



**Republika e Kosovës**  
**Republika Kosova – Republic of Kosovo**  
*Qeveria – Vlada – Government*

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**REGULATION (GRK) NO. 26/2024 ON PERFORMANCE APPRAISAL<sup>1</sup>**

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<sup>1</sup> Regulation (GRK) No. 26/2024 on performance appraisal, was adopted at the 221th session of the Government of the Republic of Kosovo, by decision No. 06/221, dated 23.09.2024.

**The Government of the Republic of Kosovo**, pursuant to Article 93, paragraph 4 of the Constitution of the Republic of Kosovo, Article 52, paragraph 18, Article 53, paragraph 6 of Law No. 08/L-197 on Public Officials, as well as Article 78, paragraph 6, sub-paragraph 6.2. of Regulation (GRK) No. 17/2024 on Rules of Procedures of the Government of the Republic of Kosovo,

Adopts:

## **REGULATION (GRK) NO. 26/2024 ON PERFORMANCE APPRAISAL**

### **Article 1 Purpose**

This regulation defines the rules, methodology, and procedure for the civil servant's performance appraisal.

### **Article 2 Scope**

1. This regulation applies to all categories of civil servants in state administration institutions and other state institutions.
2. This regulation does not apply to employees in the Presidency of the Republic of Kosovo, the Constitutional Court of the Republic of Kosovo, the Justice System, the Assembly of the Republic of Kosovo, and independent constitutional institutions.

### **Article 3 Definitions**

1. The terms used in this regulation have the following meanings:
  - 1.1. **LPO** – means Law No. 08/L-197 on Public Officials;
  - 1.2. **HRMU** – means the Human Resources Management Unit;
  - 1.3. **Objectives** - are a summary of the civil servants work duties for the appraisal period, which derive from the unit's objectives, are in accordance with the job description, and are determined together with the manager;
  - 1.4. **Professional conduct** - means performing professional work with integrity, impartiality, professionalism, respect and accountability.
2. Other expressions, terms, and abbreviations used in the present Regulation have the same meaning as in the LPO.
3. The use of the name in one gender implies the other gender as well.

## **Article 4**

### **Setting of objectives**

1. The setting of individual objectives for the civil servant (employee) is done by the immediate supervisor in cooperation with the employee, along with the individual work plan for achieving these objectives. When setting the objectives, the HRMU ensures the inclusion of the necessary training for the civil servant in his individual plan.
2. The individual work plan as per paragraph 1 of this article can be reviewed by the immediate supervisor and the representative of the human resources unit, in cooperation with the civil servant.
3. Work objectives must be concrete, measurable, achievable, relevant, and have specified deadlines.
4. The setting of objectives and the individual plan for achieving the objectives is done in the month of January every year through HRMS.
5. The setting of objectives is based on the objectives of the institution, the unit where the employee is employed, and the corresponding job description.
6. The form generated by HRMS is also stored in the individual file.

## **Article 5**

### **Performance appraisal**

1. Performance appraisal is a continuous process that includes the evaluation of the achievement of the predetermined objectives, the evaluation of the professional, methodological, personal, and social skills of the civil servant in the realization of the objectives, and the general fulfillment of the responsibilities of the unit.
2. Performance appraisal is based on:
  - 2.1. realization of work tasks that include:
    - 2.1.1. the objectives defined in the individual annual plan, the fulfillment of work duties in accordance with the relevant job description, and the objectives of the unit and the institution; and
    - 2.1.2. performing other tasks that have not been defined beforehand or could not be defined beforehand.
  - 2.2. the professional skills displayed by the civil servant during the performance of the duty, as well as the professional conduct; and
  - 2.3. methodological, personal and social skills displayed by the civil servant during the performance of the duty.
3. The representative of the human resources unit confirms the objectives and performance appraisal for the civil servant in HRMS.

**Article 6**  
**Work task performance appraisal**

1. The civil servant is evaluated by the immediate supervisor for the performance of work tasks defined at the beginning of each year in the individual plan, as well as for other tasks that have not been defined beforehand or could not be defined beforehand.

2. In addition to paragraph 1 of this article, the appraisal of the performance of tasks at work also takes into account the following elements:

2.1. Planning and organization – the ability to plan tasks and set priorities in an effective manner, as well as the efficient use of human and material resources for the realization of these tasks;

2.2. Decision-making he ability to analyze situations and take reasoned decisions, as well as to understand the consequences of the decisions taken;

2.3. Time management – the ability to manage time effectively, by completing tasks within deadlines and using time productively;

2.4. Commitment and accountability – the level of commitment to tasks and responsibilities, showing continuous commitment to achieve high results and carry out tasks in a responsible manner;

2.5. Effectiveness at work – achieving high results at work within set deadlines and using resources effectively to achieve set objectives.

**Article 7**  
**Professional skills appraisal**

1. The civil servant is evaluated by the immediate supervisor for the professional skills displayed by the civil servant during the exercise of his duty as well as for his professional conduct.

2. During the appraisal, the HRMU ensures that the performance appraisal contributes to the professional development of the employee.

3. In addition to paragraph 1 of this article, the professional skills appraisal also takes into account the following elements:

3.1. Analytical skills – the ability to analyze and process information in order to solve the problem faced while performing the work task;

3.2. Initiative and creativity – the ability to take initiatives and propose new ideas, as well as the development and implementation of innovative solutions for work challenges;

3.3. Effective communication – the ability to communicate in a clear and appropriate manner with supervisors, subordinates, colleagues, citizens, and other stakeholders, as well as to listen to and understand their requests and concerns;

3.4. Cooperation and teamwork – the ability to work effectively in a group, share knowledge and support colleagues in achieving common goals;

3.5. Adaptation and flexibility – the ability to adapt methods and approaches to changes in the work environment and to effectively manage unexpected situations;

3.6. Adherence to rules and procedures – commitment to follow the rules, policies and procedures established by the institution, and to act in accordance with professional and ethical standards.

### **Article 8**

#### **Methodological, personal, and social skills appraisal**

1. The civil servant is evaluated by the immediate supervisor for the methodological, personal and social skills displayed during the exercise of his duty.

2. In the case of the lower and middle management categories, the appraisal of the civil servant is done by the immediate supervisor, the chief administrative officer, and subordinate staff.

3. In addition to paragraph 1 of the present article, the appraisal of methodological, personal and social skills also takes into account the following elements:

3.1. Interpersonal communication – the ability to communicate effectively and empathetically with supervisors, subordinates, colleagues and citizens, building good relationships and trust;

3.2. Conflict resolution – the ability to identify and manage conflicts in a constructive manner, by promoting a healthy work environment;

3.3. Self-management and emotional control – the ability to manage emotions and stress in an effective manner, by maintaining a positive and professional attitude in difficult situations;

3.4. Cultural sensitivity and awareness – the ability to show respect and understanding for cultural diversity and to cooperate in a sensitive and effective manner with people coming from different backgrounds;

3.5. Ethics and integrity – commitment to act with honesty and high integrity, by following ethical and moral standards in all professional actions.

### **Article 9**

#### **Appraisal levels**

1. The levels of performance appraisal are:

1.1. outstanding achievement;

1.2. exceeds expectations;

1.3. meets expectations;

- 1.4. needs improvement; and
  - 1.5. unacceptable.
2. The immediate supervisor during the evaluation process is obliged to evaluate the employee objectively and provide arguments about the evaluation.
  3. Evaluation according to levels is done as follows:
    - 3.1. “Extraordinary achievement” is an appraisal that is given in rare and exceptional cases when the civil servant has achieved exceptional results that have a great and visible impact at the country level. This appraisal must be confirmed by the chief administrative officer and the HRMU;
    - 3.2. “Exceeds expectations” is an appraisal that is given to an employee who not only fulfills his objectives and tasks, but evidently exceeds them. The employee shows a high level of performance and efficiency, by contributing significantly and positively to achieving and exceeding the objectives of the unit. This evaluation must be confirmed by the chief administrative officer and the HRMU;
    - 3.3. “Meets expectations” is an appraisal that shows that the civil servant has successfully fulfilled all the tasks and requirements set for his role. His performance is in accordance with the established objectives and professional and personal conduct;
    - 3.4. “Needs improvement” is an appraisal that shows that the civil servant has not managed to fully meet the expectations and requirements of his role. There are areas where significant improvement is required to achieve the expected level of performance;
    - 3.5. “Unacceptable” is an appraisal that shows that the civil servant has obviously and in a repeated manner failed to meet the expectations and requirements of his role. The performance is well below the defined standards and immediate action for improvement is required.
  4. In cases of “unacceptable” and “needs improvement” appraisal levels, for improving the professional skills, the immediate supervisor, in cooperation with the HRMU of the institution, shall approve mandatory trainings that the employee must attend in the coming year, namely in the first quarter following the appraisal.
  5. The HRMU can also provide recommendations on the transfer in order to improve work performance.
  6. At the end of the appraisal period, the immediate supervisor and the representative of the HRMU shall hold a meeting with the employee regarding the work performance evaluation. After the meeting, the immediate supervisor shall approve the evaluation form that is signed by all parties.

**Article 10**  
**Appraisal period**

1. The civil servant is evaluated for the whole year, from January 1 to December 31.
2. Appraisal process in HRMS is carried out from January 1 to February 28 of the following year.
3. In cases of “unacceptable” and “needs improvement” appraisal levels, in addition to mandatory trainings, the immediate supervisor in cooperation with the HRMU of the institution, decides that the civil servant shall undergo a special appraisal.
4. The special assessment period according to paragraph 3 of this article lasts three (3) months.
5. In cases of a change of supervisor prior to the end of the annual appraisal, each supervisor shall evaluate the employee only for the respective period of supervision. The HRMU shall ensure that the supervisor, who is replaced, performs the appraisal for the respective period at the end of the supervision.

**Article 11**  
**Performance appraisal for the employee of the senior management category**

1. The provisions of this regulation apply accordingly during the process of performance appraisal of employees belonging to the senior management category.
2. The performance appraisal of the employee in the senior management category is carried out by the immediate supervisor and by the subordinate employees based on a process that focuses on the evaluation of the fulfillment of the general objectives of the institution by the evaluated employee.

**Article 12**  
**Methodology for appraisal of final result**

1. Performance appraisal is carried out as follows:
  - 1.1. the evaluation of the performance of work tasks constitutes sixty percent (60%) of the final evaluation results;
  - 1.2. the evaluation of professional skills constitutes thirty percent (30%) of the final evaluation results;
  - 1.3. the evaluation of methodological, personal and social skills constitutes ten percent (10%) of the final evaluation results.
2. The evaluation level is defined as the average evaluation for the three (3) evaluation components, according to paragraph 1 of this article.

**Article 13**  
**Technical support for the appraisal process**

1. HRMU provides technical support in the process of performance appraisal and is responsible for the following issues:

- 1.1. notifies, in advance, all participants in the evaluation process about the deadlines of each phase and appraisal process;
  - 1.2. participates, supports and observes as per the provisions of the present regulation every appraisal process;
  - 1.3. during the appraisal period, identifies the needs for training modules that are aimed at increasing work results and improving the professional conduct of civil servants.
2. DMPO provides support to institutions in the process of appraisal in HRMS.

#### **Article 14 Complaints**

1. A civil servant dissatisfied with the “unacceptable” and “needs improvement” appraisal is entitled to submit a complaint to IOBCSK within the term of thirty (30) days.
2. The employee belonging to the senior management category, who is dissatisfied with the “unacceptable” and “needs improvement” appraisal, is entitled to submit a complaint to the National Committee for Evaluation and Discipline for the senior managerial positions.

#### **Article 15 Repeal**

1. With the entry into force of this Regulation, the following are repealed:
  - 1.1. Regulation No. 21/2020 on the Procedure for the Civil Servants’ and Public Service Employees’ Performance Appraisal;
  - 1.2. Regulation (GRK) No. 01/2022 on the Admission, Evaluation and Discipline of Senior Management Employees.

#### **Article 16 Entry into force**

This Regulation shall enter into force seven (7) days after its publication in the Official Gazette.

**Albin KURTI**

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Prime Minister of the Republic of Kosovo

**04 October 2024**