

Staff evaluation

(in the wording effective from 1 July 2017)

Under Section 10 (1) Act No. 111/1998 Coll., on Higher Education Institutions and on modifications and amendments to other acts (Higher Education Act), as amended by subsequent regulations (hereinafter referred to as the "Act"), I hereby issue this Directive:

Section 1

Subject of regulation and general provisions

- (1) This Directive defines the general methodology of Masaryk University (hereinafter referred to as "MU") staff evaluation and sets basic rules of internal evaluation of employees including its procedure.
- (2) Staff evaluation is one of the main instruments of work with human resources, providing information about the staff performance and assisting in its management. The evaluation process defines the baseline for setting working tasks, goals and personal and professional development plans, whereby encouraging the staff performance and motivation. It enables regular monitoring of quality in all areas of MU operation and thus assists in optimization of human resources and their capacities. The results of individual evaluation are taken into account in the processes of designing the plans of formal and informal development and enhancement of qualification, determining the movable salary components, changing the terms of employment, identifying talents, working with them etc.
- (3) The obligation of assessment of employees' work performance and results is set out in Section 302 (a) Act No. 262/2006 Coll., Labour Code, as amended by subsequent regulations. The aim of this Directive is to set basic rules and principles of MU staff evaluation, to identify its main stages and participants and to describe the general process of evaluation. The detailed regulation of the evaluation process, concrete use of its results etc. may be determined by individual MU units through their own related regulations.

Section 2

Basic rules and process of staff evaluation

- (1) Staff evaluation is carried out at the individual MU units. The evaluator is typically the immediate superior, i.e. the head of a unit (e.g. of a department, institute, division etc.), or the head of the relevant constituent part of MU or a person authorized by him/her.
- (2) The internal evaluation of MU staff performance takes place regularly, once a year. The date of the necessary data collection is determined by the evaluator in accordance with instructions of the head of a particular constituent part of MU.
- (3) In justified cases, the evaluator may decide not to conduct the annual evaluation of an employee due to the amount of workload and duration of employment contract (e.g. the workload is lower than half of the weekly working hours or employment commenced only recently). In such case, the senior employee shall determine another date or interval and shall inform the employee thereof.
- (4) Each employee is evaluated individually against the responsibilities involved in his/her post, working tasks in the period concerned, long-term professional goals, and other criteria, as the case may be. The evaluator shall observe the principles stated in Section 3 in the process of evaluation.
- (5) The evaluated employee is obliged to cooperate during the process and provide relevant and accurate information. The evaluated employee has the right to request the review of the evaluation in the presence of another person acting on behalf of

the employer, authorized to that end by the head of the relevant constituent part of MU.

- (6) The main subject of the regular evaluation of staff is the assessment of their work performance in all the main areas of responsibility in the past period. In the case of academic staff, the evaluation focusses on teaching, research and other scholarly and organizational activities beneficial for the university; managerial activities as well as holding academic offices are taken into account. In the case of non-academic staff, the evaluation of work performance focusses on particular responsibilities of the employee.
- (7) The subject of staff evaluation is also the assessment of compliance with the personal and professional development plan (development and enhancement of qualification) and compliance with the related standards of the employer (in particular MU Employment Code, MU Code of Ethics etc.). The evaluation also focusses on the employee's conduct at work (e.g. willingness to assume responsibility, open communication, cooperation at the workplace and outside, managerial skills, adopting principles and values of the organization etc.).
- (8) During the evaluation, the evaluator is obliged to set the employee's working tasks for the next period as well as long-term goals, including the personal and professional development plan, whose fulfilment will be subsequently assessed.
- (9) The specific rules and conditions of the evaluation process at individual constituent parts of MU shall be guaranteed by their heads. The evaluator and the evaluated employee shall observe the instructions of the head concerning the evaluation process.

Section 3

Principles of staff evaluation

- (1) Transparency – the system of regular evaluation of staff must be transparent (i.e. the evaluation criteria must be clearly set).
- (2) Adequacy – the evaluation of work performance must correspond with the post maintained, amount of workload etc.
- (3) Equality – the evaluation criteria for employees with the same or similar posts within a workplace must be the same.
- (4) Comprehensive view – the work performances of individual employees must be viewed in a comprehensive manner, i.e. all areas of the performance (e.g. including managerial work etc.) must be considered.
- (5) Objectivity – the evaluation process must include not only concrete working outputs, but also other objective external or internal circumstances that could affect the employee's performance in the evaluated period (e.g. other activities for the benefit of the university, internships abroad, preparation of habilitation work, extraordinary personal situation, parental leave etc.). This concerns both the evaluation of the past period and setting future tasks and goals.
- (6) Openness – the evaluated employee must have the opportunity to express his/her opinion of the evaluation results.
- (7) Conclusiveness – a written record is made from the evaluation, summarizing the main conclusions, tasks and goals for the next period, including the personal and professional development plan.

Section 4

Procedure of evaluation

- (1) The evaluator defines the criteria for staff evaluation at a workplace in the main areas of work performance.
- (2) The evaluator sets the deadline for the provision of information necessary for the evaluation and informs the evaluated employees about the dates of commencement and termination of collection of such data and on its method. The evaluator also

informs the employees of the planned dates of evaluation interviews, which take place after the data are collected.

- (3) The evaluated employee provides to the evaluator the requested information within the period set for the collection of data. The employee is entitled to express his/her opinion of all the monitored criteria (e.g. give reasons for the decrease in performance in the criterion concerned). In case the employer obtains certain data in another way than directly from the employee, it shall provide them to the employee sufficiently in advance, so that the evaluated employee has the opportunity to peruse them and express his/her opinion of them.
- (4) The evaluated employee is entitled to propose the plan of working tasks and goals as well as the personal and professional development plan for the next period, including ways of qualification enhancement.
- (5) The evaluator first conducts evaluation interviews, which are in the form of individual sessions with each employee to be evaluated. The information obtained during the data collection serve as the basis for the interview. The evaluator discusses with the employee his/her performance in the individual evaluated areas and checks the fulfilment of tasks and achievement of long-term goals in the past period (more details in Section 2 (6) and (7)). The evaluator also sets working tasks and goals of the employee and his/her personal and professional development plan, taking into account the proposal submitted by the evaluated employee.
- (6) The conclusions of the evaluation are described in the written record of evaluation (printed or electronic form according to the decision of the head of the relevant workplace). The final record of evaluation must be approved by the employee and the evaluator (electronically or with a signature). The evaluation record is then included into the personal file of the employee and serves for subsequent work with the employee (e.g. implementation of personal and professional development plans). The evaluation record can be accessed by the employee concerned, the head of the relevant constituent part of MU (or persons authorized by the head) and MU Rector (or persons authorized by the Rector).
- (7) In case the employee disagrees with the results of the evaluation, he/she shall enter such disagreement and its reasons directly into the evaluation record. The matter is then referred to the head of the relevant constituent part of MU (or persons authorized by the head). A written record is made of further negotiations which is also included into the personal file of the evaluated employee.

Section 5

Final provisions

- (1) I authorize the Vice-Rector for academic affairs to interpret the individual provisions hereof.
- (2) This Directive is part of the methodology management "Human Resources Development and Management Support".
- (3) The compliance with this Directive shall be inspected by the head of the RMU Personnel Management Office for non-academic staff, and the head of the RMU Academic Affairs Office for academic staff.
- (4) This Directive becomes valid as of the day of its publication.
- (5) This Directive becomes effective as of 1 July 2017.

In Brno on 23 June 2017

Mikuláš Bek
Rector