

Performance Evaluation at Opsonin Pharma Limited

Internship Report On

Performance Evaluation at Opsonin Pharma Limited

Submitted to

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Submitted by

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Date of Submission: 19 December 2015

LETTER OF TRANSMITTAL

December 19, 2015

To
Shamim Ehsanul Hauqe
Asst. Professor
Brac University

Subject: Submission of the Internship Report

Dear Sir,

With due respect and humble submission I have the honor to state that I am Md. Samauz Zoha is submitting my internship report on **“Performance Evaluation at Oponin Pharma Limited”** for your kind consideration as a part of requirement in completing my MBA program. In this report I have analyzed the performance evaluation process that is being used by Oponin Pharma Limited as a fourth largest company in Bangladesh.

I would like to express my heartiest gratitude for your kind cooperation and guidance in making this project paper informative and time oriented. There may have some unintentional mistakes and lapses. I hope you will be gracious enough to consider those mistakes.

Sincerely Yours,



.....
Md. Samauz Zoha
MBA Program
Major in HRM
ID: 13364024

DECLARATION OF THE STUDENT

I am Md. Samauz Zoha student of MBA Program (Major in HRM), Brac University ID No – 13364024, do here by declare that I have prepared the report of “**Performance Evaluation at Opsonin Pharma Limited**” by myself & this report has not been submitted for any Degree, Diploma or any other recognition before.



.....
Md. Samauz Zoha
MBA Program
Major in HRM
ID: 13364024
Brac University

ACKNOWLEDGMENT

At the inception of preparing this project I would like to express gratitude to the Almighty Allah for special blessings in completing it. There is an English proverb “**Two heads are better than one.**” So, no one can obtain a noble objective alone. This project is an accumulation of some people’s endeavor. For this, I am indebted to a number of people who helped me to prepare this and for their kind advices, suggestions, directions, and cooperation and proper guidelines for this.

I would like to thank the Department of MBA Program of Brac University for giving me such opportunity to prepare this report. My heartfelt thanks go to my supervisor **Mr. Shamim Ehsanul Haque**, Asst. Professor at Brac University. I would also like to thank Mr. Asike Mehboob Sr. Executive, HR (Admin) and Mr. Naimul Hassan, Executive (OD), Opsonin Pharma Limited for their kind cooperation to prepare my report.

Finally, sincere thanks again to my internship supervisor **Mr. Shamim Ehsanul Haque**, Asst. Professor at Brac University for his appropriate suggestions, moral support and invaluable cooperation from time to time in completing my project paper during the internship period.

EXECUTIVE SUMMARY

Opsonin Pharma Limited is a private limited company. Opsonin is committed to improve its position continuously as a Leading Pharmaceutical company in Bangladesh and strengthen its global presence. Opsonin creates value for its customers and other stakeholders by providing highest quality health care solutions through appropriate application and development of resources and processes. . Its main market is in Southeast Asia Africa Eastern Asia. It is involved with manufacturing, distributing and wholesaling. Main products of Opsonin Pharma includes Antihistamines, vitamins and minerals, NSAIDS, Antispasmodics, Corticosteroids, Laxatives, Expectorants, Analgesics, Antiprotozoals, and Anti-diarrhoeals.

Opsonin Pharma Limited is renowned for its outstanding product quality, world class manufacturing facilities, product development capabilities and unparalleled services.

Environment, health and safety are an integral part of Opsonin's corporate responsibility. As a pharmaceutical company, they improve health not only through the production and distribution of medicine to our consumers, but also through our commitment to protect the environment, health and safety of our co workers and the communities where they operate.

My internship report on Opsonin Pharma Limited is to study performance evaluation practice of the company finding lacking and corrective actions.

In this consideration I have presented the existing practice. Base on Key result area performance of employees is evaluated by the departmental heads. Performance evaluation form is circulated at the end of the year. Form is filled up both the apprise and appraiser. There is a scoring where A (90 and above) stands for outstanding performance. All functional head forward performance appraisal form to HRD. Then HRD summaries the evaluation and make a promotion and upgradation committee. The committee decides the employees entitled for promotion and upgradation. In the performance evaluation of Opsonin Pharma Ltd. I have the following findings:

- Though Opsonin Pharma Limited has well-structured policies and procedures for performance evaluation but there are some lacking in the area of setting KRA (Key result area) and properly evaluating employees by the departmental heads.
- Though there is a provision for weightage in key performance areas but it is not being implemented due to lack of coordination. Say for example, commercial departments tasks is delayed by non-cooperation of other functional areas. As a result they are not interested to set fix any time frame base on which performance can be evaluated.
- Within the fixed time frame performance evaluation is not done due to lack of coordination from other departments that should be improved.
- Opsonin Pharma has no formal (written) vision, mission and goals and Organizational Objectives that is a serious issue to be defined.

In this regard I have the following recommendation:

For evaluating performance properly Opsonin Pharma Should take initiative to redesign job structure as well as Job description, Specification. Opsonin should introduce vision, mission, goals and organization objectives of the organization. After setting organizational objectives we should introduce departmental objectives which will help us to define Key result area. After setting KRA weight should be given and then proper monitoring of an incumbents responsibility should be done through the departmental Heads. Departmental Head should properly introduce with the performance evaluation, setting KPI aligned with the organizational objectives.

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1.1 ORIGIN OF THE REPORT

As I am a student of MBA from Brac University, submitting project paper is a compulsory part of my last semester. According to Brac University guide line a student must spend 3 months in any organization as an internee. As I am employed with the Opsonin Pharma Limited at the capacity of Executive, HR (Organizational Development) so, I have taken the opportunity to prepare a report on Performance Evaluation at Opsonin Pharma Limited. In preparing the report I have written it from my practical experience and existing practice in Opsonin Pharma Ltd.

1.2 OBJECTIVE OF THE REPORT

Every preparation must have some objective behind it. I have also some objectives behind the preparation of the report on “**Performance Evaluation in Opsonin Pharma Limited**” are as follows:

1.2.1. Primary Objective

Primary objective for preparing my report is to study the performance management of Opsonin Pharma Limited if this practice conform with the standard.

1.2.2 Secondary Objectives

1. To find out the process of how performance evaluation in Opsonin Pharma Limited is going on.
2. To find out the lacking in the process of performance evaluation
3. How the problems should be solved
4. How the organization can improve in terms of performance evaluation that should effect in overall performance of the organization.

1.3 METHODOLOGY OF THE REPORT

The methodologies that have been followed to prepare my report are as follows.

1.3.1 Sources of Data

a. Primary Sources.

The primary source in my report is the data collected from the HR Manual of Opsonin Pharma Limited.

b. Secondary Sources

- ✓ Corporate Brochure of Opsonin Pharma Limited.
- ✓ Different publications of Opsonin Pharma Limited and other pharmaceutical industries in our country.
- ✓ Talking with my seniors.

1.3.2 Tools used

To prepare this project I have used M/S Word-2013,

1.4 LIMITATIONS OF THE REPORT

The Problems I have faced while preparing this Report mentioned given below-

- I could not incorporate the comparative analysis of with the other pharmaceutical companies.
- Human errors & omissions.

2.1 BACKGROUND OF OPSONIN PHARMA LIMITED - (1956-2008)

Opsonin Pharma Limited is a private limited company. Opsonin is committed to improve its position continuously as a Leading Pharmaceutical company in Bangladesh and strengthen its global presence. Opsonin creates value for its customers and other stakeholders by providing highest quality health care solutions through appropriate application and development of resources and processes. . Its main market is in Southeast Asia Africa Eastern Asia. It is involved with manufacturing, distributing and wholesaling. Main products of Opsonin Pharma includes Antihistamines, vitamins and minerals, NSAIDS, Antispasmodics, Corticosteroids, Laxatives, Expectorants, Analgesics, Antiprotozoals, and Anti-diarrheal.

2.1.1 Heritage of Opsonin Pharma Limited

1956-2003 Integrating the visionary imagination for basic industrial development in this country by our Founder Chairman Late Abdul Khaleque Khan, the successors have already established a number of innovative & import substitute industrial units mainly in the pharmaceuticals and related sectors. The seed that was planted in the year 1956 now has become a tree. The way we walked though was not a smooth and plain one. After a thousand miles walk the plant of distilled water has now opened a new horizon in Bangladesh Pharma industry. From the inception it always believed in nation building activities. Their cherished dream is to serve the mankind and the man behind the mankind. This dream has come into reality as a result of thousand miles throbbing walk of thousand people.

In the long history of Opsonin Pharma Limited there are many achievements. In the long history there achievements can be summed up. Following table is representing the major achievements or milestones of Opsonin Pharma Limited.

2.2 Overview of Opsonin Pharma Ltd.

Year	Action Taken
1956	Partnership business started.
1962	Manufacturing of indictable
1976	Enlisted as private limited company
1980	Expanded nation wide marketing & distribution
1982	Manufacturing of antibiotic capsules
1985	Export of products to South East Asia and the Middle East
1996	Manufacturing of suppositories first time in Bangladesh
1997	Manufacturing of soft gelatin capsules
2000	ISO 9001 certification
2003	Site development and planning for new factory
2005	Company name has changed from 'Opsonin Chemical Industries Ltd.' to 'Opsonin Pharma Limited
2007	Launching of consumer products.
2008	Construction of state-of-the-art pharmaceutical formulations factory at Rupatoli, Barisal on 200 acres of land.

Table: 1- Milestones of Opsonin Pharma Limited

2.2 OVERVIEW OF OPSONIN PHARMA LIMITED

2.2.1 Product Mix

Opsonin Pharma Limited is renowned for its outstanding product quality, world class manufacturing facilities, product development capabilities and unparalleled services. We produce and market branded generics for almost all disease from infection and asthma and hypertension to diabetics for both our national and international markets. Our portfolio of pharmaceuticals products cover anti infective, anti-ulcer ant, anti-fungal, anti-spasmodic, anti-emetic and gastro-prokinetic, and anathematic, analgesic, anti pyretic and NSAID, narcotic, cough preparation, laxative, haematinic, dermatological agents, corticosteroid, antihistamine, anti protozol, anti asthmatic, muscle relaxants, CNS agents, vitamins and minerals, urological, gynecological, anti-hypertensive, anti-diabetic preparation in different dosage forms like tablet, capsule, soft-gelatin capsule, suppository, suspension, solution, drop, injection, infusion, infusion, cream, ointment, lotion, and mouthwash etc. We achieved exceptionally robust growth through this very well-balanced portfolio.

2.2.2 Sales & Distribution

The role of distribution function is changing. The days of safe procedure-driven distribution activities providing an add-on business support are over. Soon, distribution department will be responsible not only to distribute product but also to create new channels through which an organization can market its products, thereby becoming revenue-generating rather than jut being a cost center for the company. We have been working with that mission to bring cost effectiveness in every sage of our operation, ensuring utmost service to both internal and external customers; we operate our service from 18 well-organized depots to nation wide customers. Our strengths include 208 trained distribution assistants. 132 trained drivers, 132 delivery vans (using environment-friendly fuel), 129 packers and 256 supportive staffs.

We are ensuring environment, health and safety aspects in every stage and encouraging all our associates t care for each others well being in all aspects of their lives. We are preserving our cool chain (temperature sensitive) products below 30 degree at our end.

2.2.3 Environment, health and safety

Environment, health and safety are an integral part of Opsonin's corporate responsibility. As a pharmaceutical company, we improve health not only through the production and distribution of medicine to our consumers, but also through our commitment to protect the environment, health and safety of our co workers and the communities where we operate. As we renew our commitments to our work everyday, we also seek to identify the emerging EHS issues relevant to our industry and stock holders by addressing them through innovative policies and programs.

Our EHS values are expressed through our focus on compliance, leadership, performance management, and global standards, minimization of environmental impact, communication, education and training.

We strive to be a leader in environmental and safety performance by incorporating best practice and instituting mechanism to reinforce continuous improvement, including systems to measure and benchmark our progress.

2.2.4 Manufacturing facility

Opsonin's sacred vow is to ensure quality man, material, and machine for good manufacturing practice. Their manufacturing facilities in Barisal, a southern district of Bangladesh carries out the manufacturing and packaging of all the products sold by the company. The production units are equipped with sophisticated machines made by world-renowned manufacturers. To name a few are Tablet Compression Machine from Manesty of the U.K.; Tablet Coating Machine from GS Coater of Italy; Advanced formatting Technology (AFT) Blister pack Machine from Horn Noah of Germany; Auto Cartooning Machine from Promatic of Italy and many more. Experienced validation engineers qualifies these highly sophisticated machines and these are being operated by highly skilled production and engineering personnel. The process through which the products are made in these machines are also validated, which guarantees that Current Good Manufacturing Practices (CGMP) prevail while goods are being produced. OPL has adopted the world Health Organization's (WHO) Guidelines on GMP in the Quality Management System.

2.2.5 Product Development

Being a national company we have got some social commitments. Apart from the business, we want momentous and fruitful interaction in terms of quality with our people. We have a fully dedicated Product Development (PD) Laboratory for development of new products. All new products are made in Pilot Batches in appropriately sized machinery before going into commercial production. Opsonin's Product Development Laboratory is the only fully equipped facility in the country dedicated for the purpose.

2.2.6 Quality Assurance

Quality Assurance (QA) procedures ensure that the quality of the products are maintained by strict compliance with international pharmacopoeias (BP, USP and EP) specifications on raw materials, packaging materials and finished products. Quality Control Laboratory is equipped with, state-of-the-art analytical and microbiological quality control instruments. These include latest instruments from Japan and European sources like High Performance Liquid Chromatography (HPLC); FTIR, UV Spectrophotometers, Atomic Absorption Spectrophotometers and many more. In addition to raw and finished product testing, tests are carried on work-in-process materials to ensure the process and hence products are always within acceptable quality limits. Also, completely separate facilities exist for microbiological testing, which checks to ensure that the products are free from undesired bacterial and other particulate contamination

2.2.7 International Marketing

Overseas business has always been highest priorities of Opsonin Pharma Limited. After flourishing and splendid pace in the home, we had extended our marketing network to abroad since 1985. By ensuring the best utilization of knowledge and skill in manufacturing technology Opsonin is one of

the pioneer pharmaceutical manufacturers to export its products abroad. As of now, we are having our overseas marketing network in a number of countries- Myanmar, Mauritius, Nepal, Pakistan, Philippines, Sri Lanka, Togo, Vietnam and Yemen. We are also in the process of exploring our existing export opportunities in some other countries as well. Against an international tender, we also supplied our products worth around USD.1.3 million to UNICEF. We have been putting our best efforts to keep this process on.

2.2.8 Human Resources

OPL has more than 2,100 employees which includes diversified professional team like pharmacist, chemist, biochemist, microbiologist, engineer, medical professional, IT professional, chartered accountant, cost and management accountant business graduates etc. OPL is committed to develop its human resources through continuous training and development. We have a large sales team comprising of 425 professionally trained persons.

2.2.9 Export

Export: Overseas business has always been highest priorities of Oplonin Pharma Limited. After flourishing and splendid pace in the home, we had extended our marketing network to abroad since 1985. By ensuring the best utilization of knowledge and skill in manufacturing technology Oplonin is one of the pioneer pharmaceutical manufacturers to export its products abroad. As of now, we are having our overseas marketing network in a number of countries-Myanmar, Kenya, Guatemala, Nigeria, Philippines, Sri Lanka, Vietnam, Yemen etc. We are also in the process of exploring our existing export opportunities in some other countries as well. Against an international tender, we also supplied our products worth around USD. 1.3 million to UNICEF. We have been putting our best efforts to keep this process.

2.2.10 Finance & Accounts

All financial activities are integrated and automated through accounting software for balance sheet preparation, payroll process, treasury management, product costing and inventory management by the supervision of professional accountants. Financial statements are prepared on historical cost convention in a going concern concept on accrual basis in accordance with international accounting standards. To protect the interest of shareholders, stakeholders and other related groups, OPL finance has implemented a well designed internal control system. We comply with all the requirements of government authorities and maintain relationships with financial institutes. We respect our internal and external customers, offering them our products and effective services at all times.

2.2.11 Company Profile

Basic Information	
Company Name	Opsonin Pharma Limited
Business Type	Manufacturer, Trading Company, Distributor/Wholesaler, Other
Product/Service(We Sell)	Finished Pharmaceutical Products (Tablet, Capsule, Injection, Syrup, Suspension, Suppository Etc)
Brands	Around 200 Brands And 400 Skis
Number of Employees:	Above 1000 People
Trade & Market	
Main Markets	North America
	Southeast Asia
	Africa
	Mid East
	Eastern Asia
Total Annual Sales Volume	Above US\$100 Million
Export Percentage	11% - 20%
Total Annual Purchase Volume	US\$10 Million - US\$50 Million
Factory Information	
Factory Size (Sq.meters):	Above 100,000 square meters
Factory Location:	Barisal, Bangladesh
QA/QC:	In House
Number of Production Lines:	Above 10
Number of R&D Staff:	11 - 20 People
Number of QC Staff:	31 - 40 People
Management Certification:	ISO 9001:2000 Others
Contract Manufacturing:	OEM Service Offered Design Service Offered Buyer Label Offered

Table 2: Company Profile

3 Performance Evaluation Policy in Opsonin Pharma Limited

3.1. OBJECTIVE:

The objective of this policy is to set eligibility and a guideline for annually appraising performance of all employees of OPL and its entire sister concerns so that their performance can be managed in a more informed and strategic way.

3.2. GOALS:

The goals of setting this policy are —

- 2.1 To encourage all employees perform well throughout the year as they will know that their performance will be appraised every year.
- 2.2 To get a close look at the employee's performance so that required steps can be taken for improvements.
- 2.3 To reduce employee turnover as employees will be convinced that our organization is at par with the Pharma industry and will value employee performance
- 2.4 To increase loyalty of employees and motivate them for better performance.

3.3. JUSTIFICATIONS

3.3.1. The annual performance appraisal process of the competitors in the Pharma industry is conducted for employees who completes one year from joining. As such our present process of appraising employees after one year from confirmation negatively impacts employee motivation, and increases employee turnover.

3.3.2. Since all candidates evaluate the organization's policy and procedure before joining an organization, it is getting tough to attract good candidates for recruitment during January to May since employees joining within this period are evaluated after 20 to 24 months from date of their joining (under present practice).

3.3.3. All department and section heads are concerned about the present eligibility i.e. one year from date of confirmation. They communicated their opinion to HRD.

3.4. ELIGIBLE STAFF:

All staff members of OPL and its entire sister concerns whose confirmation has elapsed **at least Six months on 31st December** of every year are eligible to be evaluated under this policy.

3.5. GUIDELINE FOR PERFORMANCE EVALUATION:

- 3.5.1 HRD will send updated Annual Performance Evaluation Forms (both English & Bengali) through email to all departmental heads by 05th November of every year mentioning deadline of submitting completed forms.
- 3.5.2 Deadline of completing and sending the filled in forms to HRD will be 01 (one) month from date of circulating the Annual Performance Evaluation Forms.
- 3.5.3 Responsible HR personnel will follow up the whole evaluation process and will provide required assistance to line supervisors to ensure proper and timely completion of the evaluation.
- 3.5.4 Responsible HR personnel will receive the filled in forms within the deadline and they will arrange entry of the evaluation marks in PMIS.
- 3.5.5 Responsible HR personnel will communicate with department heads regarding promotion and up-gradation cases (if any). They will prepare draft proposal of promotion and up-gradation based on the recommendation of departmental heads and then will submit it to promotion and up-gradation committee.
- 3.5.6 The promotion and up-gradation committee will decide the final list of employees to be selected for promotion and up-gradation.
- 3.5.7 Responsible HR personnel will prepare the final proposal of promotion and up-gradation based on committee recommendation for management approval.
- 3.5.8 After final management approval of promotion and up-gradation, responsible HR personnel will arrange to handover promotion and up-gradation letters to selected employees within first week of January following the year of evaluation and will circulate promotion and up-gradation news through email.

Signing by Concerns: This is a Policy derived by Human Resources Department followed and duly signed by all concerns in issuing and managing “**Performance Appraisal**” for the staff members.

4 Standard Operating Procedure of Performance Evaluation in Opsonin Pharma Limited

STANDARD OPERATING PROCEDURE

Department	Document No.	Version	Page
Human Resources	HRD/SOP/004	2	1 of 4

TITLE: SOP for Performance Appraisal of Employees

Effective Date	Review Date	Copy

Prepared by	Checked by	Approved by
<i>Sign:</i> <i>Designation: Executive, HR (OD)</i> <i>Date:</i>	<i>Sign:</i> <i>Designation: Sr. Executive, HR (OD)</i> <i>Date:</i>	<i>Sign:</i> <i>Designation: Head of HR</i> <i>Date:</i>

DOCUMENT HISTORY:

<u>Date</u>	<u>Version</u>	<u>Description of Change (Summary)</u>
	1	New
	2	Modified

DISTRIBUTION LIST:

Designation	Sign	Copy No.	Date
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Head of HR		4	
Manager, OPC		5	
Deputy Manager, Commercial		6	
Deputy Manager, Distribution		7	
Asst. Manager, PMS		8	
Asst. Manager, Training		9	
Asst. Manager, B&C & In-charge, F & A		10	
Asst. Manager, Production Planning		11	

Asst. Manager, International Marketing		12	
Asst. Manager, Product Development		13	

Document No.	Version	Page No.	Approved by
HRD/SOP/004	2	2 of 4	<i>Sign:</i> <i>Designation: Head of HR</i> <i>Date:</i>
TITLE: SOP for Performance Appraisal of Employees			

4.1 PURPOSE:

For making administrative decisions relating to promotions, firings, layoffs, merit pay increases and developmental plans

4.2. SCOPE:

All employees of OPL & its entire sister concerns whose confirmation elapse at least Six months on 31st December of every year

4.3 DEFINITION:

The process of determining and communicating to an employee how he or she is performing on the job and ideally, establishing a plan of improvement

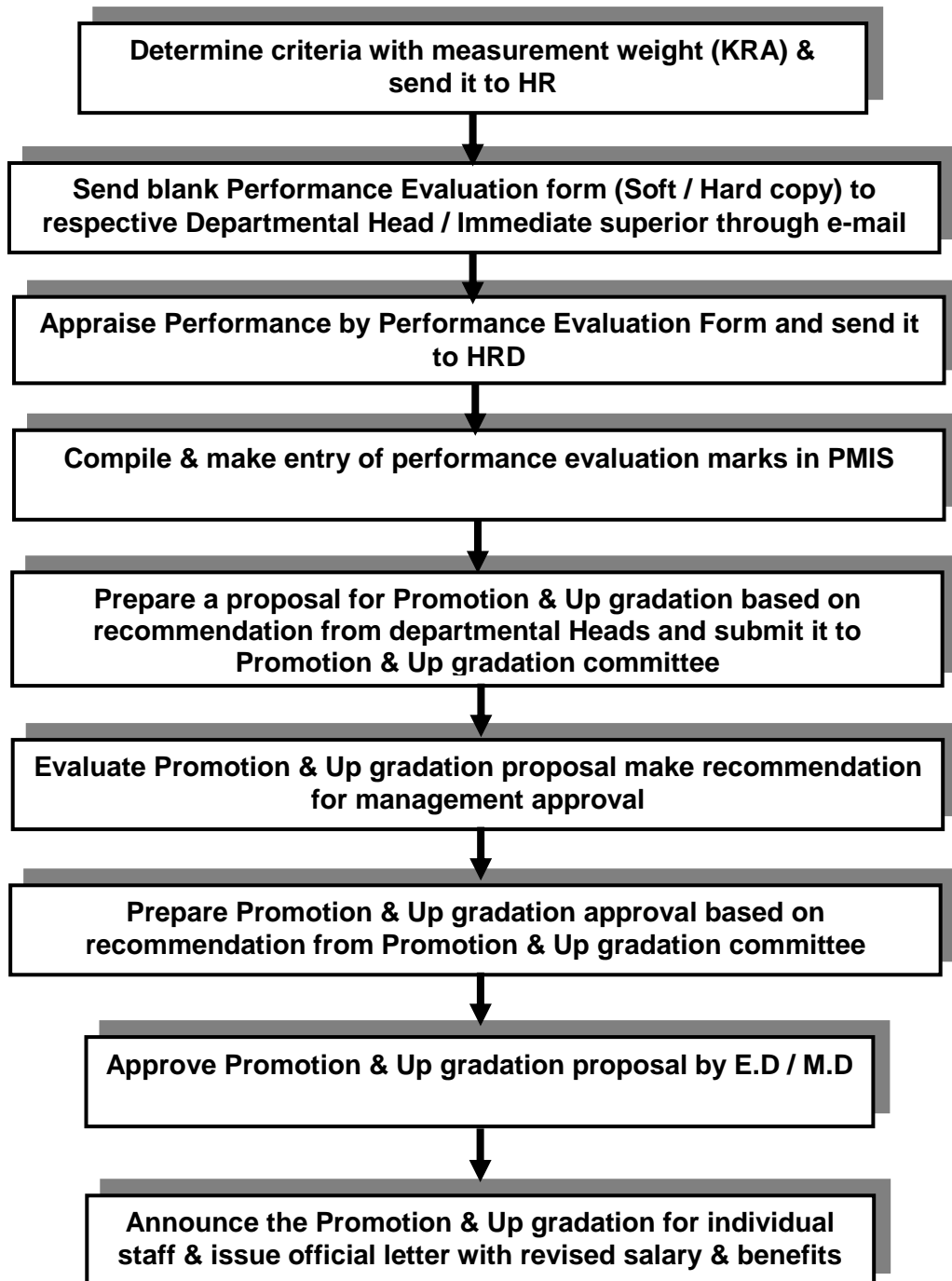
4.4 RESPONSIBILITY:

MD; ED; Head of HR; Sr. Executive/Executive, HR (OD); Respective Departmental Head

4.5 STANDARD OPERATING PROCEDURE

Document No.	Version	Page No.	Approved by
HRD/SOP/004	2	3 of 4	<i>Sign:</i> <i>Designation: Head of HR</i> <i>Date:</i>
TITLE: SOP for Performance Appraisal of Employees			

4.5.1 Process Flow Diagram:



Document No.	Version	Page No.	Approved by
HRD/SOP/004	2	4 of 4	<i>Sign:</i> <i>Designation: Head of HR</i> <i>Date:</i>
TITLE: SOP for Performance Appraisal of Employees			

4.6 Process Description:

Responsibility	Description
Respective Departmental Head	1. Prepare or determine criteria i.e. set the KRA (Key Result Area) and JD (Job Description & Job Specification) with measurement & weight for each job and send it to HRD in the beginning of each year for next year evaluation
Sr. Executive, HR (OD) / Executive, HR (OD)	2. Send Annual Performance Evaluation Form (Form No. HRD/FORM/005 & HRD/FORM/006) [Soft / Hard copy] by mail or email to departmental head for conducting performance appraisal of employee
Respective Departmental Head	3. Fill up appraisal form and send to HRD within deadline
Sr. Executive, HR (OD) / Executive, HR (OD)	4. Compile and make entry of evaluation marks in PMIS. Prepare a Proposal for Promotion & Up gradation based on recommendation from departmental Heads through Recommendation for Promotion & Up gradation Form (HRD/FORM/020) and submit it to Promotion & Up gradation committee.
Promotion & Up gradation committee	5. Evaluate Promotion & Up gradation proposal and make recommendation for management approval
Sr. Executive, HR (OD) / Executive, HR (OD)	6. Prepare Promotion & Up gradation proposal based on recommendation from Promotion & Up gradation committee. Prepare a corporate training calendar for the current year based on the recommendation by completing interview by interview board along with divisional head. Send all proposals send to MD/ ED for approval.
MD/ ED	7. Approve recommendation of promotion & up-gradation & training calendar and send it to HR Manager
Sr. Executive, HR (OD) / Executive, HR (OD)	8. Issue official promotion & up-gradation letter with revised salary and announce the promotion / up-gradation list. Take necessary action on the basis of approved corporate training calendar and follow corporate training SOP (HRD/SOP/002)

REFERENCE:

ISO 9001:2000, Clause 6.2.2

Annual Performance Evaluation Form (Form No. HRD/FORM/005)

Performance Evaluation Bangla (Form No. HRD/FORM/006)

Recommendation for Promotion & Up gradation Form (HRD/FORM/020)

PERFORMACNE EVALUATION FOR MANAGEMENT STAFF
CONFIDENTIAL

Annual Performance Evaluation Form
For Officer / Executive / Managerial Staff
[Job Grade: SG- 3 to M -1]

Evaluation Date: _____ Evaluation Period: From _____ To: _____

Supervisors' Name :	Designation :
Section :	Department :

Employee Name :	Employee Code :
Designation :	Job Grade :
Joining Date :	Confirmation Date :
Section / Unit :	Department :
Office Location :	Mobile Number :



ASSESSMENT RATING:

The appraiser (supervisor/ department head) is required to make assessment of performance demonstrated by appraisee during the period. Five performance levels are rated with mark for each, as mentioned below:

Criteria	Unsatisfactory	Needs Improvement	Satisfactory	Good	Outstanding
Points	1 – 2	3 – 4	5 - 6	7 - 8	9 - 10
Definition	A performance, which fails to meet any position objective, target or job requirement. It reflects serious under achievement and if continued will most likely lead to termination.	A performance, which falls short of that expected for a fully competent employee. Further experience and development is necessary.	A performance, which fully meets the position objectives, targets and job requirements. It reflects a valuable, fully competent level of achievement.	A performance, which frequently exceeds position objectives, targets and job requirements. It reflects a good overall achievement.	A performance which consistently exceeds all objectives, targets and job requirements reflecting an outstanding achievement.

PERFORMANCE MEASURE

A. Job Responsibilities (KRA) (Joint Assessment by the Appraisee & Appraiser):

Job Responsibilities (KRA)	Score	Comments of Supervisor
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

$$\text{Total Score} = \frac{\text{Score Achieved}}{\text{Total Marks}} \times 100 = \text{\%}$$

(No. of KRA x 10)

B. Ability Measure (To be filled in by joint assessment of appraisee & appraiser):

(Please read the description of each Performance Factors Carefully)

Performance Factors	Score
1. JOB KNOWLEDGE: Does the employee exhibit job-relevant knowledge and skill needed to perform the duties and requirements of the position? Does the employee exhibit knowledge of the methods, practices and equipment needed to do the job? Consider knowledge gained through experience, education and specialized training.	
2. QUALITY OF WORK: Work quality refers to effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems. Does the employee's work meet the requirements, expectations, or desired outcomes? How accurate and complete is the work? Is it completed in a timely manner? Is the work done in an efficient and effective method?	
3. PRODUCTIVITY: Consider how the person uses available working time, plans and prioritizes work, sets and accomplishes goals, uses available resources, and completes assignments on schedule. Are the expected results achieved in a timely and a safe manner?	
4. ADAPTABILITY: The extent to which this employee adjust to changes. Does this employee initiate or recommend beneficial changes in work procedures? Does this employee readily accept new assignments or temporary assignments outside the regular responsibilities?	
5. DEPENDABILITY: How reliable is the employee in performing work assignments and carrying out instructions? Consider the degree of supervision required and the willingness to take on responsibilities and to be accountable for them.	
6. INITIATIVE AND CREATIVITY: Extent to which the employee is self-directed, resourceful and creative in meeting job objectives; follows through on assignments; initiates or modifies ideas, methods or procedures to meet changing circumstances or needs	
7. INTERPERSONAL RELATIONS AND CUSTOMER SERVICE: Does the employee exhibit a good level of interpersonal skills and has a good working relationship with most of his/her peers, subordinates, supervisors, customers, and the general public?	
8. JUDGEMENT AND POLICY COMPLIANCE: Does employee evaluate situations and make sound decisions, and use reasoning to identify, solve, and prevent problems. Does the employee exhibit knowledge & willingness to comply of the Institute's policies and procedures?	
9. ATTENDANCE: Does the employee report to work on a timely basis and stay on the job? Consider arrival times, observance of time limits for breaks and lunches. Consider patterns of sick leave use, seeking prior approval for vacation, and giving prompt notice to supervisor of absence due to illness or other acceptable reasons.	
10. SAFETY AND SECURITY: Does the employee work in a safe manner, preventing accidents and injuries? Does the employee report unsafe working conditions to the supervisor? Does the employee protect the security of computer information systems and the confidentiality of information available to or received by the employee or other employees?	

Supervisory Factors: If the employee is being evaluated as supervisor, complete this section in addition to previous performance factors.

Performance Factors	Score
1. LEADERSHIP ABILITY: Is the supervisor able to get employees and co-workers to do willingly and well the duties needed to be accomplished? Consider ability to get the work done while being sensitive to the morale and satisfaction of those doing the work; the ability to function consistently and effectively in an objective and rational manner regardless of pressures.	
2. APPRAISAL AND DEVELOPMENT OF PEOPLE: Does supervisor demonstrate ability to select, train and provide opportunities for development of employees by recognizing and improving their abilities. Consider ability to exhibit fairness and impartiality with employees in assigning job duties and objectively appraising work performance.	
3. PLANNING AND ORGANIZATION: How effective is the supervisor in setting effective goals, planning ahead and establishing priorities? Consider ability to make the most effective use of time, facilities, material, equipment, employees' skills and other resources. Examine ability to prepare and administer budget effectively.	
4. COMMUNICATION SKILLS: To what extent does supervisor demonstrate ability to communicate effectively in both oral and written expression with employees and his/her supervisor? Are issues confronted and resolved constructively? Consider ability to help employees with their work problems; ability to keep employees informed of decisions and plans for own office as well as policies and procedures of the Institute.	
Total Points	

Total Score $\frac{\text{Score Achieved } \boxed{}}{\text{Total Marks } \boxed{} \text{ (No. of Performance Factors x 10)}} \times 100 = \boxed{} \%$

FINAL CALCULATION OF MARKS OBTAINED

APPRAISAL RATING					
Grade	A	B	C	D	E
Performance Level	Outstanding	Good	Satisfactory	Needs Improvement	Unsatisfactory
Score (Percentage)	90 – 100 %	80 – 89 %	70 – 79 %	60 – 69 %	Below 60

Section	Achievement (%)
A	%
B	%
TOTAL	%

Average = Total $\boxed{} \%$ / 2 = $\boxed{} \%$

STRENGTH AND WEAKNESS OF THE APPRAISEE

[To be filled in by Appraiser]

A. STRENGTH :

B. WEAKNESS :

RECOMMENDED TRAINING FOR DEVELOPMENT

[To be filled in jointly by Appraisee & Appraiser]

NO.	List the <u>Skills</u> or <u>Roles</u> that require specific training to perform section or departmental assigned jobs.	WHEN REQUIRED	
		URGENT	LATER
1.			
2.			
Identify the type of trainings required based on present job responsibilities.			
1.			
2.			

DISCIPLINARY RECORD DURING THE APPRAISAL PERIOD, IF ANY [To be filled up as per HR record]

1.	Offense:	Date:
2.	Action taken:	Date:

COMMENTS & SIGNATURE

Appraise		Appraiser	
Comments (If any):		Comments (If any):	
	Signature with date		Signature with date
<i>(The employee's signature indicated that he/she was given the opportunity to read this review and add comments)</i>			

POTENTIALITY ASSESSMENT

To be filled in by Section / Departmental Head

i. For Current Position	Suitable	<input type="checkbox"/>	Needs Improvement	<input type="checkbox"/>
ii. For Higher Responsibility	Capable	<input type="checkbox"/>	Later	<input type="checkbox"/>
	a. Capable for Up gradation	<input type="checkbox"/>		
	b. Capable for Promotion	<input type="checkbox"/>		

Please attach the proposal for Up Gradation or Promotion through **Form: HRD/FORM/020**

Signature of Section Head (If different from Department Head)	
Comment:	Signature: _____
	Name: _____
	Designation: _____
	Date: _____

EVALUATION OF APPRAISAL BY DEPARTMENT HEAD

Head of Department Identifies Appraiser's Managerial Potentiality (where appraiser is below Head of Department)

a) Assessment / judgment is reasonable	<input type="checkbox"/>	_____
b) Less than reasonable	<input type="checkbox"/>	_____

Signature of Department Head	
Comment:	Signature: _____
	Name: _____
	Designation: _____
	Date: _____

(Completed form should be sent in closed cover to HRD from Departmental Head)

COMMENTS OF HRD (IF ANY)	
Comments:	Signature with date :
	Name :
	Designation :

PERFORMANCE EVALUATION FOR NON MANAGEMENT STAFF

বাৎসরিক কর্ম মূল্যায়ন ফর্ম

[স্টাফ গ্রেড : SG 7 – SG 4]

মূল্যায়নের তারিখ: _____ মূল্যায়নের সময়সীমা: _____ হইতে _____ পর্যন্ত

নিয়ন্ত্রণকারী কর্মকর্তার নাম	:		পদবী	:	
সেকশন	:		বিভাগ	:	

কর্মচারীর নাম: _____ ই-কোড : _____

পদবী : _____ পদবী গ্রেড: _____

চাকুরীতে নিযুক্তির তারিখ : _____ স্থায়ীকরণের তারিখ: _____

সেকশন : _____ বিভাগ : _____

কর্মস্থান : _____ মোবাইল নম্বর : _____

ক. মান নির্ণয় পদ্ধতিঃ

গ্রেড	এ	বি	সি	ডি	এফ
মন্তব্য	খুবই ভাল	ভাল	সন্তোষজনক	উন্নতি আবশ্যিক	অসন্তোষজনক
একক নম্বর	৯ - ১০	৮	৭	৬	৫ - ৫ এর কম
মোট নম্বর	৯০ - ১০০	৮০ - ৮৯	৭০ - ৭৯	৬০ - ৬৯	৬০ এর কম

নিয়ন্ত্রণকারী কর্মকর্তা পূরণ করবেন:

মান নিরূপনের একক	নির্ধারিত নম্বর	প্রাপ্ত নম্বর
কার্য সম্পাদন সম্পর্কিত জ্ঞান ও চলতি কাজের সক্ষমতা	১০	
কাজের ইচ্ছা ও উদ্যম	১০	
বুদ্ধিমত্তা ও প্রশিক্ষণামতা	১০	
নির্ধারিত সময়ে কার্য সম্পাদন ক্ষমতা ও কাজের মান	১০	
দলের সদস্য হিসাবে কাজ করবার সামর্থ্য	১০	
পেশাগত নিরাপত্তা জ্ঞান	১০	
পরিদর্শন দক্ষতা (বিক্রয়/ উৎপাদন, যেখানে প্রযোজ্য)	১০	
শৃঙ্খলা	১০	
নিয়মকানূনের প্রতি আনুগত্য	১০	
উপস্থিতি	১০	
মোট নম্বর :	১০০	

খ. নিয়ন্ত্রণকারী কর্মকর্তার মন্তব্যঃ

অধীনস্থ কর্মচারীরঃ

অর্জন	
সবল দিক	
দুর্বল দিক	

মন্তব্য ও স্বাক্ষরঃ

অধীনস্থ কর্মচারী	নিয়ন্ত্রণকারী কর্মকর্তা
মন্তব্য (যদি থাকে)	মন্তব্য (যদি থাকে)
স্বাক্ষর	স্বাক্ষর
তারিখ:	তারিখ:

গ. সেকশন ও বিভাগীয় প্রধানের মন্তব্যঃ

পদোন্নতির সম্ভাব্যতা যাচাইঃ

বর্তমান পদের সময়কাল

বছর

মাস

বর্তমান পদের জন্য

উপযুক্ত

উন্নতি প্রয়োজন

পদোন্নতির জন্য

উপযুক্ত

অनावশ্যক

বিঃদ্রঃ পদোন্নতি প্রস্তাবের জন্য HRD/FORM/020 পূরন করে এই ফর্মের সঙ্গে সংযুক্ত করবেন (সেকশন ঘ. এর পর)।

দক্ষতা বৃদ্ধির ও উন্নতির জন্য যে সকল পদক্ষেপ প্রয়োজনঃ

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মন্তব্য ও স্বাক্ষরঃ

সেকশন প্রধান	বিভাগীয় প্রধান
মন্তব্য (যদি থাকে)ঃ	মন্তব্য (যদি থাকে)ঃ
স্বাক্ষর	স্বাক্ষর
তারিখ:	তারিখ:

মানব সম্পদ বিভাগের মন্তব্য (যদি থাকে)

মন্তব্য (যদি থাকে)ঃ	নাম : _____
	পদবী : _____
	স্বাক্ষর : _____
	তারিখ : _____

Opsonin Pharma Limited

Recommendation for Promotion / Up gradation

(This form is to be filled up by respective Supervisor and Departmental Head only)

Staff Stationed at	<input type="checkbox"/> CHQ	<input type="checkbox"/> Factory	<input type="checkbox"/> Depot	Section & Department:
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Consideration Period: _____ to _____			
Name of the Employee	_____		
Designation	_____	E Code	_____
Job Location	_____	Job Grade	_____
Joining Date	____/____/____	Confirmation Date	____/____/____
Length of Service	_____	Last Upgraded / Promoted on	____/____/____
Recommendation For Promotion / Upgradation			
Job Grade	_____	Designation	_____
<u>Justification of Recommendation:</u>			
Proposed by (Supervisor):	Recommended by (Departmental Head):		
			Comment (if any):
Signature with Date	Signature with Date		

HUMAN RESOURCES DEPARTMENT PART: FINDINGS / SOLICITATION	
Processed by:	Comments of OD Representative (If any):
OD Representative	

5. FINDINGS AT A GLANCE

- Though Opsonin Pharma Limited has well-structured policies and procedures for performance evaluation but there are some lacking in the area of setting KRA (Key result area) and properly evaluating employees by the departmental heads.
- Though there is a provision for weightage in key performance areas but it is not being implemented due to lack of coordination. Say for example, commercial departments tasks is delayed by non-cooperation of other functional areas. As a result they are not interested to set fix any time frame base on which performance can be evaluated.
- Within the fixed time frame performance evaluation is not done due to lack of coordination from other departments that should be improved.
- Opsonin Pharma has no formal (written) vision, mission and goals and Organizational Objectives that is a serious issue to be defined.

6. RECOMMENDATION

In preparing this report I have found several areas those should be improved for better Management of performance evaluation in Opsonin Pharma Limited

1. For evaluating performance properly Opsonin Pharma Should take initiative to redesign job structure as well as Job description, Specification.
2. Opsonin should introduce vision, mission, goals and organization objectives of the organization.
3. After setting organizational objectives we should introduce departmental objectives which will help us to define Key result area.
4. After setting KRA weight should be given and then proper monitoring of an incumbents responsibility should be done through the departmental Heads.
5. Departmental Head should properly introduce with the performance evaluation, setting KPI aligned with the organizational objectives.

CONCLUSION

In Bangladesh the pharmaceutical sector is one of the most developed hi-tech sectors which are contributing in the country's economy. Being that 4th largest Organization in Bangladesh Oponin should ensure proper performance management to remain competitive in the market. In this endeavor setting organization vision, mission, goals and objective is a must. It is unimaginable that such type of organization running its business without having any formal vision that is documented. The set vision must be set with all employees so that they can ensure maximum of their effort. According to the vision Oponin Pharma Should modify job structure, Job description, specification and set KRA for proper performance evaluation.

To implement this all functional heads and top management should come forward. Human Resources Department should take the initiative to make coordinate this endeavor and implement it.

Eventually it can be said that Oponin Pharma Ltd. is doing very good in its business in producing Pharmaceutical Products. They are the 4th largest organization in the country. Oponin has very good working environment which is a great strength to make the organization more productive and implement performance evaluation related issues.

BIBLIOGRAPHY

References

1. HR Manual of Opsonin Pharma Limited
2. Corporate Brochure of Opsonin Pharma Limited.