Public Service Dakar Web System

Performance Appraisal Manual- Confirming Appraiser

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04. Synopsis
This document is a reference book to guide Confirming Appraisers with their tasks while using the Web Dakar System Performance Appraisal System (PA).

05. Document control

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<td>MITA - PHRP</td>
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07. Modification history

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08. Acknowledgements
Dakar Software Systems
09. References

Dakar Manuals

10. Distribution list

OPM - P&SD
Government Dakar System Users
MITA - HR & Payroll Programme Team
Dakar Software System – Government Team
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01. The Scope of this Manual

This Manual aims to identify and highlight the performance appraisal procedures of the Confirming Appraiser (Next-Level Supervisor) in relation to the new Dakar Performance Appraisal System. This step-by-step guide is intended to enable the Next Level Supervisor, referred to as the Confirming Appraiser, in closing the annual on-line performance appraisal for the period shown on the on-line form.

For the sake of this manual:

- The Appraisee is the person who is being appraised during the period shown on the form;
- The Appraiser is the supervisor who is performing such an appraisal for the period shown on the form;
- The Confirming Appraiser is the next-level supervisor, who reviews the marks and comments inserted by the Appraisee and the Appraiser, and can either agree with the feedback and ratings given by the Appraiser and marks the appraisal as closed, or disagrees with the ratings given by the Appraiser, makes his/her own reviews on the system, and marks the appraisal as closed.
02. Performance Appraisal Procedures - The Confirming Appraiser’s Role

Select Google Chrome as the browser of your PC, and enter the Performance Appraisal system by entering URL http://pshr.gov.mt.

- The system will automatically alert you that the performance appraisal for staff under your supervision as Confirming Appraiser for the indicated period has been accepted or rejected by them for various reasons. In both cases, you must intervene to conclude the appraisal.

- As the Confirming appraiser, you always confirm the performance appraisal and your decisions are final. Performance appraisal cannot be changed following your final approval and closure as Confirming Appraiser.

Log into the system with your CORP account username and Windows password. Do not type the letters CORP.

Once logged in, the below screen appears.
Choose the **Performance Appraisal** icon and click on **Select Role**.

If you have more than one role, click on **Confirming Appraiser**, as shown in the figure below.

*At this stage you are to choose Confirming Appraiser role in view that you are intervening to conclude the appraisal. There are cases where the Supervisor and Next Level Supervisor are the same person.*

Regular meetings between the Appraisee, the Appraiser and the Confirming Appraiser should always take place. This new system should not replace these regular meetings. Performance appraisal should not be transformed into a screen ticking exercise!
Once you enter the **Confirming Appraiser Statistics** screen, select from the drop down list menu the appropriate year for the Performance Appraisal that needs to be completed.

The **Confirming Appraiser Statistics** screen is made up of four different sections, which represent the four stages of whole appraisal process. Please refer to Appendix E– Different Time frames of the Stages, for further information about the dates in which stages need to be completed by Appraiser, Appraisee and Confirming Appraiser respectively.

**Initialisation of Appraisals**

- **Start of Year**,  
- **Mid-Year**, and  
- **End of Year**.

For every appraisal, all four stages have to be completed by the Supervisor in order for the Next Level Supervisor to be able to conclude the process.

When an Appraisee is transferred or is promoted before the end of June, the appraiser must mark the Mid-Year appraisal as N/A and not ‘0’. Appraiser must then insert proper ratings in the End of Year assessment. Appraiser must also conclude the performance appraisal up till the last working day within the section and this date is to be reflected in the calendar of the performance appraisal. In such circumstances, the system only takes into account the End of Year marks given.
There are two statuses in the Performance Appraisal cycle: **Pending** and **Completed**.

From the **Confirming Appraiser Statistics** screen, there are **two options** of how you can select the details of the **Appraisee whose appraisal is to be closed**:

- Select **End of Year** stage, **Pending** status and click the details of the **Appraisee** whose appraisal is to be closed.

Or

- Select **Confirming Appraiser** from the **Summary of Pending Appraisals**, at the lower part of the statistics screen and click the details of the **Appraisee** whose appraisal is to be closed.

The **Completed** section, at the **End of Year** stage is just for reference purposes after the appraisals are concluded.

Ensure that the **Appraisee** has confirmed his/her appraisal before commencing i.e. has reviewed his/her own appraisal as set by the **Appraiser** and has chosen either **Accept** or **Reject** appraisal. **If not**, the **save button will not be visible** on the screen. If this happens, contact the **Appraisee** to close and save the appraisal. Below figure shows the **Confirming Appraiser** screen available for the confirming supervisor to intervene with his/her procedure. In case of appraisal rejection, it would be expected that the appraisee submits comments to support reason for rejection.
Enter all tabs on the form to see comments and marks given by the Appraiser, particularly Summary of Appraisal Rating tab, where you can view results of marks given to sections: Personal Attributes, Work Plan and Going the Extra Mile. In Summary of Appraisal Rating tab, you are free to amend the final result and enter your comments on the ratings to support your changes. Please refer to Appendix C – Computation of marks of this manual for the marking equation should you decide to change any of the ratings. Please refer to Appendix B–Basic Editing functions of the Dakar Performance Appraisal System should you decide to enter comments on the ratings to support your changes in Summary of Appraisal Rating. You can enter additional remarks in the comment box at the bottom of the screen as shown in above figure.

1. If appraisee accepts the appraisal result:

As the Confirming Appraiser, you can view any comments, if applicable, logged by the appraisee by clicking on the Appraisal Status History - [1 Comment] as shown in the figure below. At the right hand side of the screen the Status Accept is shown. Thereafter include any comments in the comment box next to the submit appraisal (Please refer to Appendix B–Basic Editing functions of the Dakar Performance Appraisal System) and then click the Submit Appraisal button.

Performance Appraisal status indicates that Appraisee status, together with the Appraiser status and the Confirming Appraiser Status, as shown below, is now complete. Therefore the last stage, End of Year has been fully completed and closed. No further changes can be made.
### Summary of Appraisal Rating

This section carries a maximum rating of 100 marks. Refer to the manual for further guidance.

<table>
<thead>
<tr>
<th>Overall Employee is considered to have</th>
<th>Score Range</th>
<th>Score Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee achieved a very high level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>60-100</td>
<td></td>
</tr>
<tr>
<td>Employee achieved a high level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>65-79</td>
<td>✔</td>
</tr>
<tr>
<td>Employee achieved a satisfactory level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>45-59</td>
<td></td>
</tr>
<tr>
<td>Employee underperformed although he / she has the skills and knowledge and potential to occupy his current position</td>
<td>20-39</td>
<td></td>
</tr>
<tr>
<td>Employee underperformed as a result of a shortfall in skills, knowledge or aptitude to occupy his current position</td>
<td>0-15</td>
<td></td>
</tr>
</tbody>
</table>

### Appraisal Status
- **Pending**

**Appraisal Status History:** [1 Comment]
2. **If Appraisee rejects the appraisal result:**

In cases where an **Appraisee** disagrees with the ratings given, or with any comment written by the **Appraiser** in any section within the performance appraisal cycle, the **Appraisee** is expected to give reasons why s/he disagrees with the final assessment.

Log into the appraisal of that particular employee and review ratings given by **Appraiser**. Any comments posted by the Appraisee can be read by clicking on the **Appraisal Status History - [1 Comment]** as shown in the below figure. In the same line, on the right-hand side of the screen, the Appraisal Status is shown as **Rejected**.

You as a **Confirming Appraiser** must review the **Status** chosen by the Appraisee and the listed reasons, stating why the appraisee has disagreed with the appraisal. You must decide whether the marks given are to remain as given by the Appraiser or be amended accordingly. If results of Sections: **Personal Attributes, Work Plan** and **Going the Extra Mile** are amended, it is important that you click **Save** before submitting the Appraisal. (Please refer to **Appendix B – Basic Editing functions of the Dakar Performance Appraisal System**)

Once the **Submit Appraisal** button is clicked, the process is fully concluded and system alerts **Appraisee** and **Appraiser** accordingly. Therefore the last stage, **End of Year** has been fully completed and closed. No further changes can be made. **Performance Appraisal status** indicates that Appraisee status, together with the Appraiser status and the Confirming Appraiser Status, is now complete.

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**Prior to reviewing ratings given**, you as the **Confirming Appraiser** have to act as a **collaborator, advisor, arbiter and mediator** as the case may be, during a meeting in which the Appraisee and the Appraiser are to present their points of view. Please refer to **Appendix D – Definitions of Collaborator, advisor, arbiter and mediator** for further information about each definition.

Immediately on clicking Submit Appraisal, the **Appraisee** receives an automated e-mail that appraisal is closed by Confirming Appraiser.

A completed appraisal would look like the one shown in below Figure – with all statuses shown as **Completed**.
### Summary of Appraisal Rating

This section carries a maximum rating of 100 marks. Refer to the manual for further guidance.

<table>
<thead>
<tr>
<th>Overall Employee is considered to have</th>
<th>Score Range</th>
<th>Score Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee achieved a very high level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>00-100</td>
<td>✔</td>
</tr>
<tr>
<td>Employee achieved a high level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>60-79</td>
<td></td>
</tr>
<tr>
<td>Employee achieved a satisfactory level of performance and contributed tangibly to the attainment of results within the unit / directorate / department</td>
<td>40-59</td>
<td></td>
</tr>
<tr>
<td>Employee underperformed although he / she has the skills and knowledge and potential to occupy his current position</td>
<td>20-39</td>
<td></td>
</tr>
<tr>
<td>Employee underperformed as a result of a shortfall in skills, knowledge or aptitude to occupy his current position</td>
<td>0-19</td>
<td></td>
</tr>
</tbody>
</table>

**Appraisal Status**: Completed

**Appraiser**: Completed

**Confirming Appraiser**: Completed
Appendix A – Create Shortcut in Google Chrome Browser Favourites

1. Open the Google Chrome browser

2. Enter the Dakar system web application address in the address bar as shown below:

   ![Google Chrome browser sign in](image)

   **Note:** Live system: https://pshr.gov.mt
   Test System: https://pshr-test.gov.mt

3. Click on the Bookmark icon (Star shape icon) that is situated on the top right hand side of the Google Chrome browser and then click on ‘Done’
4. Go to the bookmark screen again and look for the Dakar shortcut.

Note

To activate the **bookmark menu**, click the **Customise and control Google Chrome Menu**

A menu will pop out and choose **bookmarks** and **show bookmarks bar**. All bookmarks will appear in the **Google Chrome Menu**.
Appendix B – Basic Editing functions of the Dakar Performance Appraisal System

Select the tab Summary of Appraisal Rating.

Revised ratings are to be inserted manually in the Column named Next Level Supervisor Score. Please refer to Appendix C – Computation of marks of this manual for the marking equation should you decide to change any of the ratings.

Comments on the ratings to support your changes are to be inserted in the Column named Next Level Supervisor Comments. Double-click in the empty spaces of each section and write your comments.

Save the revised ratings and comments inserted by you as confirming appraiser by selecting the green save button at the bottom right of the screen, as shown below.

Additional remarks can be entered by double-clicking in the comment box next to the green submit appraisal button, at the bottom of the screen, as shown above. These additional comments should be always inserted, prior to clicking the green submit appraisal button, to conclude the appraisal stage. Otherwise, if, the green submit appraisal button is not clicked after these additional comments have been inserted, the comments will be lost and no longer visible on the screen.
Appendix C – Computation of marks

The following computations are to be taken into consideration should you, as the Confirming Appraiser (Next Level Supervisor), decide to amend the marks of any of these Sections: Personal Attributes, WorkPlan and Going the Extra Mile.

Personal Attributes

Add the Mid-Year score and the End of Year score. The total sum of these is to be divided by two, as there are two reviews, and the outcome of this sum is the final result of the Personal Attributes Section. In cases where the Mid Year scores are listed as N/A, the end of year average only is to be taken into consideration. This section carries a maximum of 20 marks.

<table>
<thead>
<tr>
<th>Mid Year Review</th>
<th>End of Year Review</th>
<th>Total Sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>±</td>
<td>14</td>
</tr>
</tbody>
</table>

\[ \frac{30}{2} = 15 \]

WorkPlan

Let's take an example where an appraisee has 5 tasks listed and the total number of marks given for the Mid Year and End of Year are 35 and 30 respectively. Therefore the appraisee scored 35 out of 50 and 30 out of 50 respectively since each tasks carries a maximum of 10 marks each. The computation out of a 60% being the total marks for Section 5 is computed as shown hereunder.

<table>
<thead>
<tr>
<th>Mid Year Review</th>
<th>End of Year Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>( \frac{35}{50} \times 60 = 42 )</td>
<td>( \frac{30}{50} \times 60 = 36 )</td>
</tr>
</tbody>
</table>

Therefore the final result for Section 5 is of 39, being the average of 42 and 36. In cases where the Mid Year scores are listed as N/A, the end of year computation only is to be taken into consideration. This section carries a maximum of 60 marks.

Going the Extra Mile

The Overall Rating of the Employee is directly reflected in this section and applies only to the End of Year stage. Therefore no averages apply in this case. This section carries a maximum of 20 marks.
Appendix D – Definitions of Collaborator, advisor, arbiter and mediator

a) **Collaborator** - The **Confirming Appraiser** must ensure that meetings between the **Appraiser** and the **Appraisee** are collaborative and not confrontational, that is, matters should be set out clearly and simply without blame and both sides, **Appraiser** and the **Appraisee** should be willing to co-operate.

b) **Advisor** - The **Confirming Appraiser** has to provide his/her input and advice, after hearing the Appraiser and the Appraisee’s point of views.

c) **Arbiter** and **mediator** - the **Confirming Appraiser** has to assume these roles in situations where the **Appraisee** has asked for a revision of the evaluation and the Appraiser continues to insist on the original evaluation. At this stage, the **Confirming Appraiser**, after evaluating the Appraiser’s and the **Appraisee**’s point of view, is expected to give a ruling, which should be final.
### Appendix E– Different Time frames of the Stages

<table>
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<th>Stages</th>
<th>Appraisee</th>
<th>Appraiser</th>
<th>Confirming Appraiser</th>
</tr>
</thead>
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<tr>
<td><strong>Initialisation</strong></td>
<td>Enters and complete the work plan, once the system alerts appraisee that the performance appraisal has been initiated by appraiser.</td>
<td>Starts this stage by January 1st of every year or the commencement date of the performance appraisal, when it is not 1st January, due to transfers, new recruitment etc.). Notified by e-mail on January 2nd of every year.</td>
<td>Ensures that supervisors (appraisers) under their charge have opened the on-line performance appraisal of their appraisees for period starting 1st January to 31st December of current year. This is to include a meeting between the Appraisers and Appraisees, to discuss and agree objectives and compile the work plan. <strong>Notified by e-mail on January 2nd of every year.</strong></td>
</tr>
<tr>
<td><strong>Start of Year</strong></td>
<td>Should complete this Stage <strong>(Verification of Work Plan)</strong>, by not later than January 31st of every year or within three weeks of the commencement of the performance appraisal <strong>(the latter applies when the commencement date of the performance appraisal is not 1st January, due to transfers, new recruitment etc.)</strong></td>
<td>Should complete this Stage <strong>(Verification of Work Plan)</strong>, by not later than January 31st of every year or within three weeks of the commencement of the performance appraisal <strong>(the latter applies when the commencement date of the performance appraisal is not 1st January, due to transfers, new recruitment etc.)</strong></td>
<td>Same as above</td>
</tr>
<tr>
<td><strong>Mid-Year</strong></td>
<td>Notified by system that stage has been completed by appraiser. Reviews ratings and comments inserted by appraiser. To finalise by not later than July 15th of every year</td>
<td>During June 15th of every year, will be notified by the system that, this stage is due and so has to perform the performance appraisal of the staff. To be completed by not later than July 15th of every year.</td>
<td>Ensures that supervisors (appraisers) under their charge have completed mid-year review of their appraisees by not later than July 15th of every year.</td>
</tr>
<tr>
<td><strong>End of Year</strong></td>
<td>To be concluded by appraiser by <strong>not later than January 12th of the next year</strong> and confirming appraiser by <strong>not later than January 31st of the next year.</strong></td>
<td>During <strong>December 15th</strong> of every year, will be notified by the system that this stage is due, and so has to perform the end of year performance appraisal of his/her staff. To be concluded by appraiser by <strong>not later than January 12th</strong> of the next year. Another automated e-mail, as a reminder about the <strong>End of Year stage</strong> will be sent to the Appraiser <strong>on January 2nd</strong> of the next year.</td>
<td>An automated e-mail, as a reminder about the <strong>End of Year stage of staff</strong> will be sent to the Confirming Appraiser <strong>on January 2nd</strong> of the next year. To be concluded by <strong>not later than January 12th</strong> of the next year.</td>
</tr>
</tbody>
</table>

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*Please consider your environmental responsibility before printing this manual*