

Internship Report On “Performance Appraisal System”

Of



M.I Cement Factory Ltd (Crown Cement)

Submitted To

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Date of submission: 17th December, 2012

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Subject: Submission of Internship Report on Performance Appraisal System of M.I Cement Factory Ltd (Crown Cement).

Madam,

I am pleased to present this report on “Performance Appraisal System” for the fulfillment of the BUS 401, the internship.

This is to inform you that I have successfully completed my fall’12 internship at M.I Cement Factory Ltd. (Crown Cement). During my stay there, I was working in the HR & Admin Dept. under the supervision of DGM (Head of HR & Admin), Sukriti Mukherjee. It has been a great privilege to work and learn from such a friendly and helpful supervisor and in a smooth, cordial environment.

Working on this report has been really interesting & informative experience for me. I learned many unidentified facts, by working practically at the Head office, which I believe will be supportive to my academic & professional career in the future. While doing this report, I learned to integrate plenty of information into a concise volume. I have enjoyed working on this report and I hope that my report will meet the level of your expectations. I would try my best and shall be obliged to provide you with any clarification regarding the project.

Sincerely,

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Acknowledgement

I am really thankful to Ms. Raihana Mannan, Academic Supervisor of BUS 401, BRAC Business School, for the freedom she gave me in choosing my report topic and her continuous guidance henceforth. Her guidance has been of extreme help to me. I am also thankful for all the times, I consulted her and she answered with the utmost patience and perseverance. Practical knowledge is fundamental for the application of theoretical intelligence. So, her guidelines for the report made it mandatory for me to seek learning in the work environment, which proved to be very gratifying.

I cordially thank the honorable teacher to provide me the opportunity to apply classroom learning in practice. There are always some differences between theories and practice. This report bridges the gap between them.

I am also thankful to Mr. Sukriti Mukherjee, DGM (Head of HR) of M.I Cement Factory Limited for giving me his valuable time, guiding me during internship and answering all my queries so spontaneously.

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Executive Summary

In this report I have done a detailed analysis on the performance Appraisal of M. I. Cement Factory Ltd. (Crown Cement). Here, I have covered all the sections of the performance Appraisal process using balanced scorecard as the basis of developing a brand new performance evaluation of all the departments of Crown Cement. I have developed a balance scorecard based performance Appraisal for Marketing and Sales, Accounts, internal Audit, HR & Admin, Brand, IT and Supply Chain Management.

Besides these I have also incorporated the history, Brief about the company and its performance, vision and mission, values and products of M. I. Cement Factory Ltd. (Crown Cement) and most importantly I have incorporated a brief of how HR & Admin Department does their job in M. I. Cement Factory Ltd. (Crown Cement).

While making the analysis on Performance Appraisal Process I have provided detailed information about performance evaluation and I have covered all the related factors with it and in addition to that I have tried to incorporate the theories that I have learned with the practices I have seen. This report also provides a brief overview on different tasks I had to perform during my internship, the responsibilities I had to handle during the internship, my personal observation regarding the critical issues, the lacking of the HR Department and my recommendations for improving the total HR practices of M. I. Cement Factory Ltd. (Crown Cement).

Then I have presented the detailed analysis of how I have conducted the performance Appraisal in the light of Balance Scorecard, by analyzing workload, Job Description, quantitative data analysis and by analyzing business processes of M. I. Cement Factory Ltd. (Crown Cement). Then I have drawn a conclusion which sum up all the analysis and finally I present the format I have successfully introduced at M. I. Cement Factory Ltd. (Crown Cement) and which will be implemented as official performance Appraisal Method from now on.

Chapter-1(Organizational Profile)

1.1 Introduction & History

M. I. Cement Factory Ltd. is a public limited company and one of the leading manufacturers of cement in Bangladesh. On December 31, 1994 it started its journey with the commitment for providing high quality cement to the country. Its brand "Crown Cement" has own renown both at home and abroad.

Initially the plant was installed with a capacity of producing 600tpd (ton per day) of Portland cement. With the passing of time the demand of Crown Cement increased day by day. Therefore the sponsors expanded the project thrice. By dint of quality Crown Cement soon gained acceptability both at home and abroad which raised the necessity for expanding the plant from initial 600tpd (ton per day), 800tpd 2nd unit in 2002, 1400tpd 3rd unit in 2006 and 3000tpd 4th unit in 2011 thereby raising the total production capacity to 5800tpd i.e. 1.740 million metric ton per annum.

The company has been listed in Dhaka Stock Exchange and Chittagong Stock Exchange in 2011. Its high growth agenda have been highly appreciated by the shareholders, and have won investors trust. Its backward and forward integration endeavors have given new dimensions to its growth platform. With this end in view, the associate industrial units' viz., Crown Polymer Bagging Ltd., Crown Power Generation Ltd., Crown Mariners Ltd., Crown Transportation & Logistics Ltd., Crown Cement Concrete & Building Materials Ltd. have been set up and are already in operation. The company has also acquired a handy max size ocean going ship to facilitate transportation of raw materials from abroad. It is hopefully expected that these new growth platforms will facilitate creation of new dimensions and frontiers to the mother company M. I. Cement Factory Limited.

Crown Cement pioneered in export of cement in 2003 and paved the way for earning hard-earned foreign currency. Recently Crown Cement Achieved the National Export Trophy (Gold) twice for attaining the top most place among the cement exporters in Bangladesh.

The factory possesses well communications facility both through water and road. It is located as West Mukterpur, Munshigonj on the bank of the river Dhaleswari. It is connected by a metallic road (Dhaka-Munshigonj Highway) linked with the whole country.

1.2 Products



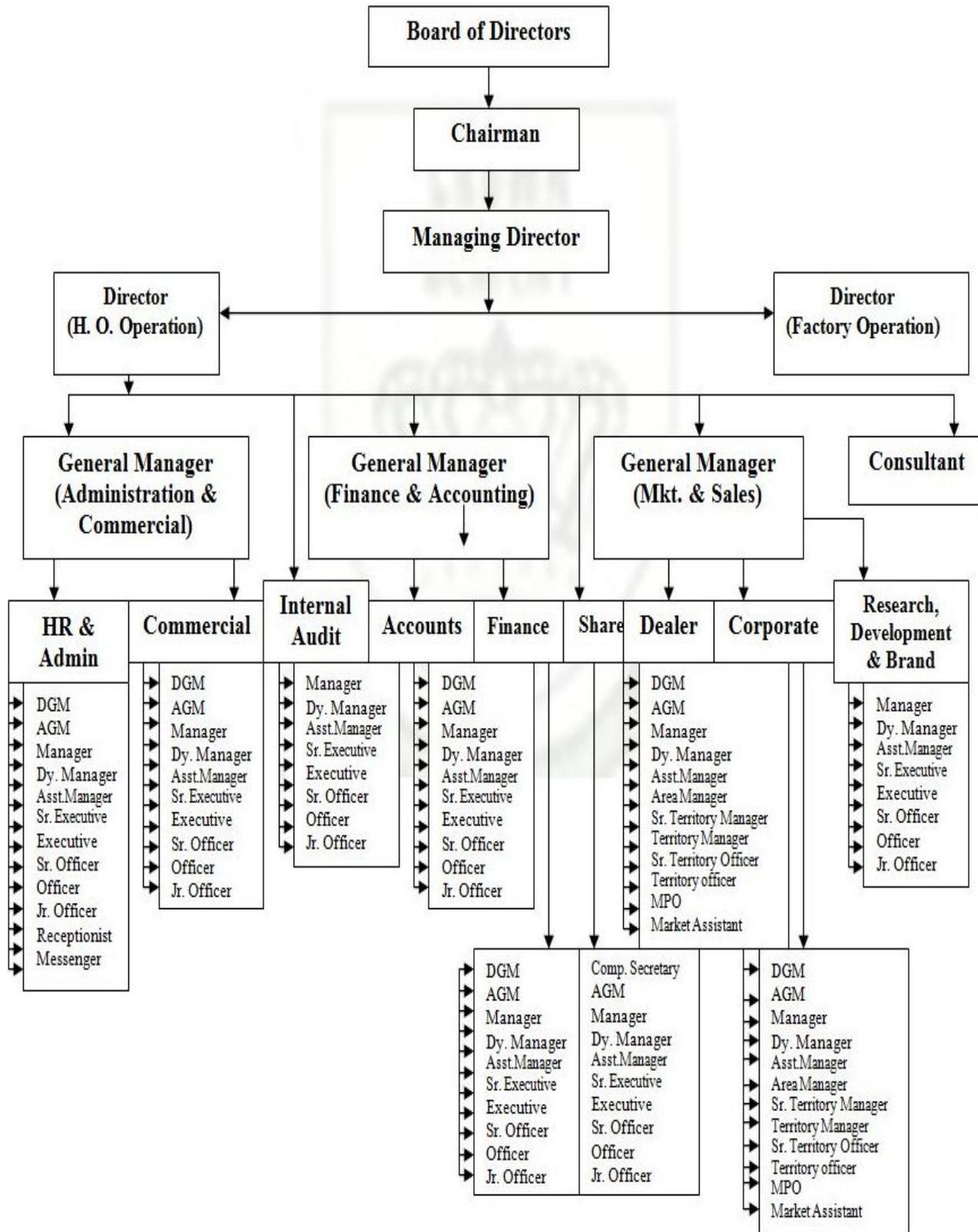
ORDINARY PORTLAND CEMENT (OPC)

As per specification of BDS EN 197-1:2003, CEM-1, 42.5 N Crown Portland Cement is an Ordinary Cement prepared by mixing clinker 95-100% and gypsum 0-5%. This cement is also called Ordinary Portland Cement (OPC). Portland cement is the Cement obtained by intimately mixing together calcareous and argillaceous materials; burning them at clinkering temperature upto about 1450 degree celcius and grinding the resulting clinker (calcined product) at required fineness and finally mixed with gypsum to obtain cement. This cement is a finely ground mixture of calcium aluminates and silicates capable of setting and hardening by chemical reaction with water. It is a binding material, which is used in engineering constructions.

PORTLAND COMPOSITE CEMENT (PCC)

Crown Portland composite cement is CEM-II/A-M is a cement consisting of Fly ash (PFA), slag and limestone designated by the specification of BDS EN 197-1: 2003; CEM -II/A-M (V-S-L), 42.5 N. PCC is the most suitable cement for construction in Bangladesh. CEM - II /A-M contains 80-94% Clinker, which is substantially higher than CEM - II/B-M containing 65 - 79% Clinker that will give us extra advantage in strength development and increase concrete performance. Both slag & fly ash (PFA) are used in PCC. Percentage of SiO₂ in PFA is higher than slag which is advantageous to gain more long-term strength and ensure durable concrete. The hydration process of normal cement produce CHS (durable binder) & Ca(OH)₂ (non-durable binder). PFA reacts with Ca(OH)₂ and generates more CSH decreasing void spaces & contributing higher strength to concrete.

1.3 Organogram



1.4 Vision & Mission

Vision

Our vision is to make a contribution to the nation by creating opportunities in the arena of industrial growth and development of Bangladesh, and to provide a solid foundation for society's future.

Mission

As a modern cement company, we manufacture cement (Brand name: Crown Cement) to meet the needs of clients through innovative products & services that create value for all our stakeholders.

1.5 Values & Goals

Commitment

Shareholders - Create sustainable economic value for our shareholders by utilizing an honest and efficient business methodology.

Community – Committed to serve the society through employment creation, support community projects & events, and be a responsible corporate citizen.

Customers – Render service to our customers by using state-of-the-art technology, offering diversified products and aspiring to fulfill their needs to the best of our abilities.

Employees – Be reliant on the inherent merit of the employees and honor our relationships. Work together to celebrate and reward the unique backgrounds, viewpoints, skills, and talents of everyone at the work place, at each level.

Accountability

We are accountable for providing quality products & excellent services along with meeting the strict requirements of regulatory standards and ethical business practices.

Inspiring, Motivating & Compelling

We're ambitious and innovative. We get excited about our work. We bring energy and imagination to our work in order to achieve a level of performance, not achieved before. We achieve a higher standard of excellence. Everything we produce should look fresh and modern.

Ability

We have the ability to undertake the responsibility to materialize our commitment, and goals. In all matters we think ahead & take new initiatives. We can see things from different perspectives; we are open to change and not bounded by how we have done things in the past. We can respond rapidly and adjust our mode of operation to meet stakeholder needs and achieve our goals.

Keep Promises

Everything we do should work perfectly. In all matters we maintain integrity & excellence. We believe in actions, not in words.

Be Respectful

We respect our customers, shareholders & others stakeholders and want to fulfill their needs. We are respectful in regard to all our interactions with them. We always appreciate comments & suggestions from our stakeholders. We are open, helpful & friendly. We have total commitment to customer satisfaction.

Goals

1. Continually set the latest standards of modern technology in our industry to satisfy the needs of customers through innovative products and services.
2. Contribute to the national economy and the infrastructure development of the country.
3. Secure the strongest competitive position in our relevant market places through making quality product and operational excellence.
4. Be partner with the best suppliers, delivering increased value for both the company and our customers.
5. Be recognized as a respected & attractive company & an employer of first choice.

6. Provide extensive career opportunities through competitive pay & benefits, training & development & a congenial working environment.
7. Empower our employees at every level, and integrate them fully into our network.
8. Continually demonstrate our commitment to sustainable environmental performance, and play a pro-active role in Corporate Social Responsibility (CSR) within our sphere of influence.
9. Achieve long-term financial performance,
10. Create secured investment opportunity within the country.
11. Enhance versatility, & diversification through the penetration of new market segments.
12. Improve administrative & organization structures to review all business lines regularly & develop the best practice in the industry.
13. Earn foreign currency through export.

1.6 Corporate Profile

Status:	Public Limited Company
Incorporation of the Company:	31st December 1994
Date of Commencement:	31st December 1994
Subscription Open on:	9th January 2011
Subscription closed:	13th January 2011
Listed in Dhaka Stock Exchange:	18th May 2011
Listed in Chittagong Stock Exchange:	5th May 2011
Credit Rating: Entity:	AA3 Short Term – ST-2
Authorized Capital:	Tk. 500, 00, 00,000
Paid up Capital:	Tk. 100, 00, 00,000

Man Power:	937 permanent, 516 Casual, 1200 Unskilled Labor
No. of Shareholders:	93,616
Commercial Production:	13th October 2000
Nature of Business:	Manufacturing and marketing of Ordinary Portland Cement and Portland Composite Cement.

1.7 Some Famous Infrastructure by Crown Cement:

- ❖ Rupayan Golden Age, Gulshan, Dhaka
- ❖ Kaikartake Bridge on the river Brahmaputra
- ❖ Concord Lake City, Khilkhet, Dhaka
- ❖ Fenchuganj Bridge on the river Kusiara
- ❖ Hoseindi Bridge on the river Meghna, Gojaria, Munshiganj
- ❖ Boropukuria Thermal Power Plant
- ❖ Rupayan Town, Bhughar, Narayanganj
- ❖ Emirates Cement, Munshiganj
- ❖ Xenovalley Model Town, Abor, Khilkhet, Dhaka
- ❖ Samobai Bhaban, Agargaon, Dhaka
- ❖ NSC Tower, Baitul Mokarram, Dhaka
- ❖ Betka Bridge on the river Dholesshori, Munshiganj
- ❖ Pink City, Gulshan
- ❖ Audit Bhaban, Kakrail, Dhaka
- ❖ Eye Hospital Bhaban, Agargaon, Dhaka
- ❖ New Canadian Chansary, Baridhara, Dhaka
- ❖ Musapra Regulator, Bashurhat Companyganj, Noakhali
- ❖ Dr. Ibrahim Medical College, Segunbagicha, Dhaka
- ❖ New Market City Complex, Dhaka
- ❖ Modern High-Rise Building, Progoti sarani, Badda, Gulshan, Dhaka

1.8 Group Members of M.I. Cement Factory Ltd.:

- ❖ Crown Power Generation Ltd.
- ❖ Crown Polymer Bagging Ltd.
- ❖ Crown Mariners Ltd.
- ❖ Molla Salt Triple Refined Industries Ltd.
- ❖ GPH Ispat Ltd.
- ❖ GPH Power Generation Ltd.
- ❖ Molla Tower & Shopping Complex
- ❖ Molla & Brothers Co.
- ❖ Jahangir & Others Ltd.
- ❖ Chittagong Capital Ltd.
- ❖ Premier Cement Mills Ltd.
- ❖ Brothers Business Systems Ltd.
- ❖ Brothers Corporation

Chapter-2 (Job)

2.1 Specific responsibilities of the job

During my internship period, I worked in HR & Admin Department. At the beginning I was not given much work. But gradually I learned to do various work and then I have been delegated various responsibilities. Then, I was asked to develop a balanced scorecard based performance Appraisal method for all the departments of M.I Cement Factory Ltd. Apart from that I performed various other activities and now I am going to mention the responsibilities I had to handle during my internship period there:

Developing Performance Appraisal using balanced scorecard:

- So, at first, I went through and got myself acquainted with their business practices.
- I made a completely quantitative performance Appraisal format for marketing department and for other departments I adopted qualitative appraisal format as per the instruction by my supervisor.
- I made two types of formats which are Self evaluation form and supervisor evaluation form.
- Then I ran a pilot project, asked some employees from various departments to fill up the forms.
- After that I could analyze the gaps in my format and rearranged the format accordingly.

Conducting survey and Employee Satisfaction Evaluation:

- I worked with Employee Satisfaction Evaluation team and observed all department employees and tried to find out to their problems.

- Based on observation we developed a survey questionnaire and conducted survey of all departments.
- We evaluated the findings.
- Then we submitted the papers to HR Head, Organizations Sr. GM and ED of the head office for taking the next step about employee's satisfaction.

Selection and Recruitment:

- I worked with the team of recruitment and selection regarding two posts– one is Marketing Manager and another one is Territory Marketing Manager.
- At first I collected CV and then I screened CV by following organization's requirement.
- After CV screening I made "Interview appraisal record" and provided it to HR Head and Marketing Head.
- Then I confirmed the candidates regarding the interview time.
- At the day of interview I arranged all necessary interview materials and welcomed all candidates at Crown Cement.
- After the interviews I calculate all marks and made a result sheet and handed the result sheet to HR Head, Marketing Head and Organization's Sr. GM for final result.
- After that I called those top candidates for final interview.
- After finalizing the result I called up the candidates and confirmed their joining date.

Employee PIF database:

- PIF means Personnel Information Form. Here all employees information are listed and through this HR can easily track any employee. And this PIF is stored in an employee's personal file. Every employee has their own file and various information and all the papers regarding his promotion, show cause, salary structure, increment information, joining letters and etc are stored there.
- When company recruited new employee that time I had to create a new employee file for the new employee. I made this PIF database and filed hardcopy of all the documents. This information is of use to company for future purposes.

Worked With Training Team:

- Worked as an observer of motivation training program for marketing departments' employees.
- Arranged and observed the training program called “The Awareness of Driving” for organization's drivers.

Insurance Bill & Others Bill:

- To recheck the insurance bills of bus, trucks and cars provided by Rupali Insurance. I also had to check for double billing, proper amount of money asked by them and creating entries in a register.
- I processed the daily food and entertainment bill.
- I processed monthly mobile bill by Grameenphone.
- I had to process & payment of bills for fuel renewal.
- I had to process monthly home allowances for marketing professionals staying outside Dhaka for business purposes.

I had to submit all the bills for auditing to the audit department. After being audited I submitted all bills to Sr. GM for grant and finally I provided all bill to the accounts department.

2.2 Critical observations

I got many things to learn in the process of evaluating performance. It is not only an evaluation process but it also helped to understand employees' psychology and thinking about the organization. Employees are seeking opportunities to maximize their skills and abilities, ensure their job security, get better compensation and build healthy relationships with management.

It is important for HR professionals to be aware of the needs, as well as the impact of environmental factors, when developing their programs and policies. As the job market expands, it will be particularly important for HR professionals to pay close attention to aspects that engage their workforce and are important to employee performance. Linking rewards to performance will be motivational and will lead company to achieve vision and mission.

To acquire enough knowledge about HRM in company the time period of internship is relatively short. It is really very difficult to find out every single issue within this limited period of time. Here, i am going to explain what i observed in the organization.

- The roles of various jobs are not clear.
- Learning environment is not highly encouraged.
- Organization's employee was afraid to give us the information as they are not familiar with this kind of survey.
- Lack of experience.
- Modern HR practices are not followed efficiently.
- There are only three HR persons in whole company including me. So, they need experienced Manpower in HR to build up the HR department for future needs.
- HR department is not main policy maker; here HR acts under the top management.
- They don't develop a yearly HR target.
- Difficulty to accumulate confidential HR data for their internal privacy.
- They reserve their maximum information at management and finance department. So there was not much opportunity to apply HR strategy.
- There was no option to do any creative task for the organization.

Chapter-3(Project)

3.1 Summary

The topic of the internship report assigned by the organization is “Developing The Performance Appraisal System of M.I. Cement Factory Limited (Crown Cement)”. I was asked to develop performance appraisal in the light of balanced scorecard and also keeping mind of their previous performance evaluation KPIs. This topic leads to the Human Resource and how the M.I. Cement Factory Limited (Crown Cement) has developed the performance appraisal system. This will reflect how they appraised the performance of their employees and what will be the reward after appraising them.

I am working in the HR & Admin Department of M.I. Cement Factory Limited (Crown Cement) where I have to do all HR purpose work like: selection and staffing (sorting CV’s, conducting selection process), developing performance appraisal system using balance scorecard as the basis, maintaining PIF Database, maintain personal information and car & vehicle information. This experience will help me a lot in my professional life regarding the HR works.

The main purpose of the report is to understand how M.I. Cement Factory Limited (Crown Cement) has developed and moderate the performance appraisal system. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof, has a profound effect on both the financial and progression components of any organization. That’s why highlighting the Developing and Moderating the Performance Appraisal System of M.I. Cement Factory Limited (Crown Cement) is vital as it is the most important part of any organization.

Performance appraisals (PAs) are important to employees and employers. Periodic appraisals allow employees to discuss their own frustrations, strengths and weaknesses, and they allow employers to provide feedback about employee concerns. Well-formulated performance-appraisal systems address problems, motivate employees, establish remedies and time frames to

reduce conflict provide training options, develop and implement changes for the good of employees, employers and for the whole organization.

Scope:

This study will relate to the HR department of M.I. Cement Factory Limited (Crown Cement) where Performance Appraisal System is a very important area to work on with. The study will be conducted based on “M.I. Cement Factory Limited (Crown Cement)” in evaluating different aspects and criteria’s related with companies’ Performance Appraisal process. This report will give a detailed idea of how I have developed Performance Appraisal process in the light of balanced scorecard.

3.2 Description of the project

3.2.1 Objective of the project

Broad objective:

To develop the Performance Appraisal System to introduce latest HR performance assessment techniques, address the needs of employees and for the betterment of M.I. Cement Factory Limited (Crown Cement).

Specific objectives:

- ❖ To understand the performance indicators, KPIs, motivational factors, employees needs.
- ❖ To find out what they will do after evaluating the performance appraisal of the employees and what will be the reward factors.
- ❖ To get an overall idea about the performance of M.I. Cement Factory Limited (Crown Cement) and its total employees
- ❖ To identify and bridge the gap between anticipated performance and actual performance.

3.2.2 Methodology

Major part of data was collected through the primary and secondary sources. It was not easy to collect primary data because the company personnel's were very busy. The primary and secondary sources were:

The primary sources of data and information:

- ❖ Observation during the total internship period.
- ❖ HR policy of M.I. Cement Factory Limited (Crown Cement)
- ❖ Operational process.
- ❖ Discussion with officials of M.I. Cement Factory Limited (Crown Cement)

The secondary sources of data are as follows:

- ❖ Annual report of the M.I. Cement Factory Limited (Crown Cement)
- ❖ Web site of M.I. Cement Factory Limited (Crown Cement)
- ❖ HRM books and Periodicals.
- ❖ Internet, Newspapers and magazines.

3.2.3 Limitations:

- ❖ The main constraint of the study is insufficient information as the employees were busy and were hesitant to provide information..
- ❖ Time shortage is a big constrains because it is very difficult to prepare report and concentrate on official work by doing regular 9am to 6pm office for 6 days a week.
- ❖ Since I carried out such a study for the first time so experience is one of the main factors that constitute the limitation of the study.
- ❖ These information are confidential so associated authority did not wish to disclose some of the data.

3.3 Literature Review

3.3.1 Performance Appraisal System:

Performance appraisal is a continuous system of tracking and measuring performance against agreed targets and identifying opportunities for improvement. In other words, performance appraisal is a set of policies to achieve a shared vision of the organization to help each individual employee to understand and recognize their contribution. But Performance Appraisal is also the tool to determine and communicate to an employee about his/ her performance on the job, ideally, establishing a plan of development for both parties.

Managers are reluctant to provide candid feedback and have honest discussions with employees for fear of reprisal or damaging relationships with the very individuals they count on to get the work done. Employees feel that their managers are unskilled at discussing their performance and ineffective at coaching them on how to develop their skills. Many complain that performance appraisal systems are cumbersome, bureaucratic and time consuming comparing to the value that it adds. This leads both managers and employees to treat performance appraisal as a burden rather than a tool to a successful working relationship.

The primary reason for having a PA program is to monitor employees' performance, motivate staff and improve company morale. Monitoring performance requires routine documentation, which is accomplished through completing a performance appraisal form. When employees are aware that the company is paying special attention to their performance and that they could be rewarded with merit increases and promotions, they are motivated to work harder. Morale is improved when employees receive recognition or reward for their work.

An effective PA program will assist the company in achieving its goals and objectives. Not only will training needs be identified and addressed during a PA review, but hidden talent can be discovered as well. Through identifying these training needs, staff can perform their jobs at the

highest level and be in a better position to address clients', members' and customers' concerns and questions. A well-developed staff is more likely to be proactive, productive and resourceful, all of which helps to give the company a competitive edge, from improved customer relations to increased profits.

3.3.1(i) Objectives of Performance Appraisal System:

- Identify the importance of the performance Appraisal System from the viewpoint of the supervisor and employee.
- Establish performance requirements for various job positions.
- Specify the steps for completing a performance review.
- Create the appropriate atmosphere for conducting the performance review discussion.
- Conduct the performance review discussion.

3.3.1(ii) Principles of the Performance Appraisal System:

- Increase management's time commitment to personnel matters on an ongoing basis.
- Shift performance emphasis from short-term, component specific individual goals to include long-term, team-oriented goals that are consistent with continuous improvement of the Industry as a whole.
- Communicate with each employee in honest, timely dialogue aimed at performance improvement.
- Increase mutual involvement in goal-setting and definition of performance standards.
- Improve management skills in communicating and taking responsibility for making the performance Appraisal System operate effectively.
- Increase employee responsibility for their career planning.

3.3.1(iii) Importance of Performance Appraisal System:

1. **Feedback:** This provides a structured format for the discussion of performance issues on a regular basis.
2. **Motivating Superior Performance:** Performance appraisal helps to motivate people to deliver superior performance in several ways.
3. **Setting and Measuring Goals:** Goal setting has consistently been demonstrated as a management process that generates superior Performance.
4. **Counseling poor performers:** Not everyone meets the organization's standards. Performance appraisal forces managers to confront those whose performance is not meeting the company's expectations.
5. **Determining compensation changes:** Performance appraisal provides the mechanism to make sure that those who do better work receive more pay.
6. **Encouraging coaching and mentoring:** Performance Appraisal identifies the areas where coaching is necessary and encourages managers to take an active coaching role.
7. **Supporting Manpower Planning:** Well-managed organizations regularly assess their bench strength to make sure that they have the talent that they will need for the future.
8. **Determining Individual Training and Development Needs:** If the performance appraisal procedure includes a requirement that individual development plans be determined and discussed, individuals can then make good decisions about the skills and competencies they need to acquire to make a greater contribution to the company. As a result they increase their chances of promotion and lower their odds of layoff.

3.3.1(iv) Different Methods of PAS:

Balanced Scorecard: A Balanced Scorecard defines what management means by "performance" and measures whether management is achieving desired results. The Balanced Scorecard translates Mission and Vision Statements into a comprehensive set of objectives and performance measures that can be quantified and appraised.

Critical incident method: The critical incident method for performance appraisal is a method in which the manager writes down positive and negative performance behavior of employees throughout the performance period.

Weighted checklist method: This method describe a performance appraisal method where rater familiarize with the jobs being evaluated, prepares a large list of descriptive statements about effective and ineffective behavior on jobs.

Paired comparison analysis: Paired comparison analysis is a good way of weighing up the relative importance of options. A range of plausible options is listed. Each option is compared against each of the other options. The results are tallied and the option with the highest score is the preferred option.

Graphic rating scales: The Rating Scale is a form on which the manager simply checks off the employee's level of performance. This is the oldest and most widely used method for performance appraisal.

Essay Evaluation method: This method asks managers/ supervisors to describe strengths and weaknesses of an employee's behavior. Essay evaluation is a non-quantitative technique. This method is usually used with the graphic rating scale method.

Behaviorally anchored rating scales: This method used to describe a performance rating that focused on specific behaviors or sets indicators defining effective or ineffective performance.

It is a combination of the rating scale and critical incident techniques of employee performance evaluation.

Performance ranking method: Ranking is a performance appraisal method that is used to evaluate employee performance from best to worst. Manager will compare an employee to another employee, rather than comparing each one to a standard measurement.

Management By Objectives (MBO) method: MBO is a process in which managers/ employers set objectives for the employee, periodically evaluate the performance, and reward according to the result. MBO focuses attention on what must be accomplished (goals) rather than how it is to be accomplished (methods).

360 degree performance appraisal: 360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them supervisors, peers and subordinates.

Forced ranking (forced distribution): Forced ranking is a method of performance appraisal to rank employee but in order of forced distribution. For example, the distribution requested with 10 or 20 percent in the top category, 70 or 80 percent in the middle, and 10 percent in the bottom.

3.3.1(v) Factors Distorting Performance Appraisal

Performance appraisal is done by the managers or supervisors. They do this job under different situation, at different place and different state of mind and at different time. Their judgements are likely to be affected. They are human being. Their psychology, liking, disliking, preference, judgement etc. are likely to affect the appraisal of employees. There are chances that errors are likely to take place. But efforts should be there so that these can be minimized. Proper care should be taken to give fair and impartial assessment. Generally the following errors are likely to take place in assessment:

(a) General Bias Errors: It depends upon the attitude of the assessor. Some may be very strict and other may be very liberal during the assessment work. They may not consider the actual performance of the employees for assessment work. It affects everyone in general.

(b) Halo Effect: During assessment when the assessor considers or gives importance to one criterion of the assessment and ignoring the other factor, the error is likely to take place.. This is called halo effect. It gives wrong assessment of the employees.

(c) Relation Rating Error: When one task is related to another task then the assessor gives importance to that logical relationship more. It creates the error in the assessment.

(d) Contrast and Similarity Errors: The assessors assess the other employees based on their own assessment. The assessment may be similar or contrast to assessment of the employees.

(e) Central Tendency Errors: When the evaluator does not take the extreme steps for evaluation, he avoids the extreme two ends. He follows the central path and gives an average rating for the performance. The range of assessment is very narrow. It dissatisfies the excellent performers but protects the poor performers also.

(f) Proximity Errors: When raters assess one high side then he assesses others also high side this is called proximity error. He wants to justice with every one but in the beginning he has done the assessment on wrong side and that affects the whole assessment.

(g) Rating Inflation: When supervisor's rating goes very high without any reason is called inflated rating. The supervisor should make that the ratings are on fact basis and not based on emotions or feeling of individuals.

The aforesaid factors affect the performance appraisal individually or collectively. Hence, performance appraisal may not be correct or may be biased. There is no hard and fast rule that these errors will take place with every assessor. But these are like to affect the assessment work of the assessors. The assessors should keep these points in mind and review the rating errors on regular basis. If the proper care is taken then the assessment work will be adequate.

Accountability can be rated as, does not meet standards, needs improvement, meets standards or exceeds standards. One each rating the assessor is supposed to give clear comments on the appraisal form. For example if the person exceeds standard their comment should be, "very good, keep it up in future also". Similarly the other criteria like behaviour, leadership, quantity and quality of output, discipline, commitment to the work, level of competencies etc. are to be rated. Finally the overall performance of the employees is to be rated. It should be followed by the comments from the assessor. The assessor is to sign the assessment form and submit to the concerned cell in HR department.

3.3.2 A balanced scorecard Approach

A new approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan (Harvard Business School) and David Norton (Balanced Scorecard Collaborative). They named this system the 'balanced scorecard'. Recognizing some of the weaknesses and vagueness of previous management approaches, the balanced scorecard approach provides a clear prescription as to what companies should measure in order to 'balance' the financial perspective.

The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

Kaplan and Norton describe the innovation of the balanced scorecard as: "The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation."

The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics, collect data and analyze it relative to each of these perspectives:

- The Learning and Growth Perspective
- The Business Process Perspective
- The Customer Perspective
- The Financial Perspective

The Learning and Growth Perspective: This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organization, people -- the only repository of knowledge -- are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Government agencies often find themselves unable to hire new technical workers and at the same time is showing a decline in training of existing employees. This is a leading indicator of 'brain drain' that must be reversed. Metrics can be put into place to guide managers in focusing training funds where they can help the most. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organization.

Kaplan and Norton emphasize that 'learning' is more than 'training'; it also includes things like mentors and tutors within the organization, as well as that ease of communication among workers that allows them to readily get help on a problem when it is needed. It also includes technological tools; what the Baldrige criteria call "high performance work systems." One of these, the Intranet, will be examined in detail later in this document.

The Business Process Perspective: This perspective refers to internal business processes. Metrics based on this perspective allow the managers to know how well their business is running, and whether its products and services conform to customer requirements (the mission). These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions these are not something that can be developed by outside consultants.

In addition to the strategic management process, two kinds of business processes may be identified: a) mission-oriented processes, and b) support processes. Mission-oriented processes are the special functions of government offices, and many unique problems are encountered in these processes. The support processes are more repetitive in nature, and hence easier to measure and benchmark using generic metrics.

The Customer Perspective: Recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. These

are leading indicators: if customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good.

In developing metrics for satisfaction, customers should be analyzed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

The Financial Perspective: Kaplan and Norton do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. In fact, often there is more than enough handling and processing of financial data. With the implementation of a corporate database, it is hoped that more of the processing can be centralized and automated.

But the point is that the current emphasis on financials leads to the "unbalanced" situation with regard to other perspectives. There is perhaps a need to include additional financial-related data, such as risk assessment and cost-benefit data, in this category.

3.3.2(i) Methodology

To construct and implement a Balanced Scorecard, managers should:

- Articulate the business's vision and strategy;
- Identify the performance categories that best link the business's vision and strategy to its results (e.g., financial performance, operations, innovation, employee performance);
- Establish objectives that support the business's vision and strategy;
- Develop effective measures and meaningful standards, establishing both short-term milestones and long-term targets;
- Ensure company-wide acceptance of the measures;
- Create appropriate budgeting, tracking, communication, and reward systems;
- Collect and analyze performance data and compare actual results with desired performance;
- Take action to close unfavorable gaps.

3.3.2(ii) Common Uses

A Balanced Scorecard is used to:

- Clarify or update a business's strategy;
- Link strategic objectives to long-term targets and annual budgets;
- Track the key elements of the business strategy;
- Incorporate strategic objectives into resource allocation processes;
- Facilitate organizational change;
- Compare performance of geographically diverse business units;
- Increase company-wide understanding of the corporate vision and strategy

3.3.3 Analysis of Performance Appraisal System in M.I. Cement Factory Ltd.

M.I. cement Factory Ltd. (Crown Cement) follows the performance Appraisal system strictly. They evaluate their employees on the basis of their performance. Mainly they evaluate what the employees are given target and what they have achieved. M.I. cement Factory Ltd. (Crown Cement) evaluated their employees because they want to know:

- what actually their employees are doing,
- whether they are fulfilling their duties and responsibilities or not,
- whether they have achieved their target or not,
- To motivate the employees and make them more effective at work,
- To give the employees rewards, promotion, increment.

Here in this company mainly followed 2 types of Performance Management System. They are:

1. Employee Performance Evaluation- Yearly (Done Once in a Year)
2. Employee Excellence Performance- Quarterly (Done 4 times in a year)

3.3.3 (i) Past Performance Appraisal System

3.3.3 (i) (A) Policy for Employee Performance Evaluation (Yearly)

- The total evaluation was under 100 marks. For Self Evaluation there was 95 marks and other 5 marks was given by HR & Admin department.
- **For part A:** According to 6 Evaluation Factor there will be total 30 marks. For the each factor given marks will be multiplied with the given points.
- **For part B:** Here were total 65 marks. Marketing & Sales Department will only give marks according to the given criteria. Other Department will give marks according to the departmental job description. Here have to write given target and the achievement. For the each factor given marks will be multiply with the given points.
- For Part C (For Self Evaluation) and calculated the total marks out of 95 by the employee. In Supervisor's Evaluation for Part C there will be only 5 marks which will be

given by HR & Admin Department and in final part total marks will be calculated out of 100 by HR & Admin Department.

- According to final rate the employee will get reward or punishment according to his/her performance. For 5 Points (90-100): 4 Increments + Promotion +Incentives, For 4 Points (80-89): 3 Increments + Promotion, For 3 Points (70-79): 2 Increments, For 2 Points (51-69): General Increment, For 1 Point (50 or below 50): No Increment will be given.
- Here, for giving the promotion, employee have to work at least 2 years within the organization neither cannot get the promotion, only get the increment and incentives.

3.3.3 (i) (B) Policy for Employee Excellence Performance Award (Quarterly)

- Employee Excellence performance will be evaluated after every 3 months for the period of last 3 months. That means from January-March, April-June, July-September, October-December.
- The Evaluation Form will be given to each of Department Head and they will evaluate their departmental employees and give the names as nominee for the further process with supported and logical document. After getting the entire nominee's name Jury Board will choose the Excellent Performer and the decision of the Jury Board will be final.
- There will be a Jury Board to evaluate employee's performance.
- Highest 2 employees will be chosen as Excellent Performer.
- Reward will be given within 7 days after completed the evaluation. For the period of January – March, reward and certificate will be given within 7th April.
- After the performance evaluation respective person will be get Tk. 5,000. & a Certificate as a reward.
- Performance Evaluation will be done according to some criteria and some points will be given to these criteria. According to the total points employee will be chosen as Excellent Performer.
- Manager and above officer's will not be evaluated under this evaluation system.
- This Performance Evaluation will effect on the Employee's Yearly Performance Evaluation.

3.3.4 Discussion & Results

3.3.4 (i) New Performance Appraisal System:

Policy for Employee Performance Evaluation (Yearly)

- The total evaluation is for 200 marks. For Self Evaluation there are 100 marks and for supervisor 100 marks are also assigned.
- Employees have to judge themselves on 2 to 4 matrices, which depend on job descriptions.
- Supervisor will also judge employees on matrices, but total value from this will be 95, and the rest 5 marks will be assigned as disciplinary action rate.
- After the total rate is calculated out of the 200 marks, then it will be divided by 2.
- According to final rate the employee will get reward or punishment according to his/her performance. For 5 Points (90-100): 4 Increments + Promotion +Incentives, For 4 Points (80-89): 3 Increments + Promotion, For 3 Points (70-79): 2 Increments, For 2 Points (60-69): General Increment, For 1 Point (50 -59): No Increment will be given, For 0 Point (\leq 49): he might get warning or get fired.
- Here, for giving the promotion, employee have to work at least 2 years within the organization neither cannot get the promotion, only get the increment and incentives.

3.3.4 (ii) Differences between past & new performance Appraisal system:

There are so many differences between the past and current means the developed and modified performance management system of M.I. Cement Factory Ltd. (Crown Cement):

- In past, self & supervisor form were both somewhat same, based on same criteria's but the new balanced scorecard format focuses on various customized options.
- The matrices were not based on department specific KPIs but I have identified and made customized KPI based evaluation forms.

- From past system to current the system become more transparent, employees can evaluate themselves and can easily find out what his supervisor thinks about him.
- Learning & growth is really important for employees, which was completely ignored, and the new balance scorecard based format has the inclusion to identify the learning & growth matrices.
- The previous rating scales were uneven, but the new formats have a balanced scale for measurement.
- The supervisor had few grasp over employees and their performance appraisal, but due to the new format supervisor has been given some control to exercise his power more than before.

3.3.4 (iii) Performance Review and reward Policy

- The purpose of the Performance Appraisal is to be evaluated the staff member's performance during the review period in relation to his/her work.
- At the end of every completed year from the date of his/her joining, the management will do a review on the performance of the concerned employee.
- On the basis of overall performance of the concerned employee increment and or promotion may be considered.
- Every management staff member shall have access to his/her Performance Appraisal sheet in order to give him/her opportunity to know his/her weakness, so that he/she can correct himself / herself and or comment on the appraisal paper.
- Every management staff member is encouraged to share, in the review process by adding written comments on the evaluation form. The management staff members are also encouraged to:
 - Inquire about his or her performance from time to time.
 - Accept additional responsibilities and show initiative
 - Review opportunities for advancement within the department of job classification

- Ask for assistance in developing a goal-oriented path for advancement within the department or Company.
- Recommendation for increment and /or promotion shall be recommended by the line authority based on performance evaluation and shall be recorded on the Performance Appraisal Form.
- The Directors concerned shall approve all increment, upgrading and promotions.

3.3.4 (iii) (A) Annual Increment:

- Normal annual increment will be awarded once a year to the employee who has completed one year's service based on annual performance appraisal done by the authority salary increments are intended to recognize superior performance and are therefore, not automatic.
- Annual Increment will become due every year (subject to satisfactory performance) from the date of joining which will be given after review of performance of the employees.
- Increments are usually 1 step in exceptional cases more than one-step increments may be recommended depending on performance subject to approval of the Board of Directors.
- An employee who received warning letter as a matter of disciplinary action may not be given annual increment depends upon gravity of the offence for which the letter was issued and the amount of improvement in the employee's performance following the letter.
- However increment will be given depend on company financial position

3.3.4 (iii) (B) Promotion:

The paramount criterion to be observed in considering recommendations for promotion is comparative merit. In assessing merit, demonstrated performance is the principal consideration. Performance is understood as the manner in which a Staff Member fulfills job duties and responsibilities over the period since the last appraisal and / or promotion. In addition overall performance should be evaluated. The key elements in performance are those reflected in the performance appraisal review.

- Promotion is the advancement of an employee to the next higher step in the same grade / category or from one category to another category.
- Promotion may only be given to an employee if his responsibilities are enhanced. (Additional tasks do not necessarily increase one's responsibility level)
- A staff member may be considered eligible for promotion to next higher position depending on his/her quality of performance and subject to availability of the position at the higher grade / category.
- Promotion will normally not exceed one grade at a time. However, in exceptional cases more than one grade promotion may be considered if approved by the management.
- Sincerity honesty dedication and integrity of the staff member must be considered for promotion.
- Promotion may be considered for deserving candidates as per following criteria:
 - A. Management Staff Category (Grade 1 to 4) At least 3 (three) continuous years of satisfactory service in the same position.
 - B. General Staff Category (Grade 5 to 8) At least 5 (five) continuous years of satisfactory service in the same position.
 - C. However the management in exceptional cases may ignore these criteria.
- Every employee is reviewed separately and compared with other employees in the same grade throughout the organization. The committee reviews the entire criterion necessary to determine that all Staff Members meet the job requirements including academic qualification, professional qualification, experience, merit and seniority.
- Recommendations for promotions are then submitted to the Board of Directors through the Establishment Sub-Committee.
- The Board of Directors reviews and approves promotion recommendations submitted by the Committee.

3.3.4 (iii) (C) Promotion from General Staff to Management Staff Category:

- General Service Category employees who meet the job requirements and clearly demonstrate potential to advance to the MS category may be considered for promotion to management staff category provided;
 - They have graduated from any recognized University;
 - They have acquired additional diploma / articulated ship / special training in the relevant field of work;
 - They have at least 5 years of relevant experience in Company or in any other organization of similar nature of international repute.
- Besides, following points shall be taken into consideration for conversion from GS to MS category:
 - Consistently excellent performance
 - Already doing professional or semi– professional work.

3.3.4 (iii) (D) Special Promotion:

- Special promotion may be given to a deserving employee for his/her outstanding performance, devotion to duties, initiative and drive in the discharge of duties regardless of seniority and rank, if so approved by the Appraisal Committee as per clause 2.
- No staff member shall be considered for special promotion unless there is specific evidence of:
 - Exceptional achievement in his/her work;
 - Consistently outstanding level of performance; and
 - Career potential as well as undisputed ability to undertake greater responsibility.

3.4 Recommendations

1. Performance Management is a very powerful process if implemented correctly. Mistakes can be avoided by consulting experts who have had experience across multiple industries and many implementations.
2. They should use 360 degree performance appraisal system by which we can come to know what their peers and subordinates think about the employee.
3. Employee should know about the policy and the reward system clearly that they can take it more seriously.
4. The criteria and measurement may be increased in years two or three and then moved on to tighter remuneration linkages as well as other more advanced processes such as Succession Planning, which draws on historical performance data.
5. Supervisors should understand and communicate how the goals of the organization directly impact the employee's job and performance.
6. Needed to create awareness for all employees about the organization's goals and strategy.
7. Flexible working hours make it easier for employees to avoid rush hour traffic, which is guaranteed to improve anyone's attitude.
8. Need more cooperation and relation within departments.
9. More training should be provided.
10. A consistent corporate culture needs to be established thoroughly. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee.
11. Job rotation, Job enlargement and Job enrichment should be followed.

3.5 Conclusion

Most of the local industries in Bangladesh don't have practice the performance appraisal system. Organizations should established HR department which will work on different HR related issues like 'Development of HR policies', 'Development of HR Planning', 'Development of job description & Specification', 'Training & development', etc should ensure the proper implementation of the policies/systems.

HR has a key role in bringing strategy to life. From this discussion it can be easily understood that M. I. Cement Factory Ltd. is one of the developing Cement Company of Bangladesh. At this moment the company is in developing position. But the strategies of the company will make the company as one of the "Biggest" Cement Manufacturer of Bangladesh. Mainly the valuable resource for any organization is their knowledge based efficient workers. The organization should be more careful on this issue to ensure the quality and ethics.

So we can easily find out the Human resource practices, recruitment and selection processes, employee satisfaction and relations, performance Appraisal method at M. I Cement Factory Ltd. is developed and effective.

3.6 References

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3.7 Appendices

Appendix (A) Past Self Evaluation Format

Employee Self Evaluation

(Marketing & Sales)

From: To:

Employee Name:	Id. No.:
Designation:	Department:

The following information is requested to help prepare for your performance appraisal. Please return this form prior to your evaluation so the information can be discussed.

Note to all Appraisee: In this page, you are requested to evaluate your self's performance bases on work factors and a performance rating therein. To increase the validity of the ratings, please give your comments in the space provided.

Please guided by the following definitions of the rating scale:

- | |
|---|
| <p>5: Significantly Exceeds Expectation (90-100)</p> <p>4: Often Exceeds Expectation (80-89)</p> <p>3: Meets Expectation (70-79)</p> <p>2: Approaching/Marginal Expectation (51-69)</p> <p>1: Below Expectation (50 or Below 50)</p> |
|---|

A. Please assess yourself on the basis of the effective application of these factors as manifested by the performance of assigned as well as the meaningful relationship established with others.

<u>Sl. No.</u>	<u>Evaluation Factors</u>	5	4	3	2	1	<u>TTL Points</u>	<u>Comments</u>
1.	Job Knowledge						x1.5=	
2.	Time & Stress Management						x0.5=	
3.	Initiative & Communication						x2=	
4.	Team Working						x1=	
5.	Manner & Etiquette						x0.5=	
6.	Cooperation of Supervisor or Subordinates						x0.5=	

B. Mention the performance that you achieved in the period covered by the appraisal which were profitable for the company:

	<u>Target</u>	<u>Achieved</u>	5	4	3	2	1	<u>TTL Points</u>	<u>Comments</u>
Sales								X3.5=	
New Client Introduction								X2=	

DSO									X2.5=	
Collection									X2=	
Closing									X2.5=	
Customer Satisfaction									X0.5=	

C. Final Total Point:

Total Rate (out of 95):

(Part A Final Rate)+ (Part B Final Rate) + =

D. Any Needs/Suggestions/Comments:

Signature : _____

Date : _____

Appendix (B) Past Supervisor Evaluation Format

Performance Appraisal Form

(Marketing & Sales)

From: To:

Employee Name:	Id. No.:
Designation:	Department:

The following information is requested to help prepare for employee's performance appraisal. Please return this form prior to employee's evaluation so the information can be discussed.

Note to all appraisers: In this page, you are requested to evaluate employee's performance bases on work factors and a performance rating therein. To increase the validity of the ratings, please give your comments in the space provided.

Please guided by the following definitions of the rating scale:

5: Significantly Exceeds Expectation (90-100)
4: Often Exceeds Expectation (80-89)
3: Meets Expectation (70-79)
2: Approaching/Marginal Expectation (51-69)
1: Below Expectation (50 or Below 50)

A. Please assess the employee on the basis of the effective application of these factors as manifested by the performance of assigned as well as the meaningful relationship established with others.

<u>Sl. No.</u>	<u>Evaluation Factors</u>	5	4	3	2	1	<u>TTL Points</u>	<u>Comments</u>
1.	Job Knowledge						x1.5=	
2.	Time & Stress Management						x0.5=	
3.	Initiative & Communication						x2=	
4.	Team Working						x1=	
5.	Manner & Etiquette						x0.5=	
6.	Cooperation of Supervisor or Subordinates						x0.5=	

B. Mention the performance that employee achieve in the period covered by the appraisal which were profitable for the company:

	<u>Target</u>	<u>Achieved</u>	5	4	3	2	1	<u>TTL Points</u>	<u>Comments</u>
Sales								X3.5=	
New Client Introduction								X2=	
DSO								X2.5=	

Collection								X2=	
Closing								X2.5=	
Customer Satisfaction								X0.5=	

C. HR Dept.:

Disciplinary Action: Rate:

- 1 Verbal Warning :(-1)
- 2 Verbal Warning :(-2)
- 1 warning letter :(-3)
- 2 warning letter :(-4)

3. Final Total Rate:

Total Rate:

(Part A Final Rate)+ (Part B Final Rate) + (Part C Final Rate)

= + +

=

Final Rate (out of 5):

Comments:

Recommendation:

.....

Appraisee

.....

Appraiser

Verified by HR Department:

Approved by Additional Managing Director:

Appendix (C) New Self Evaluation Format

M. I Cement Factory Limited

SELF

Corporate Office, Dhaka

Marketing and Sales

For The Period of to

Name :	
ID :	
Designation :	

Total Customers: Avg. price of Bags:

Financial Metrics (Weight 40%)

Objectives	Measures	Criterion	Points	Remarks
Sales (15)	Sales by Bags(5)	Sales (previous): Sales (current):		
	Sales by BDT (5)	Sales (previous): Sales (current):		
	Unprofitable customers (5)	Number of Unprofitable customers :		
Collection (18)	Bad debt (5)	Bad Debts (previous): Bad Debts(current):		
	Current dues (4)			
	Over dues (4)			
	Credit Limit (5)	Credit Limit Exceed (previous)		

		Credit Limit Exceed(current):		
DSO (7)	DSO (7)	DSO days :		

Internal Business Processes Metrics (Weight 15%)

Objectives	Measures	Criterion	Points	Remarks
Time management (10)	DO processing time (3)	Input 100% DO within office hour		
	Completed orders (3)	Timely completed orders: Total orders:		
	Payment processing time (4)	Received Customer collections within 30 days		
Closing (5)	Closing Time (5)	Reduce closing time to:..... days		

Customer Metrics (Weight 35%)

Objectives	Measures	Criterion	Points	Remarks
Client Introduction & Retention (25)	Qualified leads (2.5)	leads to real customers:		
	Unqualified leads (2.5)	Leads didn't convert to clients:		
	New client introduction (5)	Number of New clients:		
	Client Conversion (7)	Competitors client converted (previous): Competitors client converted (current):		
	Customer retention (8)	(Total Previous clients + New clients) – Total Present clients =		
Customer Satisfaction (10)	Satisfaction (5)	Satisfaction percentage :		
	Unresolved issues (3)	Unresolved issues percentage:		
	Customer Referral (2)	Number of Customer referrals:		

Learning and Growth Metrics (Weight 10%)

Objectives	Measures	Criterion	Points	Remarks
Job knowledge (3)	Product knowledge (3)	Product knowledge %		
Employee productivity (7)	Training Outcome (2)	Training changed knowledge level from % to..... %		
	Performance (3)	Performance %		
	Motivation (2)	Motivation level %		

Result (out of 100):

Needs:

Comments/ Suggestions:

Signature: _____

Appendix (D) New Supervisor Evaluation Format

M. I Cement Factory Limited

Corporate Office, Dhaka

Performance Appraisal Record

Marketing and Sales

For The Period of to

Name :	
ID :	
Designation :	

The following information is requested to help prepare for employee’s performance appraisal. Please return this form prior to employee’s evaluation so the information can be discussed.

Note to all appraisers: In this page, you are requested to evaluate employee’s performance bases on work factors and a performance rating therein. To increase the validity of the ratings, please give your comments in the space provided.

Please guided by the following definitions of the rating scale:

5	Significantly Exceed Expectations	(90- 100)
4	Often Exceed Expectations	(80- 89)
3	Exceed Expectations	(70- 79)
2	Meet Expectations	(60- 69)
1	Marginal Expectations	(50- 59)
0	Below Expectations	(≤ 49)

Financial Metrics (Weight 30%)

Objectives	Measures	Criterion	Yes/ No	Points	Remarks
Sales (10)	Sales by Bags and BDT (5)	Employee focused on selling more bags?			
		Employee focused on selling by increasing BDT?			
	Unprofitable customers (5)	Number of Unprofitable customers increased or decreased from previous period?			
Collection (15)	Bad debt (4)	Bad Debts increased or decreased from previous period?			
	Current dues (3)	Current dues are high/low and do you think he/she will be able to collect it within the collection period?			
	Over dues (4)	Over dues are high/low and do you think he/she will be able to collect it within the collection period?			
	Credit Limit (4)	Credit Limit Exceed? If yes, do you think it's due to sales increase or due to low sales?			
DSO (5)	DSO (5)	Can he/she reduce DSO days?			

Customer Metrics (Weight 15%)

Objectives	Measures	Criterion	Points	Remarks
Client Introduction & Retention (8)	New client introduction (3)	Numbers of New clients higher or lower than previous period?		
	Client Conversion (2)	Competitors client converted and are those clients have been retained effectively?		
	Customer retention (3)	Do numbers of retained customers affect the overall sales performance?		
Customer Satisfaction (7)	Satisfaction (3)	Maintenance of customer satisfaction?		
	Unresolved issues (2.5)	Unresolved issues solved?		
	Customer Referral (1.5)	Real customer referrals?		

Learning and Growth Metrics (Weight 35%)

Objectives	Measures	Criterion	Points	Remarks
Job knowledge	knowledge (3)	Demonstrate understanding of concepts, methods, techniques,		

(2)		principles, etc. necessary to accomplish job duties.		
Employee productivity (5)	Training (2)	Does the knowledge improvement shows in work (due to training received)?		
	Motivation (3)	Motivation level %		
Performance (8)	Solving skills (4)	Solves problems without being asked		
	Handling (4)	Demonstrates flexibility by adjusting unexpected situations/requirements; uses new methods for improved efficiency		
Communication (10)	Interaction (3)	Interacts positively with co-workers		
	Response (3)	Responds correctly to inquiries; consults with others		
	Manner (4)	Listens effectively to others, facilitates group discussions; contributes in a positive supportive manner.		
	Cooperation (3)	Delegates work when appropriate; consults with supervisor.		
Work Behavior (10)	Support (4)	Supports/conveys positive, friendly image of the department & company.		
	Adaptation (4)	Exhibits ability to adapt to different personalities and cultures; maintains calm, professional approach to pressure.		
	Time (2)	Uses work time appropriately for work activities		

Internal Business Processes Metrics (Weight 15%)

Objectives	Measures	Criterion	Yes/ No	Points	Remarks
Time management (10)	DO processing time (3)	Can he/she process 100% within office hours?			
	Completed orders (3)	Completes orders accurately and on time?			
	Payment processing time (4)	Does he/she Receive Customer collections within 30 days?			
Closing (5)	Closing Time (5)	Can he/she Reduce closing time?			

Disciplinary Action Rate: (Out of 5)

1 Verbal Warning:	(-1)
2 Verbal Warning:	(-2)
1 warning letter:	(-3)
2 warning letter:	(-4)

Result (out of 100):

Total Rate: (out of 200)

(Employee Final Rate) + (Supervisor Final Rate) = **+** **÷ 2 =**

Comments/ Suggestions:

Recommendation:

Appraisee: -----

Appraiser: -----

Head of HR: -----

AMD: -----