



Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria-Vlada-Government

**REGULATION (GRK) NO. 05/2025 ON THE EVALUATION OF
WORK RESULTS IN THE HEALTH SECTOR¹**

¹ Regulation (GRK) No.05/2025 on the Evaluation of Work Results in the Health Sector, has been approved in the 253-th Meeting of the Government of the Republic of Kosovo, with the Decision No.01/253, dated 21.03.2025.

Government of the Republic of Kosovo,

Pursuant to Article 93 paragraph 4 of the Constitution of the Republic of Kosovo, Article 84 paragraph 7 of Law no. 08/L-197 for Public Officials, in accordance with Article 8 (paragraph 4, sub-paragraph 4.5) of Law No. 08/117 on the Government of the Republic of Kosovo,

Approves:

REGULATION (GRK) NO. 05/2025 ON THE EVALUATION OF WORK RESULTS IN THE HEALTH SECTOR

Article 1

Purpose

This regulation defines the rules, criteria, methodology and procedures for evaluating the work results of health sector employees.

Article 2

Scope

This regulation applies to the employees of the professional category, specialists, low, middle and senior managers in the health sector.

Article 3

Definitions

1. The terms used in this Regulation have the following meaning:

1.1 **LPO** – means Law No. 08/L-197 for Public Officials;

1.2 **HRMU** – means the Human Resources Management Unit;

1.3 **Objectives** - are a summary of the employee's work duties for the evaluation period which derive from the unit's objectives, are in accordance with the job description and are determined together with the Leader;

1.4 **Professional behavior** - means performing professional work with integrity, impartiality, professionalism, respect and responsibility.

2. Expressions, terms and other abbreviations used in this Regulation have the same meaning as in the LZP.

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 public service employees 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 public service employees 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 public service employees.
2. Work objectives must be concrete, measurable, achievable, relevant, and have specified deadlines.
3. The setting of objectives and the individual plan for achieving the objectives is done in the month of January every year.
4. The setting of objectives is based on the objectives of the institution, the unit where the employee is employed, and the corresponding job description.
5. The evaluation form is kept 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 public service employees 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 public service employees during the performance of the duty, as well as the professional conduct; and
 - 2.3. Methodological, personal and social skills displayed by the public service employees during the performance of the duty.

3. The representative of the human resources unit confirms the objectives and performance appraisal for the public service employees.

Article 6

Work task performance appraisal

1. The public service employees 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. 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 the 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 public service employees is evaluated by the immediate supervisor for the professional skills displayed by the public service employees 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 public service employees 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 public service employees is done by the immediate supervisor, the chief administrative officer, and subordinate staff.

3. 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 public service employee 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 public service employee 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 public service employee 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 public service employee 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

Evaluation period

1. The evaluation of the work results of public service employees is done for a period as follows:

1.1. the public service employee who has a permanent employment contract is evaluated for the whole year, from January 1 to December 31. The evaluation procedure ends by February 28 of the following year,

1.2. employee who has a fixed-term employment contract, the evaluation period is 1/6 of the validity period of the contract. The evaluation procedure is completed within one month after the evaluation period.

2. If the employee is evaluated at the "unacceptable" level, he must be subjected to a special evaluation.

3. The special assessment period as in paragraph 2 of this article is half of the periodic assessment period determined according to paragraph 1 of this article.

4. The assignment of objectives and the assessment process for the special assessment is the same as for the regular assessment.

5. In cases of a change of supervisor before the end of the annual evaluation, each supervisor evaluates the employee only for the corresponding period of supervision. The IMBN ensures that the supervisor who is replaced, makes the assessment for the relevant period at the end of the supervision.

6. A copy of the evaluation is delivered to the employee who has been evaluated, while a copy becomes part of the evaluated employee's file.

Article 11

Evaluation of progress achieved during the evaluation period

The supervisor, at least once during the evaluation period and/or whenever he deems necessary, holds meetings with the employee to review the progress made in achieving the defined objectives and professional behaviors as well as to provide suggestions for necessary improvements.

Article 12

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 13

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 14

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 the employee.

Article 15

Complaints

A employee dissatisfied with the “unacceptable” and “needs improvement” appraisal is entitled to submit a complaint to Appeals Komitty of institution within the term of thirty (30) days.

Article 16

Evaluation Form

An integral part of this Regulation is Appendix No. 1 - Form for evaluation of work results.

Article 17
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 18
Entry into force

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

Albin Kurti

Acting Prime Minister of the Republic of Kosovo

25 March, 2025

Appendix No. 1: Form for evaluation of work results



Republika e Kosovës
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Qeveria - Vlada - Government

Form No. 1

**FORM FOR PERFORMANCE APPRAISAL OF PUBLIC SERVICE EMPLOYEES FOR
THE MIDDLE, LOWER MANAGEMENT, SPECIALIST AND PROFESSIONAL
CATEGORY - (HEALTH SECTOR)**

I. General information

Institution	
Organizational unit	
The appraisee (<i>name and surname</i>)	
Job position of the appraisee	
The appraiser (<i>name and surname</i>)	
Job position of the appraiser	

II. Appraisal based on the job objectives/tasks of the job position - (*depending on the job position, the number of job objectives/tasks and activities may be greater or lesser*)

No.	Job objective/task	Activity	Appraisal by supervisor (Score ⁱ)	Appraisal by employee ⁱⁱ (Score ⁱⁱⁱ)	Appraisal by ULA ^{iv} (Score ^v)
1		1.1 1.2 1.3			
2		2.1 2.2 2.3			
3		3.1 3.2 3.3			
4		4.1 4.2 4.3			

The above objectives have been approved by the parties.

1. Supervisor (appraiser): _____; Date: _____
2. Employee (appraisee): _____; Date: _____
3. HRMU: _____; Date: _____

<p>To justify the assessment of objectives:</p>
<p>1. ASSESSMENT OF THE REALIZATION OF JOB TASKS:</p>
<p>1.1 Planning and organization: The ability to plan tasks and set priorities effectively is assessed, as well as the efficient use of human and material resources to accomplish these tasks.</p>
<p>Score: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by Employee^{vi}: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by ULA^{vii}: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>To justify the assessment:</p>
<p>1.2 Decision-making: The ability to analyse situations and make reasoned decisions is assessed, as well as to understand the consequences of decisions made.</p>
<p>Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>To justify the assessment:</p>
<p>1.3 Time management: The ability to manage time effectively, completing tasks within set deadlines and using time productively, is assessed.</p>
<p>Score: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)</p>
<p>To justify the assessment:</p>
<p>1.4 Commitment and accountability – The level of dedication to duties and responsibilities is assessed, showing continuous commitment to achieving high results and fulfilling duties responsibly.</p>

Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
1.5 Work effectiveness – Achieving high work results within set deadlines and using resources effectively to achieve set objectives is assessed.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
2. ASSESSMENT OF PROFESSIONAL SKILLS:
2.1 Analytical skills – The ability to analyze and process information in order to solve the problem faced while performing the job task is assessed.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
2.2 Initiative and creativity – The ability to take initiatives and propose new ideas, as well as the development and implementation of innovative solutions to work challenges, is assessed.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)

Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
2.3 Effective communication – The ability to communicate clearly and appropriately with supervisors, subordinates, colleagues, citizens, and other stakeholders, as well as to listen to and understand their requests and concerns, is assessed.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
2.4 Collaboration and teamwork – The ability to work effectively in a team, share knowledge and support colleagues in achieving common goals.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
2.5 Adaptation and flexibility – The ability to adapt methods and approaches to changes in the work environment and to manage unexpected situations effectively;
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:

2.6 Compliance with rules and procedures - Commitment to follow the rules, policies and procedures set by the institution, to act in accordance with professional and ethical standards.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
3. ASSESSMENT OF METHODOLOGICAL, PERSONAL AND SOCIAL SKILLS
3.1 Interpersonal communication - The ability to communicate effectively and empathetically with supervisor, subordinates, colleagues and citizens, building good relationships and trust.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
3. ASSESSMENT OF METHODOLOGICAL, PERSONAL AND SOCIAL SKILLS
3.2 Conflict resolution - The ability to identify and manage conflicts constructively, promoting a healthy work environment.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:

3. ASSESSMENT OF METHODOLOGICAL, PERSONAL AND SOCIAL SKILLS
3.3 Self-management and emotional control - The ability to manage emotions and stress effectively, maintaining a positive and professional attitude in difficult situations.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
3. ASSESSMENT OF METHODOLOGICAL, PERSONAL AND SOCIAL SKILLS
3.4 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.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:
3. ASSESSMENT OF METHODOLOGICAL, PERSONAL AND SOCIAL SKILLS
3.5 Ethics and integrity - Commitment to acting with high honesty and integrity, following ethical and moral standards in all professional actions.
Score by Supervisor: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by Employee: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
Score by ULA: <input type="checkbox"/> extraordinary achievement (5) <input type="checkbox"/> exceeds expectations (4) <input type="checkbox"/> meets expectations (3) <input type="checkbox"/> needs improvement (2) <input type="checkbox"/> unacceptable (1)
To justify the assessment:

Average score for objectives^{viii}: ____^{ix}/____^x/____^{xi};
 Average score for the accomplishment of work tasks^{xii}: ____/____/____;
 Average score for professional skills^{xiii}: ____/____/____;
 Average score for methodological, personal and social skills^{xiv}: ____/____/____.

Overall Score^{xv}: ____/____/____.

Final Score^{xvi} _____

1. Signature of appraiser/supervisor _____ / date _____
2. Signature of appraiser/employee^{xvii} _____ / date _____
3. Signature of the appraiser/ULA^{xviii} _____ / date _____

Comments from the appraisee in case they are dissatisfied with the appraisal of the appraiser:

Signature of the appraisee^{xix} _____ / date _____

ⁱOnly the objective is scored, not the activities.

ⁱⁱIn cases of assessment of low, middle and high management levels.

ⁱⁱⁱOnly the objective is scored, not the activities.

^{iv}Senior Administrative Head - In cases of appraisal of low, middle and high management levels

^vOnly the objective is scored, not the activities.

^{vi}In cases of assessment of low, middle and high management levels (applies to all elements).

^{vii}In cases of assessment of low, middle and high management levels (applies to all elements).

^{viii}The average objective score is calculated by adding the scores of all appraised objectives and dividing by the number of appraised objectives.

^{ix}Score of Supervisor.

^xScore of Employee.

^{xi}Score of Senior Administrative Head.

^{xii}The average score for the realisation of work tasks is calculated by adding the scores of all assessed elements and dividing by the number of assessed elements.

^{xiii}The average professional skills score is calculated by adding the scores of all assessed elements and dividing by the number of assessed elements.

^{xiv}The average score for methodological, personal and social skills is calculated by adding the scores of all assessed elements and dividing by the number of assessed elements.

^{xv}The overall score is calculated by adding 60% (multiplied by 60 and divided by 100) of the average score of the objectives, 30% (multiplied by 30 and divided by 100) of the average score of professional skills and 10% (multiplied by 10 and divided by 100) of the average score of methodological, personal and social skills.

^{xvi}In cases of low, middle and high management level appraisals, the final score is calculated by adding up the ratings of all appraisers and dividing by the number of appraisers.

^{xvii}In cases of assessment of low, middle and high management levels.

^{xviii}In cases of assessment of low, middle and high management levels.

^{xix}If dissatisfied with the appraisal, the appraisee makes a note in the signature area and writes his/her possible comments in the section provided on the appraisal form.