

**Internship Report**  
**On**  
**Performance Management System**  
**Of**  
**BRAC**



## Internship Report on Performance Management System of BRAC



### **Submitted to:**

Mr. Ahmed Abir Choudhury

Lecturer

BRAC Business School

BRAC University

### **Submitted by:**

Abdullah Ashraf Tashbih

ID: 13204091

BRAC Business School

BRAC University

**Date of Submission: 12<sup>th</sup> April, 2018**

## Letter of Transmittal

12 April, 2018

Ahmed Abir Choudhury  
Lecturer  
BRAC Business School  
BRAC University  
66, Mohakhali, Dhaka-1212.

Subject: Submission of Internship Report on “Performance Management System of BRAC”.

Dear Sir,

It is my great pleasure and honor to submit my Internship Report on “Performance Management System of BRAC” to you.

I have made sincere efforts to study and worked hard to get the related materials, documents, and outfitted system of BRAC. I have studied significant reading materials and articles regarding BRAC for preparing this internship report.

I have tried my best to make this internship report wide-ranging, instructive and also informative as much as possible within the due time. Due to several limitations there may be some mistakes for which I apologize.

In a nutshell, it has been a great journey and experience to work with such a great and successful organization while working for my final report. I am grateful to you for your guidance, recommendations, and constructive criticisms during the making of this report that boost me up to work even better. I genuinely hope that this project will live up to your expectation over me.

Thanking you,

Abdullah Ashraf Tashbih  
ID: 13204091  
BRAC Business School  
BRAC University.

## Acknowledgement

To start with, I am extremely grateful to Almighty Allah for His blessings and giving me patience to finish this report successfully. I could not have finished my report if He did not make it possible.

I am indebted to my Project Supervisor Mr. Ahmed Abir Choudhury, Lecturer of BRAC University, who guided me throughout my project work. He provided me with resources that I needed to carry out the work. His incredible support and cooperation made my work easier in difficult situations.

I would like to show my gratitude towards the Team of Performance Management Unit of BRAC Human Resource & Learning Division where I have been working for my Internship. Mr. Rashedur Rahman, Assistant Manager of PMS Unit of BRAC HR & LD is my Organization Supervisor. Thanking him would be less for him. Mr. Rashed is the one who has helped me through thick and thin throughout my journey in BRAC. Moreover, he is the one who provided me valuable information and resources which are the real ornaments of my Internship Report. Nevertheless, I also have gain a real life work experience while working along with the professionals. In addition, I also want to thank my colleagues who supported me by giving valuable information and advice.

In the end, I would like to express my appreciation to the BRAC University as it has given me a platform to educate myself while enriching my knowledge and skills to perform better in my career.

## Executive Summary

Performance Management System is an organized method by which an organization involves its employees as individuals as well as members of a team where its prime target is to improve its organizational effectiveness while accomplishing organizational mission and goals. BRAC HRD has a specialized section, which is known as 'Performance Management Unit' to identify performance of each and every employees. Performance Management Team incessantly works to provide a complete scenario of employee performance to the highest management. It works to accelerate the progression of the organization. BRAC believes that the ability of the employees to perform well depends on proper guidance, qualities, skills and competencies. Performance Management Team institutes a performance evaluation system for employee performance appraisal, which motivates the employees along with his supervisors for improving their skills, competencies and performance. The Performance Management Team ensures continuous improvement of the structure, building capacity of supervisors who evaluates performance of employees, revising formats based on practical requirements of PMS, facilitating and improvising assessment processes, implementing decisions regarding awards and rewards, appreciation and giving effective feedback on performance of each employees.

Since I have worked in such esteem organization, I actually felt honored to share my expertise with the Performance Management Unit of BRAC. The first part of this internship report mainly consists of the background of BRAC. On the second half, it is all about the details of Performance Management System of BRAC. On this report, I have mainly focused on the Performance Management System of BRAC, how it is managed and measure the employee performance. After that, I have managed to find out some limitations and loopholes regarding PMS and also tried to provide some possible solutions and suggestions to overcome those loopholes. As the information regarding HR and PMS is sensitive as well as confidential, all the data's were not being disclosed publicly.

## Table of Contents

<b>Chapter – 01</b> .....	1
<b>An Overview of BRAC</b> .....	1
<b>1.1. Profile of BRAC in Brief</b> .....	2
<b>1.2. Vision</b> .....	2
<b>1.3. Mission</b> .....	2
<b>1.4. Values</b> .....	3
<b>1.5. Strengths</b> .....	3
<b>1.6. Explanation of BRAC logo</b> .....	4
<b>1.7. Changes BRAC wants to bring</b> .....	4
<b>1.8. Organogram of BRAC</b> .....	5
<b>1.9. Structure of BRAC</b> .....	6
<b>1.10. Governing Body of BRAC</b> .....	6
<b>1.11. Different Programmes of BRAC</b> .....	7
<b>Chapter – 02</b> .....	9
<b>Introduction</b> .....	9
<b>2.1. Origin of the Report</b> .....	10
<b>2.2. Purpose of the study</b> .....	10
<b>2.3. Objectives of the study</b> .....	11
<b>2.4. Methodology of the study</b> .....	11
<b>2.5. Limitations of the study</b> .....	12
<b>Chapter – 03</b> .....	13
<b>Literature Review</b> .....	13
<b>3.1. Literature Review</b> .....	14
<b>Chapter – 04</b> .....	18
<b>Performance Management System</b> .....	18
<b>4.1. BRAC Performance Management System</b> .....	19

<b>4.2. Roles of Supervisor and Employees</b> .....	20
<b>4.3. General guidelines</b> .....	20
<b>4.4. Types of Objectives of PMS</b> .....	22
<b>4.5. Development Planning</b> .....	24
<b>4.6. Alignment with BRAC Values</b> .....	24
<b>4.7. Midyear Conversations</b> .....	25
<b>4.8. Year-End Review</b> .....	25
<b>4.9. Assess and Rate</b> .....	26
<b>4.10. New roles for Supervisors and Employees</b> .....	26
<b>4.11. Objectives Rating Scale Description</b> .....	28
<b>4.12. Values Rating Scale Description</b> .....	30
<b>4.13. Calculating the Total Score at Year End Review</b> .....	30
<b>4.14. Recognition System</b> .....	31
<b>4.15. Development</b> .....	31
<b>4.16. Recommendation for reward by Supervisor</b> .....	32
<b>4.17. Performance Improvement Plan (PIP)</b> .....	32
<b>Chapter – 05</b> .....	37
<b>Job Description &amp; Responsibilities</b> .....	37
<b>5.1. My Job Description in brief</b> .....	38
<b>5.2. My Job Responsibilities</b> .....	38
<b>Chapter – 06</b> .....	39
<b>Limitations of PMS</b> .....	39
<b>6.1. Major limitations of PMS</b> .....	40
<b>Chapter – 07</b> .....	41
<b>Recommendation &amp; Conclusion</b> .....	41
<b>7.1. Recommendation</b> .....	42
<b>7.2. Conclusion</b> .....	43
<b>References and Bibliography</b> .....	44





## Chapter – 01

### An Overview of BRAC



## 1.1. Profile of BRAC in Brief

BRAC, a non-government organisation which was established in 1972 by its founder Sir Fazle Hasan Abed in Habiganj district. Previously its name was Bangladesh Rural Advancement Committee (BRAC). Since 2009 the abbreviated name “BRAC” has been officially approved as its name. BRAC initially provided relief and rehabilitation help to the refugees returning from India after the war of liberation. Later, BRAC turned its focus on the long-term issues of poverty alleviation, creating economic development, enhancing literacy rate, creating awareness regarding public health, gender equality and empowerment of the poor in rural areas of the country. At present, BRAC promotes income generation for the poor, mostly underprivileged rural people through microcredit and programmes on healthcare and literacy by providing primary education and training.

## 1.2. Vision

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

## 1.3. Mission

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realise their potential.

## 1.4. Values

**Innovation** - BRAC has been an innovator in the creation of opportunities for the poor to lift themselves out of poverty. BRAC values creativity in programme design and strive to display global leadership in groundbreaking development initiatives.

**Integrity** - BRAC value transparency and accountability in all our professional work, with clear policies and procedures, while displaying the utmost level of honesty in their financial dealings. We hold these to be the most essential elements of our work ethic.

**Inclusiveness** - BRAC is committed to engaging, supporting and recognising the value of all members of society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.

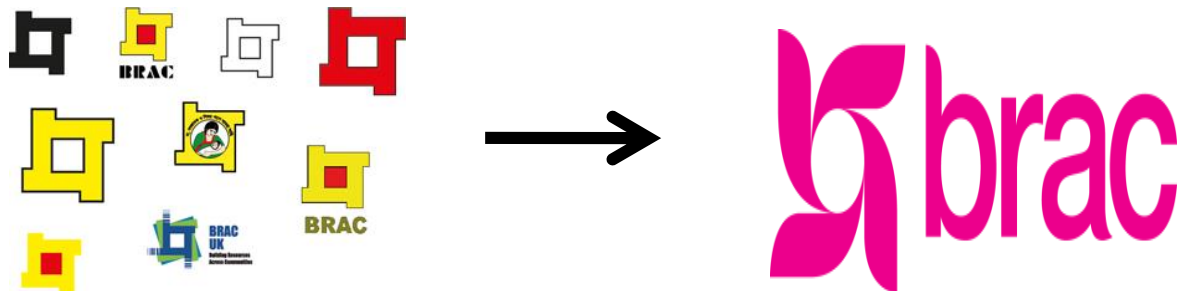
**Effectiveness** - BRAC values efficiency and excellence in all their work, constantly challenging themselves to perform better, to meet and exceed programme targets, and to improve and deepen the impact of their interventions.

## 1.5. Strengths

Thinking local, acting global – Besides Bangladesh, BRAC spreads antipoverty solutions to 10 other developing countries, which are Uganda, Tanzania, Sierra Leone, South Sudan, Liberia, Haiti, Afghanistan, Pakistan, Sri Lanka and the Philippines.

Unprecedented scale and reach - Today, BRAC reaches an estimated 135 million people with over 180,000 employees worldwide.

## 1.6. Explanation of BRAC logo

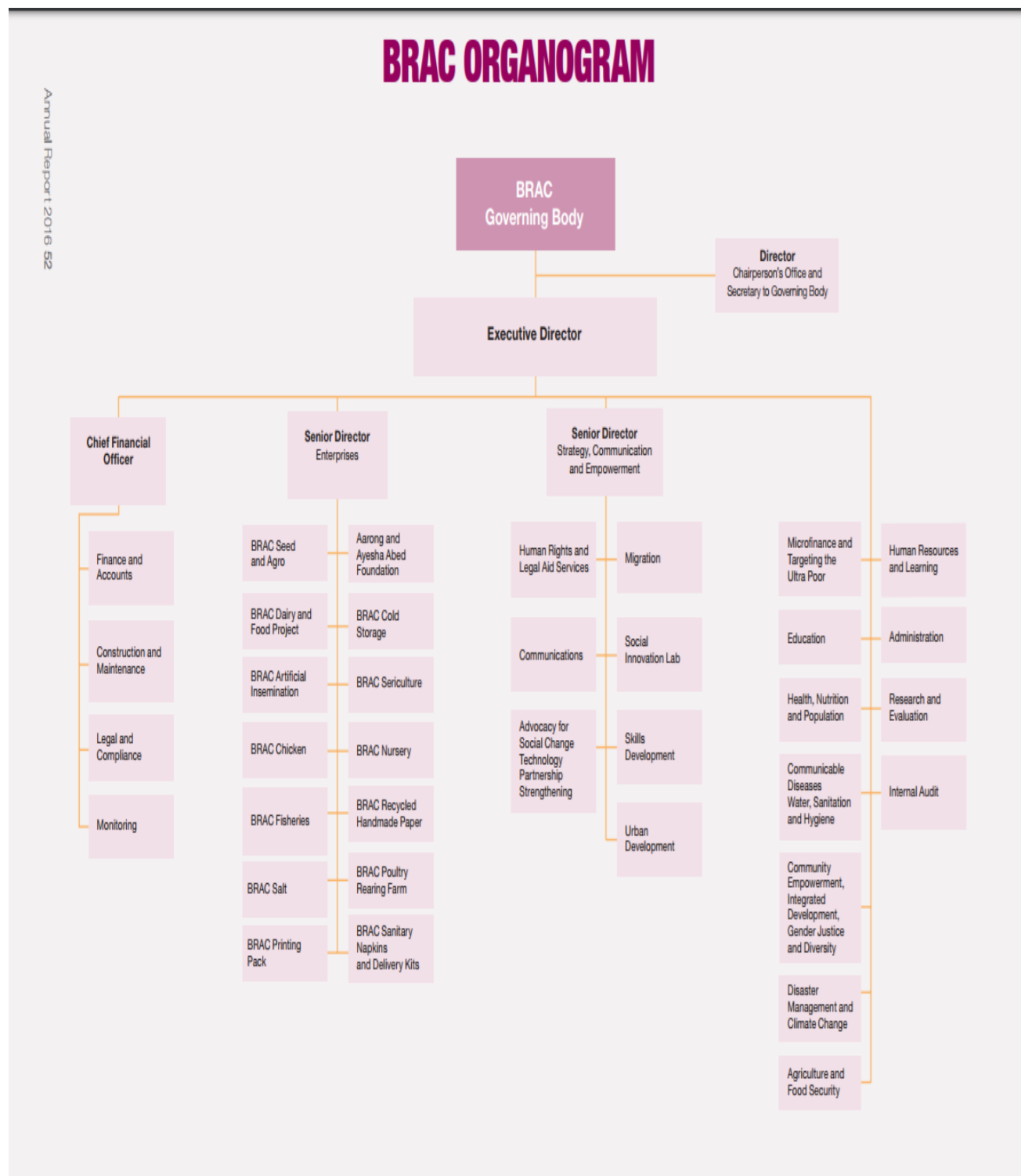


- The color of the logo is Magenta
  - expressing women centered programmes
- Different parts are assembled together
  - multi dimensionality of the organisation
- Moving outwards from the centre
  - dynamic nature of the programme expansion

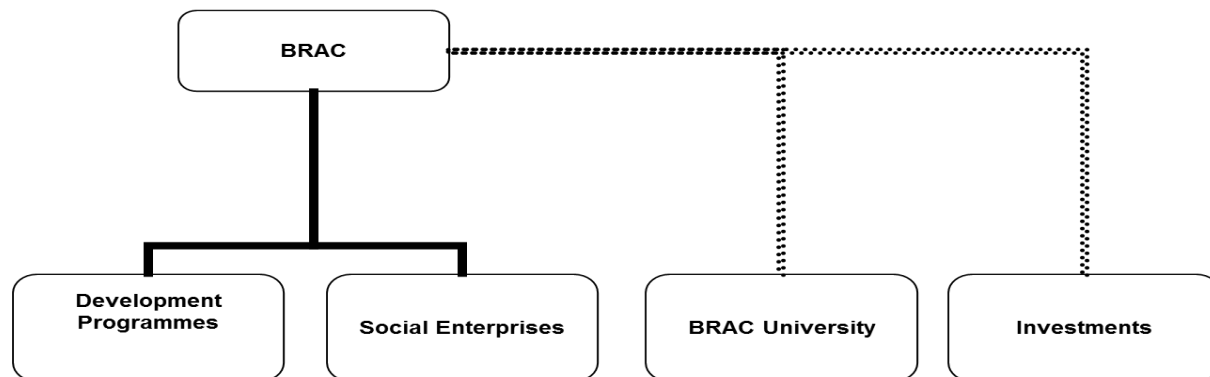
## 1.7. Changes BRAC wants to bring

- Eliminate extreme poverty
- Financially empower people living in poverty
- Skills and decent work for unprivileged women and men
- Resilience to climate change and emergency response capacity
- Gender equality
- Pro-poor urban development
- Universal health care access and improved nutrition
- Invest in the next generation through early childhood

## 1.8. Organogram of BRAC



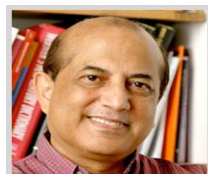
## 1.9. Structure of BRAC



## 1.10. Governing Body of BRAC



Sir Fazle Hasan Abed



Dr Mushtaque Chowdhury



Tahrunnessa Abdullah



Martha Alter Chen



Syeda Rizwana Hasan



Luva Nahid Choudhury



Adeeb Rahman



Syed Kaiser Kabir



Latifur Rahman



Rokia Afzal Rahman

## 1.11. Different Programmes of BRAC

### **Programme Names**

1. BRAC Agriculture and Food Security Programme
2. BRAC Community Empowerment Programme
3. BRAC Disaster, Environment and Climate Change Programme
4. BRAC Education Programme
5. BRAC Gender Justice and Diversity Unit
6. BRAC Health Programme
7. BRAC Human Rights and Legal Aid Services Programme
8. Integrated Development Programme
9. BRAC Microfinance Programme
10. BRAC Road Safety Programme
11. BRAC Safe Migration Programme
12. BRAC Enterprises
13. BRAC Financial Institutions
14. BRAC Targeting Ultra Poor Programme
15. BRAC Water, Sanitation and Hygiene Programme
16. Advocacy for Social Change
17. Communications
18. Human Resource Division
19. BRAC International

### **BRAC Social Enterprises**

1. Aarong
2. Dairy and Food Project
3. BRAC Artificial Insemination

4. Cold Storage
5. BRAC Fisheries
6. BRAC Seeds
7. BRAC Nursery
8. BRAC Chicken
9. BRAC Poultry Rearing Farms
10. BRAC Print Pack
11. BRAC Recycled & Handmade Paper
12. BRAC Salt
13. BRAC Sanitary Napkin and Delivery Kits
14. BRAC Sericulture
15. BRAC Tea Estates

#### **BRAC Investment and Related Institution**

1. BRAC Bank LTD.
2. Bkash
3. BRAC EPL Stock Brokerage LTD.
4. BRAC Saajan Exchange LTD.
5. BRAC Soft
6. BRAC Net
7. Delta BRAC Housing Finance Corporation LTD.
8. BRAC University.



## Chapter – 02

### Introduction



## 2.1. Origin of the Report

The famous philosopher Aristotle once said, “For the things we have to learn before we can do them, we learn by doing them.” (The Nicomachean Ethics, 350 BC).

We will find no other way to enhance our knowledge but to practice our theoretical and bookish knowledge in a real life organizational environment where professionals are all around us. In that context, BRAC Business School has made it mandatory to complete an internship program under any renowned organization to get the experience to work in a practical and professional environment. After the completion of four years of theoretical part, I applied and got the lucky chance to work with the largest and number one NGO of the world – BRAC; in its present Human Resource and Learning Division under PMS unit. My internship program started from 07 February, 2018 under the supervision of Mr. Rashedur Rahman, Assistant Manager – Performance Management Unit, HRD, BRAC. After that, the internship topic was approved by my academic supervisor, Mr. Ahmed Abir Chowdhury, Lecturer - BRAC University. In this report, I focused mainly on the process of Performance Management System of a non-governmental organization which is known to be a bit different from any other MNC’s, and alongside I have put some recommendation based on my theoretical knowledge.

## 2.2. Purpose of the study

Because of globalization and free economy, the NGO’s are able to contribute for the development of underprivileged people. An organization runs smoothly if it has an effective and disciplined Human Resource Division. BRAC has an organized Human Resource division both in field level as well as for Head office where all the HRD activities have been maintained centrally. Basically this study is conducted to find out how the performance of the employees have been measured and how the employees achieve their objectives.

### 2.3. Objectives of the study

#### **Broad Objectives:**

- To complete my BBA degree, it is required
- To match my academic knowledge with the real corporate business environment
- To enlarge my experience from a real corporate world
- To enhance my adaptive quality with the real life situation which may not be comfortable.

#### **Specific Objectives:**

- Introduce myself to BRAC
- To know the inner side of the BRAC culture and provide information on BRAC
- To describe the HR function, structure and its procedures, rules and regulation
- To analyze the overall performance of BRAC
- To understand the internal and external environment of the organization for achieving the specific objectives of the report
- To have an idea how the Performance Management System works in an organization.

### 2.4. Methodology of the study

In order to make this internship report more reliable, meaningful and informative, both primary and secondary data sources were used. The sources are –

#### **Primary Data Sources:**

- Practical working environment
- My observation, study and informal interview with the officials

- Support of my respective supervisor.

**Secondary Data Sources:**

- Official website of BRAC along with other websites
- Different journals and reports found on internet
- Annual reports of BRAC
- Research journals and policy papers regarding BRAC.

## 2.5. Limitations of the study

However I have faced many obstacles regarding the preparation of this report.

The following limitations that I faced while completing my internship report are explain below

- All the information here are strictly confidential.
- A person is not allowed to conduct any sort of survey and analysis, therefore I was unable to make my report more detailed oriented.
- Time limitation was a major issue. Three months is not sufficient for findings of gaps and solutions for the gaps in the total Performance Management System.
- The PMS team remains busy as it is the starting time of the year. Therefore it was not possible to have proper communication with them regarding the problems they are facing or not in Performance Management System.
- Performance Management System is very sensitive issue. So many information are not been disclosed in public.

## Chapter – 03

### Literature Review



**6 million** children  
are getting a second chance  
at BRAC schools

### 3.1. Literature Review

Performance Management System (PMS) is explained as a strategic and cohesive approach of carrying continued success to organizations by developing the people in a way that improves group and personal performance (Armstrong and Baron, 1998). It is also known as the system where all the employees are not only aware of the expected level of performance commitment from them in specific role but also conscious of completion of individual objectives that will lead to accomplishment of overall organizational objectives along with vision. This can be clearly defined as the process for managing people which will result in success for both the individual and the organization. Furthermore, Performance Management System is a calculated and integrated process which delivers sustainable success to organizations by improving the performance of the people who works there and also by developing the calibers of individual contributions and fears (McAdam, Hazlett, Casey, 2005).

Moreover, this system is continuously integrated for the purpose of ensuring that the employee is carrying out their duties which they are appointed for while doing it in an effective and satisfactory manner while rewarding their contribution to the overall business objectives. However, Performance Management System is important as it is needed in facing the dynamic and competitive environment, align with organization's goals and objectives with continuous implementation and development, particularly to public organization in developing countries to keep the various perspective in measuring performances by using the balance scorecard, which will be completed with feedback for the employees' performance based on the multidirectional information sources (Zulystiawati, 2014).

Some important techniques used in Performance Management System includes Performance Target Setting, Continuous Evaluation and Feedback, 360-Degree Performance Appraisal, Six Sigma, Employee Recognition System, Performance Ranking Method, KSA based measurement, Supervisor Ratings, Individual Development Plan, Balanced Scorecard and Management by Objectives.

Already it is noticeable that the concept of Performance Management System is spreading gradually and here Armstrong and Baron (1998) highlighted the Paradigm Shift, which suggested the movement from the system that organization applied to the process and structure orientation, where the organizations choose their own constitution to be applied in their management.

Along with this development, the developing countries took initiatives to introduce the Performance Management System called New Performance Management. A model has been built consisting five main components of performance management system, which are: Role definition, Performance agreement (Plan), Personal development planning (Act), Performance (Monitor) and Performance review (Review) (Qureshi, Shahjehan, Rehman, Afsar, 2010).

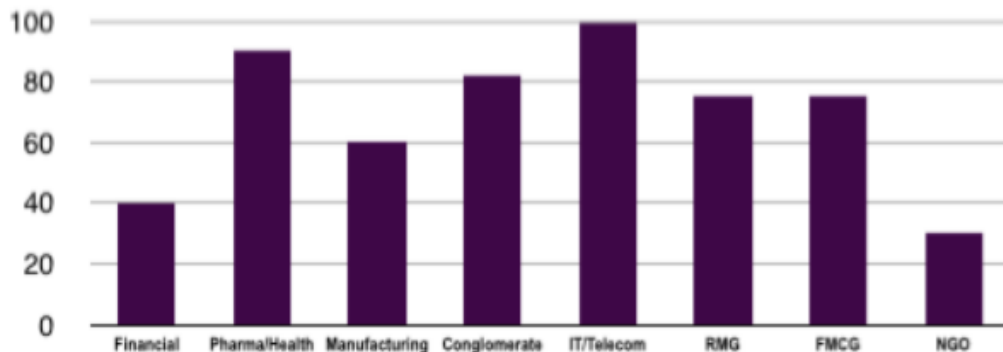


Diagram: Performance Management System (Armstrong, 2003, 2006)

Currently, the practices of Performance Management System are held mostly in local private organizations in Bangladesh but there are differences in methods, frequency and also the parties involved. (Ali, Akter, 2011). Bangladesh as a developing country with organizations initiating and practicing Performance Management System is continuously making the employees satisfied specifically in private sector.

In addition to that, existing Bureaucratic Performance Management System practiced by most organizations has to be transformed into a more sophisticated, target oriented PMS to ensure profitability through sustainable growth (Chowdhury, 2011). Annual Performance Agreement is the new Performance Management System adopted by the public sector. The purpose of this is to make the public organization more result oriented and it also falls under provision of Medium Term Budget Framework (MTBF) to relate it with this system. Moreover, out of 252 surveyed organizations, 200 were local private organizations and 52 were MNCs. In a developing country like Bangladesh where a little emphasis is given on practicing HRM by the local enterprises, MNCs are pioneering in managing performance management system (Islam, 2006).

Although few MNCs know how to manage HR effectively in a dynamic international environment but in Bangladesh several MNCs are successfully in operation for the last two decades (HR Practices Survey BD 2006). In the diagram below, the importance of PMS in different sectors is determined by survey done on the employees of different organizations (Chowdhury, 2011).



**Diagram: Importance of Performance Management System in different sectors in Bangladesh**

Based on evidences it shows that strategic PMS eventually makes a significant contribution to the growth level of organization (Ghorpade & Chen 1995; Golhar & Deshpande 1997; Lublin 1994; Storey & Sisson 1993). So the organizations that have strategically applied PMS and successfully related its outcome with other Human Resource Management decisions are obtaining significant



benefits which include advancement of productivity, enhanced strategic capabilities along with organizational upgradation. (Dessler 2008; Dessler, Griffith & Lloyed-Walker 2004; Hedge & Teachout 2000; Haunstein 1998; Landy 1980).

However, in the context of Bangladesh, some evidence also shows that the concepts of Performance Management System are not working or are not being executed properly. It is not more than checking off boxes on a form where the concept of Performance Management is neither sufficiently accepted nor well defined in most of the organizations. Current management practice includes inadequate management expertise along with being highly bureaucratic as well as hierarchical system (Shafiullah, Alam, Quader, 2011). Some of the problems related with PMS implementation and connection with other HRM key activities where significant changes were required in those areas.

For instance, there has been a huge gap which is noticeable in the integration of the PMS with HRIS (Human Resource Information System). So, absent of it in some areas is not making communication timely and cost-effective. Only very few private local companies have the PMS information stored and tracked in their HRIS database. The percentages were even lower in case of the more traditional sectors like RMG, manufacturing and business conglomerates. As a result, there is lack of transparency in performance appraisal system and mostly PMS stays in pen and paper along with surveys but not implemented well (Tabassum, 2012).

## Chapter – 04

# Performance Management System



#### 4.1. BRAC Performance Management System

BRAC is dedicated to create and maintain a high performance culture. BRAC's interventions aim to achieve large scale, positive changes through economic and social programmes that enable all their employees to find out their potential. The PMS cycle shown below is the reflection of achieving those objectives through continuously evolving and supporting their employees.



The PMS Cycle

BRAC's Performance Management approach includes SMART objectives that are being flown from the top, clear focus on an individual's continuous learning and development, Midyear Conversations between employee and supervisor, and a Year End Review for assessment of the employee's whole year's performance. All these important elements will be on a strong

foundation of continuous coaching, mentoring and feedback, as well as driven by BRAC's strong values and objectives based culture.

## 4.2. Roles of Supervisor and Employees

Both supervisors and employees play a role to make this work:

### **The Supervisor's Role:**

Supervisors need to ensure that the process is implemented fairly and effectively to motivate employees for achieving Program Objectives and Values including their career goals under a continuous feedback and improvement process.

### **The Employee's Role:**

All the employees need to know how their individual performance and contribution is linked directly to the overall program Objectives and Values, which in return will help achieving BRAC Mission. The PMS process is for employee's own learning and career development.

## 4.3. General guidelines

These guidelines are for all BRAC employees undergoing the Performance Management System (PMS). They are -

- All BRAC employees will be assessed by the Performance Management form and process each year.
- All employees are expected to setting their objectives and values in their PMS form at the beginning of each year and submit to HR at the end of the year within the given time, or as otherwise notified by HRD.
- Mid-year conversation and year-end review will be done through calibration discussions and feedback between employee and supervisor.

- All employees will be notified by HRD in case of any modification or progression regarding Performance Management form and process.

**Key timelines for the annual performance process cycle are:**

Process	Objective Setting	Development Planning	Mid- Year Conversation	Year – End Review
Timeline	15 Dec to 31 January (next year)	15 Dec to 31 January (next year)	1 July-31 July	1 Dec–31 Dec
Accountability	Programme, Employee, Supervisor	Employee, Supervisor, HR & Learning Division	Employee, Supervisor	HR, Employee, Supervisor

The employees will set clear objectives against which their performance will be assessed aligning with supervisor as well as programme overall objective and values for achieving BRAC’s mission. This process is known as “cascading”.

**Example for Program Cascade for an Area Manager in Microfinance:**



#### 4.4. Types of Objectives of PMS

On the basis of the level, role and responsibilities, there are three types of objectives covering Strategic, Operation Management and People which are identified in this process.

**Strategic Objectives:** It is basically for senior management employees who assist to drive and shape the organization or program’s strategies.

**Operational Objectives:** These objectives are applicable for all employees and focus on implementation of the strategy with the help of small achievable goals.

**People Objectives:** These are relevant for all employees, however in various ways. For managers, it relates to how well they manage and motivate their teams and units; for non-managers it relates to how employees work within the unit set and interact with other colleagues.

While establishing objectives, the employee need to keep in mind of his stakeholder needs, program objectives along with his own capabilities and interests. Focus on not only quantity but also the quality of his objectives and goals. An employee should not have more than 3-6 objectives, but 5 objectives would be more suitable. Employees’ objectives must be set through the SMART Objective Skeleton with proper weightages.

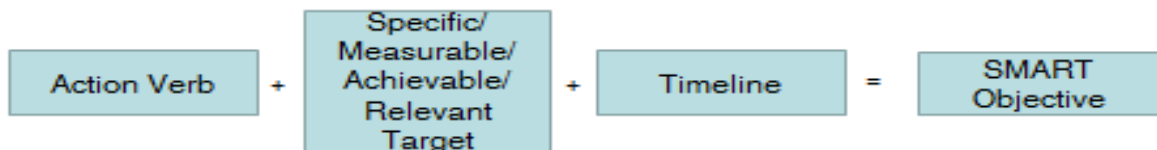
The weightage for these 3 categories are given below.

Grade*	Strategy	Operations	People
Grade 9-13	40%	20%	40%
Grade 7-8	20%	50%	30%
Grade 3-6	0%	80%	20%
Grade 1-2	0%	100%	0%

## Introduction to SMART Objective

<b>S</b>	Specific	<i>Performance targets I am aiming at are:</i>
<b>M</b>	Measurable	<i>I can measure my success of meeting this goal through:</i>
<b>A</b>	Achievable	<i>Resources I will use to meet this goal are:</i>
<b>R</b>	Relevant / Realistic	<i>This goal is directly aligned to the goals of the organization because:</i>
<b>T</b>	Time-framed / Time-bound	<i>The specific dates and timeframes in which I will achieve this goal are:</i>

### Process to WRITE SMART Objectives



## 4.5. Development Planning

When the employee finalizes and discusses his objectives with his Supervisor, it is also equally important to focus on his development and learning opportunities for the year.

The following 3 steps will help the employee and supervisor to make a decision on what the employee's development and growth plan will look like.

<b>Step -1:</b> <b>Focus on 1-2 key development areas that will help the employee to achieve his objectives and bring him closer to his career aspirations.</b>	<b>Step-2:</b> <b>Develop work activities for each development area.</b>	<b>Step-3:</b> <b>Identify clear measures of success for each key development area and work on it.</b>
<ul style="list-style-type: none"> <li>-What skill and competencies are critical in achieving objectives?</li> <li>-Reflect on feedback received from his supervisor in the year-end review</li> <li>- Identify any skill or gap that might prevent him from achieving his objective</li> <li>-Find opportunities within his development areas to come closer to his career aspirations</li> </ul>	<ul style="list-style-type: none"> <li>-Seek development activities that are part of his daily job</li> <li>-Think about new assignments and opportunities</li> <li>- Identify networks and relationships that can help in his development ,e.g. mentor, coach, boss</li> <li>-Attend training offered by HR &amp; Learning Division or external programmes</li> </ul>	<ul style="list-style-type: none"> <li>-What will improvement and success look like?</li> <li>-What will you be doing differently?</li> <li>-What will the impact be?</li> </ul>

## 4.6. Alignment with BRAC Values

As an employee finalizes his Objectives, it is equally important for him to carry out his daily work by showing the right BRAC values. Employees are expected to maintain the highest standard of behavior and values at all times.



At the end of the year, employees' assessment will be done on achievement of their objectives as well as display of the right behaviors and values.

The Core BRAC Values are:

- Integrity
- Innovation
- Inclusiveness
- Effectiveness

#### 4.7. Midyear Conversations

Mid-year conversation is a part of continuous focus which will be on coaching and development. It's a time when employees review performance against objectives and development along with improvement plans mid-way through the year. This discussion should outline accomplishments to date, identify what objectives have been added, eliminated or modified, review priorities and progress on development plans so far, and clarify performance expectations going forward. There will be no rating or marks given in mid-year.

#### 4.8. Year-End Review

Year-end process is the final step of the Performance Management process. It is an opportunity for Managers to assess how the employees have performed against their year-long objectives as well as an opportunity for the employee to showcase their accomplishments throughout the year.

## 4.9. Assess and Rate

At the end of year, Supervisors will evaluate and rate their employees on two rating scales. This is called a dual rating scale. A dual rating scale takes into consideration—

**Job Competence** - "what" gets done - objective achievement, job responsibilities, skills and goals, and

**Behaviors** - "how" employees have achieved their objectives by displaying the right BRAC value based behaviors.

When all the sections in the form have been completed and feedback discussions done, both the supervisor and employee must sign the form. If the employee is dissatisfied about any part of the form, this must be discussed for clarification. If an agreement is not reachable by both the parties, they need to contact HRD who can help resolve the issue.

## 4.10. New roles for Supervisors and Employees

### **The Supervisor's Role:**

As a supervisor set and cascade objectives to his employees, consider the principles below. In addition to achieving BRAC's Mission and Objectives, it should also empower and engage his employees.

- **Thinks for Long Term:** Use objective setting discussions to articulate the long term vision for the team and for BRAC.
- **Connect Objectives:** Link Performance Objectives along with Program objectives, which in return will help BRAC to achieve its mission.
- **Create Clarity:** Work with employees to create a few, important and high impact measurable objectives. Clearly set expectations so that your employees know what success looks like.
- **Show How:** Assist employees to understand how they can achieve their objectives and what resources are available for helping them. Example of resources includes people, tools, technologies, budget, additional training etc.

- **Be Collaborative & Inclusive:** Increase collaboration within the team to increase engagement between everyone. Provide opportunities for development while creating an environment for innovative thinking and creativity.

#### **The Employee's Role:**

- Employee's supervisor will share objectives for the year with him. During the first meeting, understand the objectives and finalize them through a discussion with the current supervisor.
- It is important that an employee is clear about his duties for the year. It is important to clarify any questions he might have at the time when the supervisor set objectives for him.
- Understand how an employee's performance contribute to BRAC's overall Mission.
- Ask any questions to clarify information and understanding.

#### 4.11. Objectives Rating Scale Description

5- Outstanding	4- Exceeds Performance Expectations	3- Achieved Expectations	2- Does not Fully meet Standards	1- Underperforming
<p>Exceeded all agreed objectives and have gone far beyond what is expected and achieved excellent results. They set, achieved and frequently surpassed aggressive and ambitious objectives with minimal direction and support. Exceeded expectations over 120% of the time</p>	<p>Consistently accomplished their goals in and may have delivered results that exceeded some targets. Exceeded performance between 101-120% of the time</p>	<p>Achieved all agreed upon measures or, if the employee did not achieve all “Measures of Success”, there were significant unexpected constraints that prevented the employee from doing so and the employee achieved comparable results They generally can be depended on to accomplish goals with an appropriate level of direction and support. Achieved expectations 100% of the time</p>	<p>Achieved some, but not all, agreed upon measures. Meet performance targets to only 80- 99% expectations.</p>	<p>Failed to achieve agreed upon measures. Met expectations less than 80% of the expectations.</p>

Objective Rating	Description	Performance Criteria
<b>5- Outstanding</b>	Exceeded all agreed upon objectives and have gone far beyond what is expected and achieved distinguished results.	<ul style="list-style-type: none"> <li>• Consistently Over-Delivered</li> <li>• Exceeded many or all agreed objectives</li> <li>• Surpassed aggressive objectives within minimal support</li> <li>• Achieved extremely difficult measures of success</li> <li>• Consistently exceeded despite difficult or unforeseen circumstances</li> <li>• Generated significant value over and above what is expected</li> <li>• Exceeded performance targets by over 120%</li> </ul>
<b>4- Exceeds Performance Expectations</b>	Consistently accomplished their goals in and may have delivered results that exceeded some targets	<ul style="list-style-type: none"> <li>• Consistent High Quality of Work</li> <li>• Over-Achievement against some of the expectations</li> <li>• Performance Overall has strongly met expectations</li> <li>• Exceeded performance targets between 105-120%</li> </ul>
<b>3- Achieved Expectations</b>	Achieved all agreed upon measures or, if the employee did not achieve all “Measures of Success”, there were significant unexpected constraints that prevented the employee from doing so and the employee achieved comparable results They generally can be depended on to accomplish goals with an appropriate level of direction and support.	<ul style="list-style-type: none"> <li>• Some objectives needed more focus to deliver outstanding results</li> <li>• Achieved expectation on key objectives, however there were some objectives where more was expected</li> <li>• Needed more focus on certain key objectives</li> <li>• Achieved performance targets 100%</li> </ul>
<b>2- Does not fully meet standards</b>	Achieved some, but not all, agreed upon measures	<ul style="list-style-type: none"> <li>• Overall quality of work was not to the level expected, or, in some cases fell short</li> <li>• A high level of direction and support was needed</li> <li>• Met performance targets only 80-99%</li> </ul>
<b>1- Under Performing</b>	Failed to achieve agreed upon measures	<ul style="list-style-type: none"> <li>• Underperforming and not meeting the expectations</li> <li>• There are several opportunities for improvement</li> <li>• Met performance targets less by than 80%</li> </ul>

#### 4.12. Values Rating Scale Description

<b>VALUES SCORING SCALE: to be given against each statement</b>	<b>Rating</b>
Sets an example for others	<b>4</b>
Regularly Practicing/ Demonstrating	<b>3</b>
Irregularly Practicing/ Demonstrating	<b>2</b>
Barely Practicing/ Demonstrating	<b>1</b>

#### **VALUES FINAL SCORING GRID**

<b>Description</b>	<b>Total Score</b>
<b>Grade A - Outstanding demonstration of values by setting milestones</b>	<b>15-16</b>
<b>Grade B- Always practicing</b>	<b>12-14</b>
<b>Grade C - Occasionally practicing</b>	<b>08-11</b>
<b>Grade D - Practicing to a little or no extent</b>	<b>04-07</b>

#### 4.13. Calculating the Total Score at Year End Review

##### **Combination of two scores:**

1. Objective Setting Score: Scale of 1 to 5
2. Values Score: A, B, C or D

##### **Total Score: For Example**

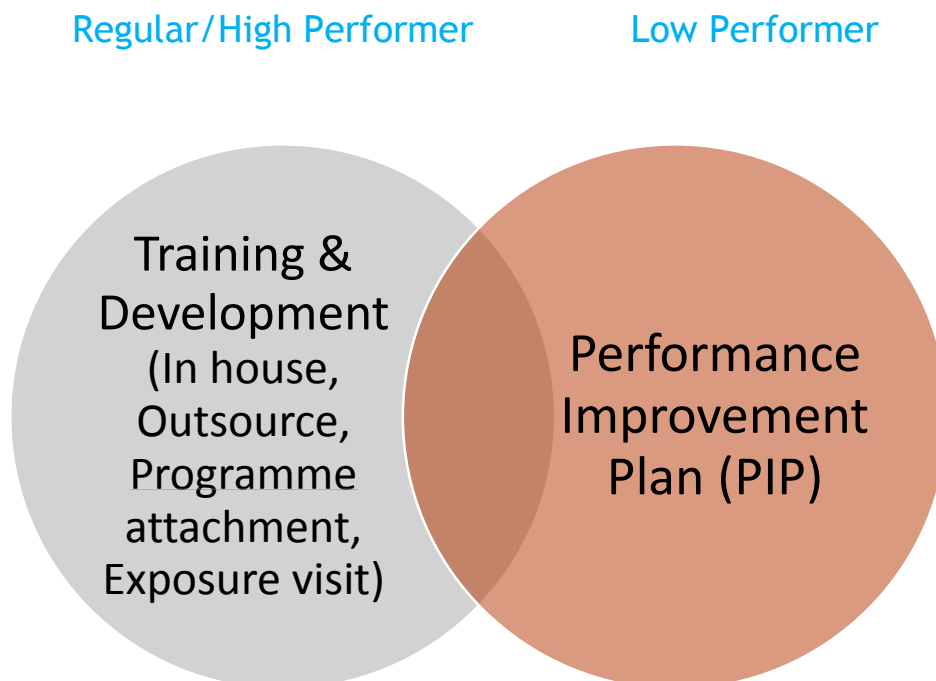
Rating of “**4, A**”: An employee who has over-achieved some objectives and consistently displays the values.

Rating of “**4, D**”: An employee who has over-achieved some objectives, but displays the values to a little or no extent.

#### 4.14. Recognition System

- Performance Type: Regular, High Performer, Low Performer
- Recommendation type: Promotion, Slab Change/ Increment, Performance Bonus
- PMSAT (Performance Management System Advisory Team) Meeting
- Receive and Process the assessments within allocated Time
- Reward finalization by Approval Board
- Letter Disbursement & salary update

#### 4.15. Development



#### 4.16. Recommendation for reward by Supervisor

- Recommendation for Increment or Slab change may be provided if an employee has showed significant contribution and participation through performance in compare to other employees.
- Recommendation for Promotion to next grade may be provided considering the following in addition to performance, they are -
  - If an employee is nominated for next grade for change to an enhanced role, the nominated grade must be aligned to the approved grade for the enhanced role
  - If an employee is recommended for next grade within same role, employee's current portfolio should be larger or job tenure should be higher in comparison to others within the same role and nominated grade must be within approved grade for employee's current role
  - Proper justification must be provided by the first Supervisor in the comment box of the form for any recommendation for reward.

#### 4.17. Performance Improvement Plan (PIP)

PIP of BRAC has been established for the low performing employees in order to improve their performance. Employees who are categorized as low performers will be given a PIP form and a signed letter from the concerned authority. The goals and objectives will be set by the supervisor and evaluated after a certain time. The action plan has to be specific, measurable, attainable, and realistic and time specific. The timeline for this improvement plan will be 3-6 months for the employees of all grades. This improvement program differs from person to person according to their needs and grades. The timeline of the improvement program will be decided by the authority before the program starts. According to the approved PMS, the objectives will be



measured and the PIP will be continued simultaneously. In a nutshell, this PMS is the evaluation of productivity and PIP is the improvement plan.

During the period of PIP, the supervisor will provide necessary coaching and directions to the low performing employee, after the observation period the 3<sup>rd</sup> or 2<sup>nd</sup> supervisor and local HR official will conduct an interview with the employee and attested recommendation will be provided by him. After analyzing the achievement of the employee through this program along with the recommendations of the supervisor and HR official, it will be decided whether the employee will be retained or terminated. Under the process of PIP, the suspended employee will be provided a notice on this issue. In this case, according to the section 5.04 of the act of HR Policy and Procedure, suspended employee through PIP will not be provided any further notice or salary. The PIP form will be preserved by the supervisor and a copy of the form will be provided to the employee after the PIP program. After the evaluation period, the PIP form will be sent to the concerned authority.

The activities taken by the employees, observer and the concerned authorities in the PIP program are given below:

**Activities taken by the employees:**

- In section 1, the employee will provide his personal details.
- In section 2, the employee will set own goals and objectives and an action plan after discussing with his supervisor. The core values of BRAC will be reflected on established objectives and goals.
- In section 3, the employee will acknowledge the established goals and objectives of section 2 are determined by his consent and will sign on the form.

- In section 5, the second supervisor will match the attained goals and objectives with the rating.
- The employee will mention his name, pin, sign and date in the specific section comment about his own achievement.
- After the evaluation period the employee will have to give interview to the third observer and HR department.

**Activities taken by immediate supervisor:**

- In section 2, the immediate supervisor will discuss with the employee in order to determine the goals and objectives and ensure the reflection of core values of BRAC among the goals and objectives.
- As it is a short termed improvement program the objectives can be set as “Stressed Objectives”.
- the immediate supervisor will provide necessary coaching and directions to the employee and monitor his performance
- In section 3, the immediate supervisor will provide consent on that the established goals and objectives of section 2 are determined properly and will sign on the form

**Activities taken by the second supervisor:**

- In section 5, the second supervisor will evaluate the total goal attainment of the employee and expose it by percentage.
- In the box specified for second supervisor the supervisor will indicate the productivity of the employee. It can be total achievement, partial achievement or failure to achieve.
- The second supervisor will consider the following during observation:
  - The employee makes total achievement of goals. it can be 100% or more than 100% in all cases

- The employee makes partial achievement of goals. it can be 100% or more than 100% in most of the cases
- The employee fails to achieve the goals. it is less than 100% in many cases.

**Activities taken by the Third supervisor:**

- In the box specified for Third supervisor, the third supervisor will seat with the HR official in order to take the interview of the employee
- Before taking the interview the third supervisor will verify the evaluation done by the second supervisor and ensure about the goal attainment of the employee.
- Third supervisor will make the final recommendation on the issue that whether the employee will be retained or terminated from the job based on the evaluation of second supervisor, review of HR official and interview with the employee.
- In the last stage he will mention his name, pin and will sign in the form

**Activities of HR official (Head Office/ Field Office):**

- In section 4, HR official will check whether the goals are achieved by the employees or not in accordance with the employee and supervisor. Before this HR official will check the file of that employee properly and mention his name, pin and sign on the form
- HR official will also take part in the interview of the employee with the supervisor.
- HR official will check the file of the employee before taking the interview and verify about his affiliation with the core values of BRAC. He will also verify the rating given by the second supervisor on the form.
- HR official will mention his observation about the employee on the specified space of the form.
- HR official can attach extra copy with the form to write comments about the employees. In this case he will mention his name, pin and sign on that copy.

**Activities of Head office:**

- The low performing employees detected under the PIP program will be enlisted by the head office; employees will verify their goal attainment, recommendations properly.
- If any discrepancy is found in the recommendations of the supervisors Head office will take actions on it.
- Head office will assist the person who will give final approval about the enlisted low performers of PIP program. Negative comments will be verified properly.
- The decision taken by the individual who will give the final approval will be the ultimate decision.

At last Head office will collect a copy of the letter issued to the low performing employees and attach it with the PIP form and will send it to the HRD of BRAC.

## Chapter – 05

# Job Description & Responsibilities



## 5.1. My Job Description in brief

Basically I was recruited as Apprentice on the Apprenticeship Program of BRAC. I was in the Human Resource and Learning Division under the PMU Team, known as Performance Management Unit. Here, my main job was to assist the PMU unit as they were assessing the PMS forms which were brought from all over Bangladesh. PMS forms are the performance evaluation forms where the Objectives and Values of each employee has been measured.

## 5.2. My Job Responsibilities

My general job responsibilities are given below:

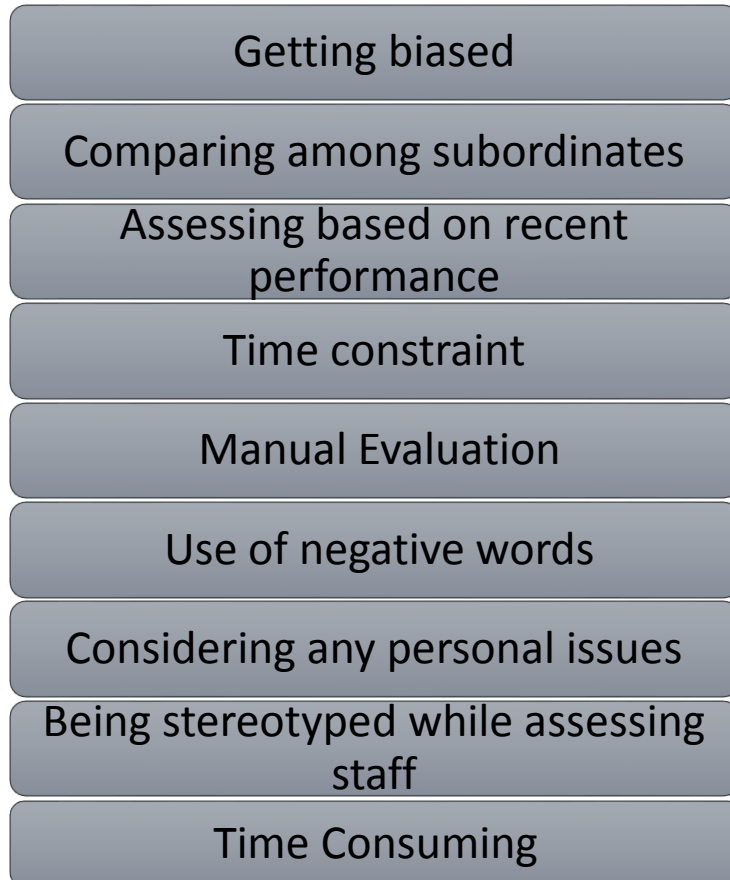
- Checking the forms whether all the gaps were written by supervisors or not
- Counting the ratings given on the PMS forms
- Checking whether the rating on the hardcopies are exactly same on softcopies and excel sheets
- Checking whether the hardcopy forms are being scanned and uploaded to EDMS software (server).
- Extract the ratings of the employees on the M.S. Excel spreadsheet and measure according to the given criteria
- Performance Appraisal of the employees using given format and matrix
- Sorting, editing and formatting excel files
- Assisting my seniors on their work
- Documentation.

## Chapter – 06

### Limitations of PMS



## 6.1. Major limitations of PMS





## Chapter – 07

### Recommendation & Conclusion



## 7.1. Recommendation

Supervisors should be fair in rating subordinates

PMS process should be more automatic rather than manual

An employee should be rated not only by his supervisor but also by his colleagues and other supervisors as well for more fairness

This process should be done online to reduce time consumption

A special modified software should be used at the time of Performance Appraisal

Managers should act more like coaches and mentors

There should be a continuous feedback loop where employees will be always in touch with the supervisors and assess their work frequently

## 7.2. Conclusion

To wrap up, I would like to say that there is a huge difference between the theoretical and practical knowledge in life. However, I have learnt a lot from the Performance Management Unit of BRAC as an intern. Again I would like to mention that working with the world's largest NGO was a great opportunity and experience for me to learn outside of the box.

In BRAC, they try to maintain a smooth and fair Performance Management System within the allotted time. Needless to say, the HR Performance Management Unit team is one of the most efficient and effective team of BRAC. While writing the report, I realized that during my internship time, I thought PMS was the main thing I did, yet apart from this, my other learning's were never ending. I have learnt a lot from BRAC HR. I really have enjoyed working with the PMS team where I got to see the real life experience along with wonderful human beings.

### ***BRAC Performance Management Philosophy***

***"To achieve the vision and objectives of BRAC by ensuring a culture of high performance and of continuous learning and development while consistently upholding the strong values of BRAC"***

## References and Bibliography

1. PMS Handbook – 2016
2. PMS Policy and Instruction Guide
3. PIP Policy and Instruction Guide
4. Annual Reports of BRAC
5. Armstrong M, Baron A (1998). Performance Management, The new realities, Inst. Personnel Dev, London.
6. Website of BRAC, [www.brac.net](http://www.brac.net)
7. Jawaria Andleeb Qureshi, Asad Shahjehan, Zia-ur-Rehman and Bilal Afsa (2010), Performance management systems: A comparative analysis, <http://www.academicjournals.org/journal/AJBM/article-full-text-pdf/0ECF0F532323>
8. Taskina Ali (2011), Performance Appraisal System and Its Practices in Local Private Business Organizations of Bangladesh, <https://ifrnd.org/journal/index.php/imbr/article/view/896>
9. Ayesha Tabassum (2012), Performance Appraisal Practices in a Developing Country: Case Study of a NGO in Bangladesh, [http://www.researchersworld.com/vol3/issue2/vol3\\_issue2\\_2/Paper\\_01.pdf](http://www.researchersworld.com/vol3/issue2/vol3_issue2_2/Paper_01.pdf)
10. Md. Shafiullah, Mirza Mohammad Didarul Alam, Farjana Quader (2011), Practices of Performance Management System in Bangladesh: An Empirical Study Among Three Different Industries, [http://dspace.easternuni.edu.bd:8080/xmlui/bitstream/handle/12345/18/05\\_Practices%20of%20performance%20management%20system%20in%20Bangladesh.pdf?sequence=1&isAllowed=y](http://dspace.easternuni.edu.bd:8080/xmlui/bitstream/handle/12345/18/05_Practices%20of%20performance%20management%20system%20in%20Bangladesh.pdf?sequence=1&isAllowed=y)
11. M. Chowdhury (2011), Performance Management Practices in Organizations Operating in Bangladesh: A Deeper Examination, [https://www.academia.edu/4901125/Performance\\_Management\\_Practices\\_in\\_Organizations\\_Operating\\_in\\_Bangladesh\\_A\\_Deeper\\_Examination](https://www.academia.edu/4901125/Performance_Management_Practices_in_Organizations_Operating_in_Bangladesh_A_Deeper_Examination)

12. Jessica Hansen (2016), How to Improve Performance Management in 6 Steps, <https://www.atiim.com/blog/how-to-improve-performance-management-in-6-steps/>
13. Nancy Ahlrichs (2015), Ten ways to improve Performance Management, <http://indyshrm.org/ten-ways-to-improve-performance-management/>
14. BRAC on Wikipedia, [https://en.wikipedia.org/wiki/BRAC\\_\(organization\)](https://en.wikipedia.org/wiki/BRAC_(organization))
15. BRAC on Banglapedia, <http://en.banglapedia.org/index.php?title=BRAC>

