

EVALUATION OF TECHNICAL AND ECONOMIC STAFF AT FSV UK

DIRECTIVE S_PO_004		
Version: 001		
Issued by Dean's Measure: 13/2024		
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Related regulations and documents: OR 53/2023 Framework Principles of Career Development of Members of the Technical and Economic Staff at Charles University		
Repealed regulations:		
A lead (unit, staff member): Ing. Ondřej Blažek, Faculty Secretary		
Elaborated by: Ing. Ondřej Blažek, Faculty Secretary Bc. Angelika Hájková, head of Human Resources Office		
Appendices:		
Brief summary of the regulation: The Directive establishes the rules for the evaluation of technical and economic staff at FSV UK		
Discussed with AS FSV UK: Not requested	Approved by AS FSV UK: Not requested	Discussed with trade unions: Not requested
Discussion with or approval by another body: Not requested		
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Issued by: PhDr. JUDr. Tomáš Karásek, Ph.D., Dean of the Faculty		

Part I – Information about the Regulation

1. Reasons for and Explanation of the Changes

Content of the change	Point
New directive	

2. Purpose and Scope of the Measure

- 2.1. This measure establishes procedures and rules for the evaluation of technical and economic staff within the Faculty of Social Sciences of Charles University (hereinafter referred to as the Faculty).
- 2.2. Evaluation aims to:

- a) Improve the performance and quality of individual staff members,
 - b) Provide feedback on strengths and weaknesses,
 - c) Set personal and work-related goals for the next period,
 - d) Identify training and personal growth needs,
 - e) Ensure fair remuneration based on performance,
 - f) The evaluation of heads of workplaces is also used to evaluate the effectiveness of the management of the workplace they are in charge of and their contribution to the development of the Faculty.
- 2.3. Employee evaluations are conducted using an online application and face-to-face interviews. Evaluations must be efficient, time-saving, and transparent.
- 2.4. In 2025, the evaluation is being piloted for head staff members in the Dean's Office, and from 2026 for all technical and economic staff working 16 hours per week and above and being in wage level 4 and above.

Part II – Basic Rules, Procedures, Terms, and Roles

3. Areas, Rating Scale, and Method of Evaluation

- 3.1. Staff are evaluated in the following **areas**:
- a) Achievement of the work objectives set for the previous period,
 - b) Expertise according to the job position,
 - c) Work organisation, autonomy, and quality,
 - d) Soft skills (communication, relationships, and cooperation) and personal approach,
 - e) Language skills (if relevant),
 - f) ICT skills (if relevant),
 - g) Managerial skills (for head staff members).
- 3.2. Staff are evaluated in the following basic **rating scale**, both in individual areas and in aggregate:
- a) 5 – Significantly exceeds expectations,
 - b) 4 – Exceeds expectations,
 - c) 3 – In accordance with expectations,
 - d) 2 – Space for improvement,
 - e) 1 – Serious deficiencies.
- 3.3. Each evaluation round has the following basic **stages**:
- a) Self-evaluation - the employee first completes a self-evaluation in the application (always a rating scale and a comment) for each area and in aggregate.
 - b) Evaluation - the direct supervisor completes the evaluation (always a rating scale and justification) in the application for each area and in aggregate. If the employee has 2 supervisors (e.g. the vice-dean for the respective area and the head secretary), both direct supervisors complete the evaluation.
 - c) Discussion between the employee and his/her supervisor - this should take place in a friendly atmosphere, with the aim of providing constructive feedback and identifying specific actions for the future. The employee has the opportunity to comment on the evaluation and to suggest his/her goals and plans for the next period. The direct supervisor may supplement or modify the evaluation in the application on the basis of the

discussion. The discussion can also be very brief, as long as both parties agree and the self-evaluation and evaluation are in agreement.

- d) Acceptance/non-acceptance of the evaluation in the application by the employee.
- e) In the event of non-acceptance of the evaluation by the employee, an interview follows that is attended by the parties involved as well as the supervisor one management level higher, who will then determine the final evaluation.
- f) Any complaints are resolved by the Dean through an appointed review committee.

4. Basic Terms

4.1. Work objectives – they can be set in different areas:

- a) They can support the implementation scheme of the Strategic Plan of the Faculty,
- b) They can be linked to the performance of other specific tasks related to the change/development agenda of the respective department/unit of FSV UK,
- c) They can relate to specific improvements in the areas under evaluation.

4.2. Mid-year evaluation - it is, among other things, the basis for determining the remuneration of employees for the first half of the year and for possible salary increases, reflecting the budgetary possibilities of the Faculty, or a given department/unit of the Faculty.

4.3. Year-end evaluation - is, among other things, the basis for determining the remuneration of employees for the second half of the year, reflecting the budgetary possibilities of the Faculty, or a given department/unit of the Faculty.

4.4. Evaluation using 360° feedback (hereinafter referred to as “360”) – the Faculty Secretary, heads of departments and Scientific Information Centre are evaluated using 360 every 3 years. For more information, see Part IV.

5. Schedule of Annual Evaluation

5.1. Employee evaluations are conducted regularly, twice a year, with a mid-year evaluation from 1 May to 15 June and a year-end evaluation from 1 October to 15 November.

5.2. Work objectives for the next period are set either during the year-end evaluation of the previous year or no later than the end of the first quarter of the evaluated period. In the case of new staff, objectives are set before the end of the probationary period. In the event of a change of position, objectives are set within 1 month of the change.

6. Handling of Evaluation Results

6.1. The results of the evaluation are confidential information of the employer and personal data of the employee, which can be accessed only by the evaluated employee, his/her supervisor (at any level of management), the Dean, the Faculty Secretary, the head of the Human Resources Office, or an employee of the Human Resources Office authorized by the head of the Human Resources Office.

6.2. Each evaluation is stored in the online application and in paper form in a locked box in the Human Resources Office. The documentation includes the stated objectives, self-evaluation, evaluation, and acceptance information. The documentation is kept for 5 years.

7. Roles

- 7.1. The evaluated technical and economic staff are all employees meeting the definition of 2.4. In accordance with the schedule for setting objectives and evaluation, the evaluated employee is required to propose his/her annual objectives, complete a self-evaluation, and follow the evaluation process as outlined in this Directive.
- 7.2. Direct supervisor – s/he is responsible for the evaluation process of his/her subordinates. S/he sets or confirms objectives for the evaluated period and provides evaluation.
- 7.3. The supervisor one management level higher – s/he enters the evaluation process and determines the final evaluation if the evaluated employee does not accept the evaluation of his/her direct supervisor.
- 7.4. The head of the Human Resources Office or an authorised employee of the Human Resources Office – s/he provides support in the evaluation process. S/he monitors compliance with the established evaluation periodicity for all relevant staff and notifies the respective head staff members. S/he is responsible for the keeping and archiving of evaluation documentation.
- 7.5. The Faculty Secretary – he oversees the comparability of the level of evaluation of technical and economic staff across the units of FSV UK and, in case of deviations or in case of doubts about a particular evaluation, he can examine the particular evaluation and intervene in the evaluation.
- 7.6. The Dean of FSV UK - on request, he has access to all evaluations of technical and economic staff. He resolves any complaints about evaluations if all the standard steps set out in this Directive have already been followed - see point 3.3. a) to e), by appointing a review committee.

Part III – Criteria for Regular Evaluation in Individual Areas

8. Achievement of the Work Objectives Set for the Previous Period

- 8.1. Criteria in the area of meeting established work objectives are set and communicated by the direct supervisor. The evaluated employee should propose at least some relevant objectives himself/herself.

9. Expertise According to the Job Position

- 9.1. Criteria for performance in the area of required expertise are set and communicated by the direct supervisor with regard to the job description, the length of time the employee has been in the position, and the objectives of the department/unit of FSV UK.

10. Work Organisation, Autonomy, and Quality

- 10.1. Criteria for performance in the areas of work organisation, autonomy, and quality are set and communicated by the direct supervisor, particularly with regard to the job classification, seniority of the position, and the length of time the employee has been in the position. Expectations for technical and economic staff at FSV UK, especially for senior positions or for employees who have been in the position for more than 1 year, are generally set as follows in this area:
 - a) They achieve set results, independently “complete” agreed tasks on time, verify the state of affairs with a follow-up, and others can always rely on their work; they effectively plan actions and activities;

- b) They achieve objectives in a complex, unclear, or novel situation;
- c) They focus on important and significant tasks (they can distinguish between what is essential and less essential);
- d) They work effectively on multiple priorities simultaneously;
- e) They demonstrate good analytical skills and can propose procedures and recommendations based on available information.

11. Soft Skills (communication, relationships, and cooperation) and Personal Approach

11.1. Criteria for performance in the area of soft skills and personal approach are set and communicated by the direct supervisor, particularly with regard to the job classification, seniority of the position, and the length of time the employee has been in the position. Expectations for technical and economic staff at FSV UK, especially for senior positions or for employees who have been in the position for more than 1 year, are generally set as follows in this area:

- a) They fulfil agreements and promises to others, inform in a timely manner of possible delays, changes, or complications;
- b) When problems arise, they come up with their own suggestions, share all relevant information to facilitate decision-making;
- c) They respect confidentiality of information;
- d) If possible, they offer help to a colleague who is under pressure (even if the task is not their priority);
- e) They can provide input or advice without “rolling over” others or taking over their task themselves;
- f) They share ideas and support the implementation of good ideas that their colleagues bring; they can appreciate the contribution of a colleague;
- g) They act proactively and move the state of affairs forward;
- h) They demonstrate good judgement and the ability to think within their position and specialization (both in relation to the task and processes and in terms of dealing with people);
- i) They contribute to improving cooperation with people from different organisational levels and different interests and experience, acting diplomatically and assertively depending on the situation;
- j) They understand how and why others react and anticipate these reactions to some extent. They can choose an appropriate approach and style when communicating with others. They can influence others positively and get them to cooperate;
- k) They can communicate appropriately both verbally and in writing, depending on the situation. They act appropriately with supervisors, colleagues, and subordinates (if any), third parties, and students.

12. Language Skills (if relevant)

12.1. Criteria for performance in the area of language skills are set and communicated by the direct supervisor with regard to the job description.

13. ICT Skills (if relevant)

13.1. Criteria for performance in the area of ICT skills are set and communicated by the direct supervisor with regard to the job description.

14. Managerial Skills (for head staff members)

14.1. Expectations in this area are generally set as follows:

- a) They effectively allocate work and manage the capacity of their team with respect to the overall assigned agenda, deadlines, and priorities, while sufficiently managing and controlling the quality of outputs;
- b) They demonstrate consistency, diligence, and perseverance even when faced with an obstacle, and actively and flexibly seek a new and more appropriate course of action for a particular situation;
- c) They continuously and purposefully develop their knowledge and skills to be able to deal more effectively with increasingly complex tasks. They encourage others to do the same;
- d) They do not overlook shortcomings in the work of subordinates: they draw attention to them appropriately and offer support where necessary. They provide both positive and corrective feedback that can be used by the subordinate (i.e. giving concrete examples, describing what the “better” solution is, encouraging the subordinate to try to make a change, etc.);
- e) They can discuss with subordinates their work and personal problems and make necessary decisions.

Part IV – Evaluation 360

15. Evaluation Using 360° Feedback (hereinafter referred to as “360”)

- 15.1. Heads of departments, Scientific Information Centre, and the Faculty Secretary are evaluated once every 3 years using 360. Heads of departments/workplaces may opt for this type of evaluation on a voluntary basis. The list of those evaluated for a given year are determined by the supervisor of the head staff members at the suggestion of the Human Resources Office, which monitors compliance with the periodicity. The dates are set taking into account the administrative burden of this type of evaluation or other special circumstances. Should the evaluation reveal significant shortcomings on the part of the head staff member, it may be repeated the following year. The decision to repeat the evaluation is taken by the supervisor of a respective employee.
- 15.2. When evaluating 360, feedback is obtained through an anonymous questionnaire completed by subordinates, supervisors, and colleagues at the same level. The results of the evaluation 360, together with the methodology (how to proceed with the results), will only be given to the evaluated employee and should be discussed with his/her supervisor during the evaluating interview as part of the regular evaluation. The Dean or the Faculty Secretary may request the results of the evaluation 360 from the Human Resources Office.