

# UniGov - Improving Governance Practices and Palestinian Higher Education Institutions

## University staff performance evaluation

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UNIVERSIDADE  
DE ÉVORA

# Why?

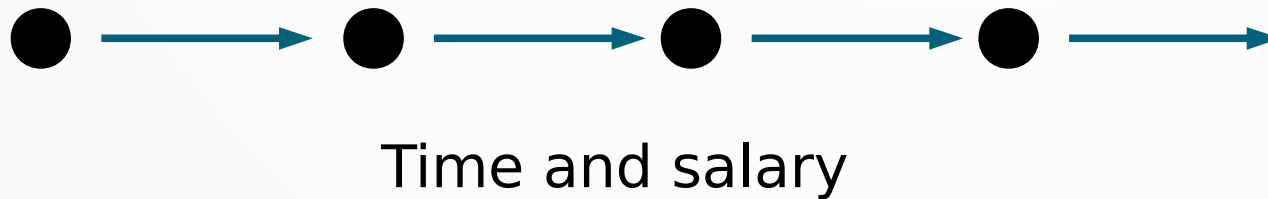
- **Why should we evaluate?**
- **What are the consequences?**
- **The “why” makes de “How”...**

# Why?

- **What is the purpose ?**
- **Career Progression...**
- **Competitive culture...**
- **Improve international rankings...**
- **Positive incentive for HR...**
- **Set minimal levels for HR, tenure, ...**
- **Promote the best 5%, or**
- **Promote the best 50%, ....**
- **To comply with the law ...**

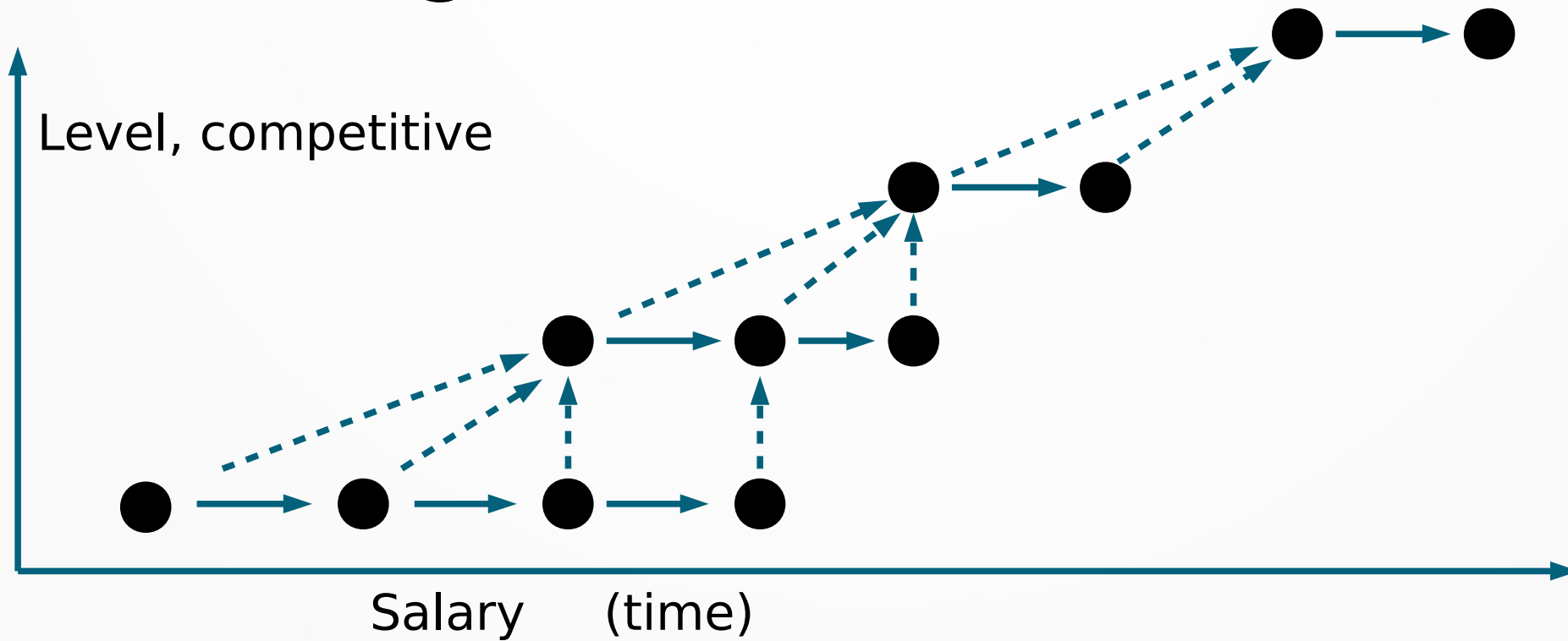
# Why?

- **Career Progression ...**



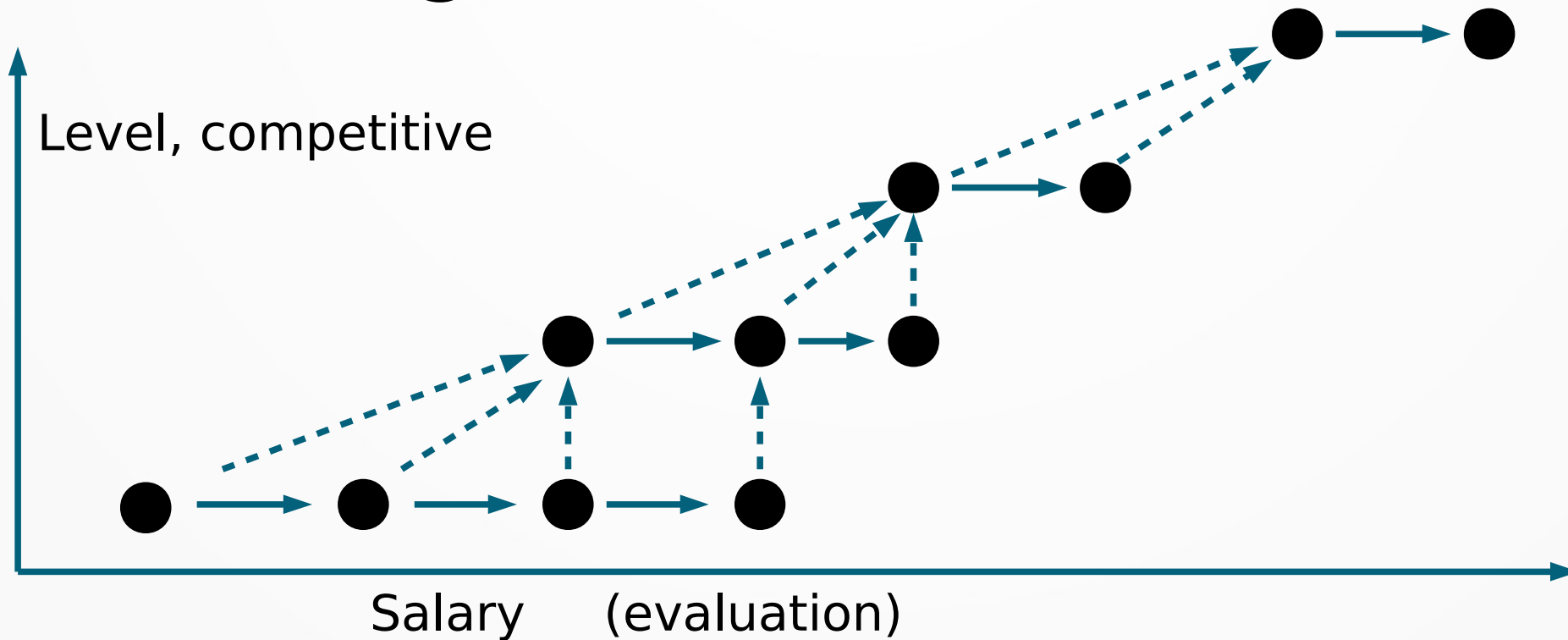
# Why?

- **Career Progression ...**



# Why?

- **Career Progression ...**



# Why?

- **Competitive culture ?**



- **Podium to the best 5%, or to 50% ? ....**

# Why?

- **Improve international rankings ?...**
- **Solution: Use the same performance indexes  
... Not Easy!**
- **Different Rankings have different indexes**
- **Methods are not always transparent**

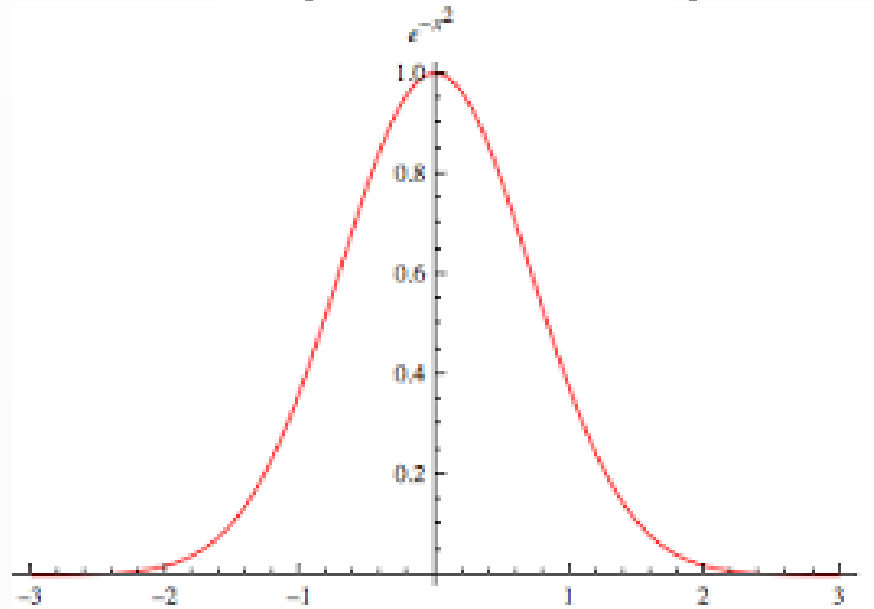


# Why?

- **Set minimal levels for HR, tenure, ...**
- **What defines minimal performance?**
- **Usually is different from what defines excellence ...**

# Why?

- **Promote the best 5%, or 50%, ....**



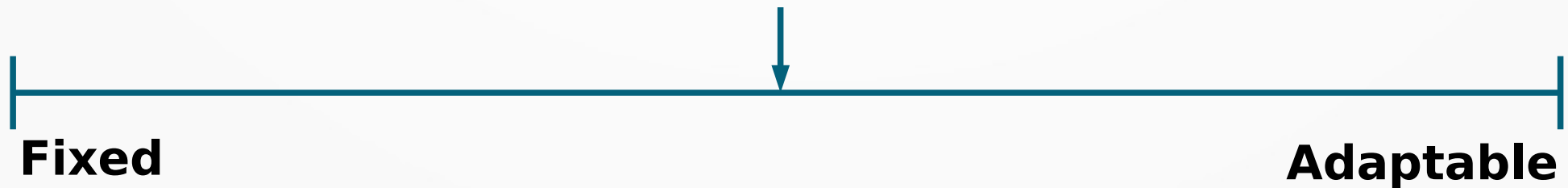
- **If you are promoting 50% should you call that “excellence” ?**

# Why?

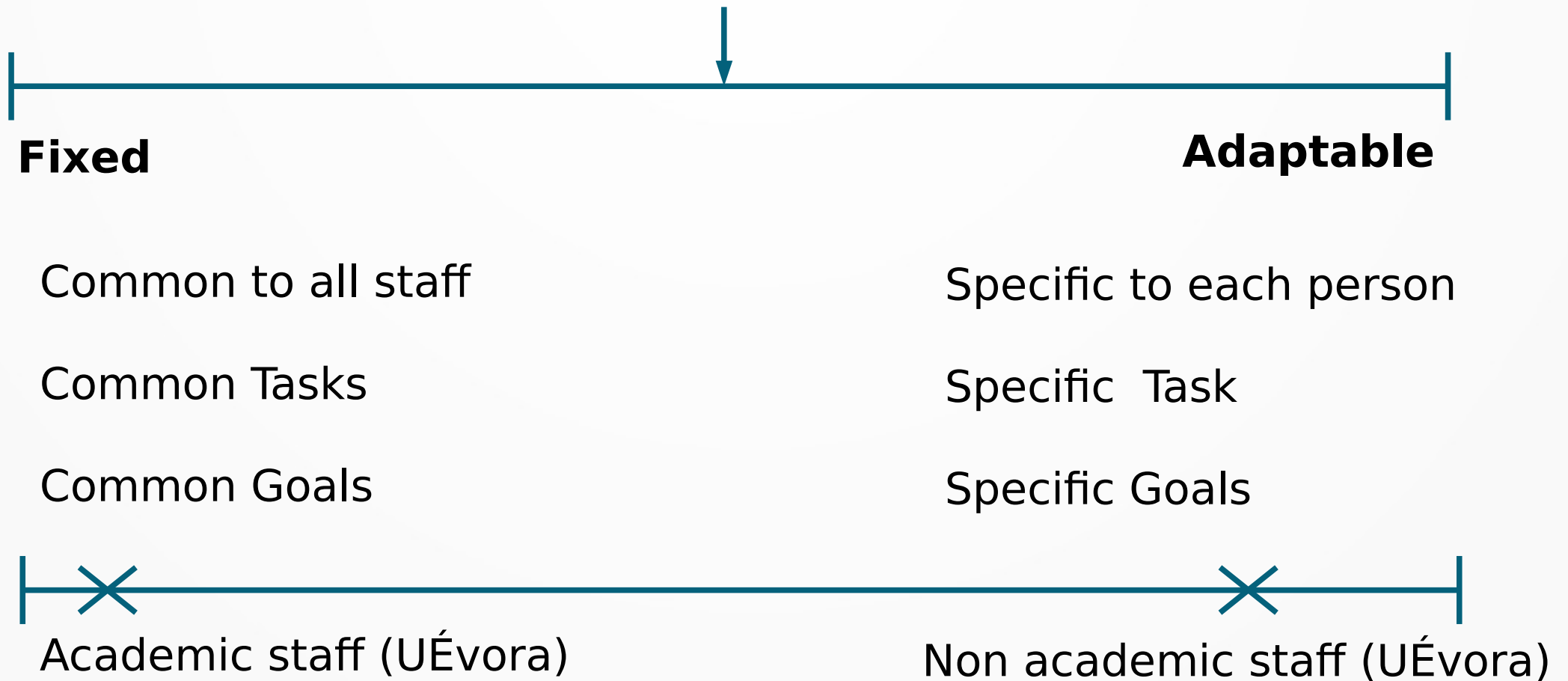
- **To comply with the law ...**
- **If the law is too general...**
- **If the law doesn't have a precise intention...**
- **If the intention is not translated into the letter...**
- **You will end with very little.**

# How?

- **Evaluators**
  - **Responsibility**
  - **Autonomy**
  - **Freedom**
  - **Power to decide**



# How?



# How? - Non academic staff

- **Non Academic staff**
  - There are defined rules (for all state employees)
  - Classification depend on Results/Goals and Competences
  - Goals are defined for each person considering:
    - 1) Goals to comply with the mission do the service
    - 2) Goals of efficiency (cost/service ratios)
    - 3) Goals of quality (user satisfaction)
  - These goals should contribute to the Unit strategic mission.
  - Competences should be negotiated between the evaluator and the evaluated

# How? - Non academic staff

- **Final classification is weighted**
  - **3/4 (at least) Results/Goals (1, 3, or 5 points)**
  - **1/4 (at most) Competences (1, 3 , or 5 points)**
- **Qualitative result**
  - **Negative (0-1,999)**
  - **Fair (2-3,999)**
  - **Good (4-5)**
  - **Among the Good there is a proposition of some excellents**

# How? - Non academic staff

- **But there are Quotas**
  - **Staff evaluated with Good and Excellent < 25%**
  - **Staff evaluated with Excelent < 5%**
- **There is a “Harmonization” phase**
  - **Classifications are changed in order to comply with the quotas**
  - **Some units decided to keep the lost points into the next evaluation period**



# How? - Non academic staff

- **Consequences**
  - **Negative evaluation - ends the job (depends on the job)**
  - **Excellent in 3 years,**
  - **Or, accumulating 10 points (excellent=3; good=2; fair=1)**
  - **Gives the right to:**
    - **Extra holidays, extra salary, formation, sabbatical license, ...**

# How? - Academic staff

- **Academic staff**
  - There are very general rules for all universities
  - But there is a big level of Autonomy for each University
  - There are no quotas
  - Most universities defined common goals,
    - or at least one set of goals per school/faculty
  - Most Universities defined objective/measurable goals covering
    - Teaching
    - Research publishing
    - Management tasks

# How? - Academic staff

- **Consequences of evaluation**
  - **Negative evaluation in 3 + 3 years**
  - **Origins as process that may end the job**
- **Excellent in 3 + 3 years,**
  - **Career progression (salary level)**

# Academic staff

- **The process**
  - **Goals (common, and valid for at least 3 years)**
  - **Self assessment**
  - **Evaluator**
  - **Coordination comitee**
  - **Approval (School/faculty/Rector)**
  - **Evaluated agreement (Y/N)**

# Academic staff

- **Very different areas**
  - **Science and technology**
  - **Arts (design, music, theater,... )**
  - **Humanities**
  - **Management**

# Research staff

- **Process under construction....**



- **Probably will be similar to teaching staff**

**Thank you**