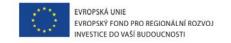# CEITEC

central european institute of technology

BRNO | CZECH REPUBLIC

Common Rules for Human Resources Management

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Approved by	Operational Director / Emilie Zichová	30.11.2011
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Annexes	Overview of Common Rules and Policies	

Content

CEITEC

1. Introduction

CEITEC (Central European Institute of Technology) is a project focused on the establishment of a European centre of excellence in the area of life sciences and advanced materials and technologies.

Common Rules for Quality Management, Human Resources Management, Cooperation with the Application Sphere, Code of Ethics and Common Publication Policy are an integral part of the management and coordination of the centre in all CEITEC Organisational Units and the Central Management Structure. A detailed description is available in Annex 1 Overview of Common Rules and Policies.

1.1 Purpose

The Common Rules for Human Resources Management describe the overall policies, organisational responsibilities, procedures, and the means of ensuring that all items of work are conform to the obligations under the conditions of the OP RDI grant and, further, with CEITEC overall objectives reflected in specific goals stated below.

The CEITEC Common Rules for Human Resources Management fully recognize the European Charter for Researchers[1] and the Code of Conduct for the Recruitment of Researchers[2], released by the European Commission in 2005.

1.2 Goal

A highly qualified staff represents the most important factor in the successful implementation of the CEITEC project. It is therefore critical to ensure a corresponding working environment and the recruitment of the best employees and their professional and personal development.

1.2.1 Specific Goals

The accomplishment of the main goal is assured through the following specific goals:

- ▶ To implement a functional system for the recruitment of highly qualified staff

- ▶ To establish an effective system of career development and further education based on regular individual assessments of job performance

- ▶ To assure a competitive, motivating and merit-based (non-discriminatory) remuneration policy

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[1] The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. Available at: <http://ec.europa.eu/eracareers/pdf/am509774CEE_EN _E4.pdf>.
[2] The Code of Conduct for the Recruitment of Researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. Available at: <http://ec.europa.eu/eracareers/pdf/am509774CEE_EN_E4.pdf>.

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▶ To support close cooperation with prominent European and global research institutions in the area of mobility and employees exchanges

▶ To promote, declare and implement equal opportunities resulting in an increase of women in research and managerial positions

2. Content

2.1 Activity Summary

The following table indicates who should pay attention to individual principle activities and specific measures.

	ED[3]	SD	OD	CD	CB	ISAB	OUD	RPC	RGL	Researcher
Recruitment Strategy	•	•	•		•		•	•	•	•
Categorization of CEITEC Positions	•				•		•		•	
Qualification Profiles		•	•		•			•	•	
Recruiting Candidates			•				•		•	•
Adaptation of New Employees			•				•			
Career Development and Further Education			•						•	•
Assessment of CEITEC Researchers									•	•
Career Development Plan			•						•	•
Further Education Plan			•						•	•
Central Management Support Services			•							
Remuneration Policy							•			
Mobility		•	•	•		•		•	•	•
Mobility Plan		•	•					•	•	•
Strategic Partnerships		•				•	•			
Cooperation with the Application Sphere				•						
Central Management Structure Support Services			•							
Equal Opportunities	•		•				•		•	•

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[3] ED Executive Director, SD Scientific Director, OD Operational Director, CD Commercial Director, CB Coordination Board, ISAB International Scientific Advisory Board, OUD Organisational Unit Director, RPC Research Programme Coordinator, RGL Research Group Leader.

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	ED[4]	SD	OD	CD	CB	ISAB	OUD	RPC	RGL	Researcher
Communication Principles	•		•				•			
Activities Directly Supporting Equal Opportunities			•				•		•	•
Monitoring Equal Opportunities Data			•				•			
Equal Opportunities Training	•		•				•		•	•

2.2 Principal Activities

The Common Rules for Human Resources Management consist of concrete principles that are aggregated into following areas (Principal Activities):

▶ Recruitment Strategy
▶ Career Development and Further Education
▶ Remuneration Policy
▶ Mobility
▶ Equal Opportunities

Human resources management at the level of Organisational Unit is implemented by the Organisational Unit Director. At the level of Central Management Structure, the Operational Director is responsible for human resources management.

Human resources issues not covered in this document are addressed in the Contract on Cooperation and Partnership.

2.2.1 Recruitment Strategy

The aim is to establish a functional system to attract highly qualified staff on all levels of seniority (in the case of researchers) and for crucial management positions (managers of CMS and OUs). An emphasis is placed on the balanced structure of Research Groups in terms of working positions[5], gender, age and the research expertise needed for each Research Group's activities.

There are two ways of appointing a working position in the CEITEC centre: (1) the recruitment of a new employee, (2) the promotion of a CEITEC employee within the career development process. The recruitment strategy primarily focuses on the recruitment of new employees; however some aspects are also applied to the career development of CEITEC employees.

Measure 3: Recruiting Candidates of the recruitment strategy is not applied in case the respective person is named in Annex 4 of the Contract for Cooperation and Partnership.

New positions are presented both to employees of the centre and to applicants outside of CEITEC.

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[4] ED Executive Director, SD Scientific Director, OD Operational Director, CD Commercial Director, CB Coordination Board, ISAB International Scientific Advisory Board, OUD Organisational Unit Director, RPC Research Programme Coordinator, RGL Research Group Leader.

[5] In Research Groups, the following positions are established: Research Group Leader, Senior Researcher, Junior Researcher, Ph.D. Student.

2.2.1.1 Measure 1: Categorization of CEITEC Positions

The categorization of CEITEC employees/positions and setting their qualification profiles is crucial to the establishment of a functional system of quality staff recruitment.

A CEITEC employee is defined as an employee of an Organisational Unit of a CEITEC partner or of the Central Management Structure. There are three basic categories of CEITEC employees: (1) research employees (2) technicians and (3) non-research employees (managerial and support staff). All these categories are further broken down (see table below).

Research employees and technicians always have an employment contract with the Organisational Unit of the respective CEITEC partner. Non-research employees could have an employment contract with the Central Management Structure or with an Organisational Unit.

Research employees/positions in CEITEC are established in the following categories:

	Employer	Appointed by	Form of tender	Minimum work load
Research Programme Coordinator	CMS	Executive Director (with approval of the Coordination Board)	internal tender	0.2 *an exemption has to be approved by Executive Director.*
Research Group Leader	OU	Director of Organisational Unit	international tender	0.5
Senior Researcher	OU	Research Group Leader in cooperation with Organisational Unit Director	open selection procedure*	to be defined by Research Group Leader
Junior Researcher	OU	Research Group Leader in cooperation with Organisational Unit Director	open selection procedure*	to be defined by Research Group Leader
Ph.D. Student	OU	Research Group Leader in cooperation with Organisational Unit Director	open selection procedure*	to be defined by Research Group Leader

* Open selection procedure has to be used in case wage costs are financed from OP RDI.

Scientific Director, respective Research Programme Coordinator and respective Organisational Unit Director should always be members of search committee in selection procedures for Research Group Leader.

Organisational Unit Director, or appointed representative of Organisational Unit, and Research Group Leader should always be members of search committee in selection procedures for Senior Researcher, Junior Researcher and Ph.D. Student of respective Research Group. Scientific Director, Research Programme Coordinator and Operational Director, or appointed representative, have right to be a member of search committee in these selection procedures. Operational Director, or appointed representative, has no vote right.

Research Group Leader always expresses his/her opinion on selection of new employee of his/her Research Group. Organisational Unit Director has an obligation to consult the labour contract with respective Research Group Leader.

Technician is a qualified employee working in research, but generally not providing his/her own research activities. Technician usually operates research equipment and provides measurements for users of infrastructure.

	Employer	Appointed by	Form of tender
Technician	OU	Research Group Leader in cooperation with Organisational Unit Director	open selection procedure*

* Open selection procedure has to be used in case wages are financed from OP RDI.

The 'non-research employee' category is a heterogeneous group consisting of managerial and support positions. The main managerial positions are:

	Employer	Appointed by	Form of Tender
Executive Director	CMS	Chancellor of MU (with approval of the Coordination Board)	international tender (Search Committee)
Scientific Director	CMS	Executive Director (with approval of the Coordination Board)	international tender (Search Committee)
Operational Director	CMS	Executive Director	open selection procedure
Commercial Director	CMS	Executive Director	open selection procedure
Organisational Unit Director	OU	respective project partner	to be defined by the respective project partner

Due to importance of the Organisational Unit Director position, it should not be combined with the positions in the Central Management Structure. This condition will be applied after the selection of the permanent Scientific Director.

Each CEITEC partner can define additional managerial and support staff positions at the level of its Organisational Unit. Positions at the level of the Central Management Structure are stated in the Contract on Cooperation and Partnership.

2.2.1.2 Measure 2: Qualification Profiles

Setting qualification profiles should ensure high quality candidates and thus high quality employees at the centre.

Criteria for the selection of new employees at all levels, with respect to qualifications criteria in particular, are given in these rules (see Annex 2 Qualification Profiles). The criteria contain the qualifications profile in which the requirements are clearly defined (professional and personal) for individual working positions within CEITEC. Qualification profiles can not discriminate candidates from outside of the partner institution of CEITEC. The Scientific Director is responsible for defining the general qualification criteria for the selection of the Research Programme Coordinator, Research Group Leader, Senior Researcher, Junior Researcher and the Ph.D Student. Qualification profiles can be accomplished by the Research Group Leader in certain individual cases. The concrete qualification demands on individual research positions (blank grey boxes within qualification profiles, see Annex 2 Qualification Profiles) are filled out as follows:

Qualification profile of:	Filled by:
Research Programme Coordinator	Scientific Director
Research Group Leader	Research Programme Coordinator

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Senior Researcher	Research Group Leader
Junior Researcher	Research Group Leader
Ph.D. Student	Research Group Leader

The Executive Director is responsible for defining qualification criteria for the selection of Scientific Director, Operational Director, Commercial Director (see Annex 2 Qualification Profiles).

Coordination Board defines qualification criteria for the selection of Executive Director (see Annex 2 Qualification Profiles).

The criteria for the selection of new employees can be extended and supplemented, but cannot be lowered or altered. Only in exceptional cases, can the criteria for research positions be lowered / altered on the basis of the Research Programme Coordinator's requirement and with the Scientific Director's approval.

2.2.1.3 Measure 3: Recruiting Candidates

The recruitment of new employees (including administrative issues, e.g. signature of employment contract) is primarily the responsibility of Organisational Unit Directors (or Operational Director in case of CMS employees). The CMS has a supporting function, especially in terms of PR activities, creating a good employer image and spreading information about employment opportunities within promotion tools.

The obligation of following the recruiting strategy is only applied in case of mandatory selection procedure (i. e. employees wage costs are financed from OP RDI).

Organisational Unit Director is responsible for organizing selection procedure and invitation of search committee members at the level of Organisational Unit. Operational Director is responsible for organizing selection procedure and invitation of search committee members at the level of Central Management Structure.

At least two days before publication of tender on new position, Organisational Unit Director is obliged to send information on the tender to Operational Director and Manager of PR and Communication. Central Management Structure, represented by Manager of PR and Communication, is obliged to publish this information on CEITEC website.

The recruitment of research employees is a specific activity, therefore Research Group Leaders and other researchers are also involved in the recruitment of candidates.

Activities and measures including responsibility assignment are shown in the following table.

Activity / Measure	Responsible Assignment	Description
publication of current employment opportunities	CMS	▶ CEITEC website ▶ newsletters (if relevant)
	OU	▶ OU website ▶ publication of information about available positions in the centre on websites of European Union - Euroaxess (http://ec.europa.eu/euraxess/index.cfm/jobs/index) ▶ registering potential candidates in the database
database of potential	CMS	▶ CMS operates its own database of potential employees' (form

employees' operation		and structure of database is not prescribed)
	OU	▶ each Organisational Unit operates its own database of potential employees' (form and structure of database is not prescribed)
	Research Group Leader	▶ collection of information and the identification of potential employees and the transmission of this information to OU
recruiting talented students (potential candidates) and motivating them to do doctoral studies	CEITEC researchers	▶ searching during international internships / stays abroad / conferences ▶ involving talented students in research projects ▶ information on CEITEC presented at international events (conferences, exchange visits, etc.)
recruiting foreign scientists	CEITEC researchers	▶ employees of the CEITEC centre (esp. Research Group Coordinators, Research Group Leaders) will monitor / search researchers at universities and research institutions abroad who could work at CEITEC - both long-term and short-term (internships, joint projects, etc.) ▶ researchers give contacts of potential foreign candidates for CEITEC positions to the administrator of potential employees database
	CMS	▶ English CEITEC website ▶ cooperation with institutions dealing in recruitment of foreign scientists (e.g. South Moravian Centre for International Mobility)
general PR campaign, which contributes to the knowledge of CEITEC[6]	CMS	▶ CEITEC website ▶ newsletters ▶ press releases ▶ brochures ▶ contributions in magazines ▶ contributions in newspapers ▶ information on CEITEC presented at international events (conferences, exchange visits, etc.)
PR activities connected with the recruitment policy ▶ publication of role models ▶ publication of successes of individual employees	CMS	▶ CEITEC website ▶ newsletters ▶ press releases ▶ brochures ▶ contributions in magazines ▶ contributions in newspapers

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[6] For detailed information on PR activities, please refer to Marketing Strategy of CEITEC.

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2.2.1.4 Measure 4: Adaptation of New Employees

Adaptation of new employees is a final part of recruitment process in the CEITEC centre. Activities and measures including responsibility assignment are shown in the following table.

Activity / Measure	Responsibility Assignment	Description
adaptation of new employees (adaptation plan)	OU	▸ the objective is to ensure that the new employee receives all the necessary information in the required form, not distorted by the interpretation of various trainers ▸ special attention will be paid to an equal opportunities policy
	CMS	▸ creation of a general guide for new employees of the CEITEC centre
support services (esp. to foreign employees)	CMS OU	▸ assistance with ensuring administrative activities related to stay of foreign employees in the Czech Republic (work permit, permit for temporary or permanent residence, health insurance, accommodation, school facilities for children, etc.)

2.2.2 Career Development and Further Education of CEITEC Researchers

Career development is based on the categorization of CEITEC positions and their qualification profiles (see 2.2.1.1 Measure 1: Categorization of CEITEC Positions, 2.2.1.2 Measure 2: Qualification Profiles and Annex 2 Qualification Profiles).

Career development is closely linked to the further education of employees. The basic measures of these two Principal Activities are the regular evaluation of CEITEC employees and the formulation and implementation of career development and further education plans.

Research Group Leaders have the primary responsibility in the area of career development and further education of research employees.

2.2.2.1 Measure 1: Assessment of CEITEC Researchers

The regular assessment of CEITEC employees is one of the most important measures of human resources development. The table below describes basic features of the evaluation interview between CEITEC employee and her/his direct superior.

Form	mutual evaluation interview
Participants	employee with her/his direct superior[7]
Periodicity	at least once a year ▸ *research employee has a right to ask for an additional mutual evaluation interview his/her superior within a calendar year*
Evaluated aspects (indicative list)	▸ research work - fulfilment of research objectives

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[7] See table below for overview of CEITEC research positions and direct superior positions.

	▸ training and supervising activities
	▸ level of cooperation with the application sector
	▸ level of cooperation with other members of the Research Group and relations with co-workers in the Research Group in general
	▸ individual career development, further education
Background materials (indicative list)	▸ information on employee's performance within the Research Group (number of articles, participation in research projects, etc.)
	▸ individual career development plan from the previous evaluation period
	▸ individual plan of further education from the previous evaluation period
Outputs (indicative list)	▸ individual career development plan, including means of reaching selected objectives and deadlines (proposed by employee, approved by superior)
	▸ individual plan of further education, including means of reaching selected objectives and deadlines (proposed by employee, approved by superior)
	▸ impact on remuneration of employee (bonuses)
Implementation period	next 1-2 years (short-term period) / next 3-5 years (long-term period)

The form of output could be in written form, however it is not obligatory. The Research Group Leader is responsible for having overall overview of Research Group's demands on career development and further education tools; so he/she is able to formulate Career Development Plan and Further Education Plan at the level of Research Group and to monitor development of individual researchers in his/her Research Groups.

The table below describes research positions in the CEITEC centre and superiors conducting the evaluation interview. The Research Group Leader can designate a Senior Researcher to conduct evaluation interviews with Junior Researchers and Ph.D. Students; and the Junior Researcher to conduct evaluation interviews with Ph.D. Students.

Research position	Superior conducting evaluation interview
Research Group Leader	Research Programme Coordinator
Senior Researcher	Research Group Leader
Junior Researcher	Research Group Leader / designated Senior Researcher
Ph.D. Student	Research Group Leader / designated Senior Researcher / designated Junior Researcher

2.2.2.2 Measure 2: Regular Meetings of CEITEC Researchers

CEITEC researchers meet at regular meetings. The structure and participants of these meetings are described in table below.

Type of meeting	Participants	Frequency
Meeting of Research Programme Coordinators headed by Scientific Director	Scientific Director and Research Programme Coordinators	at least twice a year
Meeting of Research Programme headed by Research Programme Coordinator	Research Programme Coordinator and Research Group Leaders of respective Research Programme	at leas four times a year
Meeting of Research Group headed by Research Group Leader	Research Group Leader and members of respective Research Group	to be defined by Research Group Leader

2.2.2.3 Measure 3: Career Development Plan

Each CEITEC research employee has his/her individual career development plan, which is an output of the evaluation interview with his/her superior. The plan is proposed by the employee and approved by superior. The individual plan consists of information on: (1) individual aspirations, (2) strengths and weaknesses, (3) short-term and long-term objectives. According to individual career development plans, aggregated plans at the level of the Research Group and the whole CEITEC are assembled and create background materials for the Activity Plan of the Project.

The table below describes responsibility assignments for career development plans.

Career development plan - level	Responsibility assignment
individual	employee and his/her superior
Research Group	Research Group Leader
CEITEC centre	Operational Director (in cooperation with Research Group Leaders)

2.2.2.4 Measure 4: Further Education Plan

Each CEITEC research employee has his/her individual further education plan, which is an output of the evaluation interview with his/her superior. The plan is proposed by the employee and approved by the superior. According to individual further education plans, aggregated plans at the level of the Research Group and the whole CEITEC centre are assembled and create background materials for the Activity Plan of the Project.

The table below describes responsibility assignments for further education plans.

Further education plan - level	Responsibility assignment
individual	employee and his/her superior
Research Group	Research Group Leader
CEITEC centre	Operational Director (in cooperation with Research Group Leaders)

2.2.2.5 Measure 5: Central Management Structure Support Services

Central Management Structure, represented by Operational Director, will provide support services for further education activities of CEITEC researchers. Support will consist of:

- information service,
- communication with strategic partners and subjects from application sphere about possibilities of mobility activities,
- aggregating information on demand for different types of further education activities.

2.2.3 Remuneration Policy

The remuneration policy is based on common merit-based, non-discriminatory, principles and on regular individual assessments of job performance. A coordinated approach with a focus on qualitative parameters will be implemented.

Each Organisational Unit has its own regulations dealing with the remuneration of employees. Organisational Unit Director determines remuneration of OU's employees according to internal rules of the respective Organisational Unit.

The remuneration of CEITEC employees is closely linked to assessment interviews and the overall performance of their corresponding Research Group. Each superior should consider the job performance of employees as it relates to remuneration. The Organisational Unit Director must respect the results of evaluation in the fulfilment of the Activity Plan of the Project and the Common Evaluation of Scientific Excellence in the remuneration policy.

2.2.4 Mobility

The goal is to have 5 % of CEITEC employees (expressed in FTE) undertaking at least two months of internship annually from 2015.

The responsibility for implementation lies mainly upon the Research Programme Coordinators and the Scientific Director.

Mobility is a supporting tool in strategic recruitment (integrating long-term and annual mobility plan).

Mobility is a complementary tool to career development and the further education of each employee. The most supported forms will be mobility to foreign research institutions and to the application sector. The mobility activities vary with respect to each position and the level of seniority.

Mobility works as a transfer of experience - transfer of best practices and competencies in both management and research activities from strategic partners and top research institutions to the CEITEC centre.

Two situations can occur in the sphere of mobility: (1) CEITEC employee goes outside the centre, (2) eminent (foreign) researcher joins the CEITEC centre from another research institution or company.

2.2.4.1 Measure 1: Mobility Plan

The mobility plan of an individual employee is a part of the individual career development plan. In the evaluation of an employee, mobility activities are perceived as a measure in the fulfilment of career development and further education objectives.

2.2.4.2 Measure 2: Strategic Partnerships

Strategic partnerships are concluded with leading international research institutions. These partnerships involve various forms of cooperation - international mobility (exchanges of staff at all levels of seniority), joint research projects, organisation of conferences, workshops and summer schools, joint publications, joint/double Ph.D. degrees, use of research infrastructure, etc. Concrete forms of joint activities are formulated individually with each partner in a framework memorandum. Each Research Programme has at least one strategic partnership. Some partnerships could span across Research Programmes. Strategic partners are nominated by Research Programme Coordinators and approved by the Scientific Director, possibly in consultation with the International Scientific Advisory Board.

In case of mobility between research institutions, internships between CEITEC and strategic partners will be supported in particular.

2.2.4.3 Measure 3: Cooperation with the Application Sphere

Cooperation with the application sphere is described in detail in the Common Rules for Cooperation with Application Sphere. Intersectoral mobility between CEITEC and subjects from the application sphere with their own R&D departments will be supported.

2.2.4.4 Measure 4: Central Management Structure Support Services

The Central Management Structure, represented by the Operational Director, will provide support services for the mobility activities of CEITEC researchers.

Support will consist of:

- information services,
- communication with strategic partners and subjects from the application sphere,
- communication with other subjects involved in mobility (e.g. South Moravian Centre for International Mobility, Euraxess, Technology Centre AS CR) and transfers of best practices to the CEITEC centre,
- support of mobility projects preparation in cooperation with CEITEC researchers, particularly Research Group Leaders.

2.2.5 Equal Opportunities

In the CEITEC centre, equal opportunities are promoted in the broad sense, i.e. gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Equal opportunities principles with specific attention to gender will be continuously observed. The main goal in area of equal opportunities is to maintain at least 23 % of female research employees (on average) during the implementation of the project (2010-2015).

CEITEC aims to increase the number of women in scientific positions. Female candidates are therefore particularly encouraged to apply for new positions.

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2.2.5.1 Measure 1: Communication Principles

Correct (gender) sensitive language will be used in all CEITEC documents, e.g. recruitment advertisements, information on the CEITEC website, and PR brochures. Where it is appropriate, information on the promotion of equal opportunities will be presented.

Communication principles are the responsibility of Executive Director, respectively the Manager of PR and Communication.

2.2.5.2 Measure 2: Activities Directly Supporting Equal Opportunities

Equal opportunity activities at the central level are the responsibility of the Operational Director. At the level of Organisational Units, the Organisational Unit Director and Research Group Leader are in charge of equal opportunity activities.

Some activities directly supporting equal opportunities are undertaken by the Organisational Unit Director; and some are a matter of agreement between a superior and his/his subordinates.

Activities and measures including responsibility assignment are shown in the following table.

Activity	Description / Responsibility Assignment
part-time job	These activities could be implemented where possible with regard to nature of working position. The activity could be used with approval of direct superior.
sharing working positions	
flexible working hours with fix base	
home office	
keep-in-touch policy	Maintaining contact with parents on parental leave (invitation to CEITEC events, strategic meetings, CEITEC courses, training sessions, possibility to participate in further education activities). Keep-in-touch policy is implemented both by the Organisational Unit Director and the Research Group Leader.
round tables	Round tables are organised on particular themes with the aim of identifying and solving problems concerning specific group of employees (e.g. parents on parental leave, women researchers). Round tables are implemented by the Organisational Unit Director; but could be organized also by Operational Director.
childcare	The CMS, represented by the Operational Director, is responsible for detailed study on possible CEITEC activities in the area of support/providing childcare for CEITEC employees. According to the results of the study, follow-up actions will be defined and implemented.

2.2.5.3 Measure 3: Monitoring Equal Opportunities Data

In the CEITEC centre, the number of women researchers and non-researchers will be monitored in order to provide background materials for the equal opportunities policy and Monitoring Reports.

2.2.5.4 Measure 4: Equal Opportunities Training

Equal opportunities training will be a part of the adaptation plan (see chapter 2.2.1.4 Measure 4: Adaptation of New Employees). Special attention will be paid to the training of superiors who will implement the equal opportunities policy.

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3. List of Abbreviations

ASCR	Academy of Sciences of the Czech Republic
BUT	Brno University of Technology
CB	Coordination Board
CD	Commercial Director
CEITEC	Central European Institute of Technology
CMS	Central Management Structure
ED	Executive Director
FTE	Full-time equivalent
HR	Human resources
IPM	Institute of Physics of Materials
ISAB	International Scientific Advisory Board
MENDELU	Mendel University in Brno
MEYS	Ministry of Education, Youth and Sports of the Czech Republic
MU	Masaryk University
OD	Organisational Unit
OP RDI	Operational Programme Research and Development for Innovation
OUD	Organisational Unit Director
PR	Public relations
R&D	Research and development
RGL	Research Group Leader
RPC	Research Programme Coordinator
SD	Scientific Director
VFU	Veterinary and Pharmaceutical University Brno
VRI	Veterinary Research Institute

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4. Glossary

CEITEC centre	CEITEC centre is formed by Organisational Units of the CEITEC project, including Central Management Structure.
CEITEC employee	A CEITEC employee is defined as an employee of an Organisational Unit of a CEITEC partner or of the Central Management Structure. There are three basic categories of CEITEC employees: (1) research employees (2) technicians and (3) non-research employees (managerial and support staff).
CEITEC project	CEITEC (Central European Institute of Technology) is a project financed through the Operational Programme Research and Development for Innovations focused on the establishment of a European centre of excellence in the area of life sciences and advanced materials and technologies.
Euraxess	Euraxess is a network of service centres for scientists. It provides an access to a complete range of information and support services for European and non-European researchers wishing to pursue research careers in Europe.
Keep-in-touch policy	Maintaining contact with parents on parental leave (invitation to CEITEC events, strategic meetings, CEITEC courses, training sessions, possibility to participate in further education events).
Mobility	At least two months of internship in the respective year.
Sharing working positions	Sharing working positions is a flexible work option in which two or possibly more employees share a single job.

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5. Changes from Previous Version

Date	Chapter	Description
		not relevant

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6. Annexes

ANNEX 1 Overview of Common Rules and Policies

ANNEX 2 Qualification Profiles

ANNEX 3 European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

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6.1 Annex 1 Overview of Common Rules and Policies

Document	Issues covered in the document
Common Rules for Quality Management	Independent Evaluation of the Scientific Excellence
	Evaluation of complementary projects
	Risk management
	Procurement management
	Project monitoring
	Change management in the OP RDI project
	OP RDI project irregularities
	Scheduling and result-oriented planning
	Confidential and other data processing
	Document control
	Communication among partners and the Central Management Structure
	Communication to third parties
	Marketing documents
	Infrastructure exploitation
	Violation of the Code of Ethics
	Support of publications
	CEITEC website
	Quality management control, update and training
Common Rules for Cooperation with Application Sphere	Marketing strategy
	Cooperation with regional partners in the area of technology transfer
	System of identification, assessment and protection of IP
	Contract research, collaborative research and other forms of cooperation with the application sphere
	Services provided by CEITEC centre

	Common rules for using CEITEC infrastructure
	State aid compliance
Common Rules for Human Resources Management	Recruitment policy
	Career development and further education of CEITEC employees
	Ensuring of merit based non-discriminatory remuneration policy
	Mobility of CEITEC researchers
	Equal opportunities
Common Publication Policy	Defining authorship
	Classification of scientific publications
	Publication process activities
	Monitoring of written publications
	Production of scientific publications with an IF higher than the median in the respective scientific category
Code of Ethics	Ensuring ethical conduct in research and development and management of the centre

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6.2 Annex 2 Qualification Profiles

Research Programme Coordinator

[Grey boxes are filled by Scientific Director and approved by Executive Director.]

Requirements:

▶ university education (Ph.D. minimum) in the field of

....

▶ knowledge of (techniques, methods, research equipment)

....
....

▶ at least .... years of experience in the field (including Ph.D. studies)

▶ experience with writing scientific papers and national and international[8] research projects (e.g.

....)

▶ readiness to present results at national and international conferences

▶ experience with team work and leadership

▶ excellent knowledge of English

▶ communicability, independence, flexibility

Research Group Leader

[Grey boxes are filled by Research Programme Coordinator.]

Requirements:

▶ university education (Ph.D. minimum) in the field of

....

▶ Ph.D. and suitable postdoctoral experience are essential for this position

knowledge   of   (techniques,   methods,   research   equipment)

....
....

▶ at least .... years of experience in the field (including Ph.D. studies)

▶ required 5 years of related experience / preferred 7 years of related experience

▶ multiple year post graduate research

▶ at least 2 years of experience in a scientific position abroad would be an asset (not obligatory requirement)

▶ a track record of high profile publications / excellent publication record

▶ experience with writing scientific papers and national and international[9] research projects (e.g.

....)

▶ experience with acquiring funding for, and carrying out, national and international[10] grants (e.g.

....)

▶ readiness to present results at national and international conferences

▶ experience in the supervision and training of technical staff highly preferred

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[8] International research projects are research projects not granted by provider from Czech Republic.

[9] International research projects are research projects not granted by provider from Czech Republic.

[10] International research projects are research projects not granted by provider from Czech Republic.

CEITEC

- project leader experience
- she/he aims at establishing her/his own externally funded research group
- project management experience, including supervisory, budgetary and general administrative skills
- experience with team work
- experience in supervising undergraduate and/or graduate students
- active knowledge of English
- communicability, independence, flexibility

Senior Researcher

[Grey boxes are filled by Research Group Leader.]

Requirements:

- university education (Ph.D. degree) in the field of ....
- knowledge of (techniques, methods, research equipment) ....
- at least .... years of experience in the field (including Ph.D. studies)
- at least 2 years of experience in a scientific position abroad would be an asset (not obligatory requirement)
- experience in the supervision and training of technical staff highly preferred
- capable of managing a Research Group, experience in research and development activities or has been a principal investigator of a significant, multi-annual grant (e.g. ....)
- experience in writing scientific papers and national research projects
- experience in writing international[11] research projects would be an asset (e.g. ....)
- experience in acquiring funding for, and carrying out, national and international[12] grants (e.g. ....)
- experience in acquiring funding for, and carrying out, international[13] grants would be an asset (e.g. ....)
  would be an asset
- readiness to present results at national and international conferences
- experience with team work
- active knowledge of English
- communicability, independence, flexibility

Junior Researcher

[Grey boxes are filled by Research Group Leader.]

Requirements:

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[11] International research projects are research projects not granted by provider from Czech Republic.

[12] International research projects are research projects not granted by provider from Czech Republic.

[13] International research projects are research projects not granted by provider from Czech Republic.

CEITEC

▸ less experienced researcher than senior researcher, usually graduate doctoral student

university education (Ph.D. degree) in the field of ....

▸ knowledge of (techniques, methods, research equipment) ....

▸ at least .... years of experience in the field (including Ph.D. studies)

▸ experience with writing scientific papers and research projects (e.g. ....)

▸ readiness to present results at national and international conferences

▸ experience with team work

▸ active knowledge of English

▸ communicability, independence, flexibility

▸ two references

Ph.D. Student

[Grey boxes are filled by Research Group Leader.]

Requirements:

▸ university student in a Ph.D. programme

▸ university education in the field of ....

▸ knowledge of (techniques, methods, research equipment) ....

▸ previous laboratory experience would be an asset

▸ active knowledge of English

▸ communicability, independence, flexibility

Executive Director

[Grey boxes are filled by Coordination Board.]

Requirements:

▸ at least 2 years of experience with managing of a similar research centre (centre of excellence)

▸ scientific excellence in the field of life or material sciences, with corresponding publication record measured by citation index and h-index

▸ experience with writing scientific papers and national and international[14] research projects (e.g. ....)

▸ experience with acquiring funding for, and carrying out, national and international[15] grants (e.g. ....)

▸ active knowledge of English (knowledge of Czech language will not be considered)

▸ capacity to take decisions, both at strategic and operational level

▸ strong sense of responsibility, initiative and self-motivation along with an ambition to set up a new European Centre of Excellence.

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[14] International research projects are research projects not granted by provider from Czech Republic.

[15] International research projects are research projects not granted by provider from Czech Republic.

CEITEC

▸ stress-resistance, flexibility, adaptability and capability of motivating staff

Scientific Director

[Grey boxes are filled by Executive Director.]

Requirements:

▸ at least 5 years track record in managing science and research teams on various levels

▸ scientific excellence in the field of life or material sciences, with corresponding publication record measured by citation index and h-inde

▸ experience with writing scientific papers and national and international[16] research projects (e.g. ....)

▸ experience with acquiring funding for, and carrying out, national and international[17] grants (e.g. ....)

▸ experience with technology transfer would be an asset

▸ active knowledge of English (knowledge of Czech language will not be considered)

▸ capacity to take decisions, both at strategic and operational level

▸ strong sense of responsibility, initiative and self-motivation along with an ambition to set up a new European Centre of Excellence

▸ stress-resistance, flexibility, adaptability and capability of motivating staff

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[16] International research projects are research projects not granted by provider from Czech Republic.

[17] International research projects are research projects not granted by provider from Czech Republic.

6.3 Annex 3 European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

CEITEC