral Researchers

Postdoctoral researchers constitute a specific category.⁶ They are junior academics or researchers, who are employed for a fixed term (1-3 years) and who have been awarded a Ph.D.

⁴ For further information, see Rector's Directive No. 15/2020, definition of an 'academic' at Charles University.

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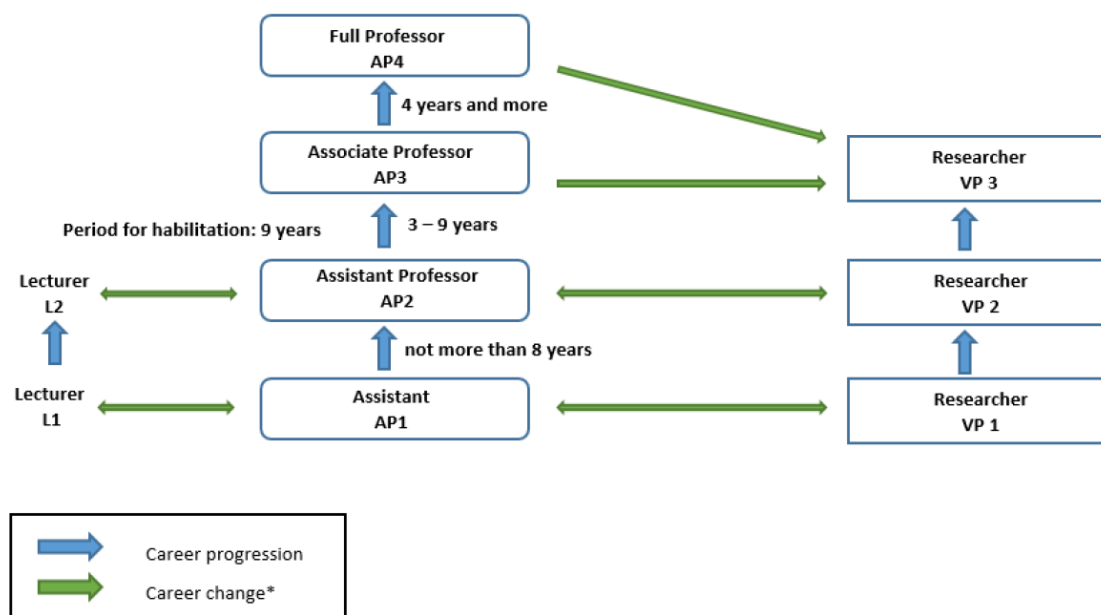
⁶ For further information, see Rector's Directive No. 23/2021, introduction and definition of the term 'postdoctoral researcher' at Charles University.



or an equivalent academic degree not longer than eight years ago.⁷ Postdoctoral researchers are assigned to the AP2 or VP2 pay bands. If, in addition to research activities, they are engaged in pedagogical activities, they may be designated as academics under the Higher Education Act.⁸

Positions of postdoctoral researchers are filled by applicants who have been awarded a Ph.D. at a foreign (or Czech) higher education institution, in accordance with the Competitive Hiring Process Code of Charles University, or based on the specific requirements of the project for which the postdoctoral researchers are hired. Employees who, after defending their Ph.D., stay in the same department as where they worked already during their Ph.D. studies, are not considered postdoctoral researchers.

Career progression and career changes at Charles University



* Academics, researchers, and lecturers may decide on a career change and be assigned to other positions.

Note: The diagram includes only the most frequent forms of career growth, not all possibilities. The period of employment in the positions presumes uninterrupted full-time employment and may be longer in cases of long-term incapacity to work, maternity or paternity leave, or other special cases.

Managerial positions

The period of employment in managerial positions (head of a department, unit, etc.) is limited in time, and the number of terms that an employee can hold a specific managerial position should be limited as well. After the expiry of the set period, the employee may continue working

⁷ This period does not include maternity or paternity leave, military service, leave due to serious health issues, or other long-term statutory obstacles to carrying out work (for example, long-term care for a family member or a close person).

⁸ For further information, see Rector’s Directive No. 15/2020, definition of an ‘academic’ at Charles University.



in the managerial position for another fixed period subject to a positive evaluation, which takes place 3-12 months before the end of the set period. Where the internal regulations of the faculty or other unit of the university so provides, the continuation in a managerial position may be conditioned by a successful competitive hiring process under the Competitive Hiring Process Code of Charles University, otherwise the competitive hiring process may be replaced by the employee's evaluation.

In addition to the duties indicated in the job description of the managerial position, employees in managerial position are responsible for the following tasks:

- transforming the institution's goals into the goals of the individual units, departments and employees;
- ensuring and increasing the quality of creative and publication activities;
- ensuring and increasing the quality of educational activities;
- management and direction of the department, including regular feedback for and evaluation of subordinate employees, their professional development and growth, also in regard to ensuring the continuation of the department, and searching for suitable candidates who might fill any vacant positions in the department;
- cooperating with other departments.

New employees

New employees are entitled to an "onboarding period", which means introductory training and further support. The direct superordinate employee or another employee designated by the superordinate employee plays the key role in this period. The employee in the managerial position must inform the employee about the criteria or areas of evaluation, and also discuss the Career Growth Plan, normally not later than 14 days before the expiry of the trial period.

Final Stages of Career

The end of a professional career is also a very important stage. With regard to the financial situation and variety of personnel at the faculty, unit, or department, it is recommended to offer, as an alternative to regular retirement, part-time employment or other positions to these employees to capitalise on their experience. Professors above the age of 65 years may be appointed Emeritus Professors by the Rector⁹, and may further participate in the university's activities without being employed by the university.

Career Growth Plan

The Career Growth Plan (CGP) helps plan the career of specific employees with regard to their specific position and professional goals. It motivates the employees in their work performance and spurs their further development because they have a clear idea of what is expected of them.

The Career Growth Plan is re-evaluated and updated during the term of employment, usually based on the evaluation of the employee. The CGP is drafted by the employee in cooperation with the superordinate employee, and includes objectives, which help the employee to plan his or her professional career and motivate the employee to systematically develop professional skills. These objectives are binding and their accomplishment is subject to evaluation. This is

⁹ Article 41 of the Constitution of Charles University.



why the areas of the Career Growth Plan should correspond to the areas of evaluation of the employee.

Career Growth Plans are not drafted for employees with fixed-term contracts, as they are not expected to remain employed at the university. This is the case, for example, of postdoctoral researchers.

Evaluation of Employees

Basic principles

The work of academics, researchers, and lecturers is subject to regular evaluation. The faculty may decide not to evaluate employees whose weekly working hours do not exceed 16 hours.

Employees with fixed-term contracts who are interested in continuing their employment are normally evaluated six months before the termination of their employment. Associate professors and full professors with permanent contracts normally undergo evaluation once every five years, other employees with permanent contracts once every three years. Appointment as an associate professor or full professor may replace the evaluation procedure that the employee would otherwise have to undergo in the given period.

On request of the employee, his or her superordinate employee, or the management of the faculty or unit of the university, the evaluation may be carried out in the course of the employment also at a different time than after the set period.

The evaluation for the given period must reflect the workload (working hours), any long-term incapacity to work, maternity or paternity leave, care for a family member, stay abroad, sabbatical, and other relevant circumstances.

Stages of evaluation

The employee prepares self-evaluation based on the areas set by the faculty. Data from the university's information systems (OBD, SIS, etc.) should be used at this stage. The employee may collaborate on the self-evaluation with his or her superordinate employee. The self-evaluation is then reviewed by a committee appointed by the Dean or director. If the committee is not satisfied with the material provided, it invites the employee for an evaluation interview, which can also be done remotely. The interview will also take place on the employee's request, as well as in other cases if required by the faculty or unit. The result of the evaluation is a written report including the Career Growth Plan for the following period. The evaluated employee may react to the conclusions of the committee in writing if he or she disagrees with them. The evaluation including the committee's report is then discussed by the Dean's Board. The tasks of the committee include, among others, comparison of employees between departments, and thus it is recommended that the committees be appointed for the entire faculty or unit, or academic field, etc.

The result of the evaluation may be a recommendation to extend the employment contract, reassignment to another position or pay band, decision on (non-)payment of a bonus, change to the amount of the personal performance bonus, shorter working hours based on agreement with



the employee, decision on re-evaluation after 1-3 years, issuing of an official warning, or termination of employment under Section 52(f) of the Labour Code.

The evaluation materials are stored in accordance with the principles of protection of personal data, so that they are available to only a limited number of people who have a justified reason to access to them.

Areas of evaluation

The materials for evaluation may include data from the information systems of Charles University, materials drafted by the employee for the evaluation committee, and the evaluation report of the superordinate employee. The criteria may be of a quantitative or qualitative nature. The specific areas and criteria are provided by the Dean or director in a directive.

Employees are evaluated in the following areas:

1. Work performance

- a) **Scientific and other creative activities** – publications, significant contributions at conferences, international cooperation, project activities, specialised activities in the respective field of expertise, including transfer of knowledge and technologies, commercialisation, popularisation of science, etc.
 - b) **Pedagogical activities** – guaranteeing of study programmes and subjects, regular and distance teaching including e-learning, innovations in teaching, international dimension in teaching, pedagogical skills, etc.
 - c) **Other activities** – positions or membership in bodies, evaluation boards, committees, activities related to the third role of universities, appearances in the media, cooperation across different fields, mentoring, mobility, ICT skills, administrative activities, contribution to the operations of the university, etc.
2. **Soft skills** – actions and behaviour at work, communication, social skills, professionalism, responsibility, activity on own initiative, flexibility, collaboration, etc.
 3. **Language skills**
 4. **Managerial skills** (in managerial positions)

The Dean or the director provides in a directive the following for their respective faculty or other unit of Charles University:

- areas and criteria of evaluation, usually the evaluation form,
- rules for the appointment of the evaluation committee,
- time schedule for the evaluation,
- further details regarding the individual stages and organisation of the evaluation.

