



Charles University

Bursar's Directive No. 5/2024

Title:

Comprehensive Annual Evaluation of Employees of the Broader Rectorate

Responsible department:

Finance, Human Resources and Payroll Department of the Rectorate of Charles University

Date of effect:

1 January 2025

Comprehensive Annual Evaluation of Employees of the Broader Rectorate

Article 1

Introductory Provision

1. The introduction of the comprehensive annual evaluation follows from one of the priorities of the Charles University Strategic Plan for 2021-2025, which can be summarised as “the best people make the best university” and which focuses on the improvement of the working conditions not only for academics and researchers, but also for administrative and other employees of Charles University (“University”).
2. The aim of the comprehensive evaluation of employees is to provide bidirectional feedback, improve the work performance of individuals and their motivation, and thereby improve the operation of the broader Rectorate as such. For the purposes hereof, the broader Rectorate means the Rectorate of the University and the units of the University under Art. 2 to 4 of Appendix No. 1 to the Constitution of the University (“unit”).¹
3. The evaluation supports working with the objectives set, and combines the individual objectives with the priorities and needs of the entire University, or more specifically, the broader Rectorate. The evaluation provides an overview of the performance and quality of work of individual employees, and enables the assessment of their work results. It creates a favourable environment for communication between superordinate and subordinate employees, and facilitates regular bidirectional feedback. The evaluation also enables targeted learning and development for the employees, and strengthens their motivation and sense of co-responsibility. It enables the identification of employees’ potential in terms of their career growth. It also creates a link between work results and remuneration, making the employees’ wages more transparent.

Article 2

Timing of the Evaluation

1. The comprehensive annual evaluation is usually performed at the beginning of the calendar year between January and March. The period evaluated is the past calendar year.
2. An interim evaluation may be carried out during the course of the year if requested by an employee or a superordinate employee. The interim evaluation may involve, for example, setting new objectives if the employee’s job description changes, or the evaluation of the continuous achievement of the objectives set.
3. Feedback between the superordinate employee and the employee should be provided continuously throughout the whole year.

Article 3

Parties Involved in the Evaluation

1. The comprehensive annual evaluation of employees hereunder applies to all units of the broader Rectorate whose employees are managed by the Bursar in terms of employment

¹ Rectorate, Institute of the History of Charles University and Archives of Charles University, Centre for Theoretical Study, Centre for Economic Research and Graduate Education, Environment Centre, Computer Science Centre, Centre for Knowledge and Technology Transfer, Institute for Language and Preparatory Studies, Central Library, Agency of the Council of Higher Education Institutions, Dormitories and Canteens, Karolinum Press, and Facility Management.

matters. These units include the Rectorate, Institute of the History of Charles University and Archives of Charles University, Centre for Theoretical Study, Environment Centre, Computer Science Centre, Centre for Knowledge and Technology Transfer, Central Library, Karolinum Press, and Facility Management. The Agency of the Council of Higher Education Institutions is excluded from the evaluation.

2. The details of the comprehensive annual evaluation of employees of the Institute for Language and Preparatory Studies, Centre for Economic Research and Graduate Education, and Dormitories and Canteens, are regulated by the directors of those units in a directive.
3. The comprehensive annual evaluation applies to all employees of the units of the broader Rectorate under paragraph 1 who are not academics, researchers, or lecturers.
4. Only employees with an employment contract are subject to the evaluation, while employees working outside the scope of regular employment on the basis of an agreement to complete a job or an agreement to perform work are exempted.
5. Employees whose weekly working hours do not exceed 16 hours are not obliged to undergo the evaluation. If they express an interest in being evaluated, their superordinate carries out the evaluation with them.
6. Employees are evaluated on all tasks that they carry out within their employment at the broader Rectorate. The superordinate employee is obliged to procure in advance from the other superordinate employees of an employee, for example, within project activities, the relevant information necessary for the general evaluation, or invite them to take part in the evaluation in the application in which the evaluation is performed.
7. The evaluator is always the official direct superordinate of the given employee. The heads of departments/offices or directors of units may delegate the entire evaluation process to the subordinate heads of departments/offices, or project leaders. An employee may not, however, be deprived of the possibility of an evaluation interview with the head of the department/office or director of the unit who is the employee's official superordinate employee if the employee expresses his or her interest in such interview.

Article 4

Evaluation Process

1. The comprehensive annual evaluation of employees is carried out via an online application.
2. First, the employee fills in a form which consists of two parts: a self-evaluation, including a Personal Development Plan, and work objectives. The employee starts by evaluating the work objectives for the given evaluation period and then sets the objectives for the next period. After the employee has completed the form, it becomes accessible to the superordinate employee.
3. Second, the superordinate employee invites the employee for an evaluation interview. The superordinate employee then evaluates the employee's activities (general performance, achievement of objectives, and skills) during an interview. Finally, they both agree on the objectives for the next evaluation period and on a Personal Development Plan. The form is then made available to the employee in the application. Should there be any discrepancies between the employee's self-evaluation and the evaluation of the superordinate employee, any complaints regarding the results or the evaluation process may be submitted to the Bursar or the director of the unit.

4. The evaluation of manual workers, service employees, and business-operational employees assigned to pay bands 1, 2, 3, or 4 is also carried out via an online application. A simplified version of the form which is filled in only by the employee is used.

Article 5

Evaluation Interview

1. In most cases, it is recommended that the employee under evaluation and his or her direct superordinate participate in the evaluation interview. In the case of multiple employment relationships or if work tasks are assigned to the employee by a person other than his or her direct superordinate, in particular, if the employee is involved in projects, he or she is evaluated by his or her direct superordinate according to the organisational hierarchy and the other superordinate employees may take part in the evaluation interview or provide materials for the interview in advance.
2. It is always the direct superordinate of the employee under evaluation who is responsible for the evaluation and the completion of the forms in the online application.
3. A Vice-Rector, a member of the Rector's Board, or other members of the management of the University or a unit thereof who are in charge of the work activities performed by the employee under evaluation may be present during the evaluation interview. These persons may also be asked in advance to provide materials for the evaluation of the employee.

Article 6

Processing of the Evaluation Outputs

1. After the completion of the evaluation, heads of departments and directors of units draft a summary report on the evaluation of their department or unit, including recommendations from the employees. The report is submitted to the Bursar, Rector, and other members of the University management. The Human Resources and Payroll Office of the Finance, Human Resources and Payroll Department of the Rectorate uses these reports to create a summary report for the entire broader Rectorate, which is discussed by the Rector's Board, including recommendations from the employees and any proposed measures. The above summary reports do not contain the evaluation of the performance of individual identifiable employees.
2. All information regarding the individual employees acquired within the evaluation process is confidential. This information may be treated only by the University management, the Human Resources and Payroll Office of the Finance, Human Resources and Payroll Department of the Rectorate, and the Human Resources Office of the unit for the purposes of the management of human resources within the organisation.

Article 7

Evaluation of Employees in Managerial Positions

1. The evaluation of employees in managerial positions is carried out by the Rector, Bursar, director of the unit, or a member of the Rector's Board who is in charge of the work activities performed by the given employee. In addition to their work objectives and skills, employees are evaluated based on the achievement of objectives for employees in managerial positions, and managerial skills.
2. Employees in managerial positions are evaluated, in particular, in the following areas:

- a) Transformation of the University's objectives into the objectives of the broader Rectorate, departments and individuals;
 - b) Communication of information between the University management and subordinate employees;
 - c) Cooperation with other departments; and
 - d) Management and development of the department, the work team, and individuals, including regular feedback and evaluation of subordinate employees, and the professional growth and improvement of skills of subordinate employees.
3. Heads of departments and directors of units may also be evaluated on the basis of 360-degree feedback ("360-degree evaluation"). This type of evaluation is carried out once every three years. It is not compulsory for the heads of departments/offices. If major deficiencies are identified in the work performed by an employee in a managerial position, he or she may be re-evaluated in the following year. The decision to re-evaluate an employee is made by his or her superordinate or member of the University or a unit thereof who is in charge of the work activities performed by the given employee.
 4. The Bursar creates a list of employees who are to undergo the 360-degree evaluation in the given year on the basis of a proposal from the Human Resources and Payroll Office of the Finance, Human Resources and Payroll Department of the Rectorate with regard to the administrative burden related thereto and other circumstances worthy of special consideration.
 5. Within the 360-degree evaluation, feedback is collected using an anonymous questionnaire completed by subordinate and superordinate employees and peers of the employee under evaluation.
 6. The results of the 360-degree evaluation together with guidelines as to how to work with the results are provided only to the employee under evaluation, who should discuss them with his or her superordinate during the evaluation interview within the comprehensive annual evaluation. The University management may request the results of the 360-degree evaluation from the Human Resources and Payroll Office of the Finance, Human Resources and Payroll Department of the Rectorate.

Article 8

Evaluation of New Employees

Newly hired employees are first evaluated before the end of their trial period, which, in some cases, means outside the regular schedule of the annual evaluation. Employees agree on their work objectives for the given evaluation period with their superordinate and fill in the objectives in the application within an interview before the end of their trial period.

Article 9

Supporting Materials

1. The Human Resources and Payroll Office of the Finance, Human Resources and Payroll Department of the Rectorate organises regular training sessions on the evaluation process. Guidelines for evaluators, guidelines for employees under evaluation, manuals for the online application, a brief description of the evaluation process, and an FAQ are also available.²

² <https://cunicz.sharepoint.com/sites/Hodnocenzamstatnac/SitePages/Home.aspx>

2. Employees may send their enquiries to hodnoceni@ruk.cuni.cz.

Article 11
Final Provisions

1. Bursar's Directive No. 4/2021, Annual Systematic Assessment of Employees at the Broader Rectorate, and Bursar's Directive No. 1/2023 are hereby repealed.
2. This Directive comes into force on the date of the execution thereof and becomes effective on 1 January 2025.

Prague, 30 December 2024

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Bursar of Charles University