

Competency Model for Academic Employees and Researchers of the Faculty of Science MU

Competency model introduces an overview of recommended key competencies (skills, knowledge, or attitudes) that are needed for successful job performance across positions performed by academic employees and researchers.

Essential prerequisites for a work performance are qualification requirements stated in Annex no. 2 of this Directive - Position Profiles. For positions of an associate professor and professor, additional specific requirements in pedagogical, profession and research area are defined in the MU document [Formální náležitosti k habilitačnímu a profesorskému řízení](#).

Competency model serves a complementing purpose and shall be used as a guidance in the process of selection of a new employee and further training & development. Competencies framework represents a development potential – description of competency specifies an ideal state of work behaviour. Competencies stated for each work area are not required to be fulfilled or developed all at once, focus shall be put on those competencies linked to employee's current duties performed at the position or to employee's developmental needs.

Key competencies for academic employees and researchers are stated in 3 dimensions as follows:

- A. Pedagogical competencies
- B. Research competencies
- C. Competencies for maintaining a good working environment

Additionally, key competencies for resources management (leading of projects and people) are defined.

KEY PEDAGOGICAL COMPETENCIES		
Work Area	Competence	Description
Teaching	Enthusiasm for Teaching & Subject knowledge	To focus on practical application of taught content or on the current trends within the subject. To apply own scientific expertise or multidisciplinary approach while teaching.
	Presentation skills	To deliver lectures in a structured and comprehensible manner and also with adequate preparation time.
		To engage students in active involvement and discussion during the class.
		To set clear instructions for work organization during lessons, course arrangements, and assessment methods.
	Organisational skills	To follow effective time-management while lecturing
		To use modern teaching aids and materials and maintain them up to date.
If applicable, to use modern assessment tools and methods.		
Consultations Thesis Supervision	Mentoring skills	To encourage students to think critically and respect expressed thoughts and opinions.
		To provide timely and constructive feedback to students' work.
		To help students in their further career planning and provide them with examples of further employment options.
Excellence in Teaching	Openness to new teaching practices	To be interested in feedback and suggestions to improve his/her teaching skills.
		To follow new trends in didactic, self-educate in the subject and apply new methods in teaching.

KEY RESEARCH COMPETENCIES		
Work Area	Competence	Description
Research & Development Tasks	Practical research skills	To be familiar with different research strategies, methods, techniques, or tools and apply the most suitable approach in given research task/challenge.
		To work on assigned research tasks in a precise, focused, and organized manner, to strive for timely and excellent quality delivery.
		To be able to plan research experiments effectively and to design a research project.
		To enhance critical & analytical thinking abilities.
		To apply adequate principles and methods in research data management (data usage, back-up, and etc.)
	Enthusiasm for Research & Subject knowledge	To understand the nature of the research profession as successful outcomes are often accomplished only in a long-term perspective. Does not mind routine or occasional research failures or challenges.
		To enhance subject-matter expertise, self-educate, follow current trends within the field, and broaden research experience.
		To apply new knowledge and skills in research practice.

Research & Development Tasks	IT skills	To use technologies and applications to effective data processing, preparation of research outcomes presentations (e.g. MS Office, statistical tools).
	Innovative thinking	To reframe problems in a different light to find new approaches. If considered as relevant, to develop his/her research hypothesis in a viable research study.
	Creative potential	To publish actively (mainly at international level) and to be able to present research outcomes and impact to a broader audience outside of the scientific community.
		To improve continuously his/her written skills (focused on English) and to invest adequate time into the preparation of scientific or technical texts.
	Networking	To be involved in scientific or professional associations and build relationships at national and international level.
Research & Development Tasks	Project management skills	To understand the importance of active and timely communication and cooperation with the research team and support staff in both preparation, and realisation phases of the research project.
Securing Research Funding		To respect rules given by the Faculty or the University for submission of research proposals and follow the rules and deadlines given by providers.
		When starting a new research project, to learn properly about the project plan, deliverables, roles, and duties of co-workers.
		During project delivery, to comply with project rules (internal, provider's etc.)

COMPETENCIES FOR MAINTAINING GOOD WORKING ENVIRONMENT		
Work Area	Competence	Description
Work Environment	Responsiveness to change	To keep open-minded approach towards innovations and new trends in organisation management. To support changes in organisational culture in terms of working with people, i.e. colleagues, subordinates or internal clients, focused on the improvement of working culture towards openness and transparency.
Teamwork	Tactfulness	To always act with respect and communicate clearly and in an understandable way. Strive to reach a constructive solution in difficult situations.
	Team spirit	To work actively towards meeting team duties and targets, cooperate with team members and be open to sharing of know-how or best practices.
	Self-reflection	To respect different opinions or perspectives and ask for feedback on his/her work.

KEY COMPETENCIES FOR RESOURCES MANAGEMENT		
Work Area	Competence	Description
Complex Research Tasks Securing Research funding	Strategic planning skills	To follow the latest trends in the field of expertise. To review and set up internal processes, secure funding and broaden cooperation to achieve the best results as a research group/department in a long-term perspective (i.e., the attractiveness of study programme and graduates' success rate, international research recognition, etc.)
Project Management		Responsibility
	Communication skills	To inform his/her co-workers in an adequate and timely manner, to communicate instructions or orders in a clear and structured way.
	Person of trust	To keep his/her word and meet your agreements or obligations.
People Management	Leadership skills	To assign tasks and formulate team objectives in a manner corresponding with colleagues' skills and competencies and support their accomplishments and engagement.
		To be the role model and provide active support to co-workers in achieving the objectives. To appreciate co-worker's work and effort.
		To monitor and review the delivery of objectives on a regular basis. If needed, provide adequate support to help a co-worker success in challenging situations.
		Mentor colleagues and support them in further competence development and work engagement. Create a positive working atmosphere and environment. Any interpersonal problems are solved in a timely and constructive manner.

Competency Model for Support Staff of the faculty of Science MU

Essential prerequisites for a work performance are qualification requirements stated in Annex no. 4 of this Directive and professional knowledge and skills as per the work specifics and duties carried out by the position. Competency model introduces an overview of recommended key competencies (skills, knowledge, or attitudes) that are needed for successful job performance across support staff positions. These competencies can be further expanded by the Head of the workplace according to the specifics and needs of the workplace and assigned work activities.

Competency model serves a complementing purpose and shall be used as a guidance in the process of selection of a new employee and further training & development. Competencies framework represents a development potential – description of competency specifies an ideal state of work behaviour. Competencies stated for each work area are not required to be fulfilled or developed all at once, focus shall be put on those competencies linked to employee’s current duties performed at the position or to employee’s developmental needs.

Key competencies for support staff are stated in 2 dimensions as follows:

- A. Main competencies for the positions of supporting character
- B. Competencies for maintaining a good working environment

Additionally, key competencies for resources management (leading of projects and people) are defined.

KEY COMPETENCES FOR SUPPOR STAFF ROLE

Work Area	Competence	Description
Duties Performance	Expertise (Knowledge & Skills)	To have and to be able to apply practically the technical/domain/subject matter knowledge related to the agenda of the workplace. To proactively follow the latest trends in the field of expertise, to familiarize with new internal procedures and guidelines. To be open to new trainings (e.g., in area of IT technologies).
	Carefulness & Reliability	To perform assigned tasks in good quality and on time, according to the agreement and instructions. To carry out duties carefully, in case of any delays/complications, to notify in time or ask for advice/support.
Dealing with Others	Communication skills (including English knowledge)	To communicate (both written and verbal presentation) clearly, in structured and understandable way and politely. To follow adequate communication manners.
		In line with internalisation of the working environment, to improve continuously the command of English (<i>if the usage of English is relevant for the position</i>).
Problem Solving	Professional Attitude with Client Orientation	When dealing with the customer, no matter what position or difficult situation, to act with empathy, with helpfulness and politeness.
		To solve queries and problems in constructive manner, and solutions are proposed based on careful analysis and evidence. To seek for constructive solution in regard to the needs or to provide an adequate and relevant advice.
Systems and Processes Problem Solving	System Thinking	To be aware of the interrelations/impact of performed duties to work/activities of other colleagues or departments. To have an overview and orientate him/herself easily in faculty’s complex systems, processes and procedures.

COMPETENCIES FOR MAINTAINING GOOD WORKING ENVIRONMENT

Work Area	Competence	Description
Work Environment	Responsiveness to change	To keep an open-minded approach towards innovations and new trends in organisation management. To support changes in organisational culture in terms of working with people, i.e. colleagues, subordinates or internal clients, focused on the improvement of working culture towards openness and transparency.
Teamwork	Tactfulness	To always act with respect and communicate clearly and in an understandable way. Strive to reach a constructive solution in difficult situations.
	Team spirit	To work actively towards meeting team duties and targets, cooperate with team members. To be open to sharing of know-how or best practices and to develop good cooperation within/outside of the workplaces.

	Self-reflection	To respect different opinions or perspectives and ask for feedback on his/her work.
KEY COMPETENCES FOR LEADING OTHERS		
Work Area	Competence	Description
Workplace Operations	Focus on Quality Assurance	To focus on a feedback mechanism towards the services provided by the workplace and to ensure effective cooperation in the agenda performance across the Faculty. To review the quality of the services (to be of intended standards) and strives for continuous improvements and further advancement of provided services.
	Strategic planning skills	To manage the workplace operations systematically, in line with the targets stated by the workplace and by the Faculty strategy.
People Management	Responsibility	As a leading role, to approach the fulfilment of workplace agenda and its overall results. To provide support and qualified solution in difficult situations, and to search for effective, long-term resolutions.
	Communication skills	To inform his/her co-workers in an adequate and timely manner, to communicate instructions or orders in a clear and structured way.
		To keep his/her word and meet your agreements or obligations.
	Person of trust	To assign tasks and formulate team objectives in a manner corresponding with colleagues' skills and competencies and support their accomplishments and engagement.
		To be the role model and provide active support to co-workers in achieving the objectives. To appreciate co-worker's work and effort.
		To monitor and review the delivery of objectives on a regular basis. If needed, provide adequate support to help a co-worker success in challenging situations.
		To mentor colleagues and support them in further competence development and work engagement.
Leadership Skills	To create a positive working atmosphere and environment. Any interpersonal problems are solved in a timely and constructive manner.	