



Republika e Kosovës
Republika Kosova/Republic of Kosovo
Akademia e Drejtësisë/Akademija Pravde/Academy of Justice

The Steering Council of the Academy of Justice,

Pursuant to Article 10, paragraph 1, subparagraph 1.1 of Law No. 05/L-095 on Academy of Justice, as well as Article 6, paragraph 3 of Law No. 08/L-294 on amending and supplementing the Law No. 08/L-197 on Public Officials, at the meeting held on 30 July 2026, hereby approves:

REGULATION No.03/2026
ON THE PERFORMANCE APPRAISAL OF OFFICIALS AT THE ACADEMY
OF JUSTICE

Article 1
Purpose

This Regulation establishes the rules, methodology and procedure for the performance appraisal of officials at the Academy of Justice.

Article 2
Scope

1. This Regulation applies to all categories of officials at the Academy of Justice.
2. By way of exception to paragraph 1 of this Article, the provisions of this Regulation shall not apply to the position of the Executive Director of the Academy of Justice and members of the governing bodies with a fixed term of office.

Article 3
Definitions

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

- 1.1 **LAJ** – means Law on the Academy of Justice;
- 1.2 **LPO** – means Law No. 08/L-197 on Public Officials;
- 1.3 **Professional conduct** – means performing professional duties with integrity, impartiality, professionalism, respect and accountability.
- 1.4 **Performance appraisal** – means the process of appraising the achievement of work objectives for all AJ staff and appraising their competencies for the purpose of achieving the objectives;
- 1.5 **The appraisee** – the official who is subject to performance appraisal;
- 1.6 **The appraiser** – the immediate supervisor of the administrative staff who carries out the performance appraisal;
- 1.7 **Appraisal period** – means the period for which the performance of Academy officials is appraised and covers the period from 1 January to 31 December;
- 1.8 **AoJ** – means the Academy of Justice.

2. The use of a term in one gender shall include the other gender.

Article 4

Setting objectives

- 1. The individual objectives of an AJ official shall be set by the immediate supervisor in cooperation with the civil servant, together with the individual work plan for achieving those objectives. When setting the objectives, the Office of Human Resources shall ensure that the individual work plan includes the training necessary for the official.
- 2. The individual work plan referred to in paragraph 1 of this Article may be reviewed by the immediate supervisor and the Human Resources Officer, in cooperation with the civil servant. The work objectives shall be specific, measurable, achievable, relevant and time-bound.
- 3. The objectives and the individual plan for achieving those objectives shall be established in January of each year.
- 4. The objectives shall be established based on the objectives of the institution, the division or department in which the civil servant is employed, and the relevant job description.
- 5. The work plans shall be maintained in the physical and electronic personnel file of each civil servant.

Article 5

Performance appraisal

- 1. Performance appraisal is a continuous process, which includes the appraisal of the achievement of predetermined objectives, the appraisal of the civil servant's professional, methodological, personal and social competencies in achieving those objectives, and the overall fulfilment of the responsibilities of the unit.

2. Performance appraisal shall be based on:

2.1 the performance of work duties, including:

2.1.1 the objectives set out in the annual individual work plan, the fulfilment of work duties in accordance with the relevant job description, and the objectives of the unit and the institution; and

2.1.2 the performance of other duties that were not predetermined or could not have been predetermined;

2.1.3 the professional competencies demonstrated by the civil servant in the performance of his/her duties, as well as professional conduct;

2.1.4 the methodological, personal and social competencies demonstrated by the civil servant in the performance of his/her duties.

3. The Human Resources Officer shall confirm the objectives and the performance appraisal of the civil servant in the personnel file.

Article 6

Performance appraisal of work tasks

1. The civil servant of AD shall be 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 duties that have not been defined beforehand or could not be defined beforehand.

2. In addition to paragraph 1 of this Article, the performance appraisal of work tasks shall also take into account the following elements:

2.1 **Planning and organization** – the ability to plan tasks and set priorities effectively, as well as the efficient use of human and material resources for the implementation of such duties;

2.2 **Decision-making** – the ability to analyse 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 the prescribed deadlines and using time productively.

2.4 **Commitment and accountability** – the level of commitment to tasks and responsibilities, showing continuous commitment in achieving high results and performing duties responsibly;

2.5 **Effectiveness at work** – achieving high results at work within the prescribed deadlines and using resources effectively to achieve the established objectives.

2.6 **Initiative and creativity** – the employee's ability to take initiative in the performance of work tasks, contributing to increased efficiency and effectiveness, as well as solving problems through new ideas, alternatives and creativity;

2.7 **Communication and representation** – the ability to communicate effectively (orally and in writing) with supervisors, subordinates and parties, the ability to explain assigned duties and objectives, as well as the ability to represent the institution within the scope of his/her competences;

- 2.8 Cooperation and teamwork** – the ability to work effectively in a team, share knowledge and support colleagues in achieving common goals;
- 2.9 Adaptability and flexibility** – the ability to adapt methods and approaches to changes in the working environment and to manage unexpected situations effectively.

Article 7

Appraisal processes

1. The appraisal of the work performance of a civil servant employed at the Academy of Justice consists of the following processes:
 - 1.1 continuous monitoring of work performance by the immediate supervisor;
 - 1.2 annual appraisal of work performance by the immediate supervisor.
2. If, during the appraisal period, the civil servant's immediate supervisor changes before completion of the annual appraisal, the former supervisor shall evaluate the civil servant only for the respective period, whereas the appraisal for the remaining period shall be conducted by the subsequent immediate supervisor.
3. The appraisal of civil servants' work performance may also be conducted outside the regular appraisal period in cases of resignation, dismissal or termination of the employment relationship.

Article 8

Appraisal of methodological, personal and social competencies

1. The civil servant of the Academy of Justice shall be appraised by the immediate supervisor regarding the methodological, personal and social competencies demonstrated in the performance of his/her duties.
2. In the case of lower and middle management categories, the appraisal of the civil servant shall be carried out by the immediate supervisor, the chief administrative officer and subordinate staff.
3. In addition to paragraph 1 of this Article, the appraisal of methodological, personal and social competencies shall also take into account the following elements:
 - 3.1 Interpersonal communication – the ability to communicate effectively and empathetically with supervisors, subordinates, colleagues and citizens, while building good relationships and trust;
 - 3.2 Conflict resolution – the ability to identify and manage conflicts constructively, promoting a healthy working environment;
 - 3.3 Self-management and emotional control – the ability to manage emotions and stress effectively while maintaining a positive and professional attitude in difficult situations;

- 3.4 Cultural sensitivity and awareness – the ability to demonstrate respect and understanding for cultural diversity and to cooperate sensitively and effectively with people from different backgrounds;
- 3.5 Ethics and integrity – commitment to acting honestly and with a high degree of integrity, while observing ethical and moral standards in all professional activities.

Article 9

Appraisal levels

1. The work performance appraisal levels are:
 - 1.1.Outstanding Achievement;
 - 1.2.Exceeds Expectations;
 - 1.3.Meets Expectations;
 - 1.4.Needs Improvement;
 - 1.5.Unsatisfactory.
2. During the appraisal process, the immediate supervisor shall be obliged to evaluate the employee objectively and provide justification for the appraisal.
3. The appraisal levels shall be interpreted as follows:
 - 3.1.“Outstanding Achievement” is an appraisal awarded in rare and exceptional cases where the servant has achieved outstanding results having a significant and visible impact at the institutional and respective unit level;
 - 3.2.“Exceeds Expectations” is an appraisal awarded to a servant who not only fulfils his/her objectives and duties but clearly exceeds them. The servant demonstrates a high level of performance and efficiency, making a significant and positive contribution to achieving and surpassing the objectives of the respective unit;
 - 3.3.“Meets Expectations” is an appraisal indicating that the servant has successfully fulfilled all duties and requirements established for his/her role. His/her performance is in accordance with the established objectives, professional conduct and personal conduct;
 - 3.4.“Needs Improvement” is an appraisal indicating that the servant has not fully met the expectations and requirements of his/her role. There are areas requiring significant improvement in order to reach the expected level of performance;
 - 3.5.“Unsatisfactory” is an appraisal indicating that the servant has repeatedly and substantially failed to meet the expectations and requirements of his/her role. The employee's performance is well below the established standards and immediate corrective action is required.
4. In the case of an appraisal at the levels “Unsatisfactory” or “Needs Improvement”, the immediate supervisor, in cooperation with the Human Resources Office of the institution,

shall approve mandatory training for the improvement of professional competencies, which the servant shall attend during the first quarter of the following year after the appraisal.

5. Based on the appraisal, the immediate supervisor or the Human Resources Office may also recommend a transfer with the aim of improving work performance.

6. At the end of the appraisal period, the immediate supervisor and the Human Resources Officer shall hold a meeting with the servant regarding the work performance appraisal. Following the meeting, the immediate supervisor approves the appraisal form, which is signed by all parties.

Article 10

Appraisal period

1. The officer of the Justice Academy shall be evaluated for the entire calendar year, from 1 January to 31 December.

2. The appraisal process in the employees' electronic system shall be carried out from 1 January to 28 February of the following year.

3. Where an employee is evaluated at the levels "Unsatisfactory" or "Needs Improvement", in addition to the mandatory training, the immediate supervisor, in cooperation with the Human Resources Office, shall decide that the employee be subject to a special appraisal.

4. Mandatory training shall be focused on improving the weaknesses, challenges and difficulties identified during the appraisal of the achievement of objectives, as well as improving the civil servant's professional conduct.

5. the employee appraised as "Needs Improvement" or "Unsatisfactory" may not apply for movement within the category or for an internal competition for a higher position than the one currently held.

6. The special appraisal period referred to in paragraph 3 of this Article shall last three (3) months.

Article 11

Methodology for calculating the final appraisal result

1. The appraisal of work performance shall be carried out as follows:

1.1. appraisal of the performance of work tasks shall account for sixty per cent (60%) of the final appraisal result;

- 1.2. appraisal of professional competencies shall account for thirty per cent (30%) of the final appraisal result;
 - 1.3. appraisal of methodological, personal and social competencies shall account for ten per cent (10%) of the final appraisal result.
2. The appraisal level shall be determined as the average of the appraisal of the three (3) appraisal components referred to in paragraph 1 of this Article.

Article 12

Professional insufficiency

1. Professional insufficiency means the complete lack of the civil servant's ability to perform the work tasks related to his/her position, repeated lack of accuracy and commitment, or repeated failure to improve professionally in the performance of tasks.
2. A civil servant who, despite the measures undertaken, is appraised as "Unsatisfactory" for two (2) consecutive years shall be deemed to have professional insufficiency.
3. Before determining professional insufficiency, the supervisor shall meet with the civil servant and provide recommendations for improvement within a reasonable period, not exceeding three (3) months. If the servant fails to demonstrate improvement within this period, the supervisor may determine professional insufficiency.
4. The following measures shall be undertaken against a civil servant found to have professional insufficiency:
 - 4.1. mandatory attendance of training for the improvement of professional competencies;
 - 4.2. transfer to another position.
5. The determination of professional insufficiency shall be made by the immediate supervisor with the approval of the Chief Administrative Officer.
6. Disciplinary proceedings shall be initiated against a civil servant who refuses to attend the mandatory training, in accordance with the Regulation on Disciplinary Procedure and Complaints.
7. A civil servant against whom a decision on transfer to another position has been issued pursuant to paragraph 4, subparagraph 4.2 of this Article shall have the right to lodge an appeal with the Independent Oversight Board for the Civil Service of Kosovo (IOBCSK) within thirty (30) days from the date of receipt of the decision.

Article 13
Technical support for the appraisal process

1. The Human Resources Office of the institution shall provide technical support in the work performance appraisal process and shall be responsible for the following:

- 1.1. notifying in advance all participants in the appraisal process of the deadlines for each stage of the appraisal process;
- 1.2. participating in, supporting and monitoring every appraisal process in accordance with this Regulation;
- 1.3. during the appraisal period, identifying training needs aimed at enhancing work performance and improving the professional conduct of the civil servant.

Article 14
Appeals

1. A civil servant dissatisfied with the final appraisal shall have the right to lodge an appeal with the (IOBCSK) within thirty (30) days.

Article 15
Repeal

Upon the entry into force of this Regulation, all previous acts regulating the appraisal of civil servants at the Justice Academy shall be repealed.

Article 16
Entry into force

This Regulation shall enter into force upon its approval.

Fejzullah Rexhepi

Chairman of the Steering Council
Academy of Justice