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PART ONE INTRODUCTION

The Directive defines the basic procedures for evaluating the work of all academic staff and researchers involved in teaching, R&D and creative, managerial and other activities carried out at Tomas Bata University in Zlín (hereinafter referred to as "TBU").

Article 1

General principles

- (1) Within the scope of this Directive, the term "employee/staff" shall refer to all academic staff and researchers participating in pedagogical, R&D and creative, managerial and other activities carried out at TBU and listed in the Salary Regulations of TBU in Zlín (i.e. including Assistant Lecturers, for instance), unless stated otherwise.
- (2) The working capacity is expressed by the "work performance point" unit (hereinafter referred to as "WPP").
- (3) The scope of the "annual work capacity" (hereinafter referred to as "AWC") is set at 1,000 WPP.
- (4) For employees with working hours at TBU shorter than the working hours per week set in agreement with Section 79 of the Labour Code, the AWC shall be reduced proportionally to the number of working hours per week at TBU.
- (5) The scope and structure of professional duties according to Paragraph 7 for individual departments/centres/studios, or for employees, shall be determined by the head of the

component part (i.e. Dean of the Faculty or the director of the relevant department) or the TBU organizational unit (i.e. director of the relevant research centre). Where the term “component part” is referred to in this Directive, it means a department or a research centre. Where the term “Dean” is referred to in this Directive, the head of the department or the director of the research centre shall also exercise his/her powers under this Directive. Where the term “director” is referred to in this Directive, it is also understood to mean the head of the studio.

- (6) The director/head of the department/centre/studio at the Faculty is responsible to the Dean for the optimal determination of workloads for individual employees and for the effective use of the work capacity of all staff of the department/centre/studio.
- (7) Employees’ responsibilities comprise activities classified into four main groups:
- teaching,
 - R&D and creative,
 - managerial and organizational,
 - other activities that fall within the so-called “third role” of the university.

All these activities are specified in Parts 3-6 of this Directive below.

- (8) The employees’ performance is assessed comprehensively on the basis of all the four above-mentioned groups of activities. WPPs are used for the quantitative statements which are assigned to individual activities according to the criteria set out in this Directive or in the cases specified below in an internal regulation issued by the relevant Faculty/component part.
- (9) Work performance is evaluated and managed through the employee’s evaluation process, the outcome of which is the employee’s career plan. The plan is specified in Part 2 of this Directive.
- (10) Managerial, organizational, and other activities are not mandatory for all employees. In the case of some employees, the share of these activities may be none, but the overall “AWC” must be maintained.
- (11) In the case of researchers, the proportion of individual activity groups in the total work capacity is determined individually by the Dean and can be up to 100% R&D and creative.
- (12) The recommended share of the different activity groups for employees is the following percentage of the total AWC:
- teaching activities account for 40 %,
 - R&D and creative activities account for 40 %,
 - managerial and organizational activities account for 10 %.
 - other activities account for 10% out of the total AWC.
- (13) In duly justified cases, the Dean may set a different share of individual activity groups in the total scope of work activities, with the maximum scope of such modified activity groups being as follows:
- teaching activities - a maximum of 80% out of the total AWC set for the employee,
 - R&D and creative activities - a maximum of 80% of the total AWC set for the employee,
 - managerial and organizational activities - a maximum of 80% out of the total AWC set for the employee,

- other activities - a maximum of 30% out of the total AWC set for the employee.
- (14) The employee's performance in relevant activity groups shall be assessed in accordance with the principles of the IPN methodology¹. For each of the given groups of activities, a normative in the form of WPP determining the performance of the employee in five levels of verbal evaluation shall be specified by an internal regulation issued by the relevant Faculty/component part:
- Very poor work performance, i.e. the fulfilment of AWC in WPP in the relevant group of activities within 0-40%.
 - Substandard work performance, i.e. the fulfilment of AWC in WPP in the relevant group of activities within 41-80%.
 - Good work performance, i.e. the fulfilment of AWC in WPP in the relevant group of activities within 81-120%.
 - Above-average work performance, i.e. the fulfilment of AWC in WPP in the relevant group of activities within 121-180%.
 - Excellent work performance, i.e. the fulfilment of AWC in WPP in the relevant group of activities at 181% or more.
- (15) All data on the evaluation of the staff activities shall be recorded in the TBU information system.

PART TWO EVALUATION PROCESS

Article 2

Staff evaluation process

- (1) The employee's evaluation shall be conducted at least once every two years, and shall be carried out by a chief executive of the employee (hereinafter referred to as the "superior") in the form of a personal interview resulting in the Employee Career Plan for the upcoming academic year (see Appendix No. 2 Employee Career Plan). The career plan together with the employee's statement shall be then handed over to the Dean.
- (2) The length of work experience and employment at TBU, the number of weekly working hours, and maternity or parental leave in the last 3 years shall be taken into account in the evaluation and preparation of the employee's career plan.
- (3) The personal interview is compulsory for all employees. The time interval between interviews shall not exceed two years. In the case of an employee's request sent to the director, a personal interview will be conducted annually.
- (4) A career plan shall define binding work objectives for a given employee for a given period and shall resume the fulfilment of objectives in the previous evaluation period, including the fulfilment of the annual work capacity of the employee.

¹ The description and outputs of the IPN methodology are available on the website of the Ministry of Education, Youth and Sports: <http://www.msmt.cz/vzdelavani/vysoke-skolstvi/ipn-metodika-efektivni-system-hodnoceni-a-financovani>

- (5) Within the career plan, an employee has the opportunity to comment on the evaluation made by his/her superior and give reasons for non-compliance with his/her work objectives in the previous evaluation period.
- (6) The work objectives are set by a mutual agreement of both parties - the superior and the employee - and are confirmed by their signing the career plan in writing.
- (7) For conducting the personal interviews, documents shall be collected no later than 31 May of the given year, in individual areas of the employee's activities through the IS HAP or the system of work capacity registration (see Appendix No. 1 Work Capacity Record).
- (8) The employee's evaluation based on personal interviews will take place at the relevant component part no later than 30 June of the given year.
- (9) The evaluation of the directors of the departments/centres/studios shall be carried out by the Deans no later than 31 August. Subsequently, the Deans shall be evaluated by the Rector.
- (10) The subject of the evaluation is the activities defined in Parts 3-6 of this Directive and, where appropriate, further specified in an internal regulation issued by the relevant component part.
- (11) The results of the evaluation shall be reflected in the staff's extra pay for a person for the next period. The principles of determining an extra pay for a person shall be specified in an internal regulation issued by the relevant component part.
- (12) Unjustified non-fulfilment of the career plan for a period longer than 3 years shall be considered as non-fulfilment of the requirements, or failure to comply with the obligations set by the employer and will have an impact on the employee's job position according to the Salary Regulations of TBU in Zlín, or other labour-law consequences.

PART THREE

EVALUATION OF TEACHING ACTIVITIES

Article 3

The scope and structure of the staff teaching activities

- (1) Researchers shall be involved in the pedagogical process according to the Dean's decision.
- (2) When determining the scope of the staff teaching activities, the curricula of Faculties/component parts for the relevant modes of studies in individual degree programmes for a given academic year shall be used.
- (3) The minimum extent of teaching activities shall be specified in an internal regulation issued by the relevant Faculty/component part.
- (4) The teaching unit - a timetable lesson (hereinafter referred to as "TL") - lasts 50 minutes at TBU.
- (5) The time values with which individual teaching activities are calculated in the weekly working hours are expressed in WPP and include not only the exact period of the performance of the activity but also the time needed to prepare the class and the following checking.

Article 4

The structure and definition of teaching activities

- (1) The evaluation of teaching activities in WPP under this Article is the maximum possible value of the assigned WPP for individual forms of teaching activity carried out at TBU. An internal regulation issued by the relevant Faculty/component part may reduce this value.
- (2) Within their internal regulations, Faculties/component parts may specify other teaching activities and set their evaluation in WPP, but not more than **100 WPP** from an employee's AWC.
- (3) The evaluated teaching activities include:
 - i.) **Teaching** (i.e. direct teaching activity as well as scheduled indirect teaching - e.g. on-line tutorials), the evaluation of individual teaching activities is expressed in WPP per one timetable lesson (hereinafter referred to as "TL"), unless stated otherwise:
 - a lecture in the full-time/part-time mode of study in a BP, MP 1.5 WPP/TL
 - controlled tutorials in the part-time mode study in a BP, MP 1.5 WPP/TL
 - a lecture in a world* language in a BP, MP in the full-time and part-time mode of study 2 WPP/TL
 - a lecture in a DP 2 WPP/TL
 - a lecture in a DP in a world* language 3 WPP/TL
 - a seminar or practical classes in a world* language (including scheduled online tutorials) 1.5 WPP/TL
 - seminars, practical classes, laboratory classes, studio classes in full-time and part-time mode of study (including scheduled online tutorials) 1 WPP/TL
 - supervising a compulsory internship (it shall be specified in detail in an internal regulation issued by the relevant Faculty/component part) 0.1 - 0.5 WPP per semester/student
 - ii.) **Teaching students and supervising students' work** - the evaluation is expressed in WPP per one academic year (hereinafter referred to as "AY"):
 - supervisor** of a doctoral student in the 1st year of studies 30 WPP/AY
 - supervisor** of a doctoral student in the 2nd- 4th year of studies 55 WPP/AY
 - supervisor** of a doctoral student in the 1st year of studies in a world* language 35 WPP/AY
 - supervisor** of a doctoral student in the 2nd – 4th year of studies in a world* language 60 WPP/AY
 - teaching a doctoral student for an exam in communication skills in a foreign language 6 WPP/AY

The evaluation in WPP for supervising and reviewing theses in a BP, DP and others (e.g. seminar or studio theses) is at the discretion of Faculties/component parts.

- iii.) **Examining and participating in a board for FSE** (evaluation in WPP per student):

* The world language refers to English, German, Russian or French. Teaching in the world language does not concern practical classes carried out within the study of this language, but only the teaching of other specialist course units.

- a semester or multiple-semester examination in the full-time / part-time mode of a BP, MP 0.3*** WPP/student
- graded course credit in a BP, MP 0.2*** WPP/student
- course credit in a BP, MP 0.1 WPP/student
- intermediate examination in a DP 0.6*** WPP/student
- member of an examination board for final state examination in a BP, including the defence of the Bachelor's thesis (hereinafter referred to as "BT") 0.7 WPP/student
- member of an examination board for final state examination in a MP, including the defence of the Master's thesis (hereinafter referred to as "MT") 1 WPP/student
- member of an examination board for doctoral state examination in a DP 1.5 WPP/student
- member of a doctoral thesis defence board in a DP 1.5 WPP/student
- member of a board for advanced Master's (rigorosum) examination 1.5 WPP/student.

iv.) Admission procedure:

- entrance examinations (Chairperson and employee in charge of correcting the admission tests) 0.1 WPP/applicant
- member of the examination board for oral exams 0.1 WPP/applicant
- member of the admission committee (the principal one) 3 WPP/day
- preparation of one test variant for the entrance examination 6 WPP/variant

- (4) For the monitoring of direct teaching activity (including open-air teaching), i.e. conducting lectures, seminars, practical classes, laboratory classes, conducting studio work, etc., as well as for recording scheduled indirect teaching (e.g. on-line tutorials) there is the study agenda of IS/STAG. All the scheduled classes intended for TBU students and carried out within accredited degree programmes are recorded there in the form of a timetable.
- (5) The data from the IS/STAG are transferred to IS HAP or the Work Capacity Record for further processing of the extent of scheduled classes carried out by a particular employee.
- (6) The collection of data for the purposes of evaluation of teaching activities is carried out continuously.

** The Faculty / component part may determine the maximum number of WPP assigned to the supervisor for the supervision of PhD students. If the PhD student has a consultant in addition to the supervisor, the WPP shall be divided between them upon the supervisor's proposal.

*** The number of WPP per student is fixed regardless of the number of repetitions.

Article 5

Evaluation of the quality of teaching activities

- (1) When evaluating the staff teaching activities, the qualitative parameters of the evaluation of teaching for a given period shall be also taken into account, these being the results of the students' evaluation of the quality of teaching and/or the results of inspections of classes.
- (2) Inspection of classes refers to the participation of the director of the department or a person authorized by him/her in teaching of the course unit on which a record is written; and the employee is given feedback on his/her teaching activity. The employee has the opportunity to comment on the record.
- (3) The maximum bonus for the evaluation of the quality of teaching activity is **200 WPP** per employee and academic year.
- (4) The criteria for evaluating the quality of teaching activities shall be specified in an internal regulation issued by the relevant Faculty/component part.

PART FOUR

EVALUATION OF R&D AND CREATIVE ACTIVITIES

Article 6

The structure and definition of R&D and creative activities

- (1) The evaluated R&D and creative activities include the following activities which are subsequently specified in detail in Appendix No. 3:
 - A) Results of R&D and creative activities:
 - selected publishing outputs,
 - patents and applied research results.
 - B) Results of artistic activity:
 - outputs used in the Register of Artistic Outputs (hereinafter referred to as "RAO").
 - C) Other activities and qualitative indicators:
 - submitting an R&D project within the national agencies of basic and applied research,
 - obtaining an R&D research project within the national agencies of basic and applied research,
 - submitting an international R&D project from a foreign provider,
 - obtaining an international R&D project from a foreign provider,
 - implementation of national and international projects,
 - citations in an international database based on bibliometric analyses (WoS, Scopus) for the past year of the evaluation.

Article 7

Methods for the evaluation of R&D and creative activities

- (1) The evaluation of R&D and creative activities strictly follows the evaluation according to the valid Methodology for the Evaluation of Research and Development and Their Results (hereinafter referred to as the “Methodology”) and shall be continuously updated following the alterations made to it. The definition of the types of results included in the Methodology is given in Appendix No. 4 - Evaluation of the Results of R&D and Creative Activities.
- (2) The scope in WPP per individual types of outputs in R&D and creative activities that are not specified in Appendices No. 4 and 5 shall be determined by an internal regulation issued by the relevant Faculty/component part based on their specifics of activities within their internal strategy in the field of R&D and creative activities. However, activities defined by an internal regulation of the Faculty/component part beyond the activities referred to in Article 6 shall not exceed **100 WPP** per employee and year.
- (3) Evaluation of R&D and creative activities shall take place at least once every two years. The basis for the evaluation is the arithmetic average of the results of R&D and creative activities carried out by the employee in WPP over the last three calendar years.
- (4) Evaluation of R&D and creative activities is carried out based on data recorded in the PBD or RAO databases as of 30 April of the given year. The WPP score for individual outputs based on the PBD database will be exported/recorded in the IS HAP or entered in the Work Capacity Record.
- (5) The guarantor - usually the corresponding author - is responsible for entering the data into the PBD database. If the corresponding author is not from TBU or he/she is a student, the first author who is employed by TBU shall become the guarantor.
- (6) The evaluation of outputs applied in the RAO, which are not recorded in the PBD database, shall be governed by an internal regulation issued by the relevant Faculty/TBU component part, which shall submit the results to the RAO.
- (7) The contribution of individual co-authors to the creation of a given result is expressed by means of the so-called mental share (in percentage). When assessing the mental share, the principles of the TBU Code of Ethics shall be respected. The distribution will then be taken into account in the evaluation process. Mental share shall be assigned to all co-authors, even if they are not evaluated (doctoral students, non-TBU staff), with the lowest percentage being 5%. If the mental share is not defined, the contribution of the co-authors expressed in WPP shall be divided equally among all the co-authors of the result.

Article 8

The excellent results of R&D and creative activities

- (1) J_{imp} results published in major impact journals shall be awarded a rating of 200 WPP beyond the evaluation according to Article 7 of this Directive. Significant periodicals are journals indexed in the Web of Science (WoS) database, which are among the top 10% in the field-specific periodicals (according to WoS) ranked in descending order according to Article Influence Score (AIS). If a journal is classified in several disciplines within WoS, what shall be taken into consideration is the field strategically relevant to the given component part, which shall be defined by an internal regulation issued by the relevant Faculty.

- (2) The selected evaluation results in Module 1 of the M17 + Methodology, which will receive an evaluation grade of 1 or 2, will be awarded a rating of 200 WPP beyond the evaluation under Article 7 of this Directive.²
- (3) Patents and results of applied research (see Appendix No. 3, non-publishable results) on the basis of which a contract of use has been made with an external entity with a license of at least CZK 0.5 million (or an equivalent in a foreign currency) will be awarded a rating of 200 WPP beyond the evaluation under Article 7.
- (4) The results evaluated in the RAO with grades AKX, AKY, AKZ, ALX, and AMX shall be awarded a rating of **200 WPP** beyond the evaluation under Article 7 of this Directive.

PART FIVE

EVALUATION OF MANAGERIAL AND ORGANIZATIONAL ACTIVITIES

Article 9

Methods for the evaluation of managerial and organizational activities

- (1) Managerial activities are managerial and organizational activities that are performed by TBU staff and are directly linked to the TBU organizational structure and Faculties/component parts.
- (2) Data on managerial and organizational activities shall be recorded in the IS HAP for the previous academic year (no later than 31 May of the given year) or they shall be entered in the Work Capacity Record. The director of the department/centre/studio, or the Dean of the Faculty/component part at management positions exceeding the competence of the director of the component part/centre/head of the studio, is responsible for keeping records of managerial and organizational activities.
- (3) By their internal regulations, Faculties/component parts may specify additional managerial and organizational activities and set their evaluation, but only up to **100 WPP** per employee and academic year.

Article 10

The structure and definition of managerial and organizational activities

- (1) The amount of the bonus for managerial activities is set in WPP for one academic year, unless stated otherwise.
- (2) The managerial and organizational activities include the performance of duties related to the following posts:

- Vice-Rector

500 WPP

² Description, outputs of M17 + Methodology and the definition of the type of outputs are available on the website: <https://www.vyzkum.cz/FrontClanek.aspx?idsekce=799796>

- Dean/head of department /director of a research centre established within OP VaVpI	800 WPP
- Vice-Dean	400 WPP
- Head/Director of department/centre/studio (up to 10 employees)	110 WPP
- Head/Director of department/centre/studio (11-20 employees)	165 WPP
- Head/Director of department/centre/studio (over 20 employees)	220 WPP
- Deputy head/director of department/centre/studio (up to 10 employees)	30 WPP
- Deputy head/director of department/centre/studio (11-20 employees)	55 WPP
- Deputy head/director of department/centre/studio (over 20 employees)	80 WPP
- Secretary of department/centre/studio (up to 10 employees)	30 WPP
- Secretary of department/centre/studio (11-20 employees)	55 WPP
- Secretary of department/centre/studio (over 20 employees)	80 WPP
- Chairperson of the TBU AS	300 WPP
- Chairperson of the Faculty AS	150 WPP
- Chairperson of the Economic/Legislation Committee of the TBU AS	100 WPP
- Chairperson of the Economic/Legislation Committee of the Faculty AS	70 WPP
- Member of the TBU AS	70 WPP
- Member of the Faculty AS	40 WPP
- Chairperson of the Doctoral Programme Board and Degree Programme Board at TBU	30 WPP
- Member of the Doctoral Programme Board and Degree Programme Board at TBU	10 WPP
- Member of the U3A Board, Council for LL and other advisory bodies of TBU Rector	10 WPP
- Member of TBU Scientific Board and the scientific board of a Faculty or TBU component part	30 WPP
- Member of the TBU Internal Evaluation Board	30 WPP
- Guarantor of a degree programme at TBU	200 WPP
- Guarantor of a course unit taught at the institutional level	10 WPP
- Mobility coordinator of a department (outgoing and incoming)	15 WPP
- Head of a study group/year	10/20 WPP
- Secretary of the board for final state examination at TBU in Zlín	6 WPP/day
- Member of the evaluation committee in internal TBU competitions	6 WPP
- Preparation of DP accreditation materials. Points are divided among those involved in the preparation of the application.	100 WPP/accreditation file

- (3) The number of employees of the department/centre/studio refers to all employees excluding technical staff, PhD students and externs.

PART SIX

EVALUATION OF OTHER ACTIVITIES

Article 11

The method for evaluating other activities

- (1) The term “other activities” refers to activities that fall within the so-called “third role” of the university, through which TBU promotes publicity, popularization of science and research, awareness and cooperation with practice. These activities are entered into by a third (external) entity.
- (2) By their internal regulations, Faculties/component parts may specify additional administrative activities and set their evaluation, but only up to **100 WPP** per employee and academic year.

Article 12

The structure and definition of other activities

- (1) The amount of the annual bonus for other activities is determined in WPP for one academic year.
- (2) Other evaluated activities include the following:

i.) Educational activities where the target beneficiaries are persons other than students of TBU in Zlín. The target group for this activity is the general public.

- Lectures for U3A attendees	1.5 WPP/TL
- Lectures for LL students	1.5 WPP/TL
- Events for nursery schools, primary schools, secondary schools	4 WPP/TL
- Events like “Junior University”	4 WPP/day
- Other specialist lectures/courses/workshops for the public	4 WPP/TL

ii.) Co-operation with external entities including activities that are carried out in cooperation with external entities:

- Volunteering and charitable activities (total per event)	up to 30 WPP
- Other types of cooperation with practice (total per event)	up to 30 WPP

iii.) Membership of external entities:

- Membership of scientific boards of other higher education institutions, including academic boards of Faculties 30 WPP
- Membership of bodies of representation of universities according to § 92 of Act No. 111/1998 30 WPP
- Membership of degree programme boards outside TBU 10 WPP
- Membership of national and regional expert associations 6 WPP
- Membership of professional societies, bodies of external organizations 8 WPP

iv.) Organizational activities within external cooperation :

- Organization of a congress, symposium, workshop, conference, exhibition in cooperation with external entities (in total per event) 60 WPP /event
- Organization of Olympiads and summer schools (in total per event) 60 WPP/event

v.) Promotional activities within Promotion Plan of TBU and Faculties/component parts:

- Promotional events (in total per event) 30 WPP/event

PART SIX

FINAL PROVISIONS

TBU Faculties and component parts shall follow this Directive when evaluating teaching activities for the 2019/2020 academic year. During the 2018/2019 academic year, a compulsory pilot verification of the data collection procedures for the purposes of the evaluation of staff at all TBU component parts will be held. This Directive shall replace Rector's Directive No. SR/17/2013.