

Framework Principles of Career Development and Evaluation of Members of the Technical and Economic Staff at Charles University

The aim of these Principles is to provide economic and administrative, technical, and professional staff, manual workers, service employees, and business-operational employees (“members of the technical and economic staff” or “employees”) with comprehensible and clear rules concerning their career development at Charles University, and thus to contribute to increasing the quality of its operation in accordance with the university’s Strategic Plan.

The career development 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, gender, sexual orientation, disability, social origin, or property. The principle of equal opportunities, or rather the principle of creating equal opportunities, must be applied to the greatest possible extent. Details regarding the rules of career development and the procedure applicable to evaluation are provided by the Deans for the individual faculties and by directors for the other units in the form of a directive, or by the Bursar for the Rectorate and the units administered by the Bursar.

Members of technical and economic staff are indispensable to Charles University. Even though their work does not lie, primarily, in pedagogical or creative activities, the quality of their work and their active approach has a significant impact on the operation of the university as a prominent educational and research institution. Their work activities usually consist in providing quality services, support, and an adequate study and work environment for students, academics, researchers, lecturers, and other members of the technical and economic staff.

The career development system of employees includes their regular evaluation, the main aim of which is to cultivate the working environment, receive feedback from employees to regulate the working environment and conditions, foster communication between employees and their supervisors, and to receive feedback from employees regarding other aspects affecting their work. The employees’ supervisors and the management of the faculties and other units of the university should work with the suggestions made within the evaluation in a systematic way.

Career Development and Career Change

The placement of members of the technical and economic staff in pay bands is governed by the Internal Wages Regulation of Charles University¹. The basic job description and qualification requirements are based on the Catalogues of Jobs and Work Positions for Employees of Charles University². They may be further specified in the typical job description for the individual work positions as defined by the faculty or other unit of the university. Specific requirements for the work of individual employees are also defined in their employment contract, job description, career development plan, or work goals stated in the conclusion of their evaluation.

¹ Article 4 of the Internal Wages Regulation of Charles University.

² Rector’s Directive No. 56/2021, Catalogues of Jobs and Work Positions for Employees of CU, and Rector’s Directive No. 78/2017, as amended by Rector’s Directive No. 11/2018, Catalogue of Jobs for economic and administrative, technical, and professional staff, manual workers, service employees, and business-operational employees of Charles University.



Members of the technical and economic staff have the following opportunities for career development, in particular:

- Performance of more demanding work, for example, in relation to the acquisition of new professional skills, improvement of education, etc. (with potential reassignment to a higher pay band)³;
- Promotion to a managerial position.

Members of the technical and economic staff may also change the course of their professional career and start working in an entirely different work position within the university.

Managerial Staff

Managerial positions, for example, heads of offices, departments, or other workplaces, are normally filled through an open and transparent competitive hiring process, and it is recommended to follow the rules set out in the Competitive Hiring Process Code of Charles University. Directors of other units are always selected in a competitive hiring process in accordance with the Competitive Hiring Process Code of Charles University, while the appointment of Deans, Vice-Deans, and Secretaries to the Faculties is governed by the Higher Education Act and the internal regulations of the respective faculty.

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

- Transforming the institution's goals into the goals of the individual units, workplaces, and employees;
- Managing and directing the department, including regular feedback from and evaluation of subordinate employees, their professional development and improvement of their qualifications, also in regard to ensuring the continuation of the workplace, and searching for suitable candidates who might contribute to the development of the workplace, where necessary;
- Cooperating with other workplaces.

New Employees

New employees are usually hired for a fixed term, and only exceptionally for an indefinite term, with a trial period (normally for 3 months, or longer in the case of managerial positions, but not more than 6 months).

New employees are entitled to an onboarding period, which means introductory training and further support. The onboarding process is led by the new employee's direct superordinate or by another employee designated by the superordinate, who helps the new employee get settled in the new position as smoothly as possible. Before the expiry of the trial period, the supervisor must inform the employee of the criteria or areas of evaluation and set the work goals for the following period with the employee, unless the employment is to be terminated within the trial period.

³ However, meeting the qualification requirements for placement in another pay band does not create the right to be placed in that pay band (Article 4 (8) of the Internal Wages Regulation of Charles University).



Evaluation of Members of the Technical and Economic Staff

Basic principles

The work of members of the technical and economic staff is subject to regular evaluation. The faculty or other unit of the university may decide that employees whose weekly working hours do not exceed 16 hours (inclusive) and employees placed in pay bands 1, 2, and 3 are not subject to evaluation. In the case of manual workers, service employees, and business-operational employees, the faculty or unit may also apply a simplified evaluation which is carried out only by the superordinate of the given employee. The procedure therefor is provided by the Dean of the faculty, director of other unit, and the Bursar in a directive.

Employees undergo regular evaluation, normally once a year, and no later than once every two years, usually at the end or the beginning of the calendar year. On the request of the employee or, in justified cases, the employee's superordinate or the management of the faculty or other unit of the university (usually the Dean or the Secretary to the Faculty, director of other unit, or the Bursar), the evaluation may be performed in the course of the employment at a different time than at the set period.

The evaluation is carried out using the university's electronic application.

The workload (working hours), any long-term incapacity to work, maternity or parental leave, care for a person dependant on the assistance of another, stay abroad, and other relevant circumstances must be taken into account in the evaluation.

Within the evaluation, it is considered good practice to ask for feedback from employees on the working conditions, operation of the university, unit, or workplace, including the work of the superordinate, opportunities for further education, etc. It is also important to discuss the employee's motivation.

Stages of Evaluation

The employee prepares a self-evaluation based on the set areas and defines work goals for the next period. The employee then discusses the self-evaluation and the goals during an interview with the superordinate, who prepares an evaluation report. The superordinate approves or modifies the employee's work goals. The result of the evaluation is a written report, which includes work goals for the next period. If the employee under evaluation does not agree with the written report, the employee may respond in written form. In that case, the report will be considered by the management of the faculty or other unit, or by a board appointed by the Dean of the faculty, director of other unit, or the Bursar. The Dean of the faculty, director of other unit, or the Bursar may also decide that the board will discuss all evaluation reports.

The evaluation may result in a recommendation to extend the employment contract, to reassign the employee to another work position based on agreement with the employee, or to place the employee in another pay band, decision on (non-)payment of a financial remuneration, change to the working hours based on agreement with the employee, decision on re-evaluation in less than a year, or the procedure under Section 52 (f) or (g) of Act No. 262/2006 Sb., the Labour Code, as amended.



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

Evaluation of Managerial Staff

Managerial staff undergo the same regular evaluation at least once a year, according to the same rules as other employees. They are normally evaluated by their direct superordinate, as well as the respective member of the management (for example, the Secretary and the Vice-Dean, the Bursar and the Vice-Rector, etc.). The evaluators, or the evaluation commission, for the individual members of managerial staff are selected by the Dean of the faculty, director of other unit, or the Bursar.

Managerial staff may also be evaluated in the form of a 360-degree evaluation, that is, evaluation by their superordinates, subordinates, and peers. The aim of such evaluation is to receive anonymous feedback from a wider range of people who collaborate with the member of the managerial staff on a regular basis. It is primarily a tool for development, and as such it is usually not compulsory for the managerial staff. It should not be repeated on an annual basis, but usually once every three years. The evaluation should result in recommendations for improving and developing the employee's managerial skills. It is considered good practice to offer the employee under evaluation the opportunity to discuss the results with the employee's superordinate, coach, or another person.

Areas of Evaluation

Employees are evaluated in the following areas:

1. **Achieving the work goals set** in the previous period
2. **Professional skills** based on the work position
3. **Soft skills and personal approach**
4. **Foreign language skills** (where relevant)
5. **ICT skills** (where relevant)
6. **Managerial skills** (for managerial staff)

Within one year of the date of effect hereof, the Dean of the faculty, director of other unit, or the Bursar provides for the faculty or other unit of Charles University in a directive, in particular, the following:

- Whether employees whose weekly working hours do not exceed 16 hours and employees placed in pay bands 1 to 3 are subject to evaluation;
- Whether the simplified procedure is to be applied to manual workers, service employees, and business-operational employees;
- Rules for the appointment of the evaluation commission;
- Time schedule for the evaluation;
- Further details regarding the individual stages and organisation of the evaluation.

