Regulation No. 2/2018	**Internal Standard of the Institute of Technology and Business in České Budějovice**				

UPDATED VERSION OF EXCELLENT TOP MANAGER SYSTEM (ETMS)

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Article 1
General Provisions

(1) The Excellent Top Manager System (hereinafter referred to as the "ETMS") is a tool for managing and monitoring activities of employees and units of the Institute of Technology and Business in České Budějovice (hereinafter referred to as the "ITB"). The system is accessible for ITB employees at https://etms.vstecb.cz/ and their logging in is possible through each employee´s Identification Number and secondary password.

(2) Appropriate authorizations for using ETMS modules is granted by an ETMS administrator who also manages the ETMS. Its structure is shown in Annex 1.

Article 2
Definition of Terms

(1) ACTIVITIES module – a part of the ETMS focused on evaluating particular performance of the ITB´s academic, scientific and external staff as well as individual Departments and Faculties of the ITB.

(2) OBJECTIVES module – a part of the ETMS focused on planning and evaluating the fulfilment of specific ITB's objectives in accordance with Regulation No. 10/2014 "Determining Conditions for Assigning Objectives and Tasks and Requests, Their Control and Evaluation of Fulfilment".

(3) TASKS AND REQUESTS module – a part of the ETMS focused on storing and evaluating the fulfilment of assigned tasks and requests in accordance with the previously mentioned Regulation No. 10/2014 as well.

(4) ACCREDITATION module – a part of the ETMS focused on administering accreditation applications and the related documents.

(5) PERSONNEL module – a part of the ETMS focused on human resources administration and management.

(6) PROJECTS module – a part of the ETMS focused on operational programs and research projects.

(7) Period for performance evaluation – the period for performance evaluation is one calendar year divided into two intervals, i.e. from 1st January to 30th June and from 1st July to 31st December of the relevant calendar year.

(8) Performance Account (PA) – a summary of activities performed by individual employees of the relevant Department evaluated by performance points.

(9) Department Performance Account (DPA) – a summary of activities performed by all staff members of the relevant Department evaluated by performance points.

(10) Faculty Performance Account (FPA) – a summary of activities performed by all employees of the relevant Faculty evaluated by performance points.

(11) Required Performance Fund (RPF) – is set at 1850 points per year. The Fund is not set for external members of staff, where it is always equal to the PA´s current state for the purpose of determining budgets of individual Departments. The RPF directly reflects given amounts of employee workloads, dates of commencing employment during the period under review and other circumstances (e.g. long-term business trips) stated in Provision No. 14/2017 "Establishing More Detailed Conditions for Determining the Amount of Personal Bonus of Academic Staff and Senior Management of the ITB". For the Heads of Departments, the RPF is considered to be at 60% of their workloads. For the Deputy Heads of Departments, the RPF is considered to be at 80% of their workloads.

(12) Required Departmental Performance Fund (RDPF) – a sum of RPF of the academic and scientific staff of the relevant Department, including performance of external staff members.

(13) Code List of Activities (CLA) – a list of activities carried out by the academic and scientific staff to fulfil their RPF. An updated version of the CLA may be found in the ETMS – the ACTIVITIES module, under TYPES of ACTIVITIES (https://etms.vstecb.cz/administration/activity-type/list-view). The Bursar guarantees (is the guarantor of) the CLA´s content, whereas the Chancellor coordinates CLA preparations.

(14) Updates of the CLA:

   a) The guarantor is responsible for updating the CLA.

   b) The CLA is updated particularly as proposed by guarantors of individual areas of concern, i.e. the Vice-Rector for Commercialization and Creative Activities (research and publishing activities) and the Director of Study Administration and Lifelong Learning (pedagogical activities), no later than 3 months prior to the proposed updates´ effectiveness.

   c) The Chancellor approves the proposed updates´ compliance with the ITB's strategy.

   A specific algorithm for updating the CLA for the following period is shown in Annex 10.

(15) Creative Activities (CA) – include publishing activities, research activities and other creative activities according to the CLA.

(16) Other Activities (OA) – include pedagogical activities, administrative activities and other non-creative activities according to the CLA.

(17) Minimum Percentage of Creative Activities (MPCA) – a required percentage of creative activities in the academic staff´s PA as specified in a separate internal standard.

(18) A delegated person (A delegate) – an employee of the ITB with the right to assign activities to individual employees and to modify their assignments.

(19) Cost Centre (CC) – defines sources of funding for each activity created and performed. The relevant Cost Centres are specified in Provision No. 6/2013 "Designation of Ordering Parties and Budget Administrators for Individual Orders and Cost Centres".

(20) An external member of staff – an employee of the relevant Department, he/she is employed on the basis of an agreement on work performance or an agreement on work activities. The ETMS account for external staff is not created automatically; if necessary, the Department´s Head may ask the ETMS administrator to open the account for a given external member of staff.

Article 3
ACTIVITIES module

(1) Performance evaluation of the academic and scientific staff as well as individual Faculties and Departments of the ITB is carried out on an annual basis. The annual interval is divided into two parts as required.

(2) Each employee's Performance Account (PA) is a sum of performed activities converted into performance points according to the valid Code List of Activities (CLA).

(3) Each point evaluation of employee activities is entered into the PA by a delegated person or is imported from the ITB's Information System. A specific scheme of entering the activities is shown in Annex 2.

(4) The delegated person is an employee of the ITB entering performed employee activities into the PA. Each delegated person assigns a certain value to the respective activity within permitted Cost Centres indicated in the CLA. Persons delegated for the purpose of entering the activities are designated as follows:

- An authorized employee of the ITB Library who enters "Publishing" activities specified in the CLA. If an activity is to be divided among a number of co-authors, it will be done so under the main author's responsibility in accordance with the information provided in a separate document (a separate) and confirmed by his/her signature. The particulars of such documents are set out in Annex 3.
- An employee of the Economic Department who enters selected "Administrative" activities specified in the CLA.
- An employee of the Vice-Rector Department for Commercialization and Creative Activities enters "Research" activities specified in the code list of activities.
- An employee of the Directorate of Study Administration and Lifelong Learning who enters activities performed on the basis of orders by the Director of Study Administration and Lifelong Learning. An employee of the Centre for Lifelong Learning (CLL) enters activities related to the CLL activities. Selected "Pedagogical" activities specified in the CLA are entered continuously in the form of automatic imports from the ITB's Information System. The imports are reviewed by an authorized ITB employee.
- An employee of the Rector's Office enters activities performed on the basis of orders by the Rectorate.

- Directors and secretaries of Faculties who enter activities performed by other Faculties, Departments or ITB Units on behalf of their respective Faculty in accordance with Regulation No. 13/2016 "Rules for Compiling Partial Budgets at the ITB".
- An employee of the Bursar's Department who enters activities performed on the basis of orders by the Bursar.
- An employee of the Division of Foreign Relations who enters activities performed on the basis of orders by the Head of the Division of Foreign Relations.
- An employee of the ITB's Faculty Administration who enters activities on the basis of orders by the related Faculty´s Director.

(5) Each employee is obliged to regularly check his/her PA and monitor the activities performed and entered. As for foreign members of staff and students who do not have access to the ETMS, and due to the absence of any acceptable language version of the ETMS, the following procedures for creating an account and entering related activities:

- for foreign members of staff, an ETMS account with zero fulfilment will be set up, the account will be assigned to the relevant Department (or workplace) and Faculty, the account will be open for adding individual activities, the activities will be financially evaluated in the same manner as for the other members of scientific and academic staff according to the point evaluation specified in this Regulation, the entered activities will be checked by an authorized person (the Head of the relevant Department or his / her Deputy).
- accounts will not be opened for students engaged in creative activities, the activities will be credited to an account of the relevant Faculty's secretary (his/her account will be opened for this reason), the activities will be financially evaluated as those performed by an academic member of staff holding the position of a lecturer with the value of CC 8X02. Comments on the activities will include particular specifications such as the students' names, names of co-authors and publications, or other necessary data, and the relevant Faculty will decide on a possible transfer of profit (for the students´ activities) to its Departments based on the activities reported in the ETMS, and an authorized employee will deliver instructions for the transfer.

(6) Deadlines for entering activities are included in the valid CLA. If 1.010, 1.030 and 1.050 activities are to be entered, necessary data are collected and subsequently the activities are entered at quarterly intervals. The data´s submission takes place no later than on the 5th day of the last month of the given interval in order to report activities in the given interval.

(7) In case of discrepancies regarding the pedagogical activities reported in the ETMS, members of the staff involved are to contact their respective Head of Department who will submit requests for corrections to a representative for pedagogical activities. He/She will then correct the discrepancies or contact an ETMS administrator if there is a more complicated intervention in the system.

(8) In the event of an unsatisfactory quality of the reported activities, an employee may be subject to a sanctioning activity which is up to five times of the basic activity coefficient and is subtracted from the employee´s PA. The sanctioning activities agenda is managed by the ETMS administrator, where the sanctioning activity is entered on the basis of agreement of participating Units or parties. In case the parties do not find a consensus, the Rector will decide on the sanctioning activity´s granting and amount.

(9) The ACTIVITY module indicates continuous percentage fulfilment of the RPF of individual employees by particular activities being reported in their PA.

(10) Each employee is assigned with a minimum percentage of creative activities that should be reported in his/her PA. The MPCA is dependent on positions held by the respective employees as shown in Table 1.

Table1: Determination of MPCA by employee position

Positions according to the Organizational Rules of the ITB	MPCA in Performance Account
Academic staff – Lector	5%
Academic staff – Lecturer	15%
Academic staff – Assistant Lecturer	30%
Academic staff – Assistant Professor	45%
Academic staff – Professor	57,5%

(11) After completing a certain period for performance evaluation, each PA is closed and the resulting fulfilment is determined. The fulfilment of an employee´s RPF, taking into account a ratio of creative and other activities fulfilment, is the basis for proposing an extra pay for the given employee. The proposal is carried out according to Provision No. 14/2017 "Establishing More Detailed Conditions for Determining the Amount of Personal Bonus of Academic Staff and Senior Management of the ITB".

(12) Heads of Departments, Secretaries of Faculties and Directors of Faculties have access to interim results of the RPF of the academic and scientific staff and the performance of external staff. In terms of the related principles of fulfilment calculation methodology, the ETMS system enables to model performance of individuals as well as Departments.

(13) Reported activities are the basis for internal evaluation of Departments (within individual Faculties), individuals or other ITB units in accordance with a separate internal standard.

A. IMPLEMENTATION OF COMMISSIONED ACTIVITIES

(1) Receiving commissions (orders) and terms of their implementation (fulfilment) are further described in Regulation No. 13/2016 "Rules for Compiling Partial Budgets at the ITB" under Article 19 Other Activities.

(2) Profit from commissions (invoices issued on the basis of an implementer´s order) is always billed as CC 8x02 Faculty Administration for individual Faculties, whereas CCs are different for other ITB Units.

(3) Faculties and other Units at the ITB should pay administrative overheads and performance points to individual Departments from the same Cost Centre for which the profit was billed. In the ETMS, such CCs are indicated by the letter B, i.e. additional activities, which is related to the differentiation of the Centres, where A = main activities, B = additional activities. The person entering points for such commissioned activities must select the correct Cost Centre (marked as B).

(4) Administrative overheads and profit that both make up 10% are entered through the 3,000 activity – Performance of ITB Units. The activity is reported to the Head of the Economic Department´s account, the value of 1 point is always given, and the note states the financial value of administrative overheads in CZK and the commission´s internal designation.

(5) Points given to individual Departments, i.e. the academic staff involved in the implementation of commissions, are entered in accordance with the approved commission´s budget. Such performance is entered into the respective PA using the 4.220 activity.

(6) Overheads will be at the CC 8x02 as a difference between the billed profit and internal costs, and will remain at the related Faculty´s/Unit´s disposal.

(7) In the event that two different Faculties/Units share overheads, the 3,000 activity will be used again to transfer the overheads. The transfer will take the form similar to reporting administrative overheads and profit (see Paragraph 4 above), and the activity will be uniformly transferred to an account of the related Faculty´s secretary.

(8) If the Faculty/Unit decides to yield a part of the overheads to a specific Department, the 3,000 activity will be used again for the transfer. The transfer takes the form similar to reporting administrative overheads and profit (see Paragraph 4 above), and the activity will be uniformly transferred to an account of the related Department´s Head.

Article 4
OBJECTIVES Module

(1) The OBJECTIVES module is a tool for assigning, controlling and evaluating the fulfilment of the ITB´s strategic, tactical and operational objectives. General principles of the system's functionality are in line with the Regulation No. 10/2014 "Determining Conditions for Assigning Objectives and Tasks and Requests, Their Control and Evaluation of Fulfilment".

(2) Planning of the objectives takes place outside the system. Particular objectives are always assigned to a designated user who is responsible for their fulfilment, and he/she can delegate them to his/her subordinates. Developed objectives are arranged in a tree structure so that a guarantor of superior objectives is able to view the subordinates´ solving the objectives. The module enables communication between an implementer and a solver of the relevant objective by means of the so-called "Notes", which also serve for continuous and final control of the objectives´ fulfilment.

(3) The guarantor of objectives is an employee of the ITB responsible for the related objectives´ fulfilment.

(4) The OBJECTIVES module´s administrator is a person responsible for the functional process operation of planning, recording and evaluating of stored objectives and tasks in the ETMS. The administrator is always an authorized employee of the ITB.

Article 5
TASKS AND REQUESTS Module

(1) The TASKS and REQUESTS module is used for assiging, controlling and evaluating the fulfilment of outstanding tasks and requests.

(2) The ETMS allows for delegating authorizations to assign, control and evaluate certain tasks and requests. The delegation of rights is decided by a designated superior, whereas an ETMS administrator performs settings of the rights in accordance with the superior´s specific requests. Delegating the authorizations is used solely to reduce the administrative burden of superiors.

(3) The module enables to delegate an assigned task to subordinate staff and delegate an assigned request to a superior or staff at the same management level. The newly created tasks and requests are not linked to the original assignment and their control and evaluation proceed independently of the original tasks or requests.

(4) A task submitter – an ITB employee assigning specific tasks, ensures their administration in the ETMS and approves task outputs.

(5) A task solver – an employee to whom the tasks are assigned to be solved.

(6) As regards their set deadlines, the assigned tasks or requests are evaluated by the ETMS either as "fulfilled", "fulfilled after the deadline" or "not fulfilled".

(7) General principles of the system's functionality are in line with Regulation No. 10/2014 "Determining Conditions for Assigning Objectives and Tasks and Requests, Their Control and Evaluation of Fulfilment ".

Article 6
ACCREDITATION module

(1) The ACCREDITATION module is used to administer and organize tasks associated with creating accreditation applications.

Article 7
PERSONNEL module

(1) The PERSONNEL module is a part of the ETMS focused on human resources administration and management, it is a tool for planning the number, structure and efficient use of human resources of the academic and other staff of the ITB.

(2) In relation to the academic staff, it primarily helps to meet particular requirements for staffing of study programs in accordance with the relevant accreditation standards.

(3) The module contains basic identification data about employees. Data management and updating are ensured by a Human Resources member of staff, the system's technical support is provided by an ETMS administrator.

(4) Employees are subject to general and professional competencies (i.e. knowledge, skills and abilities). Their definitions are carried out in co-operation between immediate superiors and designated Heads of ITB Units, i.e. Rector, Faculty Directors, Vice-Rectors and Bursar (hereinafter referred to as "Heads of Units).

(5) For the purpose of classifying requirements for compulsory employee competencies, job descriptions are used for individual job positions.

(6) Individual requirements for professional development of employees are laid down by means of career growth plans and employee training and development plans. The plans are approved annually by designated Heads of Units (Directors, Bursar, Vice-Rector). Individual development plans are compiled using the related Code List of Competencies included in the ETMS, which is extended as required.

(7) Immediate superiors are responsible for developing and evaluating the above employee plans.

(8) All superiors develop comprehensive training plans of their subordinates.

A. CODE LIST OF COMPETENCIES AND EMPLOYEE PROFILES

(1) Entering a new professional or general competency into the Code List of Competencies (CLC) is subject to the approval by the Heads of Units. Administering the CLC is provided by a personnel officer. The competencies must include their description, including characteristics of documentable outputs on the basis of which the achievement of competencies will be accepted.

(2) Employees are obliged to submit documents proving the fulfilment of defined requirements for competencies to the personnel officer. On recognizing the submitted documents, the personnel officer will ensure that the fulfilled competency requirements are recorded in educational/training profiles of employees.

(3) If competencies in the CLC do not have their dates of validity of the evidence, it is understood that the submitted evidence of the competencies is of unlimited validity. If malpractice by an employee in relation to the required competencies is found to be linked to the employee's job position by the Head of the related Unit, the personnel officer, as proposed by the Head of the Unit, marks the fulfilment of the respective competencies as invalid, and the employee is obliged to complete the competencies.

(4) Through the Personnel module, particular sets of fulfilment of competency requirements for individual employees are created. Based on the sets being reviewed, the personnel officer contacts the Heads of Units twice a year (on 31st January and on 31st October) and informs them of the non-fulfilment of educational/training requirements.

B. CAREER PLAN AND EDUCATION

(1) The Personnel module allows for an individual career growth development plan to be prepared for each employee, with further training, rehabilitation development, upgrading or retraining qualifications being discussed and agreed between the employee and his/her immediate superior. Definitions of the relevant training and development requirements for the employee and the related development of competencies and dates of their fulfilment are carried out by his/her immediate superior in coordination with the respective Unit's Head. The latter decides on possible support of individual employees within the Unit´s financial terms and priorities of the unit. This is done on the basis of the Career Growth Plan and the Employee Training and Development Plan always being prepared in advance and particularly including the following:

    i. employee medium-term career objectives (3 – 5 years),

    ii. specific short-term objectives for a 12-month period,

    iii. specific educational/training events for a 12-month period to the objectives,

    iv. information on financial demands of the educational/training events,

    v. expected benefits of the events for employees and the Departments concerned;

    vi. evaluation of employee career growth for the previous period of 12 months, as well as possible updates of employee intentions to further career growth, and evaluation of benefits of the events employees participated in the past period.

(2) A particular framework of the Career Growth Plan and the Employee Training and Development Plan is included in **Annex 11** to this Regulation.

(3) Both of the aforementioned plans are developed in co-operation between employees and their immediate superiors.

(4) Both of the aforementioned plans consist of specific competencies listed in the CLC. Defined requirements for employees and their professional growth are subject to the approval by the Unit's Head.

(5) Individual plans for training or educating of employees are submitted by their immediate superiors for approval to Faculty Directors who also decide on the amount of financial support as well as on possible conclusion of qualification agreements. Having been approved, the plans are scanned and recorded in the ETMS Personnel Module by a personnel officer.

C. FINANCIAL FRAMEWORK FOR EMPLOYEE SUPPORT

(1) In order to ensure the financial aspect of employee educational activities, each Unit's Head is allocated the maximum amount of funds that the given Unit may draw down from the Personnel module's budget. The Heads of Units decide on the support of employees in their educational efforts at least once a year (always by 31st April of the relevant year as the latest, or later according to the current requirements and budget possibilities).

(2) The amount of allocated funds to individual Units is determined by the Rector.

(3) A budget administrator of the relevant Unit is responsible for compliance with drawing down and distribution of the allocated funds.

D. IMPLEMENTATION OF EDUCATIONAL/TRAINING EVENTS

(1) The Heads of Units decide on including of employees in educational/training events based on recommendations of the employees´ immediate superiors as well as the events´ calculations submitted by the employees.

(2) Educational/Training events are selected and administered by the employees themselves in co-operation with the budget administrator who decides on funding such events.

(3) As regards educating/training of employees in the relevant year, the budget administrator must base his/her decision on previously established budget, and any drawing down must be approved by the Head of the given Unit (the ordering party).

(4) Upon completion of the educational/training events, the employees submit confirmation to a personnel officer that the events´ conditions have been adequately fulfilled, and the personnel officer records this in the Personnel module. At the same time, the employees fill in and submit a form titled as "Evaluation of Benefits of Educational Events" (**Annex 12**).

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Article 8
PROJECTS module

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(1) The module enables to administer all ITB's project activities being divided into:

- School-wide projects,
- Research projects,
- Constitutional projects.

(2) In terms of the above division, the module enables to assign and record project plans in a standardized form (a project's name, its principal researcher, description, partners, objectives, budget and demands for co-financing by the ITB).

(3) Over the course of its existence, a particular project goes through several stages in the ETMS. The project's submitter or a designated person from a given Faculty prepares a plan of the project in a standardized form (a new plan) that is submitted to authorized persons from the ITB's management (to be approved). They will verify whether the project's implementation is desirable in terms of the Faculty's/ITB's focus, whether the ITB is an eligible applicant in relation to the project´s invitation, whether budget and co-financing demands are realistic for the ITB, or other limiting criteria, and eventually they will come to a conclusion (approved/rejected project plans). Subsequently, the project is prepared according to the invitation's requirements (submitted/non-submitted projects), and, if submitted, it is entered into the system including all the related annexes. Next, a subsidy provider's decision in terms of the project support (an implemented/not implemented project) is awaited. In the case of implementation, a legal act or other documents related to the project's implementation are entered into the system. Over the course of implementation, other data are continuously entered into the system (e.g. monitoring reports, agreed changes in the project's implementation, results of internal/external controls) up to the project's completion (a completed project), or its entry into the sustainability stage (project sustainability).

(4) According to the above, the system therefore enables to keep records of the project in all stages of its "life", provide the ITB's management with a quick reference about the state of the project's implementation, or else provide an easier transfer of the project´s agenda (related to the implementation) to another person in case of personnel changes.

Article 9
DEVELOPMENT OF THE ETMS

(1) The conceptual development of the ETMS and its modules is approved by the Chancellor. He/She is also responsible for the development's compliance.

Annexes:
Annex 1 – Structure of the ETMS
Annex 2 – Process of Entering Activities into the Management System
Annex 3 – Definition of Separates
Annex 4 – Criteria for Determining Suitability of Teachers
Annex 5 – Algorithm for New Employees in Relation to PM
Annex 6 – Algorithm for Developing Individual Career Growth Plans
Annex 7 – Algorithm for Defining Competencies and their Inclusion in the Code List
Annex 8 – Algorithm for Assigning Requests for Competencies to Employees and Implementation of Training Courses
Annex 9 – Algorithm for Defining Competencies
Annex 10 – Algorithm for Updates of the Code List of Activities
Annex 11 – Framework for Individual Career Growth Plan
Annex 12 – Evaluation of Benefits of Educational Events