**FACULTY
OF APPLIED SCIENCES**
UNIVERSITY
OF WEST BOHEMIA

Instruction of the Head of School of Computing 1VK/2018 (update 2022)

Career Track Guidelines, School of Computing

(Zásady kariérního růstu Sekce pro informační technologie FAV ZČU)

This document defines the concrete terms and expected levels of achievement, as well as the procedures of their evaluation, for staff, in accordance with The European Charter for Researchers and the UWB 24R/2019 directive "Career Development Regulations". The key purpose is to help each member of the School know the options in their personal professional development, and the management members understand the goals and perform the related actions.

1. Terms and Definitions

- **Tenure** is understood as an indefinite contract "guaranteed by department", i.e. effort will be exercised by the department to keep the contract and wage even in case of economic or other difficulties, as opposed to standard indefinite contract where this is not guaranteed.

- **Tenure track** means the person is working upwards through the career track levels, by default towards tenure.

- **May**, optional = often not so, if yes then needs to be justified and agreed upon
  Should, expected, preferred = usually so, if not then needs to be justified and agreed upon
  Must, essential = as Should, exceptions will be granted only in very rare cases
  Can = is eligible, or officially allowed to
- The words "department" and "school" are used interchangeably in this document.

2. Regular Career Tracks

We distinguish the following tracks, for both current and newly hired people. Decision which track to follow is up to the given person and confirmed by a Head. Brief descriptions of expectations and abilities follow; see Appendix 2 for details and Appendix 3 for mapping to other systems.

Level \ Track	Academic	Research	Teaching
Early		Research assistant	Teaching assistant
Junior	Assistant lecturer	Junior researcher	Assistant lecturer
Mid-career	Lecturer	Researcher	Lecturer
Senior	Associate prof. ("doc.")	Senior researcher	Senior lecturer
	Full professor ("prof.")		

"Postdoc" positions are understood as the early years of the research Junior level.

Academic – Balanced mix of teaching and research activities. Junior and mid-career positions are expected to actively participate in these activities [10], developing their profiles towards habilitation (associate professorship) [7]. Senior positions should drive department's development in both areas and actively serve wider academic community. English speaking and writing proficiency essential.

Co-funded by department and external sources, salary with progressive valuation linked to long-term performance. Junior and mid-career positions on tenure track, senior positions tenured.

Entry requirements: Junior and mid-career positions: PhD, promising research record, adequate teaching experience, international experience preferred. Senior positions: habilitation resp. professorship comparable to or exceeding UWB-FAS criteria, research record of international standing, should have substantial continuous international academic/research experience (master-level degree from a renowned university or extended student mobility period may fulfill this requirement).

Teaching – Primarily teaching and course development activities, occasional participation in research outputs recommended. Officially an academic employment position [6]. All positions are expected to cover significant amount of good teaching [10] which may include courses for entry-level and non-IT students. Colleagues in post-junior positions may choose to increase their research involvement and switch to the academic track. English speaking and writing proficiency preferred.

Funded by the department, stable salary linked mainly to position and partly to long-term performance. Junior and mid-career positions on tenure track, exceptional Senior lecturers tenured.

Entry requirements: Junior positions: Ing. or Mgr. title, proven ability to teach at university level. Mid-career and Senior positions: Ph.D. degree, relevant technical knowledge (industrial or academic) and teaching experience corresponding to position.

Research – Focus on research activities (basic or applied), participation in teaching welcome. All positions are expected to produce significant amount of high quality research output [10], enhancing department's national and international reputation. May regularly supervise appropriate final project (thesis) students, senior positions can lead research groups and projects and should actively serve wider community. Colleagues in post-junior positions may choose to increase their teaching involvement and switch to the academic track. English speaking and writing proficiency essential.

Funded primarily by external (grant, industry) sources, variable project- and performance-based salary. Hired primarily by a section head or a project Principal Investigator. Good post-junior performers may be co-funded by the department on base salary, during between-project periods. Contract length mostly project-based, department tenure may be granted for exceptional Senior positions.

Entry requirements: Early and Junior positions: Ing. or Ph.D. degree. Mid-career positions: PhD degree, clear research track, experience from abroad preferred. Senior researcher: project management experience, research record of international standing and/or strong industry collaboration results.

3. Special Cases

Support (technical, administrative) – Not a career track. Provide high-quality, reliable and friendly support for other department colleagues. Positions include secretaries, finance officers, ICT support, software developers, PR and other specialists. English speaking proficiency desirable, ability to communicate and cooperate with all department members and roles required.

Funded and hired by the department, stable salary linked to position, revolving fixed-term or indefinite contracts (may be part-time).

Managerial and administrative – Not a career track. Management is understood as a service duty, by default of a fixed-term duration, to run the operations of the department and drive its strategy and long-term development. Partly contributes to academic track career progression (esp. habilitation) requirements. Selected recognized positions:

- Head of Department (by default also the Head of School of Computing),
  Head of NTIS-P2 Research programme

- Deputy head for Education, Deputy head for Research, Department Secretary ("*tajemník*")

- Section head (*vedoucí oddělení*), Support group lead

Emeritus – Retired holders of tenured positions with strong record may be awarded this status. Expected to contribute by voluntary advise, mentoring, student supervision and/or small amount of teaching. Funded by the department, indefinite regular mid-career level contract at most 0.25 FTE, base salary only, chair+table+internet+PC+basic secretarial service guaranteed, no questions asked.

Visiting – Temporary position for people on leave from their home institution. Usually research oriented, may include teaching duties (depends on arrangement); expected to contribute to department research or project outputs. Extraordinary professor positions governed by a relevant UWB decree. Usually regular full-time contract funded by appropriate external or project sources.

PhD student – Expected to devote full time to continuously and diligently working on PhD thesis topic towards successful defense in regular time, and participate in department teaching and service duties. Full-time PhDs can have up to 0.5 FTE teaching or research assistant contract at DCSE.

4. Hiring and Contract, Evaluations and Promotions

Hiring: Into open positions, new people are hired by the department always via open competition (*výběrové řízení*), possibly except the Early track level ones. The hiring procedure conforms to the Selection Procedure Regulations for UWB Academic Staff Recruitment [9] and the recommendations of The European Charter for Researchers [1]. In particular, international calls for positions are considered standard and open, transparent and merit-based procedures for recruitment are used [5], including selection committees diverse in terms of gender, area of expertise and track levels.

Contract: Standard length of fixed-term contract is 3 years, with up to 2x extension; then, indefinite contract is granted in case of repeatedly positive evaluation. For new hires, a 1-year contract may be used as settlement and probation period (mentor from a senior position should be assigned) before deciding on the track and progression. Regular employment contract is the expected default, strongly preferred to "DPP" or "DPČ", except for the early positions and external staff members.

Evaluations are performed on junior and above levels, optionally also for other levels. Mid-career and Senior positions over 50 years of age may have individual plan agreed with the Head of Department. *Annual evaluations* are done by the Head positions based on data on current performance, and are used primarily for yearly bonuses. *Peer-review evaluations* are done at least 2 months prior to

contract end date, or (for tenured positions) at least every 3 years, via a group (committee) evaluation of all aspects of the person's performance. Results of evaluations are used primarily for personal peer feedback, promotion and salary adjustment, track change and tenure decisions. See Appendices 1 and 2 for details, and motivation system [10] for specific points.

To seek a *mentor* is recommended if the evaluation results show a need, and generally considered a good practice for Junior positions or anyone interested in focused personal growth. No formal rules are instituted for mentoring, but the mentor should be experienced and report to Section head.

Promotion to a higher track level is granted based on long-term good performance. The list below indicates how long a person would *usually* stay in the given position; tenure should be reached after at most 3 periods of definite employment contract lasting at most 3 years each. Faster pace is possible if evaluations support it (excellent performance); staying longer on a level is OK if still passing the evaluations; switching tracks (towards a more suitable one) can be another option in both cases.

- Academic: *assistant lecturer* 2-9 years, *lecturer* 3-9 years, *associate professor* 5-15 years

- Teaching: *assistant lecturer* 2-9 years, *lecturer* 3-6 years

- Research: *junior researcher* 3 years if not project based, *researcher* 3-6 years.

Attaining the "habilitation" or "professorship" via standard faculty procedure [7] automatically results in promotion to the appropriate academic track level and granting tenure. Prior to filing the appropriate application, support may be granted temporarily (6-12 months) to the applicant to off-load part of teaching / administration duties in order to boost performance and prepare the materials.

Staff members are not demoted to lower track levels. Consistently inferior performance will be reflected in salary, including for tenured positions.

Retirement-age arrangements: At least 2 years before reaching retirement age, an individual plan should be negotiated with the Head to enable smooth transition. Defaults: regular contract 0.5 FTE for 3 years starting from reaching retirement age, then 0.2 FTE for 2-5 years, standard teaching duties. Higher FTE contract may be granted for strongly performing senior staff.

5. Salaries and Bonuses

Salary consists of the rate salary (*tarifní mzda*) and personal performance bonus (*osobní ohodnocení*), for formal rules and ranges of the base salary see Internal Payroll Regulations of UWB [6]. Rate salary is essentially linked to position, personal bonus is linked to long-term performance. Ranges of rate salary for individual track positions are defined and used by department management. Person's salary should be reviewed and adjusted by the Head based on the results of evaluation, as soon as possible after the statement is endorsed, or at any other significant career event.

Bonuses are one-time and individual financial awards based on short-term performance or merit, may be awarded subject to available finances and other resources; all positions are eligible.

- *Yearly bonuses*: awarded usually twice a year is a bonus of up to a monthly salary (approx.), based on data-driven evaluation of the person's short-term contribution to the department's performance (all areas of activities are considered) and exceptional individual achievements.

- *Ad-hoc bonuses*: awarded immediately for specific achievements, as set forth in the Department motivation system [10], or at the discretion of the Head of Department.

Benefits are non-monetary goodies available selectively, at the discretion of the Head of Department, especially in case of valuable long-term performance.

6. Other regulations

When in doubt, don't speculate with your colleagues but ask your superior – group leader, section head, head of department.

The guiding principles are to value each person, build on the strengths of an individual in balance with the needs of the department, provide both a stable environment and a clear push towards excellence, and stay current with internationally recognized good practices.

Updates to these guidelines, including the appendices, should be considered after a period of regular use (a 3 year period is preferred) to reflect findings from the application of the guidelines and the actual activities and performance results of staff members.

In Pilsen on 14th November, 2022　　　　　　　　　　doc. Ing. Přemysl Brada, MSc. Ph.D.
　　　　　　　　　　　　　　　　　　　　　　　　　　Head of School of Computing

Appendix 1: The Evaluation Procedure (Peer Review)

The procedure is designed so that we ensure a fair, objective and useful evaluation of each individual in his/her context, in a friendly and collegial way. Both the procedure and its outcomes should equally well serve two purposes: give constructive feedback that helps the person build his/her career at the department and faulty, and provide the management [8] with information for a fair appraisal of the person, creating good working conditions and steering the department development.

An evaluation **board** is formed for each staff member evaluation, composed of the Head, the person's section head, plus preferrably an independent acknowledged expert[1] (e.g. a professor from a different department section). Other board members may be appointed at Head's discretion, e.g. leaders of major projects in which the staff member was involved, so that the staff member is considered as a whole person.

The staff member submits a written self-evaluation **report** (not necessarily very formal[2]), at least 1 working day in advance of the meeting, covering the following items:

- Most important results, achievements and personal developments since last evaluation or last 3+ years, following up on that evaluation and covering the items listed in Appendix 2;
- Plans and foci of personal development for the next 3-5 years, i.e. aspects/topics in which to develop and to what levels/goals (i.e. proposed "individual career development plan");
- Proposals how to contribute to the needs of the department/faculty;
- Optionally, areas where support or help is needed from the department/faculty;
- Optionally, special factors that should be considered in the evaluation (maternity leave, performance of management or service duty, personal circumstances, …).

Department secretary can be asked to prepare raw lists of the member's publications, projects, courses taught, and other achievements accessible in UWB information systems. The accreditation C-I form can be used by the staff member to present the most important results.

The board processes the report and **evaluates** the person's profile against the Criteria and Performance Levels as set in Appendix 2. Also, the guidelines on research evaluation provided e.g. by DORA [1,3,4] and on researcher recruitment e.g. by OTM-R [5] should be observed by the board.

In the **meeting**, the performance and achievements are discussed with respect to the criteria as applicable to the person's current track and level, taking into account last evaluation's results. The meeting must be conducted in person, in a way and with the goal of providing objective, constructive and un-intimidating peer feedback, leave enough room for the person to speak and react, focused on finding the person's best path of development aligned with Department's long-term goals.

The following **considerations** should additionally be taken into account:

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[1] Two good practices should be observed when selecting the expert: no conflict of interest with respect to the staff member being evaluated, and gender and other diversity aspects kept in mind.

[2] A template is provided in the department intranet.

- The period significant for assessing the performance is defined in Section 4, and adjustments for less-than 1.0 FTE contract need to be done;
- Shortcomings in some activities should be compensated for by high performance in other ones; should be discussed and justified;
- Extremes to both sides of performance and achievements must be discussed appropriately and resulting recommendations should be part of the written record.

The meeting must result in a brief written **statement** (in a document[3] or email) containing

- feedback and evaluation *summary* of both strong aspects and key challenges (from the point of view of both the person and the board) and overall performance level (excellent / expected / minimal / unsatisfactory) including its long-term evolution ("gradient"),
- key points regarding further *development* of the evaluated person (plans and goals, means of achieving them, estimated timeline – in lieu of Individual career development plan [8]),
- any other important *issues* discussed, and
- a concluding *recommendation* regarding track continuation, contract adjustment and promotion.

Date of the meeting, list of board members, and endorsement proof must be part of the statement. The statement must by supported by key facts from the raw data, person's report and from the meeting. The statement's content and clarity are crucial in case of "promote to higher level" or "consider end of contract" outcomes.

This finalized statement is **endorsed** (e.g. signed or acknowledged by a reply) by both the staff member and the section head. If the staff member disagrees with the statement and the matter cannot be resolved in a subsequent meeting, the matter is taken to the dean of the faculty for resolution. Otherwise, the head of department formally **confirms** the evaluation result, the staff member's career track and level, and decides on any follow-up actions as necessary.

The endorsed written statement is **archived** in electronic and/or paper form, with access granted only to the head and the evaluated person. Any other interim materials should be discarded, as they may contain personal data or information.

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[3] A template is provided in the department intranet.

Appendix 2: Activities Considered in Evaluation

A non-exhaustive list of activities and achievements considered during the evaluation. *Italics =* mainly *for senior roles*.   Amounts are context dependent and not given here; ask the management.

General

- Personal development – courses attended, stays abroad, certificates, awards, etc.
- Attitude – contributions to the environment and "climate" of the department

Teaching area

- Amount of teaching – hours per week for standard courses, special ones (English, PhD)
- Kind of teaching – lecture/labs/seminar, overseeing tutors, breadth (range) of subjects
- Student supervision – bachelor/master/PhD and projects, count and quality of results
- Quality of teaching – QA surveys results, other feedback, teaching and study materials
- Technical proficiency – work and artefacts[4] showing technical knowledge and skills
- *Reviews and examinations* – thesis reviews, final examination and PhD exam boards
- *Course / curriculum development* – course and/or programme guarantee, acreditation
- *Recognition* – prizes and awards related to teaching, including those of supervised students

Research area

- Publications – in recognized databases[6], count and quality of results are important
- Project participation – role in projects, project character[7], proposal preparation
- Applications – applied research results, count and relevance (impact) are important
- Citations – count of non-self citations in an established database or by own records
- Outside experience – guest lectures held, teaching/research stays, industry engagement
- *Board membership* – editorial boards, conference programme and steering committee
- *Event organization* – conferences, schools, professional body meetings
- *Recognition* – invited talks, keynotes, prizes, best paper awards

Service area

- Outreach – active role in public outreach events, competitions, school liaisons
- Technical support – providing good infrastructure for department and staff members
- Academic internal service – senate, doctoral board, university committee involvement
- Industrial liaisons – organization and development of faculty-industry relations
- *Academic external* – reviews, boards (scientific, associate/professorship committee, etc.)
- *Administrative or managerial role* – dept / faculty / university level, results and impact
- *Leadership* – steering research, teaching or organization, mentoring junior members
- *Professional body membership* – active participation in standardization bodies, societies

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[4] Examples of artefacts: software or hardware systems in production use, analytical reports or training for industry

[6] Currently: Web of Science, Scopus, CORE

[7] Basic/applied, national/international, public/private funding.

Appendix 3: Mapping of Tracks and Positions

Level	SoC Career Tracks (these guidelines)			Vnitřní mzdový předpis ZČU [6]	
	Academic	Teaching	Research	Akademičtí pracovníci (*A, T track*)	Výzkumní pracovníci (*R track*)
early	n/a	teaching assistant	research assistant	asistent, lektor (AP1)	výzkumný asistent (R1)
junior	assistant lecturer	assistant lecturer	junior researcher ("postdoc")	asistent (AP1)	odborný pracovník ve výzkumu (R2)
mid-career	lecturer	lecturer	researcher	odborný asistent (AP2)	samostatný výzkumný pracovník (R3)
senior	associate professor	senior lecturer	senior researcher	docent (AP3), odborný asistent (AP2 s excelentními výsledky)	vedoucí výzkumný pracovník (R4)
senior	full professor	n/a	n/a	profesor (AP4) (vč. mimoř. professor)	vedoucí výzkumný pracovník (R4 s excelentními výsledky)

Level	Karierní řád NTIS	UK system	US system	EU system [2,5]
early	Odborný pracovník Odborný vědecký pracovník			First Stage Researcher (R1)
junior	Junior researcher (výzk. pracovník)	Assistant lecturer / Research associate / Teaching associate	Research Associate, Lecturer	Recognised Researcher (R2)
mid-career		Lecturer / Research fellow / Teaching fellow	Assistant Professor	Established Researcher (R3)
senior	Senior researcher (samost. výzk. pracovník)	Senior lecturer / Research fellow / Teaching fellow	Associate Professor	Leading Researcher (R4)
senior		Reader, Professor	Professor	Leading (R4), with Desirable competences

References

Foundational documents, answering the key "why" and "how" aspects.

[1] The European Charter for Researchers. European Commission Recommendation EUR 21620, 2005. Available at https://euraxess.ec.europa.eu/jobs/charter. *Mainly Annex, Section 1, part "General Principles and Requirements applicable to Employers and Funders".*

[2] Towards a European Framework for Research Careers. European Commission, 2011. Available at https://cdn5.euraxess.org/sites/default/files/policy_library/towards_a_european_framework_for_research_careers_final.pdf

[3] Informatics Europe: Informatics Research Evaluation. March 2018. Available at https://www.informatics-europe.org/publications.html

[4] The Declaration on Research Assessment (DORA). Available at https://sfdora.org/read/.

[5] Open, Transparent and Merit-based Recruitment of Researchers (OTM-R), 2015. Available at https://www.euraxess.es/spain/services/open-transparent-and-merit-based-recruitment-researchers. *Mainly sections 4.1 and 4.2*

Related norms and formal guidelines.

[6] Internal Salary Regulation of the University of West Bohemia (Vnitřní mzdový předpis ZČU). Registered 1st November 2020.

[7] Oborově specifické podrobnosti ohledně pedagogické a vědecké kvalifikace uchazeče pro habilitační řízení a řízení ke jmenování profesorem (Faculty habilitation and professorship criteria). Vyhláška děkana FAV 6D/2017. Available at https://fav.zcu.cz/fakulta/uredni-deska/predpisy/aktualni/pravidla-habilitacniho-rizeni/

[8] Career Development Regulations of the University of West Bohemia (Kariérní řád Západočeské univerzity v Plzni). Rector's Directive No. 24R/2019.

[9] Selection Procedure Regulations for UWB Academic Staff Recruitment. Internal Regulations of the University of West Bohemia, registered 11th April 2017

[10] Motivační systém Sekce pro informační technologie. Pokyn vedoucího katedry č. 6VK/2022, KIV 25.4.2022. Available at https://www.kiv.zcu.cz/cz/katedra/dokumenty/ .