



REPUBLIKA E KOSOVËS - ZYRA E PRESIDENTES
REPUBLIC OF KOSOVO - OFFICE OF THE PRESIDENT
REPUBLIKA KOSOVO - KANCELARIJA PREDSEDNICE

ADMINISTRATIVE INSTRUCTION (SOP) NO. 01/2025
ON THE EVALUATION OF WORK RESULTS FOR CIVIL
SERVANTS IN THE PRESIDENCY

Prishtina, 15.01.2025



REPUBLIKA E KOSOVËS – ZYRA E PRESIDENTES
REPUBLIC OF KOSOVO – OFFICE OF THE PRESIDENT
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Secretary of the Office of the President,

Based on Article 17.2 (2.7) of Law No. 03/L-094 on the President of the Republic of Kosovo (OG No. 47, January 25, 2009), Articles 2 (3) and 52 (19) of Law No. 08/L-197 on Public Officials (OG No. 21, September 18, 2023), as well as Article 23 of Regulation (P) No. 02/2022 on the Organization and Functioning of the Presidency (December 30, 2022), issues the following:

ADMINISTRATIVE INSTRUCTION (SZP) NO. 01/2025
ON THE EVALUATION OF WORK RESULTS FOR CIVIL SERVANTS IN
THE PRESIDENCY

CHAPTER I - GENERAL PROVISIONS

Article 1
Purpose

This Administrative Instruction establishes the rules, procedures, and methodology for evaluating the work results of civil servants in the Presidency.

Article 2
Scope

1. This Administrative Instruction applies to the evaluation process of the work results of civil servants in the Presidency, for positions in the following categories:
 - 1.1. professional;
 - 1.2. specialist;
 - 1.3. lower managerial and,
 - 1.4. middle managerial.

Article 3
Definitions

1. The terms used in this Administrative Instruction have the following meanings:
 - 1.1. **DHRM** - Division for Human Resources Management, within the Presidency;
 - 1.2. **IOCSC** - Independent Oversight Council for the Civil Service of Kosovo;
 - 1.3. **LPO** - Law No. 08/L-197 on Public Officials (GZ, No. 21, 18 September 2023);

- 1.4. **Employee** - means the positions of civil servants in the Presidency, which include positions in the categories: middle management, lower management, specialist and professional;
 - 1.5. **Objective** - means the summary of the employee's work duties for the evaluation period which derive from the objectives of the unit, are in line with the job descriptions and are determined jointly with the direct supervisor and the HRM representative;
 - 1.6. **Presidency** - Office of the President of the Republic of Kosovo, which in accordance with Article 14 of Law No. 03/L-094 on the President of the Republic of Kosovo is a special institution within the Civil Service of Kosovo and includes civil servants, namely employees elected in accordance with the relevant legislation in force for the Civil Service;
 - 1.7. **Secretary** - Secretary of the Office of the President;
 - 1.8. **HRMIS** - Human Resources Management Information System;
 - 1.9. **Professional conduct** - means performing professional duties with integrity, impartiality, professionalism, respect and accountability.
2. Other terms used in this Administrative Instruction have the same meaning as in the definitions of the LPO and Regulation (P) No. 02/2022 on the Organization and Functioning of the Presidency (30.12.2022).
 3. The use of a noun in one gender also implies the other gender.

CHAPTER II - DETERMINATION OF THE OBJECTIVES

Article 4 Work objectives

1. Work objectives must be concrete, measurable, achievable, relevant and time-bound.
2. The determination of objectives is based on the objectives of the organizational units of the Presidency and the relevant job description of the employee.

Article 5 Determination of objectives and individual plan for their achievement

1. The determination of the civil servant's individual objectives, together with the individual work plan for achieving these objectives, is made:
 - 1.1. by the civil servant, in cooperation with the direct supervisor and the representative of the HRMD;
 - 1.2. in writing,
 - 1.3. in January of each year.
2. When determining the objectives, according to paragraph 1 of this article, the HRD also ensures the inclusion of the necessary training for the civil servant in his individual plan.
3. The individual work plan determined in paragraph 1 of this article, may be revised, as necessary, by the direct supervisor and the HRD Manager, in cooperation with the civil servant.
4. In the event of a change in the objectives in the individual work plan within the evaluation year, the same procedure shall be carried out according to paragraph 1 of this article for the remainder of the evaluation year.
5. The form generated by the HRMIS is also stored in the employee's personal file.

CHAPTER III - EVALUATION OF WORK RESULTS

Article 6 Valuation of work results

1. Performance evaluation is a continuous and regular process that includes the assessment of:
 - 1.1. the accomplishment of work tasks, which includes:
 - 1.1.1. the objectives set out in the individual annual plan,
 - 1.1.2. the fulfilment of work tasks in accordance with the relevant job description,
 - 1.1.3. the objectives of the unit and the OPRK, and
 - 1.1.4. the performance of other tasks that have not been previously determined or could not be determined.
 - 1.2. the professional skills demonstrated by the employee during the performance of his/her duties, as well as professional conduct;
 - 1.3. the methodological, personal and social skills demonstrated by the employee during the performance of his/her duties.

Article 7 Evaluation of the performance of work tasks

1. The employee is evaluated by the direct supervisor for the accomplishment of the work tasks, determined at the beginning of each year in the individual plan, as well as for other tasks that have been performed, but have not been determined in advance or could not be determined, considering the following elements:
 - 1.1. **Planning and organization** - the ability to plan tasks and set priorities effectively, as well as the efficient use of individual human and material resources for the accomplishment of these tasks;
 - 1.2. **Decision-making** - the ability to analyse situations and make reasoned decisions as well as to understand the eventual consequences of the decisions made;
 - 1.3. **Time management** - the ability to manage time effectively, completing tasks within the specified deadlines and using time productively;
 - 1.4. **Dedication and Responsibility** – the level of dedication to tasks and responsibilities, showing continuous commitment to achieve high results and to fulfil tasks responsibly;
 - 1.5. **Work effectiveness** – achieving the highest possible results at work within the specified deadlines and using resources, collegial or institutional, effectively to achieve the set objectives.

Article 8 Evaluation of professional abilities

1. The employee is evaluated by the direct supervisor for professional skills, demonstrated during the performance of the duty, as well as for professional behaviour, considering the following elements:
 - 1.1. **Analytical skills** – the ability to analyse and process information in order to solve the problem faced during the performance of the job;

- 1.2. **Initiative and creativity** – the ability to take initiatives and propose new ideas, as well as develop and implement innovative solutions to work challenges;
- 1.3. **Effective communication** – the ability to communicate clearly and appropriately with the supervisor, subordinates, colleagues, citizens and other interested parties, as well as to listen to and understand their requests and concerns;
- 1.4. **Cooperation and teamwork** – the ability to work effectively in a group, to share knowledge and to support colleagues in achieving common goals;
- 1.5. **Adaptability and flexibility** – the ability to adapt methods and approaches to changes in the work environment and to manage unexpected situations effectively;
- 1.6. **Compliance with rules and procedures** – the commitment to follow the rules, policies and procedures established by the institution, to act in accordance with professional and ethical standards.

Article 9

Evaluation of methodological, personal and social skills

1. The employee is evaluated by the direct supervisor for the methodological, personal and social skills displayed during the performance of the task, taking into account the following elements:
 - 1.1. **Interpersonal communication** - the ability to communicate effectively, with empathy and respect with the supervisor, subordinates, colleagues and citizens, building good relationships and mutual trust;
 - 1.2. **Conflict resolution** - the ability to identify and manage conflicts constructively, promoting a healthy work environment;
 - 1.3. **Self-management and emotional control** - the ability to manage emotions and stress effectively, maintaining a positive and professional attitude in difficult situations;
 - 1.4. **Cultural sensitivity and awareness** - the ability to show respect and understanding for cultural diversity and to cooperate sensitively and effectively with people from different backgrounds;
 - 1.5. **Ethics and integrity** – commitment to acting with high honesty and integrity, following ethical and moral standards in all professional actions.

CHAPTER IV - EVALUATION PROCEDURE

Article 10

Objectivity in the evaluation process

The direct supervisor during the evaluation process is obliged to evaluate the employee objectively and to justify the evaluation.

Article 11

Evaluation levels

1. The levels of performance evaluation are as follows:
 - 1.1. outstanding achievement;
 - 1.2. exceeds expectations;
 - 1.3. meets expectations;

- 1.4. needs improvement;
- 1.5. unacceptable.
- 2. In the case of evaluation at the levels as per paragraph 1, subparagraphs 1.4. and 1.5. of this article:
 - 2.1. for the improvement of professional skills, the direct supervisor, in cooperation with the HRMD, approves and specifies the mandatory trainings that the employee must attend in the coming year and, based on the evaluation, may also provide recommendations for transfer in order to improve work results, in accordance with Administrative Instruction (SOP) No. 05/2024 on the transfer of civil servants.
 - 2.2. in addition to the mandatory trainings, the direct supervisor, in cooperation with the HRD, decides that the employee must undergo a special evaluation. The period of the special evaluation according to paragraph 5. of this article is one quarter (1/4) of the annual evaluation period.

Article 12

Evaluation as per levels

- 1. The evaluation according to the evaluation levels is made as follows:
 - 1.1. **“Outstanding Achievement”** is an evaluation given for rare and exceptional cases, when the employee has achieved exceptional results that have a major and visible impact at the institution level. This assessment must be confirmed by the Chief Administrative Officer and the HRD Manager;
 - 1.2. **“Exceeds Expectations”** is an evaluation given to the employee who not only meets his/her objectives and duties, but significantly exceeds them. The employee demonstrates a high level of performance and efficiency, contributing significantly and positively to the achievement and exceeding of the unit’s objectives. This assessment must be confirmed by the Chief Administrative Officer and the HRMD Manager;
 - 1.3. **“Meets the expectations”** evaluation that indicates that the employee has successfully fulfilled all the duties and requirements set for his/her role. His performance is in line with the established objectives, professional conduct and personal conduct;
 - 1.4. **“Needs improvement”** is an evaluation that indicates that the civil servant has failed 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;
 - 1.5. **“Unacceptable”** is an evaluation that indicates that the civil servant has clearly and repeatedly failed to meet the expectations and requirements of his role. The performance is well below the established standards and immediate action for improvement is required.

CHAPTER V - EVALUATION METHODOLOGY

Article 13 Evaluation methodology

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

Article 14 Evaluation period

1. The civil servant is evaluated for the entire year, from January 1 to December 31.
2. The civil servant evaluation process is carried out from January 1 to February 28 of the following year.
3. In cases of change of supervisor before the end of the annual evaluation, each supervisor evaluates the civil servant only for the relevant period of supervision. The HRMD ensures that the supervisor who is replaced makes the evaluation for the relevant period at the end of the supervision.

Article 15 The role of the HRMD in the evaluation proces

1. The manager or an MRMD official:
 - 1.1. participates, supports and observes each evaluation process;
 - 1.2. notifies all participants in the evaluation process (supervisor, employee) in advance of the deadlines for each stage and the evaluation process;
 - 1.3. prepares the relevant forms for each stage of the evaluation process and forwards them to the participants in the evaluation process for completion;
 - 1.4. during and after the evaluation process identifies the needs for training modules aimed at increasing work results and improving the professional behavior of the civil servant;
 - 1.5. ensures that the performance evaluation contributes to the professional development of the employee;
 - 1.6. confirms the objectives and evaluation of work results for each Administration official.

Article 16 Signing of the evaluation form

At the end of the evaluation process, the direct supervisor and the Manager or HRMD representative hold a meeting with the employee to evaluate the employee's performance. After the meeting, the direct supervisor approves the evaluation form, which is signed by all parties.

CHAPTER VI - TRANSITIONAL AND FINAL PROVISIONS

Article 17 Complaint to the IOCSC

An employee dissatisfied with the evaluation process at the levels of "unacceptable" and "needs improvement" has the right to appeal to the IOCSC, according to the deadline set in the relevant law on administrative procedure.

Article 18 The evaluation process until the HRMIS Presidency module becomes operational

1. Until the HRMIS Presidency module in the becomes operational, the process of evaluating civil servants shall be carried out in accordance with the provisions of this Administrative Instruction, but via the following steps:
 - 1.1. The determination of the civil servant's individual objectives, together with the individual work plan for achieving these objectives, for the year 2025 onwards, shall be carried out according to Annex 1 of this administrative instruction;
 - 1.2. he evaluation of civil servants, for the year 2025 onwards, shall be carried out by completing and signing Annex 2 of this administrative instruction linked to Annex 2.1.
2. The evaluation of civil servants for the year 2024 shall be carried out according to the forms that were used in previous years.
3. After the functionality of the Presidency module in the HRMIS, the process of evaluating employees is carried out in accordance with the provisions of this Administrative Instruction and using the Presidency Module in the HRMIS.

Article 19 Annexes

1. The following annexes are an integral part of this Administrative Instruction:
 - 1.1. Annex No. 1 - Form for the employee's individual objectives and plan,
 - 1.2. Annex No. 2 - Form for the performance evaluation, and
 - 1.3. Annex 2.1. Assessment of methodological, personal and social skills.

Article 20 Entry into force

This Administrative Instruction enters into force on the day of signature.

Fehmi Mehmeti

Acting Secretary of the Office of the President

Prishtina, 15.01.2025

Annex 1: Form for the employee's individual objectives and plan for their achievement



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Form for the employee's individual objectives and plan for their achievement ¹

Personal data:

Name / Surname: _____

Position: _____

Department/Organisational unit: _____

Date of appointment at the actual position: _____

Name / Surname of the direct supervisor: _____

Objectives²

Objectives for the year _____ are: (*The determination of objectives is based on the objectives of the organizational units of the Presidency and the relevant job description of the employee*)

1. ...
2. ...
3. ...

Individual plan

The plan for achieving the objectives for the year _____ is implemented according to the following activities and deadlines:

1. ...
2. ...
3. ...

Required training:

The training required during the year _____ is as follows:

1. ...
2. ...
3. ...

The signatory parties have defined the objectives and the individual plan for achieving the work objectives, and approve their use for the cycle of evaluation of individual work results.

Name and surname and signature for:

Civil Servant:

Direct Supervisor:

HRMD Manager or Representative:

Date: _____.

¹ The determination of the employee's individual objectives, together with the individual work plan for achieving these objectives, is made in January of each year. This Form is kept in the employee's personal file.

² Work objectives must be concrete, measurable, achievable, relevant and time-bound.

Annex 2: Work evaluation form



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Work evaluation form for civil servants of the following categories: middle management, lower management, specialists and professionals

Personal Data:

Name/Surname: _____

Position: _____

Department/Organizational Unit: _____

Evaluation Period: Evaluation Date: _____

Supervisor Name/Surname: _____

Please mark as appropriate:

- ☐ Annual work results evaluation
☐ Other (specify): _____

1. 1. Evaluation of work results by the direct supervisor

1.1. Assessment of the achievement of work objectives (Add according to the number of objectives)

Objective/activity: (mark the objective /activity)					
	<input type="checkbox"/> 1 – 1.5 ³	<input type="checkbox"/> 1.5 – 2.5 ⁴	<input type="checkbox"/> 2.5 – 3.5 ⁵	<input type="checkbox"/> 3.5 – 4.5 ⁶	<input type="checkbox"/> 4.5 – 5 ⁷
	The objective/activity was completed late and/or below the required quality.	The objective/activity was completed on time and with unsatisfactory quality.	The objective/activity was accomplished on time and with good quality.	The objective/activity was completed ahead of schedule and with very good quality.	The objective/activity was accomplished on time and with quality beyond expectations.
Objective/activity evaluation					
Comments / explanations					

3 Unacceptable

4 Needs improvement

5 Meets expectations

6 Exceeds expectations

7 Outstanding achievement

Objective/activity: (mark the objective /activity)					
	1 – 1.5	1.5 – 2.5	2.5 - 3.5	3.5 – 4.5	4.5 – 5
	The objective/activity was completed late and/or below the required quality.	The objective/activity was completed on time and with unsatisfactory quality.	The objective/activity was accomplished on time and with good quality.	The objective/activity was completed ahead of schedule and with very good quality.	The objective/activity was accomplished on time and with quality beyond expectations.
Objective/activity evaluation					
Comments / explanations					

1.2. **Evaluation of the accomplishment of work tasks** (considering elements such as: planning and organization, decision-making, time management and dedication)

1.2.1. Planning and Organization: The ability to plan, organize and coordinate the activities and tasks of the job and of his/her subordinates is assessed.					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					
Comments:					
1.2.2. Decision-making: The ability to make correct, timely and operational decisions is evaluated, taking responsibility for the decisions made.					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					
Comments:					
1.2.3. Time Management – The ability to manage time effectively, completing tasks within set deadlines and using time productively is evaluated.					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					
Comments:					
1.2.3. Dedication and Responsibility – The level of dedication to duties and responsibilities is assessed, showing continuous commitment to achieving high results and fulfilling duties responsibly.					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					
Comments:					
1.2.4. Work effectiveness – The achievement of high work results within set deadlines and the effective use of resources to achieve set objectives are evaluated.					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					
Comments					

1.3. **Evaluation of professional abilities**

1.3.1. Analytical skills – The ability to analyse and process information in order to solve the problem faced while performing the job task is evaluated.						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark						
Comments:						
1.3.2. Initiative and creativity – the ability to take initiative and propose new ideas, as well as the development and implementation of innovative solutions to work challenges, is evaluated.						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark						
Comments:						
1.3.3. Effective communication – the ability to communicate clearly and appropriately with supervisors, subordinates, colleagues, citizens and other stakeholders, and to listen to and understand their requests and concerns						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark						
Comments:						
1.3.4. Collaboration and teamwork – the ability to work effectively in a group, share knowledge and support colleagues in achieving common goals						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark						
Comments:						
1.3.5. Adaptability and flexibility – the ability to adapt methods and approaches to changes in the work environment and to manage unexpected situations effectively						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark						
Comments:						
1.4. Evaluation of methodological, personal and social skills						
1.4.1. Interpersonal Communication - the ability to communicate effectively and empathetically with supervisors, subordinates, colleagues and citizens, building good relationships and trust						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark – Total ⁸						
Comments:						
1.4.2. Conflict Resolution – the ability to identify and manage conflicts constructively, promoting a healthy work environment						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark – Total						
Comments:						
1.4.3. Self-management and emotional control – the ability to manage emotions and stress effectively, while maintaining a positive and professional attitude in difficult situations						
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 - 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5	
Evaluation mark – Total						

⁸ The total includes the Grade of the Direct Supervisor/CAO/HRMSD Manager/Subordinate which are filled in Annex 2.1 of this Administrative Instruction and the mean of the evaluation is calculated. It should be noted that the evaluation for methodological, personal and social skills constitutes ten percent (10%) of the final evaluation results.

Comments:					
1.4.4. Cultural sensitivity and awareness – the ability to show respect and understanding for cultural diversity and to collaborate sensitively and effectively with people from different backgrounds					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark – Total					
Comments:					
1.4.5. Ethics and integrity – commitment to acting with utmost honesty and integrity, following ethical and moral standards in all professional actions					
	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark – Total					
Comments:					

2. Overall Performance Evaluation⁹

The overall performance evaluation is based on the employee's performance in achieving the above approved objectives and the results achieved in professional conduct.

Evaluation:

	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation of the direct supervisor					
Comments:					

Signature

1. I declare that I have carried out the above evaluation of the employee.

Supervisor Signature: _____ Date:

1. I declare that I have received and read the above evaluation.

- ☐ I agree with the evaluation
☐ I do not agree with the evaluation

HRMD Representative signature: _____

Date:

2. I declare that I have received and read the above evaluation.

- ☐ I agree with the evaluation.

⁹ Unacceptable. (1-1.5): It is an evaluation that shows that the civil servant has clearly and repeatedly failed to meet the expectations and requirements of his role. Performance is well below the established standards and immediate action for improvement is required.

Needs improvement; (1.5 – 2.5): It is an evaluation that shows that the civil servant has failed 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.

Meets expectations (2.5 – 3.5): It is an evaluation that shows that the civil servant has successfully fulfilled all the duties and requirements set for his role. His performance is in line with the established objectives, professional conduct and personal behaviour.

Exceeds expectations (3.5 – 4.5): This is an evaluation given to an employee who not only meets their objectives and duties, but significantly exceeds them. The employee demonstrates a high level of performance and efficiency, contributing significantly and positively to the achievement and exceeding of the unit's objectives. This assessment must be confirmed by the Chief Administrative Officer and the HRMD.

Outstanding Achievement (4.5-5): This is an evaluation given for rare and exceptional cases, when the employee has achieved exceptional results that have a major and visible impact at the country level. This assessment must be confirmed by the Chief Administrative Officer and the HRMD.

☐ I do not with the evaluation and request a re-evaluation.

Employee signature: _____

Date:.....

Evaluators re-evaluation

1. I declare that I have reviewed the employee's claims regarding the evaluation of work results and reassess the following:

.....
.....
.....
.....
.....
.....
.....
.....

HRMD Manager signature:

Date:.....

Employee Signature:

Date:.....

I declare that I will appeal my work performance evaluation at work for the period through legally prescribed means.

Employee signature:

Date:.....

Employee Professional Development Plan

The direct supervisor, in collaboration with the HRD, approves a list of mandatory training modules that the employee must attend in the coming year, and based on the assessment may also provide recommendations for transfer in order to improve work results.

Annex 2.1.: Evaluation of methodological, personal and social skills
Evaluation of methodological, personal and social skills by direct supervisor/CAO/HRMD Manager/Subordinate (Completed separately and sent to personnel)

Name and surname of the employee for whom the evaluation is being made:

Name and surname of the employee for whom the evaluation is being made:

Position of the evaluator (Indicate one of the positions: Direct Supervisor/CAO/HRMD Manager/Subordinate):.....

1.4.1 Interpersonal communication - the ability to communicate effectively and empathetically with supervisors, subordinates, colleagues, and citizens, building good relationships and trust

	<input type="checkbox"/> 1 – 1.5 ¹⁰	<input type="checkbox"/> 1.5 – 2.5 ¹¹	<input type="checkbox"/> 2.5 – 3.5 ¹²	<input type="checkbox"/> 3.5 – 4.5 ¹³	<input type="checkbox"/> 4.5 – 5 ¹⁴
Evaluation mark					

Comments:

1.4.2. Conflict resolution – the ability to identify and manage conflicts constructively, promoting a healthy work environment

	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					

Comments:

1.4.3. Self-management and emotional control – the ability to manage emotions and stress effectively, while maintaining a positive and professional attitude in difficult situations

	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					

Comments:

1.4.4. Cultural sensitivity and awareness – the ability to show respect and understanding for cultural diversity and to collaborate sensitively and effectively with people from different backgrounds

	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					

Comments:

1.4.5 Ethics and integrity – commitment to acting with high honesty and integrity, following ethical and moral standards in all professional actions

	<input type="checkbox"/> 1 – 1.5	<input type="checkbox"/> 1.5 – 2.5	<input type="checkbox"/> 2.5 – 3.5	<input type="checkbox"/> 3.5 – 4.5	<input type="checkbox"/> 4.5 – 5
Evaluation mark					

Comments:

Evaluator's signature: _____.

Data: _____

1 Annex 2.1 is completed by the direct supervisor/CAO/HRMD Manager/Subordinate. After completing this Annex, the same is sent to the HRMD Manager who together with and in the presence of the direct supervisor calculates the total evaluation and include it in Annex 2: Work Evaluation Form

11 Unacceptable

12 Needs improvement

13 Meets expectations

14 Exceeds expectations

15 Exceeds expectations