



Internship Report On
“Performance Evaluation System” of
Rectangle Communications Limited

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Subject: **Submission of Internship Report**

Dear Sir,

This is a tremendous honor for me to present my internship report on “Performance Evaluation System” at **Rectangle Communications Limited**. While preparing this report, I tried to follow your instructions and as well as my organizational supervisor’s instruction and maintain their compliance system. This report is mainly based on performance management techniques, evaluation and maintenance of the system etc. I tried to cover all the contents with necessary figures and exhibits. This report also contains my experience and knowledge that I have gathered from the company which will help me to build my career eventually and in the most effective ways with loyalty, punctuality and sincerity.

I hope that my learning through this entire internship period will reflect in my report also. I humbly like to express my gratitude for your consideration and support.

Thank You.

Sincerely Yours,

Zerin Tasnim Haq

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Acknowledgement

First of all I want to convey my gratitude to the Almighty Allah, as HE always showers his blessing on me; to successfully complete my undergraduate program and therefore this report in scheduled time. After that I want to convey my best regards to my family. Without their unremitting support, help and considerations I won't be able to accomplish my goals.

My special gratitude goes to my academic internship supervisor, my honorable faculty Mr. Ariful Ghani. He provided me all the necessary guidelines with feedback time to time; which immensely helped me to improve and re-correct this report where necessary.

Adding up, I heartedly want to thank my organizational supervisor and the CEO of Rectangle Communications Ltd, **Mr. Md. Rasheduzzaman** for providing me the opportunity to be a part of a great team, to be a part of the company. His immense support, necessary tips and information, some guidelines help me to finish this report in a more accurate manner.

Lastly, I want to thank all the member of my team, other employees of Rectangle and all the people who are directly or indirectly involved and helped me by sharing their knowledge and experience during my internship period.

Executive Summary

Performance evaluation system is a process which measure non-probationary employee's performance in accordance to his or her overall duties and responsibilities given. This evaluation need to be adequately explicit so that employee can be guide and direct. Rectangle Communications Ltd is an advertising and brand communication agency with 13 employees all together. They follow a very constructive and organized performance evaluation system to evaluate and grade their employee's performance accordingly.

This internship report is based on the topic of "Performance Evaluation System at Rectangle". This three months long internship program has been completed under the direct supervision of my CEO from January 1, 2017 to March 31, 2017.

I worked as a PR Specialist and Researcher in R and D Department during my internship period. In this period of time, I was not only confined in my departmental activities. I also got myself acquainted with cross-departmental work and tried to make contribution whenever necessary. These help me to become more skilled and improve my expertise according to the current business market of Bangladesh.

The most important above all, I got the chance to learn how performance of employees are evaluated and managed in this industry. Throughout this report, the criteria's of Performance-Evaluation, inter-relation among those criteria's, Employee Credential Report etc are discussed with graph and exhibits.

With my imperfect knowledge and understanding I tried my best to incorporate information in a comprehensive and untreatable manner.

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Chapter 1

The Organization

Introduction

Company Profile

Rectangle Communications Limited is the one stop solution; it provides services on Brand Management, Event Management, Public Relations, Advertisement, Documentary, Media, and Creativity. Rectangle has the skill to distribute client's products or services in time that endow with full qualities that match client's best interest.

Rectangle's believes in delivering the finest custom-made, target oriented and the most functional solutions to their clients. They also counsel solutions to particular business which tries to make difference in their particular business arena. They always try to provide full support with their expertise and knowledge so that the event can be delivers with full professionalism and dutifully. The aim of the company is to understand client's provisions entirely, to add value in this industry, to be indulge in every slight details, and lastly to run everything functionally.

In today's era, communicating prolifically is more than a necessity and an increasing demand. Rectangle has a very experienced and well-informed team who knows how to achieve success in their work, measure it, and deliver it in a timely manner with professionalism, and give utmost priority to clients need and compliment them implacably. These things tie them with their clients and customers. As a result, these add values in the company and concurrently clients get authentic assistance from working with Rectangle. The focal philosophy of this company is highest level of dedication and pledges where they endeavor to offer highest level of communication.

History:

Rectangle's journey has been started in 1st February, 2011. They started to provide- Brand Management service, corporate gift box, logos, brochures and business cards design, artwork and design for several office materials, launching events, electronic and print media ad, etc. to the multinational companies in Bangladesh. Now it is in their 7th years of journey. It provides proactive attitude among its employees, rational, realistic and inclusive communication solutions to its clients both local and regional.

Product or service offerings:

1. Corporate Brand Management Services:

All inclusive branding strategies and programs are designed by Rectangle. Diverse branding strategies, re-branding strategies, corporate programs for the leaders and owners are providing by them which is an exceptional weapon to be a magnet for and manipulate their preeminence. It also helps them to make thriving and justifiable business. They also provide 360 degree marketing solutions which are very purposeful and at the same time they capture over client's full marketing plan to execute actions under their Brand Management services.



Figure 1: The brand process

The above figure describes the simple brand process that generates intense results. By following the seven steps- Extract, Propose, Content Selection, Design, Refine, Style and Deliver;

concentrated outputs can be generated. There are also many sub categories related with those seven steps. For example, to extract any data or information; timing and research is related criteria there.

Rectangle offers below Brand Management:

- **Marketing Solutions:** They provide overall marketing solutions for local, regional, and international companies named “CMSLS” (comprehensive Marketing Service Level Solution)
- **Brand Strategy:** Rectangle establish the overall brand image by implementing the branding or re-branding strategy.
- **Market Research:** Extensive market research before implementing the strategies is necessary in Rectangle.
- **Brand Implementation:** Facilitates, take-over or implementing the strategies that have been taken.
- **Corporate Identity:** Set up inimitable brand identity for the corporate clients by offering quality products or services or solutions.

Planning, Conceptualization and Execution-

- **Newspaper, TVC, Radio and Billboard Advertisement:** Before starting and executing any project a complete media book-buying (on leading Newspapers, radio, and TVC) planning with vendors is a must here.
- **Brand Promotion Activities:** Rectangle tries to stress the brand communication by promoting and establish the Brand individuality.
- **PR Activities:** Rectangle helps in constructing and maintaining public relations and represents it with targeted audience through a range of media instrument.

- **Event Management:** Managing any type of events such as- private or government events with a specialized team under a skilled event manager.
- **Product Launches:** Any product or service launch or inauguration ceremony or events are fruitfully operated by Rectangle.
- **Others:** Road Shows via Mobile Display Vans, Mobile Canters, Canopies/ Kiosks Installation, Shopping Mall Promotions/ Society Promotions, In-Shop Demo's, Customer's Interactive Programs, Tele Calling Exercises, New Media or Social Network Web or Web Promotion etc are some of the other activities of Rectangle.

2. Event Management:

Choosing an exact company who will present your corporate event in a way that will boost up your brand promotion automatically is more than necessary. So it is mandatory to choose the best agency when you are planning to organize a profligate corporate event. Here Rectangle comes with a repute for delivering eminence and first-rate service in due time. An array of original, resourceful and rousing proposals are provided by Rectangle. Powerful marketing and branding strategies along with sponsorship initiatives are applied by Rectangle for client's projects, events and any other services. The best part here is- the collaboration and the blending of hard work, devotion, and resilience make the projects unbeaten.

Event Services:

Venue, Accommodation, and location Management, Support from the in-house executives, Signage and Furnishing, Managing sponsorship and logistics, Managing budget and Reconciliation, Sourcing of Promotional Items and Staffing- all these are included in event services.

Creative Support:

Ground-breaking Theme and Concept design or artwork along with developing the creative strategies, Producing and providing all the requires items in time for client, Developing, compiling, restructuring and re-organizing copy-writing, Providing and editing multiple options for designing, Proofreading, publishing or printing of the content, Providing

Photography/Video/DVD, Print and Web, Presentation and Graphic Design, 2D and 3D Design etc.

Production:

Rectangle provides Web Cast, Online Survey, Content Manger, Online Payment, Event Website Portal and Management etc and also some other production services.

3. Advertisement:

Rectangle produces tenacious ideas that will leave an ever lasting impression on the mind on viewers or audiences. According to clients need they use humor with emotions in their advertising campaigns. While creating billboard advertising Rectangle emphasizes on grasping individual's interest and awareness in a way that is unforgettable and leave them to think about it. Advertisement includes strategic planning where Brand development, Marketing plans and budget, market and product analysis, incentive and sales program etc. are included.

In the arena of *Creative development*- Broadcast or Electronic advertising, product sheets, Brochures, website design, online advertising and video presentation, tradeshow or display design, copy writing or translations are included.

In *Media Planning and Research* area- Strategic Analysis, Media Negotiation and Buying Online Media Planning, Competitor Research, Customer Surveys, target group analysis are heavily included.

In *Interactive Communications* area- Development of website, Programming or Bulk E-mail Blasts, SEO Strategies and Optimization, Web Analytics, Multimedia or Interactive CDs are included.

4. Documentary:

Any documentary theme can be turn into an appealing and gripping film by the proficient team of Rectangle. Before starting work team members at first do a deep research on the

content and create all the indispensable piece of information as early as possible by following the guidelines. A framework is also drawn before the shooting. Rectangle has an expert time which improve ways that are advance enough to documenting the films as per as clients constraints on the project. Clients are kept updated and informed and their valuable feedback and comments are included when making the film. And also there is certain procedure of documentary creative development.

5. Media Production:

It is categorized into three sections-Pre-Production, Production and Post-Production. In Pre-Production, stage the team Rectangle advances with encounter plan which only offer the exact services the clients need. After that an in-depth specification details are provided with delivery terms and conditions. In Production stage, the team Rectangle engage themselves in field work with full service crews which includes- directors, production manager, costume designer, cinematographer etc. In Post-Production stage, an array of post-production services is offered for the clients. Client's feedback is more than a necessity in this stage. Audio system, music composition, sound effects-these are handled by our expert team of graphic designers. Rectangle team is skillful in all the delivery formats as Rectangle provides them with all the requisite resources that are vital to distribute the final effects in any format.

6. PR Services:

Rectangle helps constructing and preserving public relations and image with targeted audience through various media mechanism, create Press Release, build media database, assist in corporate communication of client through print, online, and electronic media through explicit commendations grounded on corporate ethics and attitude etc. Those PR activities are handled round the months and years both in online and print media. Any event related activities that may have public interests or news values are supervised and weighed by Rectangle. Rectangle also classifies the prospects for client's company leaders to speak at industry events. This will give the client a podium to discuss appropriate themes and notions from their marketing with members of their target audience. At the

same time, it will also highlight their company’s trustworthiness, management, and proficiency.

Major Clients:



Figure 2: Major clients of Rectangle

Operational Network and Organizational Chart:

Rectangle has 8 core departments and each of the departments is aided with each other to run their job effortlessly. Eleven employees are assigned in different department, but each of the employees also works across their respective department. All the departments are similar to a team here who handle solo project but with team effort. It shrinks the likelihoods of making slip-ups. Each individual must know the responsibilities and functions of their departments. This is his major duty and simultaneously he need to know cross department functions and duties. As it will provide them an all-inclusive view about the company.

The name of seven department's are-

- 1. Department of Client Service:** Client service department is the heart of this organization. The main function of this department is to maintain, supervised and update. They take instructions from the CEO, work accordingly, distribute work among other departments, collect, and give updates and information's from clients, vendors, other departments, etc. In short, they distribute and collect all updates from all the departments including the clients.
- 2. Finance and Admin Department:** This department handles all the transactions, overall management, and administration of the company. It collects money from the clients and uses that money for projects with the approval of the CEO.
- 3. Creative Department:** Creative department develop all the contents, themes, copywriting, graphics etc. as per clients requirements. They also generate ideas for doing the same old things in the cutting-edge manner.
- 4. Production Department:** Production department deals with all production related works, such as- audio-visual editing, formatting and many more.
- 5. Media and PR department:** This department combines both media buying and public relations. In media buying employee collects rate cards and information about ad placement and etc. information's and then makes strategic media planning according to clients need. PR department involve employees to make Press release, communicate with journalists or third party vendors, collect the rate cards and necessary information's of different newspapers etc.
- 6. Digital Communication Department:** This department mainly monitors and evaluates daily social media activities of RECTANGLE's own fan page and also clients fan page. They also discover and provide active instruction interrelated to content marketing and also give assistance in implementing digital marketing campaign if necessary.
- 7. Research and Development Department:** This department is mainly responsible for any background study and data assortment of client's organization from any secondary sources. Details researches are also provided on systematic basis round the tenure. Before making any proposal; R&D department is responsible for collecting and making a short report based on

all the data, information, and statistics of that particular company. Apart from that, competitive market, target group analysis of client is also the duty of R&D department.

8. **Event and Operation Department:** This department is responsible for any kind of corporate or any events that are going to take place. From client requirements to vendor selection, functioning and continuing the balance and then lastly the ultimate output – all are done by event and operation department.

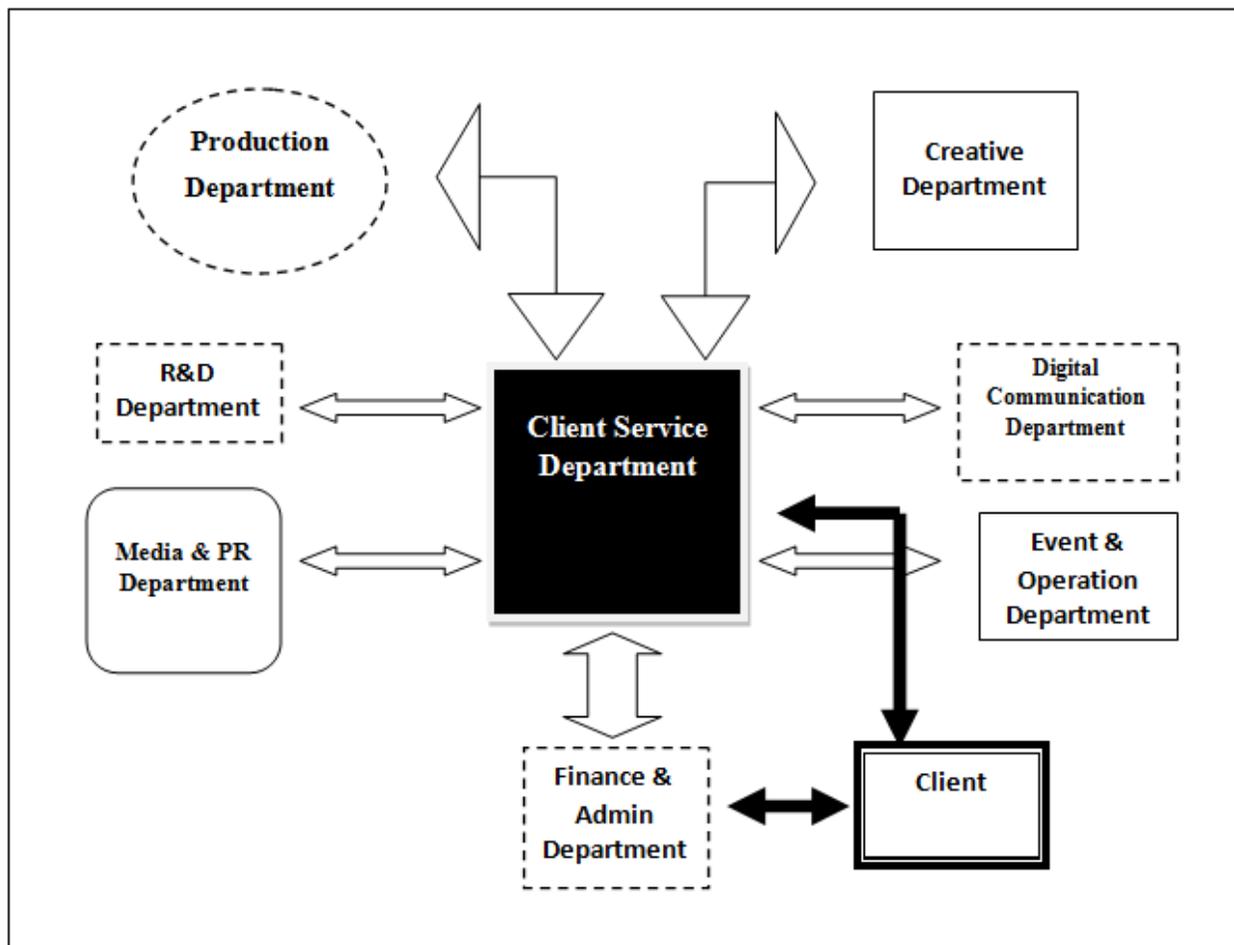


Figure 3: Functional Framework of Rectangle Communications Limited

This Functional Framework of Rectangle is showing that which department is connected to whom. In a nutshell, the inter-connection among cross-departments is showing in this figure. For example- as we discussed before Client service department is the heart of the company. They

collect all the instructions from the upper management, then divide the responsibilities to each department, monitor their work and frequently update it and lastly take all the outputs from each department and assemble it and present it to clients for feedback. So it is interred- connected to each department in a cyclic order. The both side's arrows shows that inter-relation.

Other departments like- Production, R&D, Media and PR, Digital Communication, Event and Operation- they all are inter=connected with client service department, except-Finance and Admin department. They are inter-related with client service department but they can also deal with clients for payments related activities.

Mission of Rectangle:

“Our achievement comes from serving our clients to be successful”

Vision of Rectangle:

“We want to become one of the largest Ad agencies in Bangladesh and the strongest opponent to others by giving exclusive and clean service to our clients”

Brand Philosophy of Rectangle:

“A brand is reflection of Reputation, Trust, Confidence and Association held among significant number of customer/recipients of a particular product/service/entity for its unique and effective quality, philosophy, personality and benefit offered at the respective marketplace.”

CEO

Rectangle Communications Ltd

Chapter 2

JOB Responsibilities

Description

Rectangle communications has various departments in their organization. During my three months internship period which started on January 1, 2017 and ends on March 30, 2017. I was assigned by my CEO in the Public Relation (PR) and Research and Development (R&D) departments. I also worked across my departments and earned massive experience by working cross department.

R&D department helped me to gather deeper knowledge about the very recent and up-to-date market situation, world-wide economy, business world etc. I am a fresher and I do not have any practical job experience, my supervisor was very well aware about that fact. That is why from the very beginning he asked me to observe first. To broad my observance power about how the corporate world or agencies work was his first objective. Then he emphasized on my learning habit. Learning means not only read and memorize an assignment or news. I tried to internalize the things and then relate it with things. Gradually when I become accustomed with this, after that he assigned me with tasks and responsibilities.

I prepared project planning minutes (PPM) before preparing the proposal, make proposals for various clients, prepared several reports on Trims Industry and Market in Bangladesh, Sadharon Jibon Bima Bangladesh, Fish hatcheries market in Bangladesh, All about public relations techniques, online and offline campaigns (online- digital, social media etc various electronic media, offline-print media etc).

I observed and learned how a project works from scratch to the end point. I perceived all kind of activities, especially the communication activities and tried my best to conserve Rectangle manuals and compliances. I also learned to have a contingency plan apart from strategic planning for the project. If one plan does not work then strike with contingency or backup plan. I learned how to write official letters, how the promotional activities carried out and how to behave with senior officer and staffs etc.

We had red and green alert time at our office. When there was huge workload the red alert was turned on that time. At red alert time none can use social media or can roam around or relax outside his or her workstations. Green alert time means employees can use social media on their free time and no restrictions while moving around but of course that must be maintained with the compliance of Rectangle. AS an intern I tried my best to maintain that red and green alert time zone sincerely.

The overall working environment of the office was wonderful. Each and every staff including the management is very helpful and friendly. They helped me in a lot wider way to make myself cozy and comfortable while working with them with proper guidance and support also with full

professionalism. This place illustrates a perfect combination of professionalism with friendly approach.

Specific Responsibilities and Duties:

Following tasks were done by me during my internship at Rectangle:

- **Rigorous market research of clients:** As I was in R&D department I had to do basic research about our client's product and services, the demand and market condition of their products, primary and secondary target group analysis before making any strategic decisions or generate ideas, keeping update and documentation of ongoing project etc. I was also responsible for sharing ideas among my teammates before any meetings. I also managed both the soft copy and hard copy in the database.
- **Log-down instruction:** During any project meeting I was responsible to log down was instruction given by the CEO, discussing all the opinions on project meeting and logged down important feedback from team members or sometimes from clients (while meeting with clients).
- **Promoting and boasting up Brand Building:** Developing the plan of nurturing a brand as per as the brand building is aware.
- **Assisted in Proposal Making:** Assisted in making various proposals for clients and managed PPM (Potential Project Meeting).
- **Assisted on "One World InfoTech" event:** This event was held on Cyber Security from where I gathered some live event handling professional mechanism.
- **Media planning:** As I already told sometimes I also worked in cross department. I Gathered information about the print and electronic media and media book buying through a field visit with my team mates and helped in planning a whole print, electronic and online media planning for clients. I learned how to develop a strategic planning for Brand Building.
- **REDRW (Rectangle Employee Daily Routine Work):** Daily assignment and weekly assignment is the main part of REDRW. I had to submit an assignment on recent market conditions in every week which is called weekly assignment and read and summarize an

assignment daily which is called daily assignment and signed it by the CEO before leaving (every day). Other REDRW includes- carrying on Management Instruction, following up with vendors or clients and other department regularly, updating the supervisor or project manager or the CEO, managing the logistics, log in and log out etc.

Different aspects of job performance:

Performance and Evaluation Strategy: According to the company's policy, at first I observed the current pattern that the company uses to prepare the Performance and Evaluation for their employees. The Performance and Evaluation comprehends information about the area of working on the basis of what the employees will be evaluated. They have a score card termed as **Rectangle Employee's Score Card of Performance and Evaluation**. During my internship period, I was trained how the organization transmits out the performance appraisal. I am privileged to get the chance of witnessing and learning the procedure with the help of our CEO himself.

Employee Credential Report (ECR): I periodically checked records of employee to ensure they were up-to-date in HR Department, go through the Employee Credential Report to update and edit it while necessary. And also go through the CVs and arranged interview Date with Interviewee and meeting with clients and vendors with the help of Accounts and Admin department.

Checking the attendance registry once a week also an aspect of my job. As, from the nature of the business, Rectangle Communication Ltd. does not need a huge no. of manpower. There are only 13 people working in the office grounds. That's why it was not necessary to install any automated attendance counting system, the traditional registry system works for it very well.

Making learning a regular habit: Rectangle put great emphasis on learning. This Learning could include anything, any topic, any arena, can be related with my department or cross department; that doesn't matter. But we have to learn and study a certain topic everyday a little bit, not only learn it but also imply it in our day to day lives, share it with others,

internalize it and never forget it. As Rectangle's main philosophy deeply involves with learning so they give utmost importance on learning, communication and sharing. After that creating skills in a specific sector. So I grew a strong learning habit from there and I will cherish it and be thankful to Rectangle lifelong.

Critical Observation and Recommendation:

Rectangle Communications Limited is a small company running with 13 employees, so here every employee feels very flexible to work. Working at Rectangle Communications Limited was a prodigious experience for me. From here I was able to learn many things throughout my internship period. I think it will help me when I will work for corporate house or any other multinational companies. It gives me an opportunity to know the real working environment and get real life experience. Also it allowed us to know, what types of difficulties we are going to face in the future and how to solve, manage or balance them as well. From my internship period, I had critically observed some particular things and from my little knowledge that can be considered as constraints in some aspects. Such as-

- **Less Human Resources:** Human resource is less in numbers, so while working on multiple projects employees feel much pressured handling all the projects.
- **Lack of clients:** Sometimes the organization suffers lack of clients with active projects/work orders.
- **High number of competitors:** Competitors are high in number in the agency field; So far they are not conscious enough to take attacking steps to grab the market.
- **Friendly Environment:** The working environment of the Rectangle Communications Limited is very friendly. So sometimes it may create some problems at rush hours, specifically when the project going on.
- **Strict rules and regulations:** At Rectangle rules are strictly followed which I really like. They never compromise with their rules and compliances. But sometimes it may be felt a bit tougher from the employees end.
- **Shortage in Training Program:** Rectangle Communications Limited needs to have highly qualified employees. I do not say that current employees are not good but they

need more training about company's terms and rules as there are shortages in training programs, which are directly involved with skills.

- **Not enough conscious:** In the agency field, there exists high number of Competitors. From my perspective I felt that, so far they are not conscious enough to take attacking steps to grab the market.

Chapter 3

Performance Evaluation System at Rectangle Communication Ltd.

Detailed View of Performance Management and Evaluation At Rectangle:

Performance Evaluation System is a process that is used by every company to identify their employee's performance and make necessary decisions based on it the evaluation. A variety of proceedings are needed to carry out this process precisely. Rectangle uses some specific tools to measure the performance of their employees. These templates are custom made by the CEO and

are very confidential. Each and every criterion, templates are sequentially organized and maintained by the administration department under the direct supervision of the CEO. The reason behind is – all the employees especially the senior ones have direct interaction with the CEO. So close attention are paid on their routine works. Also, he has the clear and comprehensive idea about all the job responsibilities and assigned tasks. So it is easier for him to monitor and handle the evaluation system under his direct supervision. In addition to it the creative director of Rectangle, also play a vital role in this evaluation process which is discussed afterward in this report.

Objectives of the Project:

This report contains two objectives that are categorized into two segments:

1. **Primary Objectives:** The prime objectives are- identifying the entire process of performance and evaluation of Rectangle, what are the main purposes behind it, why Rectangle need this system, how the performances are evaluated, is it justifiable or biased etc.
2. **Secondary Objectives:** The secondary objective are- the benefits and the limitations of the performance –evaluation process, the range of grading method is justifiable or not, employees positive and negative feedback, recommendation on this matter if have any etc.

Methodology:

The data that are being used in this report can be categorized into two parts-

1. **Primary data:** All the data that are crucial are collected from the R&D database of Rectangle; from the employee database. The Admin and Client-service department helped me to collect various templates, statements, credential reports etc from the databases.
2. **Secondary data:** All the secondary data are collected from the website of Rectangle, from the fan pages and social media networks etc. Alongside with it, other senior employees

shared information, data time-to-time about the internal part of performance-evaluation system.

Limitations: The report contains some particular limitations:

1. **Insufficient access:** All the companies have a number of particular policies. They have certain limitations on the right to use of their data and information. Rectangle also has some confidential information that they cannot disclose which limit the scope of analysis part. For example- I could not use the “Rectangle Employee Score card” template as this template is very much classified so I won’t be able to use it directly. Rather I had to focus only the key facts of this template.
2. **Time-frame:** As the time was very limited, a full in-depth analysis of the report was not possible because of this.

Performance Evaluation System at Rectangle:

Rectangle Communications Limited is a small company running with 13 employees. Rectangle uses a tool to evaluating the performance of these employees in order to assess their individual performance and also to widen them into high performer. Performance evaluations are consecutively structured and maintained in the Human resource and administrative department in Employee Credential Report.

Rectangle has a template of “Rectangle Employee Score card” which is designed and developed by the CEO (Mr. Rasheduzzaman) of Rectangle. This template contains several evaluation marks/points and key criteria based on which employees are graded.

Marks/points to Evaluate:

There is a range of points/marks to evaluate an employee based on his/her performance. This range is confidential but the lowest point is less than 70% in each criterion or in total. That means an employee must score 70% or greater than 70% points which is the minimum criteria to be evaluated or else his/her Performance and Evaluation will be damaged massively. It will lead the employee in failure stage of performance which can lead him to take further disciplinary action against him. It also can lead him to termination stage. The highest mark is 90% or above which refers to excellent or outstanding performance of the employee.

Performance Criteria to Evaluate:

There are several particular criteria based on which an individual employee’s performance is considered. Those criteria’s are as following-

1. **Capacity to carry on management instructions efficiently:** This is the foremost key criteria to evaluating employee’s performance. This refers to first understand and then carry on and then slowly but surely take-over the instruction functionally.
2. **Self-supervision and pro-activity:** Rectangle prize their employees who are self-starters and pro-active at their work. The management here judge the employees based on how pro-actively they are getting things done, without being reminded or being told several times. Employees who exhibit these qualities every solo day at office gets higher points.

Self-supervision and pro-activity also involves analyzing the actions outside the daily routine work, for example- to become accustomed any fastidious circumstances or work setting, coming to work in-time, maintaining tracks of the ongoing projects, updating

minutes of the achievements and events, etc. These are one kind of soft skills that steer employees at RECTANGLE to manage their actions consequently.

3. **Employment tenure:** This criterion focuses on how many years an employee has devoted himself in this company with all the core evaluation factors. His focus on work and his accuracy on that particular work, his hard work on the project or on the entire action, and lastly his passion toward his work or performance is also related here. For example, Prioritizing the work based on its importance and deadlines, making a to-do list, getting organized while performing the tasks, maintaining strict personal policies while working, taking away from social networking sites, organizing the desks, emails etc. management of Rectangle measured and evaluated performance based these focal points which are related with the criteria.
4. **Assignment and Research:** This is one of the distinctive key criteria to evaluate employees at Rectangle. In my job responsibilities, I already talked about REDRW (Rectangle Employee Daily Routine Work). This Assignment and Research criterion is directly related with this. Rectangle is not a mere workplace; it's an institution – a place to gain and share knowledge, a place to communicate, a place to be an observant. Here our CEO gives utmost importance on gaining knowledge about the outer world in a broader way to enhance our horizon that's why he includes this criterion.

The employee is marked based on his daily and weekly assignments. Daily assignments include reading an assignment of other employees and summarize it thoroughly. Weekly assignments include submitting an assignment on any topic of our interests. The CEO will grade the assignment (A+, A, A-, B, B+, B-, C) and according to it points will be given on the score-card. The lower the grade the more damage it will do to the Performance and Evaluation.

This quality and diverse research work and learning will add value on Rectangle, as well as on individual employee. Interest in studies, innovative topic for assignments, research work for capacity building, off-hour utilizing capacity is the ground regulations for this criterion.

- 5. Attitude, behavior, and Motivation:** This criterion includes obedience and respectfulness to the line manager of the company. Showing positivity, pro-activeness, openness to criticism, relationship with other members in the team includes in this criterion.

Individual's employee carries a variety of differences at the workplace. They have a mixture of personalities, morals, values, attitudes, and perspectives of their own. When an employee they enter into Rectangle, their characteristics reflects on their behavior and their performance. Their positive and negative attitudes, motivation, pride, passion, belief, perspectives toward different topics, projects, works and sometimes also on life are also included in this criterion.

Management also evaluates on how an employee is taking constructive criticism – is he identifying his weakness and areas of improvement, his/her reaction on that particular moment does also counts. Relationship with the team members is measured by how positive team relationship the employee has as it helps to create productivity in a wider way. At Rectangle, management evaluates employees on this criterion based on their communication between team members, accountability, positivity, encouragement, being non-judgmental, approachable etc traits.

- 6. Legal and compliance:** Each company has sets of legal and compliances that they expect every employee to follow accordingly. Rectangle also has some regulatory compliance and work related compliance. Those compliances especially the regulatory compliances contain some very secretive data which cannot be shared in detail on this report. It is called Rectangle Manual or Constitution for Project Management and Monitoring which mainly focuses on two major areas, one is- project management skills another is project management process. Whereas, the work related compliances contains discipline, punctuality, maintaining proper work environment etc. Maintaining those, compliances are measured and points are specified therefore.
- 7. Creative and 360° thinking capability:** Creative thinking and 360 degree comprehensive thinking capability is another criterion on which employee's performance is measured. Rectangle management tries to evaluate employee's ideas that are being developed and

that are inimitable and commendable of more amplification. They also try to measure the employees brainstorming capacity through this criterion. Whereas the 360 degree capacity will enlarge an employee's hindsight, foresight and insight simultaneously. Rectangle measures and uses this criteria as they want to determine if their employee can acquire supplementary effectual decisions than earlier actions, wants to know about their way of thinking procedure about diverse circumstances and lastly wants to know if the employee has the potential to turn out to be a superior problem solver than before and also a critical intellectual.

- 8. Working with minimum excuse, favor, and flexibility:** Rectangle evaluates performance of its employees who uses less excuses, takes minimum favor, and are very flexible in their workplace. This criterion is categorized by legitimate excuse and favor and illegitimate excuse and favor. For example if an employee is late because of his car trouble, taking the day off for illness or some serious issues that cannot be unseen those are legitimate excuse or favor. But if the same employee is taking it for granted and making excuses repeatedly that is illegitimate case of taking favors and excuses. These all are always noticed and detected by the management of Rectangle and they evaluate employees based on that situation and criteria.
- 9. Attendance and Punctuality:** Daily attendance and punctuality is obligatory here in Rectangle. A log-book is there in which exact entry and departure time is being noted by the Admin of the company and individual employee's signature is compulsory there. Maintaining the entry time is a very fundamental criterion to evaluate the employee as it represents the focus, attention and his passion behind his work. Rectangle wishes dependable and reliable attendance from all of its employees. They expect their employees to be punctual and steady in order to meet the requirements of various departments. The major reason behind this is – when employees are absent and tardy the whole project work is interrupted and is delayed. It also create additional burden on other team mates. So this is an imperative factor in evaluating employee performance.
- 10. Chairman and CEO's rating:** Finally the chairman (the Head of Creative Department/Director) and CEO (also the Managing Director) will rate the individual employee. But here in this criterion they are not bound by any policies, compliance, or

boundaries to give points to employee. This is entirely based on their personal preference which can be based on individual employees overall performance or personalities or it can be any particular characteristic.

Inter-Relation or Over Lapping between the Criterion's:

All these ten criteria's are inter-related with each other. That means these criteria's are overlapping with each other in a great extent. For example- Self-supervision and Pro-activity is vastly related with the criteria Employment Tenure. If an employee is self-supervised and pro-active in his work then it is obvious that he is a hard-worker, passionate young talent who has accurate focus on his work arena , which is the ground required indicator of achieving highest tenure of employment.

Another example can be all the nine criteria's and Chairman and CEO's rating. As all those nine criteria's includes all necessary ground, by which an employee's performance can be measured. Those nine criteria's include an overall performance measurement like- personality, performance, focus, positivity, communication skill etc. All these criteria directly or indirectly influence the decision of rate the employee. So that is how those criteria's are internally allied with one another profoundly.

Again, if the criteria Attendance and Punctuality are not fulfilled then it can damage employees working with minimum favor, excuse, and flexibility criteria. Thus, each criterion is overlapping with another. If an employee gets lower points in criteria t will eventually damage his other criteria and as a whole damage his Performance and Evaluation.

Employee Credential Report (ECR):

As it is a very confidential report, so I would not be able to disclose many parts and direct structure of it. But I this part, I am going to elaborate a few certain topics that is very much needed to understand the Performance-Evaluation process of RECTANGLE.

In this ECR an employee's comprehensive details are included. The ECR is based mainly on four themes. They are-

1. Employee detail:

In this section, an employee's basic, personal information are provided. They are maintained with full privacy and safety and up to date by the administration. Data that are kept by Rectangle includes- Name, Address, National ID NO, Passport NO (if any), marital status, Gender, Hobbies and interest etc. These information must be kept secure as these are very sensitive data and if by any chance these data are lost, leaked, or compromised then it will cause not only cause countless trouble for the company but also cause greater harm to the employee.

2. Academic detail:

This part includes- employee's achievements and details of the last academic achievements. Achievements include his graduation details and details of the last academic achievements includes if further study has been undertaken after the graduation (like-post-graduation or any other similar courses). If yes, then name of the institution, name of the degree that has been achieved, results, year of completion etc. must be there. The importance of keeping those accurate information is immense. It directly helps the company to determine and identify its employees training needs, where should be the focus on, how they should handle certain characteristics of the individual employee etc. updating those information from time to time also can propose greater openings for the company in particular times.

3. Employment detail:

In this section, all information related to employee's employment tenure at Rectangle is provided. His or her current position in the company, Ranks, current gross salary, achievements with Rectangle, Date of joining, tenure of employment, salary of the joining date, other experience outside Rectangle, Average score of Performance and Evaluation, Brief overview of Performance and Evaluation are included.

Achievements with Rectangle refers to the accomplishments or success that has been achieved by the employee during his tenure in the company. It can include his or her promotions (if

any), number of promotions etc. *Tenure of employment* includes his or her total duration in the company. *Other Experiences* refers if the individual employee had any other single or multiple corporate or any type of job experience outside the Rectangle. If they had it must be mentioned with full details, such as- company name, position, tenure etc. *Average score* means the average points or marks that an employee gets based on those ten Performance and Evaluation criteria. In the *brief overview*, the overall score of Performance and Evaluation is showed in a graph. In the graph, X-axis shows the quarters and Y-axis shows the performance score and the curve line demonstrates the broad impression of Performance and evaluation of individual employee.

4. Other detail:

This last section includes some issues. Those are tied with legal compliances. Those are disciplinary issues, criminal record, involvement in any association or training or others.

Maintaining discipline in the workplace is a must in any organization. If there is any type of deficiencies in behavior of the employee, the supervisor of Rectangle tries to maintain it by ensuring devotion as per as company policy concerns. Behaviors such as- Excessive delay at the workplace, Failure to notify of absenteeism, Disobedience, Impolite behavior or harsh, abusive and inappropriate language in the workplace, Failure to follow company rules or policies(for example-not ensuing accurate cash handling dealings etc.), Fraudulence, Theft etc. The purpose of gathering those details are to correct the behavior with a constructive approach.

Rectangle conducts background check of the employee before recruiting them. They also continue this background checking process quarterly to ensure employees identity, criminal status, and involvement with any sort of group or association etc. to update and confirm the details. As any company do not want to take any kind of risks because of these issues. So updating and checking employees criminal record is also a part of the Performance and Evaluation Process.

In the ECR, there is also a section of CEO/ Employer observation section. Some certain opinions are included there. Such as- employee's strengths, his or her weaknesses, Sincerity and liability, behavior and overall attitude toward work and toward the company, creativity and efficiency and others.

Here, things to be noted that, this Performance and Evaluation system is counted after an employee enters a probationary contract with the company. But the promotion or employment tenure of individual employee counts only after he get the contract as a full time executive after passing the probationary period.

As I am not allowed to elaborate some definite criteria from our Event and Operation Manager MR. Mohammad Khalekuzzaman’s ECR, so I am attaching a graph of his Performance and Evaluation here-

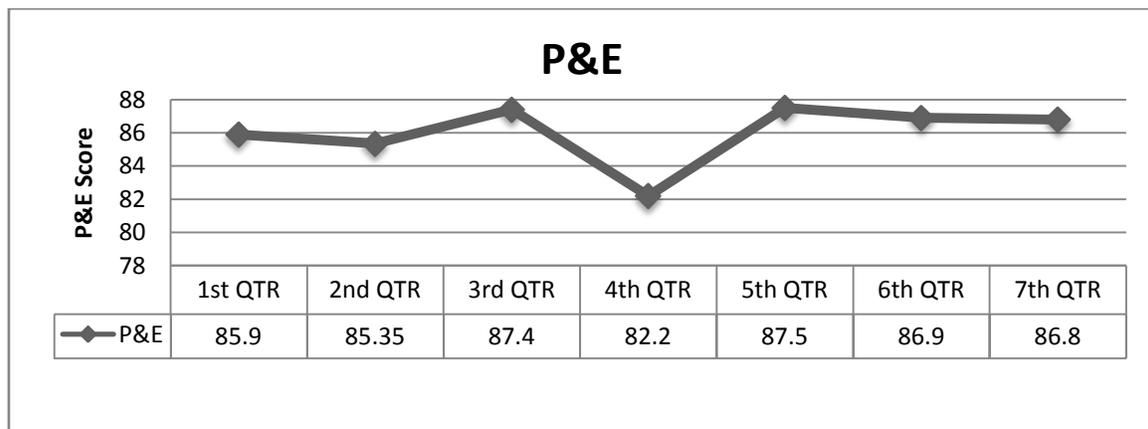


Figure 4: Credential report in graph of MR. Mohammad Khalekuzzaman’s

This graph illustrates the growth of MR. Mohammad Khalekuzzaman’s performance. The X-axis shows score in every quarter an employee get during his employment tenure. As MR.Mohammad Khalekuzzaman is the senior most employee here, his tenure of employment is four years five months till now which is mentioned in the Employment detail section. So based on his tenure this graph shows his overall quarterly performance up to now. He covered total seven Performance and Evaluation with Rectangle. The Y-axis shows Performance and Evaluation score. Here from the graph, the curve line represents MR. Mohammad Khalekuzzaman’s growth of performance. Mostly the performance was stable and steady in every quarter but only once in fourth quarter it decreased. Then again it became stable.

After it, MR. Mohammad Khalekuzzaman’s Performance and Evaluation scores are being compared with other employees Performance and Evaluation score. The purpose of this is to

make a just comparison with each-other so that individual employee can understand where they lack and on which criteria he or she needs to improved. This document is called Quarterly Performance and Evaluation Record Statement of employees, where based on the particular ten criteria's employees performance scores are compared (which I am not authorized to share).

The Importance of Performance and Evaluation process in Rectangle:

One-on-one discussion: It provides an occasional chance and powerful interaction with the CEO and Director of Rectangle to have one-on-one discussion with their employees. This discussion or time-out session with employees helps to figure out many issues and that can be solved instantly sometime and it has huge impact which no one can undervalued.

Focus on work: This process increases employees focus and concentration on their project works, achieving target in scheduled time, recognizing and rectifying problems and overall ensuring better performance than the previous one.

Inspiration and Contentment: Both better and worse result can be achieved through Performance and Evaluation process. The positive recognition on work effort will produce positive impact on employee. He will get satisfaction from his output produced and will be more motivated to perform better. Consecutively, negative review can yield adverse effect on them. So therefore the CEO and the Director of Rectangle deliver the result of Performance and Evaluation in such a way which is very functional and logical at the same time without forming any deleterious impression. As a result, no one can oppose their point and easily understand their mistakes or lacking.

Training and Development: The Performance and Evaluation system also provide training opportunities to its employees. From the one-on-one session and also over viewing the scores management identifies and takes decision on employee's needs of particular training and development. It works as an audit of employees training needs and demands which can verified effectual in long term basis for Rectangle.

Monitor the success: The data and information from the Performance and Evaluation serve the company to monitor their success in recruitment session. Is the recruitment strategies are effective, how well the employees are performing (both senior and fresh ones), the quality of the team; if they are skilled and expert, etc. data are analyzed to monitor and then take required action compared to it.

Reward high-performer: Rectangle rewards the high performer who gets the highest score in his Performance and Evaluation. According to his performance management gives him reward which eventually opens up lines of communication, where others can be motivated to achieve the line and get a reward.

Proper documentation: The whole documentation system of keeping all the records and the detailed paper trial helps the company from having any future risk and to protect the company. The one-on-one discussion allows management to discuss about the employees strength, weaknesses, opportunities etc. which is very imperative for the company. Hence this documentation is a very positive asset for the company.

Major Findings:

Rectangle Communication Limited is a small-growing company; working there as an intern was a prodigious experience for me. The soft skills, expertise, knowledge and learning are that I have learnt from here is countless and I will try to carry it through out my life. While analyzing and working with the Performance and Evaluation system I tried to observe it closely and critically. From my limited knowledge I have observed both some positive and negative attributes of this process. Though the negative attributes are less in numbers but it can be the considerable ones. Hence some further discussion as a part of recommendation is also included in the report.

Positive aspects:

Provide positive guidance:

As all the positive attributes are already mentioned in the previous section (The Importance of Performance and Evaluation process in Rectangle) so here in this part I am going to add up a little more findings. I have deeply witnessed that the main reason behind the existence of this Performance and Evaluation system is that- the company is genuinely interested to improve the performance of its employee by this system. And it sincerely creates a positive guidance on employee. As we cannot overlook the desire of getting a positive recognition for our effort and work-that's what Rectangle tries to give its employees. The chain of command in this process is also admirable.

Track employee progress:

The ten factors of Performance and Evaluation also can effortlessly measure and track employees progress whether in a whole or any particular goals or milestones. Strong understanding of employee's point of view, work attitudes, perceptions etc. are achieved through this process. Communication gap can also be mitigated from this. Thus employee get more accountable and proper compensation based on their performance are allocated by the management.

360 degree feedback:

While management discusses the Performance and Evaluation with its team members they use a 360 degree feedback approach. Not only feedbacks from the management but also feedback from colleagues, team-mates, reporting staff are mandatory here in Rectangle. The purpose of this getting the feedback or overall comments from all the people around the individual employee ; who works closely with them as they will know or understand him a lot better way(sometimes even better from management). All these feedback or comments will be noted down by the management to broaden the employee's performance in the next level.

Conversation approach:

The conversation approach is very effective in the Performance and Evaluation meeting of Rectangle. If the meeting becomes a lecture then it is very unfruitful for the employee. The management of Rectangle understands it very well that is why the CEO and the director of Rectangle conduct the conversation in such a way that employee does not get bored and the meeting becomes more effective. As the management genuinely wants to help the employee and they already have a very positive relationship with them so the approach become easier and actual.

Critical Observation:

- **Lack of human resource:** Rectangle is a small growing company where altogether they have 13 employees, which is very few in number.
- **Strict rules:** Rectangle maintains strict rules and regulations. But sometimes it became very much harsh on its employees. As after the probationary period employee need to enter to a contract; sometimes that contract becomes stressful for employee. Employees who want to pursue higher study cannot go abroad or lose opportunity for the contact. As a result they become frustrated and it effect on his Performance and Evaluation scorecard.
- **Lack of training program:** *Rectangle Communications Limited* already has highly qualified employees but they need more training about company's terms and rules, about their particular department. For example- recently a project on digital marketing campaign came up but the employee did not have accurate technical knowledge about that. So on that time particular training program was needed whether in house or outhouse.
- **Excessive turnover rate:** This major problem that I have noticed in Rectangle. Employees tend to leave the company after the probationary period. Even some of them leave after getting the job opportunity after the internship period. This turnover rate must be minimized at any circumstances.

Recommendations:

- **Provide training:** any employers are always indebted to provide training to their employees who are necessary and beneficial to improve their performance and developed them individually. So when management of Rectangle reviews employees Performance and Evaluation, they need to provide necessary and beneficial training facilities if they are genuinely concern about their employees overall performance.
- **Decrease turnover rate:** to decrease the turnover rate, management need to paid more attention on their flexibility. Of Course, a flexible environment already exists in Rectangle but if they become a little more flexible in terms of strictness on the compliance and employment contract process then it will greatly reduce the turnover rate. Also more performance incentives on achieving targeted milestones or objectives, need to be initiated.
- **Performance and Evaluation based on department:** this Performance and Evaluation can be given based on department. **For** example- at first the Performance and Evaluation of creative department will be given and then comparison will be make between employees of that department only (not cross-department comparison). This will be less stressful, less time consuming and the session will be more effectual and productive. Also the line manager of that particular department can share his feedback more specifically.
- **Increase manpower:** Rectangle needs to increase their manpower. According to the product life-cycle stage it is a growing agency; so it would be very beneficial if they hire more experienced or fresh graduates for running their business more functionally. Sometimes there is pressure of work but due to less manpower it creates stress and pressure on the employee. Sometimes they hire people on project basis. If they directly recruit them then the cost will be less and simultaneously it will be more beneficial.

Conclusion:

Rectangle communication limited is a very different and unique type of communication and

branding agency in compared to other agencies in Bangladesh. It is growing agency which started their journey couples of years ago and its main drive is to build a knowledge based agency where everyone will involve themselves in the quest of learning newer and newer things and aspects. As there is less employees, so everyone work together as a team and helps each other. From this small team, I got the opportunity to learn many things about human resource management, client service, etc. which no one can learn by working in a big busy company at the very beginner level. Rectangle Communications Limited taught me how to blend with any kind of work environment and become a keen learner and observer at the same time. They have an inimitable working process and all templates are customized by the CEO of Rectangle. They are well structured, well-maintained and easily under stable. So no employee has to face difficult to understand the compliances, regulations and work procedures. As the CEO of Rectangle always says, Rectangle is an institution, a knowledge based agency by its nature. So as an intern, from the last three months I tried to blend myself with that philosophy and try to become a keen learner and observer at the same time.

I have learned many different things through research on several business and ad topics which was really informative for me. Last three months were a huge learning experience for me. I learned many new aspects like proposal writing, media book buying and content writing. It was a blend of my academic knowledge with a practical atmosphere. Finally, the overall knowledge that I got from my three months experience will be an advantage for my future career path.

Rectangle Communications Limited is a growing Ad agency which is a small company started couples of years ago but here every employee work so hard to give their best contribution with perseverance, trustworthiness and esteem to their clients. And by reading or studying, anyone can act like knowledgeable person but when it's comes about reality check, you cannot apply the bookish theory and knowledge exactly on your work sector most of the time.

In this report I tried to describe about Rectangle Communications ltd very comprehensively. Working on this organization was an honor. This experience will help to build my future career immensely.

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