



Career Code

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# CAREER CODE FOR ACADEMIC STAFF

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## 1. General Provisions

This Career Code regulates the basic principles and rules for the management of education, career development and the progress of academic staff members (hereinafter referred to as "AS") at the Moravian Business College Olomouc (hereinafter referred to as "MVSO").

The Career Code is created in accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Amendments and Supplements of Other Acts (Higher Education Act), as amended, act No. 262/2006 Coll., the Labour Code, as amended and internal regulations of MVSO.

All AS are consistently committed to compliance with the HR Award principles defined by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and the principles of the Code of Ethics of MVSO. MVSO respects personal rights of all AS and ensures equal treatment to all. Equality and gender balance are strictly respected. Any discrimination, bullying, mobbing or bossing is inadmissible, whether on grounds of sex, age, nationality, political or religious affiliation, sexual orientation, disability, or social and economic conditions. All applicable legislation, including GDPR, is also respected.

## 2. Basic Concepts

**Career development.** A set of activities that equip employees with the knowledge, skills, and abilities (competencies) they need to master in order to perform work tasks effectively.

**Career promotion.** A change in the employment classification (job title) of an AS member within its career path to a higher level allowed by MVSO. The possibility of career promotion is described in this Career Code, which describes the necessary requirements of possible promotion. The implementation is subject to the decision of the MVSO management.

**AS competencies.** The document describes the development of competencies defined for MVSO AS in the management documentation (*Directive for the Evaluation and Remuneration of Employees and Directive for the Methodology of Conducting HR Audits at MVSO*). According to the evaluation form, the **competencies of AS** include the so-called **hard competencies** – focused on their performance (pedagogical activities, R&D activities and projects, international activities, business activities) and **soft competencies** – focused on personal qualities and social skills of AS used as part of the quality of outputs of hard competencies (their approach to fulfilling work tasks, team work). Competencies can be distinguished according to the level of their adoption from a low level to a high level. The **low level** is represented by the starting requirements for AP, the **high level** is represented by the aims and strategy of MVSO.

**Academic staff member.** An employee performing work for employers falling within its nature in academic activity, namely a lecturer, an assistant professor, an associate professor, a professor.

**Expert in the field (practitioner).** Their role is described in the MVSO organizational rules. These are mainly external co-workers (with special employment agreements) or part-time workers (usually 0.1), with educational attainment of Mgr., Ing., accepted in the accreditation file. They are in a short- or long-term employment relationship with MVSO. They do not hold an AS job title. With respect to their pedagogical activity at MVSO, they follow the pedagogical requirements in accordance with this Code.

**Supervisor.** An experienced employee who has mastered the basic competencies required from trainees. As part of their job, they work in direct contact with the trainee in the form of assignments, feedback and immediate correction of work performance, including work behaviour.

**Mentor.** An employee classified as an expert guarantor for a selected professional field with competencies defined in accordance with the Organizational Regulations of MVSO.



**Academic Career Centre (ACC).** A workplace ensuring the implementation of this Career Code; see The Organizational Regulations of MVSO and other MVSO management documentation.

### 3. The Roles of Academic Staff

#### 3.1. AS job titles

At MVSO, AS are classified according to the characteristics of the activity performed and the fulfilment of qualification requirements in the manner shown in the following table. According to the AS formulated job assignments, career development and career promotion options are also formulated, including qualification requirements for the purposes of the AP selection procedure (see the Selection Procedure Regulations for the Recruitment of Academic Staff).

AS job title					
	Lecturer	Assistant professor 1	Assistant professor 2	Associate professor	Professor
	1	2	3	4	5
Qualifications	University/Higher Education (HE)	HE, commencement of scientific training (Ph.D. studies)	HE, academic rank: CSc., DrSc., Dr. or Ph.D.	HE, completed habilitation procedure	HE, completed professorial procedure
Job description	Teaching activities aimed at helping students acquire and consolidate their knowledge. Involvement in conducting and partaking in practical seminars and other teaching activities, professional and scientific literature documentation.	Comprehensive cultivation and development of cognitive and creative abilities of students and graduates, independent conduct of (practical) seminars, excursions, or lectures, continuous assessment and provision of consultations. Participation in undertaking research and development (RDI) tasks with specified inputs and outputs. Individual preparation of partial outputs. Active publishing activity.	Applied and basic research, creative solutions of RD tasks, or creative application of the results of basic research, creative activities in the field of science. Delivering lectures, expert, publishing and reviewing activities, supervising and reviewing academic papers.	Specialized creative and systemic work including the monitoring of decisive trends in RD, creative application of RD results in teaching, training young researchers, lecturing, and creating adequate conditions in the relevant scientific field. Creative coordination of RD projects at international level.	

Career development and career promotion is possible within the above-mentioned AS job titles after fulfilling the qualification requirements for the relevant job title.



### 3.2. Management roles of AS

Academic staff may perform a managerial or an expert function in the management of departments that require managerial competencies. In particular, these are the roles of:

- Manager of the Department,
- expert guarantor of the Department,
- Manager of MVSO Excellence,
- study programme guarantor.

Descriptions of these roles are part of the Organizational Regulations.

Education in managerial skills is not included in this Code, but it does interfere with the competencies of those AS members who perform such a role and includes continuous training in the following areas:

- training of managerial and leadership skills,
- training in managerial techniques, work organisation techniques, project management,
- advancement in personal development techniques of employees.

## 4. Description of the Conditions and Opportunities for Career Development

This Career Code describes the conditions and opportunities for career development in accordance with internal management documentation in the field of human resources management (see the references in parentheses) as follows:

1. Job title (see *the Selection Procedure Regulations for the Recruitment of Academic Staff*);
2. Adaptation at the workplace (see *Selection Procedure Regulations for the Recruitment of Academic Staff, Directive for the Evaluation and Remuneration of Employees - form*);
3. Work performance:
  - o academic (see *Organizational Regulations, Directive for the Evaluation and Remuneration of Employees, Rector's Order ... Minimum requirements*);
  - o within roles (see *Organizational Regulations, Rector's Order for minimum requirements for study programme guarantors*);
4. Professional growth;
5. Competencies under development (AS competencies see *Directive for the Evaluation and Remuneration of Employees*);
6. Focus on MVSO strategy and excellence (see *Strategic plan*);
7. Education: internal and external;
8. Stabilization:
  - o within roles (see *Organizational Regulations, Rector's Order for minimum requirements for guarantors*),
  - o with respect to their attitude,
  - o in benefits.

Throughout the presented system and the table overview below, the content of the description of a lower job title always applies to a higher job title.

### 4.1. A table overview of career development and career promotion.

Career development is included in the column of the given job title, Career promotion is expressed by the possibility of moving between individual columns.



Criteria for career development and career promotion				
	AS job title			
	AS - Mgr., Ing, Lecturer and Assistant Professor 1	AS - Ph.D., Assistant Professor 2	AS - Doc. (assoc. prof.)	AS - Prof.
On-site adaptation	Adaptation period of 3 months, under the guidance of the <b>supervisor</b> , entry in the form <i>Initial employee assessment</i> , evaluation of assigned tasks and level of monitored competencies in the starting period.	Adaptation period of 3 months, under the guidance of the <b>supervisor</b> , entry in the form <i>Initial employee assessment</i> , evaluation of assigned tasks and level of monitored competencies in the starting period.	Carried out by means of the assigned tasks, kept in cooperation with the staff of the department and the MVSO management, assigned and evaluated in the form of a personal interview, any form of record is appropriate.	Carried out by means of the assigned tasks, kept in cooperation with the staff of the department and the MVSO management, assigned and evaluated in the form of a personal interview, any form of record is appropriate.
Work performance - academic	Lecturer: Pedagogical activity. Teaching with inspection and in cooperation with the <b>course guarantor</b> .  Assistant Professor 1: Basic publishing activities, pedagogical activities and research activity led by project managers, <i>managerial staff</i> , <b>mentors</b> , teaching with inspection and in cooperation with <b>the course guarantor</b> , supervising and reviewing Bachelor's theses.	Independent publishing activities, work in project teams, project management, own research topic, independent teaching of students and consultations, reviewing research papers, DT supervising and reviewing Master's theses, cooperation with companies and institutions in the Czech Republic and abroad.	Project team management, proposals for research topics and tasks, supervision of publishing activities, creating course syllabi, teaching and guaranteeing teaching, creating Czech and international contacts, supervising and opposing academic and scientific papers, dissertations, developing and modernizing teaching, introducing new courses and study programmes, promoting the school at state and international level, creating and innovating study materials, professional cooperation at international level, implementation and targeted implementation of standards based on established conditions for accreditation, implementation of standards for procedures for the granting of associate professorship.	Monitoring and implementing trends in the development of science, leading project teams, designing research topics and tasks, supervision of publishing activities, monitoring RD trends and their application to research and pedagogical activities towards students and young researchers, management of RD training, creating teaching syllabi, conducting teaching and guaranteeing teaching, establishing international and national contacts, supervising and opposing research papers, dissertations, development and modernization of teaching, introducing new courses and study programmes, negotiation of professional cooperation at international level, promotion and presentation of MVSO in "professional circles" at state and international level, creation and innovation of study materials, implementation and targeted implementation of standards based on set conditions for accreditation process. Implementation of standards for procedures for the granting of professorship.



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Work performance - within roles</p>	<p>Support and guidance of younger co-workers in the <b>role of supervisor</b> in the field of corporate environment, corporate culture, organization of work, basic activities of MVSO.</p>	<p>Content and process guarantees of the pedagogical process, RD, management of the department and in mentoring of selected expertise as an <b>expert guarantor</b>. Support and guidance of younger co-workers as a <b>supervisor</b> in the field of corporate environment and AS performance. Creation of the development strategy, strategic and operational management of MVSO excellence, performance of assigned tasks within the framework of the particular MVSO excellence, participation in meetings and cooperation with the MVSO management, management of excellence in the field of RD towards business activities in the role of the <b>Manager of Excellence</b>.</p>	<p>Content and process guarantees of the pedagogical process, RD, management of the department and in mentoring of selected expertise as an <b>expert guarantor</b>. Content, procedural and professional guarantee of MVSO's study programme as the <b>guarantor of the study programme</b>. Conducting RD training, especially Ph.D. studies and habilitation (assoc. prof.) procedure as a <b>mentor</b>. Creating the development strategy, strategic and operational management of MVSO excellence, performance of assigned tasks within the framework of the particular excellence of MVSO, participation in meetings and cooperation with the MVSO management, management of MVSO excellence in the field of RD towards business activities in the role of the <b>Manager of Excellence</b>.</p>	<p>Content and process guarantees of the pedagogical process, RD, management of the department and in mentoring of selected area of expertise as an <b>expert guarantor</b> Content, procedural and professional guarantee of MVSO's study programme as the <b>guarantor of the study programme</b>. Conducting RD training, especially Ph.D. studies, habilitation (assoc. prof.) and prof. procedures as a <b>mentor</b>. Creation of the concept of development, strategic and operational management of MVSO excellence, performance of the assigned tasks within the MVSO excellence, participation in meetings and cooperation with MVSO management,</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Professional growth</p>	<p>Development of skills in all AS competencies, lecturer in the competencies of the pedagogical staff. Professional training according to the professional focus and MVSO excellence Commencement of doctoral studies in accordance with MVSO excellences.</p>	<p>Development of skills in all AS competencies and fulfilment of AS performance. Professional training according to professional focus and MVSO excellence Assoc. prof. procedure in accordance with the professional profiling of MVSO.</p>	<p>International cooperation and the creation of new contacts. Development of mentoring skills and doctoral student mentorship. Acquisition of know-how in the field of RD methodology and presentation of RD results. Professorship procedure according to the needs of professional profiling of MVSO.</p>	<p>International cooperation and establishing new contacts, monitoring and implementation of trends in expertise in accordance with MVSO needs, in university education, and RD. Development of mentoring skills and mentorship of doctoral students and habilitans.</p>



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<p><b>Competencies developed</b></p>	<p><b>Basic skills:</b> lecturer - pedagogical activities, commercial teaching; assistant professor - pedagogical activities, commercial teaching, the basics of research activity, publishing activities, research methodology.</p>	<p><b>Advanced skills:</b> modern techniques of pedagogical activities, interactive teaching methods, digital teaching, project management, writing RD proposals, projects and development projects and their implementation. Management of MVSO excellences.</p>	<p>Advanced skills + mentoring and related techniques of personal growth, networking in international research, management of RD projects and management of MVSO excellences, strategic thinking and strategic management.</p>	<p>Acquisition of and managing RD projects and development projects in the international environment, management of MVSO excellence, management of personal growth in the international environment, strategic thinking and strategic management.</p>
<p><b>Focus on MVSO strategy and excellences</b></p>	<p>Topics of teaching and research carried out according to the expertise of the workplace-department under the guidance of the supervisor, manager of the department, manager of MVSO excellence.</p>	<p>Inclusion in the MVSO excellence, internal interdisciplinary cooperation, cooperation with external institutions.</p>	<p>Management of MVSO excellence, expert guarantee in the accreditation process, cooperation with higher education institutions and other institutions, international scope.</p>	<p>Management of MVSO excellence, professional guarantee in the accreditation process, cooperation with higher education institutions and other institutions, international scope.</p>
<p><b>Education system: internal and external</b></p>	<p><b>Internal</b> educational programme, foreign language, guest lectures, meetings, management by supervisors and guarantors and managers at the workplace, cooperation within the department and MVSO, MVSO activities, and Erasmus+ programme. <b>External:</b> Specific activities according to MVSO expertise and needs, doctoral studies according to expertise.</p>	<p><b>Internal</b> educational programme, foreign language, guest lectures, cooperation within the department and MVSO, MVSO activities, and Erasmus+ programme. <b>External:</b> Specific activities according to the expertise and needs of MVSO.</p>	<p><b>Internal</b> educational programme, foreign language, guest lectures, cooperation within the department and MVSO, MVSO activities, and Erasmus+ programme, strategic meetings, management meetings. <b>External:</b> Specific activities according to the expertise and needs of MVSO.</p>	<p><b>Internal</b> educational programme, foreign language, guest lectures, cooperation within the department and MVSO, MVSO activities, and Erasmus+ programme, strategic meetings, management meetings. <b>External:</b> Specific activities according to the expertise and needs of MVSO.</p>
<p><b>Stabilization: in roles and attitudes</b></p>	<p><b>In roles:</b> Inclusion in the workplace, participation in projects, involvement in activities of MVSO excellence. <b>In attitude:</b> Result orientation, a sense of responsibility.</p>	<p><b>In roles:</b> Supervisor, involvement in development and RD projects, research project team leader, involvement in the MVSO excellence. <b>In attitude:</b> Co-responsibility for results, entrusted responsibilities.</p>	<p><b>In roles:</b> Project manager, manager of MVSO excellence, expert guarantor of the department, mentor, guarantor of the study programme. <b>In attitude:</b> Responsibility for results, assigned responsibilities.</p>	<p><b>In roles:</b> Project manager, manager of MVSO excellence, expert guarantor of the department, mentor, guarantor of the study programme. <b>In attitude:</b> Responsibility for results, assigned responsibilities.</p>





## 5. AS Internal Training

Educational events aimed at developing AS competencies are organized at least 4 times a year. The topics of the selected events focus on professional topics related to the AS hard competencies as well as on the development of AS soft competencies (or it is a thematically focused teambuilding containing the development of a larger set of soft AS competencies).

**Participants** in internal education are all AS according to their individual and team needs and interest. AS educational needs are based on:

- AS job title;
- the results of the AS evaluation process;
- MVSO objectives and priorities;
- tasks set by the MVSO management.

The objectives (and outputs) of the educational activities implemented focus on:

1. knowledge and skills of achieving standards of academic and pedagogical outputs for fulfilling a high level of AS competencies;
2. knowledge and skills in RD and business activities as part of MVSO excellences;
3. knowledge and skills of modern techniques and technologies suitable for AS performance;
4. understanding the contextual conditions of AS work (social, economic, technological conditions, requirements of practice);
5. training in social and technical skills, including self-knowledge of the level achieved in the skills necessary for high performance in AS competencies.

The topics of educational activities cover all AS competencies (hard and soft):

- pedagogical activities, including digitalisation of teaching;
- RD activities, including project activities;
- activities in an international environment, including language skills;
- business activities – education, counselling and consultancy;
- additional social and technical competencies – teamwork, communication, organizational and leadership skills.

The topics and their order are chosen according to MVSO priorities the in individual periods. The priority focus is set by the MVSO management.

Lecturers included in the internal education system are:

1. internal employees of MVSO – experts in fields according to the topics of education and certification of employees with competence at the highest expected level.
2. external experts, external employees of MVSO, commercial suppliers of education.

The plan of educational activities is drawn up and implemented by ACC with the approval of the MVSO management.

## 6. AS Mentoring Programme

Mentorship (mentoring) is a specific form of intensive individual educational activity. It is led according to mutually defined goals and conditions. AS Mentoring Programme focuses on:

- professional guidance to achieve a higher AS classification level;
- developing the knowledge and skills in the specific AS competency necessary for the success of AS;
- any goal according to the needs of MVSO and the recommendations of the MVSO management.



Any internal or external employee selected according to the mentoring goal can be appointed as a mentor:

- from academia,
- from the practical environment.

According to the *Organizational Regulations*, mentorship is also part of the role of an expert guarantor. ("conveys professional and pedagogical know-how, applies academic principles and mediates academic connections, supports output consultations, conferences, mediates study materials, engages in teaching").

As for the role of mentor, the following points are necessary:

1. knowledge and orientation of the mentor in the professional environment according to the mentoring goal;
2. a mentor-mentee agreement
  - a. about the mentoring goal;
  - b. on mutual personal interest to cooperate on the goal;
  - c. on the mutual ability to create adequate conditions for a successful course and outcome of mentoring;
3. approval by the MVSO management.

For the choice of mentor and the development of their competencies the following skills and responsibilities are essential:

- organising and conducting the mentoring process;
- mentoring techniques;
- quality orientation and functional ties in the area of the mentoring goal – knowledge, skills, contacts, experience.

The output of mentoring is preferably a written record, which:

1. is part of the *Employee Evaluation/Career Development Plan/Mentoring form*;
2. it can be drafted as a separate **written mentoring agreement** specifying the objective, conditions, records of mentoring and final evaluation (see the annex *the Directive on the Evaluation and Remuneration of Employees*).

Evaluation of mentoring outputs takes place:

1. according to the fulfilment of the goal (advancement in the career of the mentee);
2. according to the fulfilment of partial successive objectives leading to the main goal (as per the evaluation of the records in the written mentoring agreement or in the evaluation form);
3. according to operational indicators of the fulfilment of the goal – fulfilment of output plans (plans of the departments and MVSO excellences; minutes of meetings; performance feedback, references).

The conditions for mentoring parties are as follows:

- the mentee is in the labour-law relationship with MVSO;
- the internal mentoring takes place for both parties as part of their job description at MVSO;
- external mentors perform mentoring according to the conditions for evaluating and rewarding external staff (see the *Directive for Evaluation and Remuneration*);
- it is possible to put together a qualification agreement with the mentee (according to Sec. 231–235 of the Labour Code) – the agreement is decided on by the Director of MVSO and depends on the financial demands and specific conditions of the planned mentoring.

The mentoring plan is drawn up and the course of mentoring is monitored by ACC with the approval of the MVSO management.



## 7. Implementation of the Career Management System

**The operational level of implementation takes place continuously in the following form:** performance of daily development tasks with feedback, participation in meetings and through sharing of minutes of meetings, through departmental plans and plans of activities within the MVSO excellence, in the form of evaluation of plans, participation in educational and development activities. The implementer is the work of a manager, mentor, supervisor, members of the MVSO management.

**The systematic level in the form of annual activities takes place by means of** a career interview within the evaluation interview and personnel audit. The content is an evaluation and planning of the focus of AS activities in accordance with the objectives and professional profiling, in cooperation with the professional guarantor, or rector, vice-rector for RD (according to *the Directive on Evaluation and Remuneration*).

**The systematic level in the form of long-term planning and management takes place by means of** an attestation system once every 3-5 years. The content of this system is an assessment of AS growth according to all collected outputs of their work, an assessment of the focus of their expertise in accordance with the objectives and needs of MVSO, an assessment of the adequacy of the inclusion and use of their potential and acquired competencies of the AP – planning or designing a new job title and defining their career path at MVSO. The attestation has the character of defending the position held or "re-qualifying" for the position held.

The evaluation of the course and success of the career management process at MVSO is carried out through the following criteria:

Hard criteria:

- the number of staff who commenced or successfully completed doctoral studies in a study programme corresponding with the professional profiling of MVSO;
- number of initiated or finished doc. (assoc. prof.) and prof. procedures;
- the number and types of academic outputs in the process of acquiring Ph.D., doc. and prof.;
- the number of man-hours taught, number of educational events carried out;
- outputs from HRIS.

Soft criteria:

- the outputs of the regular employee evaluation;
- outputs from the minutes of meetings;
- fulfilment of MVSO, department or MVSO excellence plans;
- references of partner and/or any external institutions, references of individuals – authorities.



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