



The Manual For Internal Staff Evaluation

KOSOVO ACCREDITATION AGENCY
PRISHTINA , MARCH 2021



Project name: **“Supporting Kosovo Accreditation Agency on achieving some of the ENQA’s recommendations”**

Financed by: **University Support Grants Program, U.S. Embassy in Kosovo**

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March, 2021

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INTRODUCTION

The purpose of this manual is to provide guidelines for a performance evaluation process to be implemented by the Kosovar Accreditation Agency - KAA. Kosovar Accreditation Agency is committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the agency to achieve its objectives.

PERFORMANCE MANAGEMENT PROCESS

Definition and Purpose Performance Management is an ongoing organizational process that is conducted to maximize the productivity of employees with the overall intention of improving the organization's effectiveness. It should align with the institution's strategic goals and require open communication among managers and staff.

Performance Management Process serves two main purposes:

- **Administrative Purpose** - KAA can use the performance evaluation information in many administrative decisions: salary administration, promotions, retentions/terminations, rotations and layoffs.
- **Developmental Purposes** – Performance management seeks to improve performance of the employees. The feedback given during a performance evaluation process identifies the employee's strengths and weaknesses. This enables the managers to plan for addressing weaknesses.

PART I. Guideline

The Guiding Principles

The Guiding Principles are the core elements of the new Performance Management process. All procedures, tools and actions should be aligned and supportive of these principles:

- **DEVELOPMENT FOCUS,**
- **REGULARY** rather than once a year,
- **TRUST & EMPOWERMENT** rather than control,
- **PURPOSE DRIVEN,**
- **FEEDBACK** rather than rating.

1.1 Development Focus

Development is the key element that needs to be reflected at different stages of the performance management process and should be a topic of regular exchange between the supervisor and the employee. Through development, we can ensure employee growth and sustainable performance. Ongoing feedback to the employee is a basis for identifying strengths, areas needing improvement and evaluates the progress towards improved knowledge, skills and competencies.

1.2 Real- time

Performance-related exchanges between supervisor and employee should be as frequent as possible (and necessary). Real-time feedback from colleagues, supervisors as well as direct reports should always be available and encouraged. The Performance Management process and forms need to be adjusted in such a way as to make this possible, and support the focus of the feedback as well as real-time feedback

1.3 Trust and Empowerment

The new Performance Management framework is built upon an environment of trust, the responsibility of which is shared by both the employee and the manager. They should discuss the concepts of trust and empowerment and try to understand each other's perceptions and needs. Using this strategy will create conditions in which people (or: employees) aim to do their best. All parties involved need to understand that with a higher level of autonomy, more responsibility and accountability will result. .

1.4 Purpose Driven

Purpose is a very important element for both employees and supervisors. Providing employees with a purpose is a pre- requisite for their engagement and motivation. Purpose means different things to different people. For some employees purpose provides an answer as to how they can support the institution in achieving its strategic objectives; for others it is seeing how their current contributions fit into the bigger picture. Supervisors are responsible for helping employees find answers to these questions, and they regularly approach the topic of purpose and WHY things should be done (or done in certain way). Assigning a task should always start with an answer to a question – why should it be done?

1.5 Feedback

Feedback is essential to Performance Management practices. There has to be a stronger feedback culture which must be promoted in all directions. Feedback is also the basis for development and needs to focus more on the future (providing a guidance element) and not solely on the past. Other important core elements about the feedback are that it needs to be timely; specific and qualitative (not only numeric based)

Part II: Employment Terms and Conditions

2. HR Policy

The Kosovar Accreditation Agency shall apply correct, impartial, equal and non-discriminatory methods during recruitment, training, promotion of employee, terms and conditions of employment, disciplinary measures, termination of the contract of employment, and/or other matters arising out of the employment relationship and regulated by Law.

2.1 Age of employment

The minimum age for employment is eighteen (18) years and the mandatory age of retirement is sixty-five (65) years.

2.2 Employment Contract

The Kosovar Accreditation Agency will offer an employment contract for one of the following:

- a) An indefinite period of time;
- b) A fixed period; or
- c) Specific tasks and duties

2.2.1 Contract content

The employment contract shall be signed and dated by the employer (Kosovar Accreditation Agency) and the employee and will include the following provisions:

- a) data about the employer
- b) data about the employee
- c) designation, nature of labor and/or services and the job description
- d) the place of work (branch/office location)
- e) working hours and working schedule
- f) the date of commencement of employment
- g) the duration of the Employment Contract
- h) the gross salary
- i) the length of vacations
- j) guideline for termination of the employment relationship

2.2.2 Contract Annexes (Changes)

Annexes (changes) to the employment contract, stating changes to the regular contract (i.e. salary, position, etc), will be prepared by the Human Resources Department, and shall be signed by the employer and the employee. When an employee on the trainee level passes the probation period, the HR Manager shall get the approval of employee's manager for preparing the annex/changes for new employment conditions (validity of the contract, salary, position).

Employee's immediate supervisor will submit the Performance Evaluation to HR as an approval for preparing a new contract.

Any future changes in the position or salary, an annex/change will be made to the regular contract and should have prior approval by Executive Management.

2.3 Language

Kosovar Accreditation Agency employment contracts shall be prepared in the Albanian language, as the official language used in Kosovo. To ease the communication process and avoid disputes between employees of different ethnic backgrounds, all formal communications will be held in using the English language.

2.4 Prohibition of Employment

It is a condition of employment that the Employee does not have a criminal record which would cause the Employer to have doubts about the Employee's integrity in work.

Employees will be required to submit a certificate from the relevant authority of Kosovo to demonstrate that he/she does not have a criminal record.

In the event that the Employee is investigated for a crime while he/she is employed under this contract then he/she agrees to notify his/her supervisor and if the crime is serious or if the company considers it sensitive for its reputation, the institution reserves the right to suspend or terminate the employment.

2.5 Working Hours

Each employee of the Accreditation Agency shall work 40 hours per week. The division of working hours during the week shall be decided by the agency's management depending on the operational needs and requirements of the institution. A work week shall be organized when necessary to work in shifts, during the night, on weekends and during national holidays.

When necessary to work more than 40 hours (up to 32 hours in a month) time shall be compensated with time off or money as per decision made between the employee and his/her manager.

It is expected that all employees will complete their assigned duties during a regular 40-hour work week. It is the responsibility of managers to establish challenging and appropriate goals that can be realistically achieved in a regular work period.

2.5.1 Breaks during Working Hours

An employee working full-time is entitled to a 60-minute break each day.

2.6 Job Descriptions

Job Descriptions shall be agreed upon between each employee and his/her supervisor, and after approval by Director/Manager of the institution, the final approval should be granted by the Internal Control. The Job Description shall include the relevant responsibilities, basic activities, reporting and subordination, and constitute an integral part of each employee's Employment Agreement.

2.6.1 Job Description Procedure

- a) All job descriptions shall be prepared by the Director/ Manager of the Department for their employees and after being approved by Internal Control, it should be submitted to HRD.
- b) Employees shall be required to perform the responsibilities and activities included in the Job Description applicable to the respective staff position.
- c) Failure to perform duties, responsibilities or activities as per employee's Job Description, any unauthorized performance or lack of applying appropriate duties outside the employee's job description, or any insubordination shall constitute a disciplinary violation and shall be treated according to disciplinary procedures.

Each employment contract will specify the main duties of the job as detailed in the Job Description, which is a separate document.

2.7 Performance Evaluation Policy

The institution has implemented a system for an annual performance evaluation for all employees to be completed at the end of each year. Every beginning of the year, in January, the Management of the institution in cooperation with employee determines the objectives for the whole year, for which by the end of the year, the performance will be evaluated on achievement of these objectives.

However, based on the best practices and reflection to the Management by Objectives, Kosovar Accreditation Agency will conduct performance evaluation twice a year (in July each year, and January next year). This will enable employees to reflect and improve the identified weaknesses, when applicable.

2.7.1 Performance Evaluation Procedure

- a) The performance evaluation requires that both parties (employee and direct supervisor) prepare themselves well in advance of the meeting. The meeting requires a two-way discussion between the employee and the direct supervisor and an agreement should be reached between the two parties about the performance and the goals to be set.
- b) After the agreement is reached, a form will be completed and signed by the employee and the direct supervisor.
- c) The Performance Evaluation Form should be submitted to HRD or Executive Management and should be kept in the employee's personal file.

2.7.2 Year-end Performance Review

There will be an annual Performance Evaluation for each employee, to be prepared by the employee's immediate supervisor. This Performance Evaluation will be based on the job description, on the personal and professional objectives and goals of the employee, and on the fulfilment of the conditions listed in the Employee Manual.

All employees are required to have an overall performance review annually which will be completed each January.

All completed evaluation forms must be returned to HRD or Executive Management for processing and filing, no later than the beginning of February for previous calendar year's evaluation.

2.7.3 Traineeship Performance Review

The employees that are subject to a probationary period are also subject to a probationary performance review. The probationary period may last up to six months and begins on the first day of employment, unless specified differently in the individual's Employment contract.

2.8 Wages

Remuneration packages, based on employment grade, set by the law for civil servant that are currently applicable will be payable on or before the last business day of each month; The Kosovar Accreditation Agency pays twelve (12) monthly salary to its staff. The level of the staff's salary is calculated based on the law for civil servants salary structure, according to three criteria including education, experience and the job's responsibility.

Wages will be deposited into the employee's bank account. Gross salary will be considered as payment for working for one whole month. One day is equal to the calculation: gross salary divided by number of working days per month (Monday-Friday). One hour is equal to the following calculation: gross salary divided by number of working days per month (Monday-Friday) divided by 8.

The Institutions will take tax and pension deductions from the employee's gross wages, based on Regulation on Personal Income Tax and Regulation on Pensions in Kosovo.

2.9 Leaves

2.9.1 Annual Leave

- a)** An employee is entitled to a paid annual leave for four weeks during a calendar year, despite if he/she works a full-time or part-time job. If the employees joins mid-year the number of days shall be pro-rated.
- b)** The increase of days for annual leave shall be based on the employee's work experience, whereby one day shall be added for every five years of service. Work experience shall be based upon data in an employee's Labor Card.
- c)** Unused annual leave shall not be compensated in money, unless the employment relationship of an employee is about to expire.
- d.** Every public employee has the right to use holiday up to 20 working days with full payment.

2.9.2 The procedure for the use of Annual Leave

- a)** Each employee, wishing to take a leave, should complete a Leave request (at least two days before the beginning of the leave). This should be signed by the immediate supervisor and sent to the HRD. HRD will keep track of all employee leaves.
- b)** The schedule for the use of annual leave shall be approved by the manager in agreement with the employee, in compliance with this procedure and with Labor Law and Regulation for holidays and working schedule for public servants.

- c) When setting the schedule for the use of annual leaves, the manager may take into account the reasonable requests and with the employee.
- d) For the required use of the annual leave, an employee shall inform his/her direct supervisor at least 15 days prior to the commencement of the planned use of the annual leave.
- e) When granting the annual leave, a decision is issued to the employee, for the schedule and length of the annual leave at least five days prior to the commencement of the scheduled annual leave.
- f) Annual leave may be used in two or more parts, with approval of the manager. One part shall be for ten s uninterrupted days during a calendar year.
- g) Employees are encouraged to use their annual leave within the calendar year for which the leave is a due; all vacation shall be used no later than by 30 June of the following calendar.
- h) All Heads/Managers of Departments shall prepare a schedule plan for the use of leaves of their employees;
- i) If a recognized holiday falls during an employee's regular work week while the employee is on annual leave, the employee is entitled to an additional leave day with pay;
- j) Employees are not allowed to work and sign documents during their leave.

2.9.3 Additional pay leaves

Employees are entitled to paid absences from work up to:

- a)** Five days in case of his/her marriage;
- b)** Five days in case of the death of a close member of family (mother/father, brother, sister, husband/wife, and children);
- c)** Three days for the birth of a child (paternity leave);
- d)** One day in every case of voluntary blood donation.

A Director/Manager will issue a decision for a holiday (leave) to the employee, for all kinds of leaves.

Additional pay leaves shall be granted for the purpose for which it is intended and cannot be accumulated or compensated, in part, or, in whole, into cash compensation.

2.9.4 Sick benefits

- a)** Employees are entitled to twenty (20) working days for sick benefits (paid leave with full pay) during the year. Sick leave entitlement shall be in proportion to the period of employment in the year.
- b)** An employee is entitled to sick leave without payment, and it should have prior approval by his/her direct supervisor, and then by Executive Management.
- c)** An employee is entitled to 70% salary compensation for sick leave as a result of a documented occupational injury and/or a related illness as a result of performing work duties or services for the employer. This applies after an employee is absent from work for 10 days and with a maximum of 90 working days.

- d) Employees should notify the immediate supervisor within the first hours of the working day, when they will not be able to be present at work due to sickness.
- e) If the employee is absent for more than three days is, the employee is required to submit a medical certificate issued by Family Medical Centre. The medical certificate should be attached to the HR-04 form.

2.9.5 Maternity leave

- a) An employed woman is entitled to twelve (12) months of maternity leave.
- b) Upon presenting a medical certificate the woman may commence the maternity leave for up to forty-five (45) days before the expected date of birth. In the period from twenty-eights (28) days before expected childbirth, the manager with consent of the pregnant women may request that she begin the maternity leave early if the employer finds that the woman is not able to perform her functions. The request should be submitted to HR prior to going on maternity leave, with exact days of the expected leave (6,9 or 12 months).
- c) During First six (6) months of maternity leave, the payment shall be made by the employer with the compensation of seventy percent (70%) of basic salary.
- d) During the following three (3) months, the employee on maternity leave shall be paid by the Government of Kosovo with the compensation of fifty percent (50%) of an average salary in Kosovo. For realization of financial payment for the quarter of maternity leave which is paid by the Government with the compensation of fifty percent (50%) of average salary in Kosovo, female employees must submit the written request prepared by Ministry of Labor and Social Welfare. In addition to the written request, it is necessary to submit the following documents to the MLSW:
- Employment contract signed by the employee and the employer;
 - Decision issued by employer for maternity leave for a period of nine months, respectively 12 months.
 - Copy of release paper to the health institution where the child was born.
 - Copy of ID
 - Copy of personal bank account
 - Certificate for payment for tax obligations issued by Tax Administration of Kosovo for last six months.
- e) The employed woman shall have the right, according to the Law, to extend her maternity leave for an additional three (3) months without payment.
- f) If the person does not want to use the right to a maternity leave from paragraph d) and e) of this Article, she shall notify her employer at least fifteen (15) days before the end of the leave, according to paragraph c) of this Article.

- g) The father of the child may assume the rights of the mother if the mother dies or abandons the child before the end of the maternity leave.
- h) The rights from paragraph d) and e) of this Article may be conveyed to the father of the child in agreement with the mother. Same documentation as in paragraph (d) should be submitted by the father at the Ministry of Labor and Social Welfare , as well as including the decision issued by the employer.

2.9.6 Unpaid leave

Kosovar Accreditation Agency may allow the employee to be absent at work without compensation of salary.

Unpaid leaves require the approval of the first direct supervisors/manager. In addition, it requires the approval of the Executive Management. During the time of unpaid leave the employee shall cease all its rights and duties from the employment relationship. One day of unpaid leave will be calculated as gross salary / number of working days for that month when the leave occurred.

2.9.7 Official Holidays

Employees are entitled to paid holidays on the days specified as official holidays according to the Kosovo Assembly Law Nr. 03/L-064. Official holidays that coincide with working days shall not be counted as annual leave days. An employee shall be entitled to additional payment for working during official holidays, with an additional 50% payment per hour.

Part III: Recruitment, Transfer and Promotion

3. Personnel Selection Policy and Procedure

The Kosovar Accreditation Agency personnel selection policy and procedures are based on equality, transparency and objective principles. HR officers together with the managers of the relevant field is responsible for the recruitment procedures.

3.1 Types of Vacancy Announcement:

- a) Trainee/Regular Staff
- b) Managerial positions

3.1.1 Process Selection for Trainee/Regular Staff

The HR department is responsible for observation, organization and implementation of the personnel selection procedures. These are the following stages of selection:

- a) A vacant position is requested from the manager of the relevant department and after having agreed with the Managing Director forwards the job requirement to the HR department.
- b) The HR department is responsible for preparing the announcement regarding a vacant position by means of the internet/newspaper and other relevant communication tools. The requirements for making the announcement are based on job description and background requirements. If management considers that the position may be filled from the actual staff, the vacancy may be published only internally.
- c) **The** HRD of the institution is responsible for collecting the submitted resumes (CV, application form), their classification and sorting according to the requirements (stage I selection).
- d) The short list of candidates shall undergo the tests (stage II of selection). There are logical, analytical, and mathematical tests as well as professional or/and skills tests (depends on the specific character of a position). HRD is responsible for the review and grading of the test results and submitting them to the manager of the relevant department. The specific test type is determined by the requirements of the specific vacant position. The department searching for the personnel is responsible for the composition and accuracy of professional tests, and HRD is responsible for the logical, analytical mathematical tests.
- e) Test results will be considered as passed if the candidate scored more than 60%. In cases when the number of those that score less than 60% , the candidates scoring above 50% may be considered (for considering applicants that scored less than 50% executive management's approval is necessary).
- f) For internal position candidates that already have most of the job requirements, the stage II (test) may be skipped and the candidate may attend only the interviewing stage.

- g)** A HRD selects the best candidates according to the test results for the next stage of selection (III stage) – The individual interview conducted by Managing Directors, head of the relevant unit and attended by the HR representative.
- h)** If the Managing Director/ Manager considers it not necessary to be present for the interview or selection procedure, they may authorize HR (requesting staff) to do the interview without their presence.
- i)** Each employee should have at least one interview worksheet in the file, stating: date of interview, overall interviewer's impression and decision taken.

3.1.2 Selection for Managerial Positions

Data about the candidate for managerial position shall be discussed and selected together with the Managing Directors and Line Managers. In this case the following are the stages of selection:

- a)** Initial discussion – sorting of the submitted resumes.
- b)** Interview with the Managing Directors and Manager of the agency and an HR representative. Experience in the same sector is highly preferred.

3.2 Documentation tracking

The results of the interviewing stage of personnel selection shall be evidenced with interview worksheet, indicating date and name of the interviewing candidate, family name, position applying for, interviewer's name and signature and comments for the decision. Each employee should have at least one interview worksheet in their file.

- a)** For hired candidates, the interview worksheets remain in their file.
- b)** Candidates who are rejected for a certain position will remain active for another position, and will be considered when the position is opened, prior to publishing it. Their status will be pending.
- c)** For rejected candidates, the documentation shall be kept in HR offices for up to one year. The same applies for those who failed the test, their documents should be kept in HRD up to one year after the test date, and the same applicants will not be considered for same position for at least one year.
- d)** HR department is responsible for informing of all the participants for final decision of the panel, via email or by phone, but not later than one week after the interview.

3.3 Personnel Selection Priorities

The Kosovar Accreditation Agency recognizes the equal opportunity principles and excludes direct or indirect limitation or giving priorities based on race, skin color, sex, religion, political or other believes national, ethnic, and social attribute, origin, property or title status and place of residence.

Personnel selection priorities of the institution are determined in consideration of the special characteristics of the concrete vacant position.

In particular, KAA gives priority to the working experience in other similar field or organizations and in the case of managerial positions or positions requiring special professional knowledge. The personnel selection priorities are determined directly based on the qualification requirements and concrete specific personal or/and professional characteristics.

If two applicants/candidates meet all the qualifications for the job, then the priority will be given to the employee of KAA (who may request transfer).

3.4 Limitation of Family Members

The Kosovar Accreditation Agency strongly believes that an environment where employees respect clear borders between personal and official relations will create appropriate conditions for efficient fulfilment of the duties. Therefore, KAA prohibits hiring family members, considering resulting in a conflict of interest, as a result of nepotism. KAA limits hiring close relatives or family members of the employees, including:

- a) Husbands and wives;
- b) Engaged personnel;
- c) Partners in relationship;
- d) Children, meaning sons and daughters, and also including stepdaughter and stepsons;
- e) Parents, including stepfathers and stepmother;
- f) Sisters, brothers, including brother and sisters from stepfather/stepmother;
- g) Grandmother, grandfather;
- h) Nephews and nieces;
- i) Relations through marriage, mother-in-law, father-in-law, sister-in-law, daughter-in-law, brother-in-law;
- j) Aunt, uncle, cousins (and their children) or close family member, or close family members from marriage of one parent.
- k) If a marriage occurred between two staff members during their employment in

KAA, HR and Executive Management should be informed. This will be subject of Executive Management's decision, who they may decide to (i) terminate employee's contracts, (ii) change position of one or both employees or (iii) change one or both's authorization level. This policy applies for terms of full time employment, part time employment, and temporary employment. It should be respected by all KAA employees and it is responsibility of each staff members to inform about any familiar relation that they may have or that may occur, which would lead to conflict of interest, during the time they are employed at Kosovar Accreditation Agency.

If an employee fails to inform the HR department about his/her relatives applying for a job in the company and if he/she will be employed by the company, the company reserves the right to dismiss him/her from the filled position if he/she is already employed, or/and take disciplinary measures for the employee that didn't inform the organization in a timely manner.

3.5 Personnel hiring procedures

Hired candidates shall submit the following necessary documentation to HR department:

- 1) Application form or CV
- 2) A copy of the Kosovo ID
- 3) Copies of School/University Diplomas/certificates (which shall remain in each personal file)
- 4) Copies of certificates and trainings and evaluations from previous working experience.
- 5) Court document, proving that employee has no criminal record.

Upon submitting of all the documents, the HR department will prepare a contract to be signed by Managing Director, whereas one copy should remain in the employee file in HRD, and a second copy shall be given to the employee.

The new employee gets the basic information regarding the employment terms and conditions from HRD. She/he becomes familiar with the terms of the contract and the benefits. The director/manager of the department, where a new employee starts working, informs him/her regarding the main activities and principles of the department. – which also includes the new employee's orientation week and other relevant documents.

3.6 Probation period

- a) The probation period shall be defined in the Employment Contract. The probation period cannot last more than 6 months.
- b) The probation period procedures are not/may not be applied in a case of the selection for a managerial position.
- c) For hired employees the probation period will start from the day they begin being engaged in daily companying duties-regularly (or the trainings organized by the company, or on the job training).
- d) In cases when an employee during the six months' probation time doesn't show sufficient results, the employment relationship may be terminated through a previous notice within 7 days.

During the probation period a stated amount of salary could be provided for an employee as a scholarship and he/she signs a training contract. After successful completion of the training period he/she signs a regular contract.

The Probation period will be considered successfully completed when trainees pass the professional test or exam (where applicable) and if their performance during that period was satisfactory (in terms of quality, quantity, punctuality). The Director/manager of the Department/ should inform HRD regarding the trainee's performance during the probation period by submitting an employee Performance Evaluation to HR, with which they will authorize HRD to prepare an annex to the contract.

3.7 Transfer Procedure

An employee's request to transfer must be justified and must serve the mutual benefit of the employee and the institution. Employees during first year of their employment are not encouraged to transfer to another position. Institution Management may approve an exception to this stage.

An employee, is required to complete part of the form and is required that they state the reason for leaving current job and desire a transfer. The Employee submits the request to the immediate supervisor.

Decisions regarding the transfer request will be made in HR Committee. If Company's management considers necessary, the employee requesting transfer may be required to take test and /or participate in an interview.

The HR Committee considers the following factors before approving the transfer request:

- Reason for transfer request;
- Length of total service and length of time in present job;
- Present job performance;
- Experience and skill of the Employee as they fit the requirements for the position desired;
- Recommendation of the employee's immediate supervisor;
- Recommendation of the new immediate supervisor (after interviewing the employee requesting the transfer).
- Recommendation of the head of segment/relative division in Head Office (for branch staff).
-

If the transfer is approved, the transfer is arranged by HRD and is made at a time and in a manner that minimizes work interruption in the departments affected. When the employee's transfer is approved, HR prepares an annex to the contract, with terms as agreed.

For cases when due to unit/department re-structure, top management decides on renaming of certain position, the transfer request procedures does not apply. HRD does the necessary changes in personnel details, and issues to each employee a contract annex stating those changes.

3.8 Promotion Procedure

Employees during their first year of employment are not considered for promotion.

An Immediate supervisor who wants to promote an employee should submit the Promotion Request to the HRD or Executive Management. HR presents the promotion request to the Managing Director, who considers the following factors before approving the promotion proposal:

- Present performance;
- Experience and skill of the employee as they fit the requirements for the promotion proposed;
- Recommendation of the employee's immediate supervisor;
- Length of total service and length of time in the present job.

When the employee's promotion is approved, HR prepares an annex/addendum to the contract, with terms as decided.

3.9 Performance Evaluation

The performance appraisal is a periodic event/process to reflect and evaluate an employee's past performance with the intent to identify strengths and weaknesses of the employee's performance and to identify developmental goals. A performance appraisal is just one part of a performance management system. KAA will conduct the employees performance twice a year: mid-term evaluation (July of the present year), and end year evaluation (January of next year).

3.9.1 Benefits and Challenges of Performance evaluation

Benefits to Employees

Well-designed and well-implemented performance evaluations can have a strong motivational impact. Evaluations have the power to motivate employees because they provide a number of interconnected benefits:

- Provides a chance for employees to ask questions and tell you their sense of what they've accomplished
- Let employee know his/her strengths and areas that need improvement
- Allows employees to take responsibility for their performance
- Lets employees know what's expected of them; creates mutual understand of job duties

Benefits to Employees Performance evaluation play a key role in several administrative areas. KAA must fully and formally document employee performance before the agency takes any action – positive or negative – in order to prevent legal problems. Moreover, with accurate hard data in hand, employment-related decisions are easier for managers to make and they are easier for employees to understand and accept. Performance evaluation provides additional benefits for the institution:

- Helps to improve employee relations and productivity
- Serves as an effective retention tool
- Provides a paper trail for addressing performance or disciplinary problems
- Demonstrates an organization's commitment to employee success
- Provides valuable feedback for managers

Challenges

Unfortunately, performance evaluations are often not on the top of the list of "favorite things to do" for either managers or employees, and can result with a number of problems with their administration. Additional challenges are as follows:

- It could be a time consuming process
- It could be difficult to rate or measure non-quantifiable objectives
- Appraisals can be subjective
- There could be a personality clash between manager and employee

This Manual provides the Evaluation form and annex with instructions on filling the evaluation.

Disciplinary measures

If a civil servant during the performance of official duties violates the law, he/she will be punished according to the law for the performed act, the measures are imposed depending on the performed act which can be from verbal reprimand to suspension from work.

3.10 Reward Policy:

Employees who have a good performance report, respectively, when the average result exceeds expectation and can benefit to:

- Participate in the additional trainings/ conferences within and outside the country
- Receive a Certificate of Appreciation
- Receive an Award of the best employee
- Receive a Monetary Compensation for additional work (based on the law for civil servants)
- Appointment in different commissions/ working groups with special interests.

Challenges:

The law for civil servants is limited to other awards, and thus this can be considered as demotivation for the staff.

APPENDIX 1. Evaluation form



Protocol no. _____

Date. _____

Evaluation Form for Work Performance for the period/year _____

I. General data

Institution	Kosovar Accreditation Agency
Employee (Name and Surname)	
Position	
Evaluator (Name and Surname)	
Position	

II. Evaluation is based on job objectives / tasks of the job position (depending on the job position, the number of job objectives / tasks and activities may be higher or lower)

III.

Nr	Objectives / work tasks	Activity	Grade ⁱ
1.			
2.			
3.			

Evaluator comments on the achievement of objectivesⁱⁱ:

Has shown a solid level in the management of responsibilities and duties and is in compliance with deadlines. There continues to be laziness in the coordination of staff under his auspices, for whom he continues not to exercise due authority by bypassing this part of the staff with the motivation that by the decision of the Board they have been removed from his responsibility. He should take responsibility according to the position and show more managing authority in managing problems on a daily basis and beyond.

Assessment based on skills

1. Assessment of management skills:

1.1 Planning and organizing: The ability to plan, organize and coordinate activities and tasks of the job and of the subordinates who are assessed.

Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:
1.2 Decision-making: The ability to make the correct decisions in a timely and operational manner and taking full responsibility for the decisions made is regularly assessed.
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:
1.3. Motivation (development) and impartial treatment of staff: Assess the ability to create a motivating work environment for subordinates ; to adapt to managing skills depending on the situation in order to prevent and resolve conflicts and to evaluate the activities of subordinates, as well as to distribute tasks fairly to subordinates.
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:
<u>2. Personal skills and abilities:</u>
2.1 Professional / technical knowledge: Assess the professional competence of the civil servant regarding the knowledge and skills needed to perform the job tasks, the ability to communicate knowledge and experience to others.
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*: Reflects professional competence related to the knowledge and skills needed to perform the job tasks. The employee has shown a slight increase in the ability to transfer knowledge and experience to others but needs to extend it to all his subordinates with a special emphasis on laboratory technicians whom he may not have evaluated in the past..
2.2. Initiative and creativity: The ability of the civil servant to take the initiative to carry out work tasks is evaluated, producing an increase in efficiency and effectiveness, as well as solving problems through new ideas, alternatives, and creativity.
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:
2.3. Teamwork: The ability of the civil servant to lead /work in a group, to cooperate with group members and to contribute to active group participation is assessed.
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:
2.4. Communicative and representative skills: The ability to communicate (orally and in writing) effectively with leaders, subordinates and parties; and the ability to explain certain tasks and objectives;, and the ability to represent the institution, within its competencies .
Grade: <input type="checkbox"/> Excellent (5) <input type="checkbox"/> Very Good (4) <input type="checkbox"/> Good (3) <input type="checkbox"/> Fairly (2) <input type="checkbox"/> Weak (1)
Comments*:

Has shown good skills in oral and written communication with managers, subordinates and clients ,and has the ability to clarify certain tasks and objectives and to represent the institution within its competencies.

2.5 Effectiveness at work: The ability to perform work tasks within an optimal time and cost while achieving maximum results is evaluated.

Grade: ☐ **Excellent (5)** ☐ **Very Good (4)** ☐ **Good (3)** ☐ **Fairly (2)** ☐ **Weak (1)**

Comments*:

Average grade for objectives: _2.6_ ⁱⁱⁱ; Average grade for skills: _1.3_ ^{iv}; Overall grade: _3.9_ ^v;

Evaluator signature / date

Evaluator comments in case she/he (the employee) is dissatisfied with the evaluator's evaluation:

Appraiser signature / date^{vi}

ⁱ It is graded, only the objective and not the activities

ⁱⁱ Comments are mandatory in cases of evaluation with grades 1, 4 and 5.

ⁱⁱⁱThe average grade of the objectives is calculated by adding the grades of all the evaluated objectives and dividing by the number of objectives evaluated.

* Comments are mandatory in cases of evaluation with grades 1, 4 and 5

^{iv} The average skill grade is calculated by adding the grades of all the assessed skills and dividing by the number of skills assessed.

^vThe overall grade is calculated by adding 60% (multiplied by 60 and divided by 100) of the average grade of the objectives and 40% (multiplied by 40 and divided by 100) of the average skill grade.

^{vi}If he is dissatisfied with the evaluation, the evaluated person makes a note at the place of signing and writes his eventual comments in the part provided in the evaluation form.