

Charles University, the First Faculty of Medicine

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Dean's Order # 11/2023

Strategies of personnel policy of the First Faculty of Medicine concerning employment of academic staff, lecturers and researches

(Order of Career and Promotion for the First Faculty of Medicine of Charles University)

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Responsibility: dean, Department of Human Resources, principals of organization units - heads, staff in question

Part One

Article I: Purpose

- (1) The purpose of this Order is, under superior and generally binding as well as internal legal regulations and other documents:¹
 - (a) definition of basic strategies of personnel policy of the First Faculty of Medicine of Charles University (thereinafter "Faculty") provided for employing the academic staff, lecturers and researches (thereinafter "employees") and their career and professional growth and development;
 - (b) clarification and specification of the Faculty's requirements to the employees at a certain post;
 - (c) providing the current as well as future employees and applicants for employment with intelligible and clear requirements to their work; providing them with relevant feedback concerning their professional activity at the Faculty, therefore contributing to better quality of the Faculty's educational and scientific activities.
- (2) The preferred strategy of the Faculty, considering the concept of a research university/faculty with close interconnection of education and science, is the search for educators who are high-standard scientists (AP2-4) as well.
- (3) This Order regulates the basic situations within industrial relations of the Faculty employees but does not cover all situations that may occur in the employees' industrial

¹ In particular, Act # 111/1998 Coll., Schools of Higher Education Act, in its current valid wording, Act #262/2006 Coll., Labour Code, in its current valid wording, Code of Ethics of Charles University, Internal Salary Regulation of Charles University, Rector's Directive # 55/2021, Basic Principles of Personnel Policy, Agreement between Charles University and trade union organizations on rules of the different procedure on contracting and repetition of employment for a definite period

relations and their professional development. The issues that are not regulated by this Order will be judged by the Dean or a person put in charge by him/her.

Article II: New employees

- (1) New employees are entitled to a period of adaptation, i.e. introductory briefing/training and further support. The key role is that of the new employee's immediate superior or a person put in charge by them. As a rule, not later than two weeks prior to expiration of the probationary period the superior is obliged to acquaint the employee with the criteria and/or areas of evaluation as well as to set out a Plan of Career Development with him/her, according to Article XIV.
- (2) The preferred moment of commencement of an academic staff member is graduation from doctoral (PhD) studies and subsequent post-doc placement at a high-standard institution abroad.

Article III: Subject matter of employees' activities

- (1) The major responsibilities of the academic staff, lecturers and scientific researchers ensue from the "Catalogue of work and work positions for employees of Charles University", which is specified in more detail for the Faculty's purposes by this Order.
- (2) Requirements to a specific employee's activities are further provided (including possible specific tasks) in the Contract of Employment, Description of Work activities, Plan of Career Development, or they ensue from the results of current evaluation.
- (3) An inseparable and indispensable part of most activities is the employees' participation in international activities and co-operation ("internationalization"). This also involves a good command of English language.
- (4) An academic employee's activities include three basic areas:
 - (a) educational activity – in particular, tuition (lectures, seminars, practical classes), including tuition in English language; preparation of tuition and study materials; organization of tuition (including preparation of documents necessary for accreditations, supervision in study programmes and subjects); preparation of new subjects and innovation of the existing ones; consultation; correction of students' assignments; examining; supervision of students' bachelor, diploma and rigorosum theses; reviewing of the theses; activity in Field Boards of doctoral study programmes;
 - (b) scientific, research and other creative activities – in particular, basic and/or applied research; collecting the finance (grant) resources; publishing the results in international quality journals with IF; active presentation at conferences; contracted research;
 - (c) other activities – in particular, participation in organizational and administrative support of operation of the Faculty, unit, research team; transfer of technologies and co-operation with the sphere of application; participation in programmes of life-long education; co-ordination of international student exchange (e.g. Erasmus+); popularization of science; supervision of secondary school students' professional activity; reviewing activity; participation in various bodies (Academic Senate, Scientific Council, Dean's Board), councils, committees – within the Faculty and

University as well as beyond, in grant agencies; active work in committees of professional associations; organization of various workshops and conferences, national as well as international; showing expertise in the public sphere, popularization and promotion of the Faculty's and University's reputation, etc.

- (5) Activity of other categories of the staff who are subject to this Order includes, as a rule, at least two of the above specified basic areas of activity of an academic employee. Rough proportions of these activities in total responsibilities of particular categories of the staff are shown below:

	Educational activities	Scientific, research and other creative activities	Other activities
AP1,2 – ASSISTANT, ASSISTANT PROFESSOR	30 – 60 %	30 – 60 %	10 – 20 %
AP3 – ASSOCIATE PROFESSOR	30 – 60 %	30 – 60 %	10 – 30 %
AP4 – PROFESSOR	25 – 50 %	25 – 50 %	25 – 50 %
L2 – LECTURER	50 – 80 %	10 % – 40 %	10 – 30 %
L1 – LECTURER NON-ACADEMIC EMPLOYEE	60 – 90 %	0 %	10 – 40 %
VP1,2,3 – SCIENTIFIC / RESEARCH EMPLOYEE	subject to matter and conditions of the project		

Part Two Order of Promotion

Article IV: Career and promotion of academic staff

The first contract of employment of a new academic staff member at the First Faculty of Medicine of Charles University is made on the competitive basis², the procedure being performed under the Competitive Hiring Process Code of Charles University.

Article V: Assistant – AP1

- (1) The position AP1 (i.e. academic staff without graduation in doctoral studies) can be taken by the employee only temporarily, on the basis of employment contract for a definite period (e.g. in view of early graduation from the doctoral study with a subsequent advance to the category AP2, or in case of substitution for an employee being on parental leave, long-term sick leave or stay abroad, etc.).
- (2) The employment contract for a definite period can be negotiated for no longer than 3 years, and if not excluded by general binding legal regulations⁴, prolonged not more than twice³, each prolongation of the contract being no longer than 3 years, considering the

² Section 70 Subsection 1, and Section 77 of Schools of Higher Education Act

³ Section 39 of the Labour Code

period of duration according to Subsection 3.

- (3) A sine qua non of prolongation of the employment contract without performing a competitive hiring process is a positive outcome of the employee's evaluation under this Order. Duration of occupation of this position can be up to 8 years (until graduation from doctoral studies), nonetheless, this period should generally be much shorter.

Article VI: Assistant Professor – AP2

- (1) The position AP2 (thereinafter also “Assistant Professor”) is considered to be the career step leading to habilitation (i.e. procedure undergone to take an Associate Professor post), as a “tenure-track” position.
- (2) The employment contract for a definite period can be made for no longer than 3 years, and if not excluded by general binding legal regulations⁴, prolonged not more than twice, each prolongation of the contract being no longer than 3 years. Prior to each prolongation, evaluation of the previous activities is performed.
- (3) In case of employment of a staff member who was not on a study/research placement according to Article II Subsection 2 the work placement abroad (taking not less than 3-6 months) is usually planned and performed during the first 3 years of the let Assistant Professor's employment. Active approach of the employee is always required. For provision of a work placement abroad, the employee is not automatically entitled.
- (4) The 9-year duration of employment at the position AP2 (without any considerable interruption, such as parental leave, long-term sick leave etc.) is generally supposed to be adequate for meeting the requirements of habilitation and promotion to the permanent work position AP3 (Associate Professor). The period of preparation for habilitation can, however, be longer with special reference to considerable reasons (e.g. employment at a part-time position; in case of an employee who commenced specialty training under specific legal regulations⁴ and meets the requisites of the specialty training by concurrent employment at a health care facility; or in case of employees with higher educational and/or organizational workload).
- (5) With an Assistant Professor who fails to meet the requirements for habilitation even in present or past absence of relevant objective obstacles to an academic employee's work, an employment contract for longer than 9 years can only be made in exceptional cases and if he/she defends the post in the competitive hiring process. On the possibility to allow the employee to enter the competitive hiring process, the Dean will decide on previous approval by the principal of the unit. At the Faculty's suggestion, further co-operation can also be based on a different principle (e.g. other professional under the agreement to perform work or agreement to complete a job, Lecturer L1).
- (6) If permanent employment contract is made with an employee under the results of the competitive hiring process, the Faculty will set his/her specific work responsibilities, usually for the period of 3 years. Carrying out the respective tasks will be tested in the process of evaluation.

Article VII: Associate Professor – AP3

⁵ For example, Act # 95/2004 Coll., Doctor, Dentist and Pharmacist Professions Act

- (1) To become an employee at the position AP3 (thereinafter “Associate Professor”) can only a person who was granted the educational and scientific title of Associate Professor or achieved an equivalent position abroad, showed the capability of independent scientific work at international level (e.g. experience of a research institution abroad) and is able to independently perform educational activity in the full scope of the given field.
- (2) The employment contract for an Associate Professor who has adequately manifested his/her qualities and competences in his/her current employment at the Faculty is normally made for an indefinite period of time; however, if the employee is a new one at the Faculty, then typically a contact for a limited period is made first. Subsequently, as a rule, following the first evaluation under this Order, when the employee proves his/her qualities and competences, the employment contract can be made with the employee for an indefinite period of time.
- (3) The advancement from the Assistant Professor’s position to Associate Professor’s is one of the most important milestones in the career, as in a typical case the change of employment from limited to indefinite period usually follows. Evaluation taken as part of this advancement is therefore crucial and meant as a filter of quality of the staff.

Article VIII: Professor – AP4

- (1) To become an employee at the position AP4 (full professor, thereinafter “Professor”) can only a person who:
 - (a) was granted the educational and scientific title of full Professor, or was appointed an extraordinary professor of Charles University by the Rector, or achieved an equivalent position abroad;
 - (b) showed the capability of independent scientific work at the highest level, high-quality teaching and leadership of scientific teams (including interdisciplinary ones), and has remarkable international experience, and
 - (c) is a professionally respected personality of strong character and long-term vision.
- (2) The employment contract for a professor who has adequately proved his/her quality and competencies during his/her previous employment at the Faculty is usually made for the indefinite period; however, if the employee is new to the Faculty, a contract for a limited period can be made first in substantiated cases. Subsequently, as a rule following the first evaluation under this Order, on which he/she proves his/her quality and competencies, a contract for an indefinite period can be made.
- (3) On the occasion of expiry of a professor’s employment contract, the Dean of the Faculty, subject to approval by the Scientific Council of the First Faculty of Medicine of Charles University, can propose to the Rector that the professor is appointed a Professor Emeritus.

Article IX: Lecturer (L1, L2)

- (1) The basic activity of an employee taking the work position L1 or L2 (thereinafter “Lecturer”) is tuition and control of study progress in Bachelor and/or Master study programme and in the programmes of life-long education. In lecturers taking the work position L1, scientific, research or other creative activities are not presumed, and therefore they are not considered as academic staff members³.

- (2) A Lecturer's first employment contract is, as a rule, made for the limited period of 3 years, and unless excluded by generally binding legal regulations⁴, it can be prolonged not more than twice, with each prolongation not longer than for 3 years.
- (3) The employment contract of a lecturer who has adequately proved his/her quality and competencies during his/her previous employment at the Faculty is subsequently made for the indefinite period.

Article X: Scientific researcher (VP1, VP2, VP3)

- (1) The basic activity of a scientific researcher taking the work position VP1 to VP3 (thereinafter "researcher") is research in the framework of scientific programmes and grant projects, possibly also including projects within contractual research (thereinafter "projects").
- (2) The employment contract of a scientific researcher is, as a rule, made for the limited period depending on the needs and period of the project, but not longer than for 3 years, it can be prolonged not more than twice, with each prolongation not longer than for 3 years. If necessary due to a special nature of the work, more subsequent contracts for the limited period can be made in a chain (Section 39 Subsection 4 of the Labour Code and the collective agreement).

Article XI: Managerial staff (principals of Faculty's organization units⁵)

- (1) The period in office of a managerial staff member (principal of a unit) is limited. After expiration of the set period, the period on the managerial post can be prolonged on the basis of positive evaluation, which is to take place 3-12 months prior to the end of the set period. If provided so by the Dean, passing a competitive hiring process under the Competitive Hiring Process Code of Charles University can be set as a requisite for further prolongation of the period in office, in the opposite case the competitive hiring process can be replaced by evaluation of the employee.
- (2) Apart from the duties ensuing from the description of responsibilities for managerial staff, the managerial staff members are responsible for:
 - transformation of the institution's objectives into the objectives of the unit, teams and individuals;
 - ensuring and enhancing the quality of creative and publishing activities;
 - ensuring and enhancing the quality of educational activity;
 - managerial leadership of the organizational unit, including regular feedback and evaluation of the staff, their professional development and growth of qualifications, also considering the continuity at the unit and search for suitable candidates for potential making-up of the team;
 - co-operation with other units.

Article XII: Postdoctorand (postdoc)

⁵ Article 21 of the Constitution of the First Faculty of Medicine of Charles University

- (1) Postdoctorands, i.e. recent graduates of doctoral study programmes, are a special group of the staff of the Faculty. The main reason for their engagement at the First Faculty of Medicine of Charles University is support for scientific activities (as well as education) at the Faculty on one hand, and further development of the postdoctorands' professional competences on the other hand. Of special importance and asset for the Faculty are graduates of other faculties and universities, especially abroad.
- (2) A postdoctorand's working position (usually VP2 or AP2) and his/her exact work responsibilities may vary depending on particular conditions of the respective project(s).
- (3) A postdoctorand who is active at a scientific position and interested in long-term co-operation with the Faculty can enter the competitive hiring process for a position of an academic employee, thus becoming a "core" academic staff member of the Faculty.

Article XIII: Harmonization of career and private life

- (1) In order to harmonize the career and the private/family life, if the nature of the work allows so, the First Faculty of Medicine of Charles University provides the staff with the option of performing the work from their homes. The Faculty takes a considerate approach towards the specific needs of the employees after their maternal/parental leave and/or after serious or long-term sick leaves or family member care leaves, including support for part-time work, so that a smooth return to the working process can be taken. At the same time, the Faculty takes these specific factors into consideration in assessment of meeting the criteria of current evaluation.
- (2) Integral part of a staff member's working life is also the late stage of the career as its not less important component. The First Faculty of Medicine of Charles University, taking into consideration its economic situation and smooth staffing process, supports employment of the experience of employees at the end stage of their careers through their engagement under part-time work contracts or on another basis. A Professor older than 65 years can be appointed a professor emeritus⁶ by the Rector and therefore further participate in activities of the University without being in a contractual relation with the First Faculty of Medicine of Charles University.

Article XIV: Plan of Career Development

- (1) Plan of Career Development (thereinafter "PCD") helps to better plan then employee's career, considering his/her individual work position and career objectives, by setting what is expected from the employee in a binding way. It motivates the employee for better work efficiency and further development. PCD is set, above all, considering the basic activities according to Article II Subsection 5 and Article XVIII, and also takes in consideration the current criteria provided by the First Faculty of Medicine of Charles University for habilitation procedure or procedure of appointment to the professor post at the Faculty.
- (2) PCD is compiled by the employee in co-operation with his/her immediate superior. Part of the plan is a specified outlook of the professional development, including a presumed schedule as well as recommendations concerning what the employee should concentrate on in particular areas of the employee's responsibilities to the effect of Article III and on

⁶ Article 41 of the Constitution of Charles University

“soft skills”, particularly focused on the command of English language, leadership and ability of motivating the working team as well as communicative skills, always including recommendations considering the given employee’s following steps. PCD is always concluded with statements of the persons according to Article 15 Subsection 5.

- (3) Achieving the objectives of PCD is the subject of subsequent evaluation.
- (4) Plans of Career Development are not compiled for the staff with employment contracts for a definite period who are not presumed to stay at the University further, such as postdoctorands.
- (5) Once finished, PCD including its possible alterations shall be delivered to the Department of Human Resources to be filed.

Part Three Evaluation of the staff

Article XV: Basic principles of evaluation of the staff

- (1) Activity of the academic staff, lecturers and scientific research at the First Faculty of Medicine of Charles University and its results are subject to regular evaluation under this (thereinafter “evaluation”), unless provided otherwise.
- (2) The evaluation is performed once in 3 years at times set by the Dean.
- (3) An employee is subject to evaluation from the end of the second year of his/her employment.
- (4) The evaluation is not performed in employees with part-time employment up to 16 hours (inclusive) per week, i.e. 0.4 standard workload. Basing on a duly substantiated suggestion by the principal of the unit, the dean can exempt a particular employee from the evaluation process (e.g. in case of a professor emeritus, the emeritus head of the department or employees at the late stage of their carrier).
- (5) In evaluation of an employee, the respective employee and his/her immediate superior (thereinafter also “appraiser”) take part. The process of evaluation is described in more detail in Methodological Guidelines, which also include the compulsory forms Evaluation of Career Development and Plan of Career Development. At the level of the unit, it is the principal/head that is responsible for the process of evaluation.
- (6) The Dean appoints the board, which is usually composed of vice-deans, members of the Dean’s Board, the Bursar and other experts. The evaluating board has a quorum if 3 members are present. The Board judges the output of evaluation within the Faculty and individually deals with any possible difference in opinion between the evaluated employee and the appraiser and/or any failure to meet the minimum criteria set in particular employees. The concluding report made by the evaluating board is discussed in the Dean’s Board. Activities of the evaluating board, including preparation of all source materials, are provided for by the Department of Human Resources.

Article XVI: Result of evaluation

- (1) The result of the evaluation can be the recommendation to prolong the contract of employment, redeployment to another work position or wage level, granting or non-granting of a premium, a change of incentive payment, reduction of the workload and pay following an agreement with the employee, or any other appropriate measure.
- (2) If the evaluated employee obtains the adequate scores required on evaluation of the basic work activities and meets the requirements set by the PCD, he/she shall be judged as an employee meeting the requirements of work performance as stated by the employer; this fact shall be reflected in recommendation of an adequate measure according to Subsection 1. On evaluation according to this paragraph, the criterion according to Article XVII Subsection 1 Sentence 2 shall be taken into consideration.
- (3) The result of the evaluation is proposed by the evaluated employee's immediate superior. If at some specific units an employee fails to reach the minimum required number of points for objective reasons (e.g. the extent of tuition at the given unit is too low, or the employee's responsibilities are immeasurable within the set categories), the principal/head has the right of considering the achieved number of points as adequate; he/she is obliged to substantiate his/her decision. Such specific cases shall be dealt with individually by the Board in the concluding discussion of the output of the evaluation.
- (4) The required scores for particular work positions are set as follows:

Type of work / areas of evaluation	Set minimum number of points obtained at employee's first evaluation:			Set minimum number of points obtained at employee's next evaluations:		
	Tuition	Scientific work, research and other creative activities	Other activities	Tuition	Scientific work, research and other creative activities	Other activities
Assistant Assistant Professor Lecturer L2 – academic staff	7	0	1	7	3	1
Associate Professor	10	10	2	10	10	2
Professor	14	30	3	14	30	3
Lecturer L1 – non-academic staff	0	0	1	0	2	2
Scientific Researcher VP1	0	0	1	0	2	2

Scientific Researcher VP2	0	5	2	0	10	2
Scientific Researcher VP3	0	10	3	0	30	3

Article XVII: Subject matter and criteria of evaluation

- (1) On evaluating by the score scale, quality and quantity of fulfilling the basic activities as stated in Article III Subsection 5 of this Order. In employees with a part-time workload, meeting the criteria shall be judged as appropriate considering their workload proportion.
- (2) The evaluated data shall pertain to not more than the past 3 years, i.e. the period from the last evaluation, and for particular work positions they are judged according to the following criteria:

(a) **Evaluation of tuition** for 3 past years as a rule:

1. Undergraduate education

1.a Amount of tuition in hours per year

Manner of evaluation	
Points	Verbal description of the employee's evaluation
5	Teaches approximately to the extent set by the upper limit of the tentatively provided span of amount of educational activity as shown in Table 1
3	Teaches approximately to a half of the extent of the tentatively provided span of amount of educational activity as shown in Table 1
1	Teaches approximately to the extent set by the lower limit of the tentatively provided span of amount of educational activity as shown in Table 1

Tuition and subject that the academic staff member teaches – lectures, seminars, practical classes and examination (including the number of students and the form of examination)

1.b Quality of tuition

- evaluation of tuition by students – the grading of the evaluation is considered if the

Manner of evaluation	
Points	Verbal description of the employee's evaluation
5	systematically and actively meets the requirements of undergraduate education beyond the framework, is always interested in his/her professional development, always approaches his/her work globally, always shows initiative
4	largely meets the requirements of undergraduate education systematically beyond the framework, is largely interested in his/her professional development, largely approaches his/her work globally, largely shows initiative
3	sometimes meets the requirements of undergraduate education, is sometimes interested in his/her professional development, sometimes approaches his/her work globally, sometimes shows initiative
2	largely does not meet the requirements of undergraduate education or is interested in his/her professional development, fragmentary approach prevails in his/her work, largely he/she shows little initiative
1	hardly ever meets the requirements of undergraduate education or is interested in his/her professional development, his/her approach to work is fragmentary, he/she hardly ever shows initiative

employee was evaluated by more than 10 students: for grades between 1 and 1.9 the employee gains 2 points, for grades between 2 and 2.9 the employee gains 1 point;

- supervision of theses (bachelor degree, diploma, rigorous) – number of defended and currently supervised bachelor degree, diploma and rigorous theses; the employee obtains 1 point for each defended or currently supervised thesis

2. Education in doctoral (PhD) study programmes

- 2.a number of student that the employee supervised as the tutor – the employee obtains 1 point for each student
- 2.b number of successful defences of theses under Inset (a) – the employee obtains 5 points for each 5 successful defence of thesis

3. Passing the educationalist course – the employee obtains 10 points for each year for passing the course.

(b) **Evaluation of scientific, research and other creative activities** for 3 past years as a rule:

1. Books published

- number of textbooks published as the first author, editor, co-author;
- author or co-author of a chapter (unless he/she is the author or co-author of the textbook);
- number of monographs published as the first author, editor, co-author;
- author or co-author of a chapter (unless he/she is the author or co-author of the monograph)

2. Publications in journals

	Number of points
Author/Editor of textbook	5
Author/Co-author of chapter	1

- number of papers published in Q1 as the first author, corresponding author, last author, co-author;
- number of papers published in Q2 as the first author, corresponding author, last author, co-author;
- number of papers published in Q3 as the first author, corresponding author, last author, co-author;
- number of papers published in Q4 as the first author, corresponding author, last author, co-author;

3. Number of citations – according to Web of Science (WoS) – the employee obtains 1 point per

Number of papers published	First author, corresponding author, last author (number of points)	Co-author (number of points)
Q4	2	1
Q3	3	2
Q2	4	2
Q1	5	3

citation;

- 4. Number of projects (grants) obtained** from purpose-set subsidies from public or other resources (as principal researcher / co-researcher) – the employee obtains 3 points per 1 grant
- 5. Number of participations in researcher teams** – the employee obtains 1 point per 1 grant (according to Point 4)

(c) **Evaluation of other activities** for 3 past years as a rule, in total for the following areas of evaluation (1 is the lowest possible limit of points obtained while 5 is the highest):

1. participation in organizing and administrative backup of activities of the Faculty, unit or research team;
2. transfer of know-how and technologies to practice, activities within the Faculty's supplementary activities, co-operation with the sphere of applying businesses;
3. participation in programmes of life-long education, lectures for the public, publication of popular-science texts and other relevant activities comprised in the "third role" of the university;
4. reviewing activities; participation in boards, councils, grant agencies, committees of professional associations, organs of academic self-government; organization of various workshops and conferences;
5. scope of knowledge of languages, active command of foreign languages;
6. ability of leadership and motivating the team.

Article XVIII: Common and final provisions

- (1) The first evaluation of the staff under this Order shall take place at the Faculty in 2025.
- (2) Principals/Heads and other managerial staff shall demonstrably familiarize all employees deployed to work at their units who are subject to this Order.
- (3) By this Order, the Dean's Order # 11/2022, Strategies of personnel policy of the First Faculty of Medicine concerning employment of academic staff, lecturers and researches (Order of Career and Promotion for the First Faculty of Medicine of Charles University), is replaced.
- (4) This Order becomes valid on the date of the signature and effective on 1st November 2023.

In Prague on 4th October 2023

prof. MUDr. Martin Vokurka, CSc.
Dean of the Faculty