

Periodic Evaluation of CIIRC Employees was approved by the Assembly of the Czech Institute of Informatics, Robotics, and Cybernetics of the CTU as a directive of the CIIRC on December 16th 2020; was issued by the CIIRC Director on December 23rd 2020 and became effective on January 1st 2021.

Dr. Ondřej Velek  
CIIRC Director

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# Periodic Evaluation of CIIRC Employees

The implementation of a regular evaluation of CIIRC administrative employees and researchers is to secure the professional growth of the employees as well as to form effective feedback between the employees, their managers and the institute managers. This directive defines the process of performing the periodic evaluation and its feedback.

## Article 1

### Procedure of Researchers Evaluation

1. Previous year is to be evaluated.
2. The evaluation schedule is determined by the Scientific Director each year.
3. Heads of Departments and Centres under Scientific Director's management are responsible for researchers evaluation. The heads of departments are allowed to delegate the evaluation further to the heads of the sections in their department.
4. The head performing the evaluation (the Evaluator) will receive the list of the employees in their department and the evaluation form from the Personnel Department. The Evaluator will inform their employees on the evaluation schedule in the department.
5. The process starts by the self-evaluation of the employee and filling the form (lasts for 1 - 2 hours).
6. Filled form serves as the primary data for the evaluation.
7. The Evaluator will read through the form before starting the evaluation.
8. The Evaluation of researchers is conducted as an interview between the evaluator and

the evaluatee and lasts about one hour. If the evaluator is not the immediate superior of the evaluatee, then the immediate superior must be present at the interview.

9. The Evaluator or the evaluated employee will write the evaluation report. When prepared by the employee, they have to hand the report over to the evaluator for possible editing and signature within two days.
10. The Evaluator will present the report to the Scientific Director. If the Evaluator is not the head of the department then they must be present as well. The Evaluator informs the Scientific Director on the current situation and plans in the department, on proposals for promotions or other ways of a carrier growth, on plans for selection procedures or appointing managers in the department.
11. When the evaluation is finished, the Evaluator will hand over the forms to the Personnel Department to archive.

## **Article 2**

### **Exceptions from Researchers Evaluation**

1. Postgraduate students taking programmes in CTU are not to be evaluated as they are evaluated in their faculties.
2. Professors, docents and distinguished researchers are evaluated once in two years, starting 2021.

## **Article 3**

### **Process of administrative and non-scientific employee evaluation**

1. Previous year is to be evaluated.
2. The evaluation schedule is determined by the Director each year.
3. Heads of non-scientific sections under Director ´s management are responsible for the evaluation.
4. The head performing the evaluation (the Evaluator) will receive the list of the employees in their section and the evaluation form from the Personnel Department. The Evaluator will inform their employees on the evaluation schedule in the section.
5. The process starts by the self-evaluation of the employee and filling the form.
6. Filled form serves as the primary data for the evaluation.
7. The Evaluator will read through the form before starting the evaluation.
8. The evaluation of employees is conducted as an interview between the evaluator and the evaluatee.

9. The Evaluator or the evaluated employee will write the evaluation report. When prepared by the employee, they have to hand the report over to the evaluator for possible editing and signature within two days.
10. The Evaluator will present the report to the Director. The Evaluator informs the Director on the current situation and plans in the department, on proposals for a carrier growth, on plans for selection procedures or appointing managers in the department.
11. When the evaluation is finished, the Evaluator will hand over the forms to the Personnel Department to archive.

## **Article 4**

### **Exceptions from administrative employees evaluation**

1. Non-scientific employees who work at a scientific department are evaluated by its head. The evaluation is similar to the evaluation of the administrative workers.

## **Article 5**

### **How to perform the evaluation interview<sup>1</sup>**

1. Providing the feedback to the performance could be a conflicting issue, thus it is better to concentrate “why the performance is not good” instead of “how did the employee accomplish the task”.
2. The employees evaluation is not a tool for criticism as the criticism can cause negative emotions and defensive response. It is better to assess the specific tasks that have not been accomplished.
3. If the employee has to be criticised, then always in privacy with nobody else being present.
4. The aim of the evaluation interview is to show the concern for the employee and their professional growth. Suitable tools are open questions and humour when adequate.
5. Interview should be:
  - ✓ Personal (call the employee by their name)
  - ✓ Organised (clear definition of the requirements, interview structure and the adequate time extent),

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<sup>1</sup> Řešení problematický situací u hodnotících pohovorů. Školení APUA, přednášející Mgr. Konečný Štěpán, Ph.D.

- ✓ Objective (concentration on issue/problem),
6. Describe expectations:
- ✓ Vision how the task should be accomplished
  - ✓ Use of graphic designs
  - ✓ Explaining the reasons why the task should be done in the defined way
7. Avoid inefficient ways of communication that can generate conflicts:<sup>2</sup>
- ✓ Phrases such as „right now“, „quickly“, „again“, „always“, „permanently“ etc.
  - ✓ Reproaches and blaming, admonishing, moralising, offences, humiliation, etc.
  - ✓ Irony, rhetorical questions.

## **Article 6**

### **Evaluation Interview Structure<sup>3</sup>**

- a) Review:
- ✓ Mapping the current state
  - ✓ Summary of the information received from the form
  - ✓ Review of the most important issues from the previous year
- b) Facts:
- ✓ Setting the goals by the employee
- c) Motivation:
- ✓ Emphasize the importance of given goals and action points
  - ✓ Praise and appreciation is an essential part of motivation
- d) Strengths:
- ✓ Summary of all the aspects that can lead to a successful accomplishment of the goals and action points
  - ✓ Pointing out all the specific aspects that work well

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<sup>2</sup> KOPŘIVA, Pavel. *Respektovat a být respektován*. 3. vyd. Kroměříž: Spirála, 2008. ISBN 978-80-904030-0-0, str. 24-31

<sup>3</sup> REITMAYEROVÁ, Eva a Věra BROUMOVÁ. *Cílená zpětná vazba: metody pro vedoucí skupin a učitele*. Vyd. 2. Praha: Portál, 2012. ISBN 978-80-262-0222-6.

- e) Weaknesses:
  - ✓ Summarize the issues that obstruct an employee in accomplishing the task.
  - ✓ Search for joint solution ideas and how to avoid the fails.
- f) Discussion and questions.
- g) Summary of the important points from the interview.
- h) Setting the goals and action points for the following year.

## **Article 7**

### **Appendices**

1. Form for researcher evaluation.
2. Form for evaluation of administrative and technical employees.

<sup>1</sup> Řešení problematických situací u hodnotících pohovorů. Školení APUA, přednášející Mgr. Konečný Štěpán, Ph.D.

<sup>1</sup> KOPŘIVA, Pavel. Respektovat a být respektován. 3. vyd. Kroměříž: Spirála, 2008. ISBN 978-80-904030-0-0, str. 24-31