

Faculty of Arts, Masaryk University Directive No. 2/2023

**EMPLOYEE EVALUATION PROCESS
AT THE FACULTY OF ARTS
OF MASARYK UNIVERSITY**

In accordance with § 28, Paragraph 1 of Act No. 111/1998 Coll., on Higher Education Institutions and on Modification and Amendment of Other Acts (Higher Education Act), as later amended (hereinafter referred to as the „Act“), I issue the following Directive:

Section 1

Introductory provisions

- (1) The Faculty of Arts of Masaryk University as an institution strives for gender equality in its actions and communication. As far as possible, it applies the rules of gender sensitivity. Nevertheless, we use generic masculinities in this directive for the sake of simplicity of the text, where a role or function referred to in the form of a generic masculine means a role or function performed by persons of different gender.
- (2) Abbreviations used:
 - MU – Masaryk University
 - FF MU – Faculty of Arts of Masaryk University
 - IS MU – Masaryk University Information System
 - FTE – Full Time Equivalent
 - acronym EVAK – originated from the expression "EValuation of Academics".

Section 2

Subject matter of the regulation

- (1) This Directive specifies the rules and procedures for the evaluation of FF MU employees. It is issued to implement MU Directive No. 5/2017 – Employee Evaluation and to fulfil the obligation of superiors to assess work efficiency and work results of their subordinate employees in accordance with Section 302(a) of Act No. 262/2006 Coll., the Labour Code, as amended.

Section 3

Basic principles of evaluation

- (1) Regular employee evaluations as a tool of personnel work are important to support the development of employees' work potential and to ensure that their performance is in line with the organisation's goals and strategy.
- (2) Employee evaluations are carried out regularly **once a year** according to the schedule set out in Section 7 of this Directive.
- (3) Each employee is evaluated **individually**. The evaluation is carried out by the **employee's immediate superior** (hereinafter referred to as 'the superior').
- (4) To ensure an adequate evaluation of the employee's performance, e.g. with regard to carrying out various functions, change of job position, change of the superior or involvement in the implementation of projects, superiors may request **additional documents** or feedback from other persons, e.g. project investigators, Vice-Deans, etc.

- (5) As part of the employee evaluation process, employees are assessed on their **performance and development objectives over the past period** and short-term or long-term performance and development objectives are set for **the future period**.
- (6) For employees carrying out scientific research activities, the nature of this work is considered when setting up the evaluation process, i.e. their work performance and results are assessed **in the long term**, regarding the objectives of the department in the context of regular major evaluations of the organisation according to the M17+ Methodology.
- (7) The result of the performance evaluation is one of the criteria for setting the amount of performance premium or the amount of performance bonuses, in accordance with the MU Internal Wage Regulations and FF MU Instruction No. 2/2018 Remuneration for the Work of Employees of the FF MU.
- (8) The result of the evaluation is also considered when extending employment contracts or enabling further career development of the employee, or else it contributes to the identification and work with talent.

Section 4

Course and steps of the evaluation process

- (1) The following steps, including thorough preparation, are part of the employee's evaluation:
 - a) **Completion of the evaluation record** by the employee (self-assessment) and the superior, and where appropriate, providing other materials relevant to the evaluation.
 - b) **Implementation of the evaluation interview** – an individual meeting of the superior with the employee, discussion of the topics from the employee's appraisal documents, sharing mutual feedback.
 - c) **The employee's statement on the conclusions of the evaluation**, i.e. confirmation of their agreement or disagreement with the resulting evaluation.
- (2) The employee evaluation process is supported electronically by **specialised applications for employee evaluation in the IS MU**. At the FF MU, the **EVAK** application is used to evaluate employees of academic departments and the **Employee evaluation** application is used to evaluate employees of non-academic departments. The table below provides an overview of the groups of evaluated positions at both types of departments and links to current **recommendations for evaluating these groups of employees** (structure of evaluation applications, evaluation criteria, etc.). These recommendations are posted on the [FF MU document server](#) and updated as needed.

ACADEMIC DEPARTMENTS		
Type of positions:	Application for evaluation:	Application structure, indicators:
Academic positions	EVAK	Recommendations for evaluation
Non-academic positions in research		
Other non-academic positions	EVAK	Recommendations for evaluation

NON-ACADEMIC DEPARTMENTS		
Type of positions:	Application for evaluation:	Application structure, indicators:
Other non-academic positions	Employee evaluation	Recommendations for evaluation

Section 5

Employees to be evaluated

- (1) The provisions of this Directive apply to employees who have their **home departments assigned at the FF MU**.
- (2) Employee evaluations are carried out for employees **with an employment contract** if their employment contract lasted at least 3 months during the reviewed period and is still ongoing at the time the evaluation is initiated.
- (3) Regarding the employees who have not yet undergone an annual evaluation after joining the FF MU, their first evaluation is based on the work and development objectives set as part of their adaptation process, as recorded in the employee's Individual Adaptation Plan (see FF MU Directive No. 4/2022 Onboarding and adaptation process at the FF MU).
- (4) Regarding the employees working less than 10 hours per week (0.25 FTE), their superior may waive the evaluation.
- (5) The competence of the Dean of the Faculty includes the evaluation of **the Heads of academic departments**, which is carried out in the EVAK application, and the evaluation of the **Faculty Bursar**, which is carried out in the Employee evaluation application.
- (6) **Employees performing the function of Vice-Deans** are evaluated by the Dean of the Faculty within the scope of these agendas, while the implementation of this evaluation is not subject to the provisions of this Directive and the Dean of the Faculty decides on the manner of the evaluation. Within the scope of the agenda which they perform on their job position at their home department, they are evaluated by the Head of the department in accordance with this Directive.

Section 6

Principles of evaluation and their implementation at the FF MU

- (1) In accordance with MU Directive No.5/2017 – Employee Evaluation, the following principles are applied at the FF MU through the following steps:
 - a) The transparency principle – superiors are required to inform their subordinates on what criteria they are evaluated. The areas of performance and work development that are subject to evaluation at FF MU are determined by the structure of the electronic evaluation applications and are further specified in Section 4 (2) of this Directive. Employees and superiors shall have access to all evaluation documents throughout the evaluation period.
 - b) The principle of equal treatment – superiors are obliged to set the same evaluation criteria for employees who hold the same or similar positions within the workplace.
 - c) The principle of proportionality – superiors are obliged to evaluate employees regarding the position held, the amount of working time, etc.
 - d) The principle of comprehensiveness – superiors are obliged to evaluate the

performance of individual employees comprehensively, i.e., to consider all areas of their work performance (e.g., including holding managerial and other organizational positions, popularization, and promotion activities, etc.).

- e) The principle of objectivity – in addition to specific work outputs, superiors are also obliged to take into account other objective external or internal circumstances that may have affected the employee's performance in the reviewed period (e.g., workload with other activities for the benefit of the University, internships abroad, preparation of a habilitation thesis, exceptional family or personal situation, parental leave, etc.), both when evaluating the past period and when setting objectives for the following period. To ensure an adequate evaluation of the employee's performance, superiors may request additional documents from collaborating persons (e.g. project investigators, Vice-Deans, etc.) in the EVAK application via the Consultant role.
- f) The principle of provability – a written record is made of the evaluation, which summarises the main conclusions of the evaluation, the employee's work tasks and objectives for the next period, including personal and professional development objectives. At FF MU, the EVAK or Employee evaluation applications are used to collect and store the data required for the evaluation at all stages of the evaluation process. A written record of the employee's evaluation is automatically filed in the employee's electronic personnel file from both applications.
- g) The principle of openness – the superior is obliged to give the evaluated employee the opportunity to comment on the results of the evaluation. If the evaluated employee disagrees with the outcome of the evaluation, superiors are required to refer the disagreement for resolution as follows:
 - in the case of academic staff, refer to the Dean for resolution,
 - In the case of non-academic staff, refer to the Bursar for resolution.

The Dean or the Bursar will decide on the result of the evaluation based on the documents from the evaluation of the employee, or after an interview with the evaluator and the evaluated. A written record is made of the outcome of further discussions, which is then also placed in the personnel file of the evaluated employee.

- (2) Superiors who will be conducting the evaluation are always familiarised in advance with the methodology, working with EVAK and Employee evaluation and the timetable for the evaluation process.

Section 7

The course and timetable of the evaluation process at the FF MU

- (1) The evaluation process will be carried out according to the following schedule:

	PERIODS	PROCESS STEP	RESPONSIBLE PERSON
PREPARATION	December	Preparation of EVAK and Employee evaluation applications for data collection – central setup. Familiarisation of evaluators with the evaluation methodology and the timeline of the evaluation process.	Vice-Dean for Internationalization and Information Technologies, Bursar

	December to March	Completion of the evaluation record by the employee (self-assessment) and the superior, or provision of other documents relevant to the evaluation. The date is specified to the employee by their superior so that the data in the evaluation applications is ready before the evaluation interview.	Employees Superiors
REALIZATION	January, February	Implementation of Dean/Bursar evaluation interviews with the Heads of departments.	Dean, Bursar
	January to March	Implementation of evaluation interviews of superiors with their subordinate employees (the condition is already implemented evaluation interview of the Head of department with the Dean/Bursar). Closing all reviews in applications.	Superiors
OUTPUTS	April	Preparation of an analytical report of the evaluation, including an assessment of the training and development needs of staff.	Personnel Office

Section 8

Final provisions

- (1) This Directive is a continuation of Masaryk University Directive No. 5/2017 Employee Evaluation.
- (2) This Directive cancels FF MU Instruction No. 1/2021 Evaluation of Non-Academic Employees of FF MU Units dated 2 November 2021, effective from 2 November 2021.
- (3) I entrust the Head of the Personnel Office to interpret and update this Directive.
- (4) Compliance with this Directive is monitored by the Vice-Dean for Internationalization and Information Technologies (for academic positions) and the Faculty Bursar (for non-academic positions).
- (5) This Directive comes into force upon signature.
- (6) This Directive comes into effect on the date of publication on the public part of the FF MU website.

signed electronically
doc. Mgr. Irena Radová, Ph.D.
 Dean