



**Internship Report on Employee performance
appraisal in OTOBI Limited**

Submitted to

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Submitted by

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Letter of transmittal

April 10, 2018

Feihan Ahsan

Lecturer, Brac Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

I am highly satisfied to submit my report on Employee performance appraisal in OTOBI Limited. Head Office, Gulshan-1, Dhaka. I got the opportunity to work in a leading, local, well reputed private company, OTOBI Limited and was placed under one of the most important departments in the company that is HR department. I have found the experience to be quite interesting and the guidance of my supervisors and with the help of all the members of the department. I have tried my level best to prepare an effective report.

It is a great experience for me to work on this topic. I have tried to make the report vivid and comprehensive within the scheduled time and limited resources. Here, I have gathered data and information through actual interviews and the surveys of employees and little working experience and secondary data from company's website.

I would request you to kindly accept the report and provide me with feedbacks and hope that this report will meet the standards of your judgments.

Yours Sincerely

Tarikul Islam Dewan Omit

ID 11204070

Acknowledgement

First of all I am expressing my sincere gratefulness to Almighty for enabling me to prepare this term report in a complete form.

I would like to thank my supervisor, Feihan Ahsan, lecturer of Brac Business School, for his continuous support and guidance throughout the internship period. I am extremely thankful to the management of OTOBI Limited and HR Department for helping me to complete my internship report.

Finally, I would like to thank all the team members of HR division of OTOBI for their sincere help and prompt co-operation.

All of these people were very co-operative throughout the preparation of the Report paper. Once again I thank them all.

Tarikul Islam Dewan Omit

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Executive Summary

In term of my intern I have acquired practical knowledge regarding the division of Human resource of OTOBI Limited. Here I get to know regarding the operation of the department of HR and their operational activities that helps me to do my job at the right time. Here I have learned not only insight culture of this company but also I have learned working culture of the organization as well.

The report starts with an organization profile and its background, mission, vision, its products and services, the hierarchy and organogram of the organization.

The next section is the project, Human Resource Management and its strategy, people and technology. The project encompasses introduction to the performance appraisal of the workforces and various policies they have used in their working place as well.

Each chapter contains detailed discussion of the HR functions followed by Organization of HR Department.

1.1 Background of the Report:

The Human Resources Management (HRM) work incorporates an assortment of exercises. Also, key among them is choosing what staffing needs an association have and whether to utilize self-employed entities or contract representatives to fill these needs, recruiting and training the best employees. Guaranteeing they are high performers managing execution issues. Also, guaranteeing faculty and administration hones comply with different controls of the association. Exercises likewise incorporate dealing with the way to deal with worker advantage and remuneration. Worker records and staff arrangements these strategies bend frequently as representative manuals. Which all representatives have

The FIRM function and HRD profession have undergone tremendous change over the past 20-40 years many years ago. Large organizations looked to the Personnel Department." mostly to manage the paperwork around hiring and paying people More recently. Organizations consider the 'HR Department" as playing a major role in stalling, naming and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

1.2 objectives of the Study:

Key objectives of this report is to performance Appraisal of employees which is a Manufacturing organization Like Otobi Ltd.

1. To know about Otobi Ltd. Company
2. To analyze the existing performance Appraisal of Otobi Ltd.
3. To evaluate the performance Appraisal of Otobi Limited.
4. To identify the problems in performance Appraisal in Otobi Limited.
5. To analyze it and obtaining its solutions
6. To give some suggestions of overcomes from the Problems

1.3 Scope of the Study:

The study is limited to recharge of specification, authentic literature and data information that were accessible relating to execution administration hones and in addition usage and support procedures of Furniture make Company. This give an account of execution administration arrangement of an assembling association goes for concentrate the execution management policy of the concerned

association on the employee, clients distributors, retailers, contenders and it might be said on the provincial driving national organizations. The administration of enormous improvements exercises alludes to a complete arrangement and usage expressing how the association would accomplish its central goal and targets conveying the association picture and most extreme performance administration through it. The Otobi Limited's vision is to end up a worldwide brand and its current mission is to overwhelm Asia-Pacific by 2020. Destinations are the final products of arranged exercises. This situation set the mope of the temporary job report that prompted think about the followings off Otobi Limited.

- Establishment of company's goals
- Performance Plans
- Observation and Feedback
- Evaluating Performance
- Rewarding Performance
- Recognizing Performance Problems (Performance Gaps)
- Performance Improvement and Development Plans
- Firing Employees

Also the study has the scope of determining the strengths weaknesses, opportunities and threats of Otobi Limited as well as the action plans taken.

1.4 Methodology of the study:

To complete the report, data and information are collected from two major sources;

1.4.1 Primary source and information:

The primary source and information relating to this report was collected through informal discussions from the respected employees of Otobi.ltd .Strategic Human Department was also organized with different department to get the data identifying with performance management of employees and division rime.

1.4.2 Secondary source and information:

The Secondary information is collected from HR Department. Human Resource Management Policy, contract document. Annual report, monthly report, weekly reports. daily report. Web-site and from different meets minutes about Otobi Limited.

2. Profiles of Otobi Limited.

2.1 Historical Background of Otobi Limited.

OTOBI Limited is world class furniture manufacturing company and established in 1975.OTOBI brought amazing changes of furniture collection at early 1975 which were defined as revolutionary steps for Bangladesh furniture industry . In this field it is the pioneer in Bangladesh. Till now OTOBI is the industry leader in all kind of furniture and decorative tools . With the touch of OTOBI furniture gets a new look, a nice combination of attic view and superb structural model Late Lat. Nitun Kundu Kundu was the founder chairmen of OTOBI Limited and now his son Mr. Animesh Kundu is the key person of OTOBI Limited.

In 1975 Late Nibs Kundu founded a small workshop, OTOBI Limited, which started to supply steel furniture in a small male. In the same year he designed the National File Award OTOBI started to growl gradually with dedication and whole-hearted efforts of its people. Today OTOBI is fully equipped with latest machines and technologies Nears about 2051 workers and employees are engaged in OTOBI including about forty architect and designers The consumers of Bangladesh traditionally use wooden furniture. But forest resource being extremely limited Late Nitun Ktmdu anticipated the market for Metal furniture. With the views of marketing his products in 1978 he opened a showroom at 230 New Elephant Road. Dhaka and gradually stared market all kinds of metal furniture.

Here in 33 years after OTOBI has more than 1500 items on his product line with an annual sale figure of around Tk 120.00 core with 35 percent grout rate. Now OTOBI Limited also have started interior Decorations business.

They started commercial production under the Brand name OTOBI in 1984 of gaining sufficient experience and confidence. A great deal of emphases was given to meet the need for customers and OTOBI products started minimum popularity. As a result OTOBI gain many awards in several timers.

2.2 Organization's Vision Mission and Objectives

2.2.1 Otobi's Vision

OTOBI will be Globalization within 2020

2.2.2 Otobi's Mission

OTOBI sell all kind of World Class Furniture and there will be no compromise of quality issue .

2.2.3 Otobi's Objectives

OTOBI maintain to be a biggest company only to increasing the size and scale contribute to achieving more important measures of preeminence.

Firstly, the top company trust be an good financial performer for its stockholders. OTOBI try to produce dependable and consistent financial returns, which rank kith in absolute terms as well as relative to our peer competitors.

Secondly. OTOBI want to create product position must be very high quality, fullfill in significant product-market segments, and lead exceptionally mom market shares.

Thirdly, OTOBI's People and execute must be of the highest capacity and right to the times.

And fourth, OTOBI must be recognized corporation with an especially high sense of responsibility to our employees and public constituencies Le. Their stakeholders.

2.2.4 Company Strategy

Develop the lowest cost position in strategic product categories. and measure the operating efficiencies and cost structures in all areas of the company to reduce coast consistently and to increases return in sales without sacrificing quality. Invest to accelerate internal growth Direct and focus investment spending in strategic opportunities to build share and to accelerate unit volume growth in key product positioning.

OTOBI Limited has the mission to have an effective participation in economic and social developments activities. Actually, to attain its goal,

2.2.5 Business Objectives

- Participating to take care of Unemployment Problems.
- Business enhancement.
- Motivating client to purchase quality items.
- Increasing benefit to have more prominent business quality.
- Considering every single unit of organization as a family..
- 'Maintain open emotional correspondence framework under participators condition.

2.2.6 Marketing Objectives

- Incensing deals to build the piece of the overall industry maybe all inclusive.
- Providing most maximum services and after deals services to the client.
- Keeping up and coming data on contender's exercises.
- Reducing the costs.
- Cultivating new client.
- Identifying and motivating competitor's permanent customer for brand snitching to wooden furniture.

With above set of predetermined objectives, the company is continuously striving and monitoring the actual performance to avoid any deviation. OTOBI believes in quality and view that Bangladeshi companies should strive to manufacture quality products.

2.3 Companies Major Function

OTOBI Limited is a world class furniture manufacturing Company. The main function of this company is producing all kinds of furniture for trading in Bangladesh. Such as wooden mental, laminated board and plastic furniture

2.3.1 Description of its business Market

OTOBI Limited sells its products in all over the Bangladesh The overall intensity of market competition is favorable for OTOBI. OTOBIK satisfied the all level of customers such as upper level, mid lever and lower level. At present we cover 25% - 30% of total market and many potential segments are uncultivated. This is our market opportunity to satisfy them. OTOBI Limited to export its product in India, Mayanmer, Nepal and ongoing process in Malaysia, Singapore.

Quality

OTOBI Limited is an ISO certified Company. This company follows the quality policy very strictly in every step of their production by quality assurance department More than 40 Engineers & 157 skilled workers are working for top quality product. The workers of OTOBI Limited are fully satisfied. OTOBI Untried also is a Moody International certified company.

Compliance

OTOBI Limited has been designed and developed keeping all the compliance issues in mind. Compliance issues are very closely checked, monitored and followed by the management It has various facilities such as separate dining for the employees, well decorated working place fire alarm system five extinguisher, emergency medical aid facility etc. OTOBI Limited has two factories and 1577 workers are world= thee. They are maintaining a Trade Union.

Performance

The performance of the company is excellent. It is a well-established company and its sales are vine upward randomly as year passing.

2.4 Management of Oiobi Limited

The strength of an organization depends on the strength of its management team. OTOBI Limited is proud to have a team of highly motivated, well-educated, and experienced executive who have been contributing substantially to the continued progress of the organization. The management u supported and assisted by well-motivated, high skilled, experienced officers and managers dividing different divisions and department. To catch out regular activities to reach its goal.

2.5 The Strategies, the People, the Technology

2.5.1 The Strategies

While pursuing the Mission and being guided by its values, Otobi Limited follows the following approaches gathered and tested from its development practice in Corry. Together With the vision, Mission and Values, the approaches constitute of Otobi Limited determine its analysis of the development context and help devise its goals Objectives, Outputs and Strategies.

Participation, Empowerment and Reflect

Otobi Limited firmly believes that people's participation in their own development is essential for sustainable and effectiveness. Reflect' is a key tool for effective participation of people, which can lead to Organization. Otobi Limited facilitates the participation of the manufacturing and manage the communities in planning, implementing monitoring and evaluation of sell= activities. For that, it constantly develops new approaches ensuring treated voice and assertion of their tints from duty-bearers. Reflect promotes collective analysis and action to change that is possible. It also delineates the changes needed aim policy and practice to ensure equality and justice.

Rights-based Approach

Invest to accelerate internal amen Direct and focus investment spending in strategic opportunities
To build share and to accelerate unit volume growth in key product positioning.

Develop the lowest cost position in strategic product categories. Emphasize and Measure operating efficiencies and cost structures in all areas of the company to reduce coast consistently and to tease remit in sales without sacrificing quality. Otobi Limited has the mission to have an effective participation in economic and nodal development and activities. Actually, to attain its goal,

Innovation

Otobi Limited believes that in order to assert influence at the policy level, it is important to remain at the amine edge of development thought and practice. For that, Otobi Limited will continue to support innovation in development practice and communication.

2.5.2 The People

The people who are marking happen- the employees are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (gender) and minority groups in Bangladesh being well represented.

2.5.3 The Technology

Otobi Limited has a web based data management called Enterprise Resources Program (ERP). In this system all the information about 2000 staffs are kept. The system is updated in regular bans and keeps abreast with updated information. Through this process

Otobi Limited try to ensure effective Communication, production, distribution =cum and total operations.

3.1 Employee Performance Management

Performance management incorporates exercises to guarantee that tangle are reliably being met in a powerful and proficient way. Execution of management can center on execution of the association, a division, and procedures to assemble an item or administration, representatives. And so on. In this report we will endeavor to have a feeling of the general friendships associated with employee's performance management incorporating fundamentals ideas in performance management, association of performance management and gathering performance management.

3.2 Performance Appraisal

3.2.1 Statements of Policy

Performance Appraisals are means to encourage communications between staff and his/her line manner(s) and also to enable each of them to understand the expectances of the other. Better communications between staff and their Line Manaar(s) leads to a better understanding. More effective management and monger performance. Further, Performance Appraisal is the procedure to formally evaluate the performance of staff, so that good performance is recognized and weaknesses are identified with a view to assisting and guiding the employee in improving their performance.

In Otobi Limited, every Manager has the responsibility to ensure the development of his staffs capabilities required to perform their jobs effectively. Generally the Line Manaeer(s) conduct individual meetings with their staff to discuss the employees performance. Achievements, and strengths, weak rem, difficulties in job performance, explore the ways to

Improve performance, staff development and jointly set objectives or goals to be achieved by the next Appraisal (or next Appraisal period).

The purpose of the performance appraisal is to:

- a) Give the employee an opportunity for self-assessment of his M performance and propose menu of self-improvement and development
- b) Give the employee feedback on hinter status to meet the objectives which were agreed between the employee and Line Manner
- c) Enable the employee to understand how the Organization perceives his Der performance so that it will consequently help the employee to perform accordingly
- d) Document the employee's performance for current and future reference
- e) Use as a basis for salary increments, promotions, career developments or disciplinary Actions
- f) Identify need for training or Doll development and provide input for management planning.

3.2.2 Time for Performance Appraisal

A complete and written Performance Appraisal shall be prepared annually in December for regular and long-term Contract employees of Oiohi Limited. Below are other occasions for Performance Appraisal:

- i) At the end of employee's probation period
- ii) Before proposing promotion for an employee Before proposing any change in employee's employment status from temporary contract to regular or from regular to contract status, and for change in roles and responsibilities.
- iv) Before preparing staff development plan.
- v) On transfer
- vi)

Since Oiohi Limited recognizes HRD as the continuous process, therefore, if required, a Performance Appraisal meeting may be conducted at any time during the year to review and feedback of the performance of the employee. The continuous feedback enables the employee to recognize and keep up his her strengths and improve any weak areas. Such performance appraisal does not necessarily require documentation. However, if deemed necessary due to special circumstances a concise written document on the performance appraisal should be prepared signed by both employee and line manager(s) and provide a copy to the concerned employee after retaining a copy for his her personal file.

3.2.3 Directives for Line Manager

- i) It is the responsibility of all Line Managers to ensure that staff is evaluated in a timely manner on each occasion. The Head of HRD Admin is responsible for circulating guidelines to each Unit, Department and Project offices prior to the Annual Performance Appraisal of Oiohi's staff
- ii) All assessment must be fair, honest, impartial and meticulous in grading the employees. For any kind of misinformation and deliberate disgracing or falsifying the information, which may go against or in favor of any employee unduly, and if it is proved with evidence then the evaluator will have to explain to the Oiohi's Management for such unprofessional and unethical acts. The concerned personnel will be subject to disciplinary actions for such misconduct.

iii) Performance Appraisal does not mean that the employee shall be promoted or his her salary shall be increased.

iv) The Annual appraisal shall be carried out in relation to the employee's performance throughout the appraisal period and not just on recent performance.

v) Supervisors should discuss the employee's work in a positive manner to help each employee to be more effective in his her job.

vi) Areas for improvement should be reviewed and management should take every possible means to overcome the weakness.

vii) Recommendation Approval for Increment or Promotions must be consistent with the content of the Employee's performance Appraisal and within the approved budgetary provisions. It is important that an employee should not be deprived from salary increase if he/she has performed accordingly and eligible for the Increase. Again, a budget provision does not mean that the salary increase of an employee is automatic.

viii) The Performance Appraisal shall include an objective assessment (qualitative and quantitative) of employees performance level in relation with his her current duties and responsibilities, according to the job Description.

ix) The performance appraisal will look at the employee's job related personal characteristics such as attitude, promptness, initiative, appearance, commitment and team work.

x) The Performance Appraisal will also look at the employees job related skills and knowledge such as, communication skills, management skills, technical skills, and soft skills.

3.2.4 Performance Appraisal Format

Performance Appraisal of all regular and long-term contact employees shall be done using the Otobi Limited & rmed Performance Appraisal Form. The Annex 11 will be used for all employees. However for senior management staff (grade-I & J) additional attachment can be used along with the standard format. Performance Appraisal Format includes a number of parts which shall be filled in appropriately by the Lice manager(s) who evaluates their staff employee.

It is expected that Otobi Offices will use this standard Performance Appraisal form also at the time of promotions, at the end of probation period and for staff development plan for their employees. For other cases, such as, on transfer, change of employment status of the employee's, the line manner will prepare a narrative Performance Appraisal (in brief).

3.2.5 Guidelines for Evaluators

To ensure the effectiveness of evaluation procedure evaluators fair judgment is essential. The rating for assessment represents the line manager's evaluation of the employee's actual performance in his her present job. The following points should be important for the evaluators when carting our evaluations:

- i) Line managers, before making Performance Appraisal of staff. Must have read the Performance Appraisal policy as dented in HRP Manual, Performance Appraisal Format and the issued Guidelines on Performance Appraisal procedure.
- ii) Supervisor(s) Shall make his her judgments on the job requirements, the job description and the employee's performance in the job.
- iii) Lin =masers should consider only one factor at a time. Rating in one trait should not influence the rating of another.
- iv) Line managers should conduct the Performance Appraisal with each staff in a one to one discussion.
- v) Supervisor will consider the factors those nth have affected results, especially those beyond control of the employee and comment appropriately.

vi) In cases where an employee has secondary evaluators, the Line Manager should collect input from these secondary sources prior to completion of the appraisal form. Secondary sources will be most helpful if they know at the beginning of the year exactly what type of comments will be required at the end of the year. The Primary Evaluator should communicate with all secondary evaluators early in the year to clarify these expectations.

Responsibility of Secondary Evaluators; Many staff have secondary evaluators listed on their job descriptions. Secondary evaluators from time to time should share comments on the performance of employees with the concerned Primary Evaluator. At the time of preparing the Annual Performance Appraisal, Secondary Evaluators should be asked to submit their comments to the Primary Evaluator to assist in preparing a fair appraisal in some instances if required. The Secondary Evaluator may be asked to discuss their comment in person with the Primary Evaluator or with the concerned employee.

3.2.6 Performance Appraisal Procedures

As a fundamental part of the Performance Appraisal procedures every Line Manager shall conduct an individual appraisal review meeting with his/her staff. The purpose of this meeting is to discuss the employee's performance with him/her ensuring the opportunity for participatory review. It is important to recognize good performance so that the employee is aware that he/she is making a positive contribution and encouraged to continue. The meeting also enables the Line Manager to provide advice or guidance to the employee in the event there is any weakness or shortcoming in the performance. In this meeting, targets and objectives that have been agreed upon are reviewed and again will be set for the next appraisal period.

During this review, the Line Manager attempts to understand the difficulties of his/her staff and to identify his or her developmental needs. Before each review, the employee prepares for the discussion through self-assessment, identifying factors that have contributed to his or her performance and factors that hinder it, as well as the types of support that he or she needs from the supervisor or others in order to do better in the next period. The Line Manager also prepares for the meeting by listing achievements, observations, problems, suggestions, and expectations. During the appraisal meeting, the Line Manager and his/her staff share their observations and concerns.

Each responds to the subject raised by the other. Such discussions help to develop mutual understanding, and the data generated is reported to higher management and is used in making decisions about individual staff development as well as developmental needs of the wait group or the entire organization.

The following points are important for success of the Performance Appraisal meeting:

Before the meeting:

- i) Give the employee adequate notice of the meeting and brief him/her on the purpose of the meeting (Employee should be provided with a blank Performance Appraisal Form Annex 11 for higher reference and self - assessment).
- ii) Prior to the discussion all evaluators must have read and reviewed the following documents:
 - Staff personal file with special focus on notes of the last appraisal conducted.
 - Job Description
- iii) Consider the point the Line manner wishes to make and the target or priorities and expectations which will need to be weed for the following appraisal period.

During the meeting:

- i) Stan off by stating the purpose of the meeting and Unite the employee to comment on How he/she sees hither performance (Refer the employee's self-assessment).
- ii) First of all pointing out examples of good performance and then outline areas where Improvements are needed.
- iii) Explore reasons for the stone and weak point. Identify training needs if necessary.
- iv) Goals, objectives and action for improvement in the Following period should be discussed and agreed.
- v) Employees should be encouraged to seek and receive guidance in improving performance.

After the meeting:

On completion of appraisal evaluators must immediately put down all salient points on papa and share these with the staff member. Subsequently, if possible within the new day, boood on the outcome of the Appraisal ranting, the Line manners (In and 2nd supervisor in consultation with

each other) will fill in the Performance Appraisal form with appropriate rating of the traits and other descriptive areas and sign on it. Staff concerned shall be provided with filled in Performance Appraisal (in duplicate) for his/her study and comment. Staff members must be encouraged to put down their comment on the Form itself before signing on it.

After return of the Performance Appraisal from the staff, the Unit Department Head, in consultation with the line manager, will fill up the confidential part of the form and thereafter will send all staff Performance Appraisals to HRD/Admin for review, action and record.

Steps for Otobi Limited Annual Performance Appraisal Procedure

- At the beginning, HRD Admin sends guidelines of performance appraisal to project unit departments for performance appraisal.
- The Unit department heads hold meeting with their line managers on the guidelines and the special concern over performance appraisal of their staffs for the given year.
- The individual line managers notify their staffs of the performance appraisal meeting.
- Conduct the performance appraisal meeting between the respective line manager and staff, the feature and the outcome of the meeting is noted.
- Performance appraisal is signed by both the line manager(s) and the concerned staff; a copy of the document is given to the staffs concerned.
- The unit department head in consultation with line manager will fill in the confidential part of the appraisal form.
- The respective department head will also prepare a summary of recommendations for increments, promotion, no increment, separation, transfer of the staff of each region sector supported by a narrative rationale of individual special cases.
- Each project unit sends copy(s) of all staff's performance appraisal to HRD admin.
- Otobi Limited Accounts department will provide HRD admin. With the following year's approved salary level of each office as per the budget so as to reconcile with the recommended approval increments/Promotion.
- HRD admin will review the submitted performance appraisal and will act:
 - (a) Submit performance appraisal of higher management and performance appraisal with exceptional recommendation.
 - (b) HRD head will write short note on the performance appraisal form in the event the recommendation is not according to the policy and not approved by CEO and MD.

(c) Prepare relevant letters as finally approved by CEO.

- HRD admin will issue letter as per the outcome of performance appraisal to individual staffs in the corporate office.
- HRD admin will keep a copy of performance appraisal along with letters of all branch office employee in the personal file kept at the corporate office.
- HRD admin will keep record and update HR information, staffs list, database file.

Performance Appraisal Form

(Staff/Officer)

GG/HR/PA-03.2

1. Personal record:

Name:	Supervisor	
Designation	Designation	
Joining date	Department	
Evaluation period	Length of service _____year _____month	
Education at the time of joining	Current education	
Last increment amount	Last increment date	Current salary:

Instructions

- Read the entire sheet thoroughly before rating any employee.
 - Base on your judgment the entire period covered and not upon isolated incident only. Be objective.
 - Use your independent judgment.
 - Your rating must not be influenced by personal feelings.
 - Don't be influenced by general impression.
 - Rate on the each factor separately.
2. Evaluation by departmental Head or immediate supervisor:

2.1 job knowledge	2.5 Poor	5 Fair	7.5 Good	10 Excellent
Demonstrates and applied understanding the technical, procedural any policy aspect of job.	Inadequate knowledge requires considerable assistance.	Adequate knowledge of essentials requires some assistance.	Though the knowledge of the job may perform duty without any assistance.	Sound knowledge on all aspects of work.

2.1 job knowledge	2.5 Poor	5 Fair	7.5 Good	10 Excellent
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Total score:

Department head evaluation	<50%	50-75%	>75%-90%	>90%
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Recommendation by departmental head:

A.

- i. Area of strength of the employee _____
- ii. Area of weakness of the employee _____
- iii. Area of development of the employee _____

B.

- i. May be considering for increment of _____ Tk.
- ii. Is suitable for promotion.
- iii. May be consider for incentive.
- iv. Is not suitable for promotion at present
- v. Need training
- vi. Others

C.

a.	Weak potential/poor	The person considered has little to contribute, unless improve his or her service to be considered for termination.
b.	Average potential	Average progress, but presently not qualified for promotion.
C	Good potential	The candidate is able to contribute sufficiently within the current position.
D	Exceptional	The candidate has excellent prospect for promotion or incentives.

To be filled up by concern HR department

Name: _____ Designation: _____

_____ Section/Dept: _____ Unit code _____

_____ Date of joining _____

1. Total score _____

2. Recommendation for increment @ TK _____ per month w.e.f. _____ and his gross salary will stand TK _____ per month.

Existing position

03. Recommendation for promotion to the position of _____ without increment.

04. Recommendation for promotion to the position of _____ with increment.

_____ per month w.e.f. _____ and his gross salary will stand TK _____ per month.

Human Resource Department

Approval:

02. Recommendation for promotion to the position of _____ with increment.

_____ per month w.e.f. _____ and his gross salary will stand TK _____ per month.

03. Recommendation for increment @ TK _____ per month w.e.f. _____ and his gross salary will stand TK _____ per month.

Rewarding performance

Annual increments:

- Annual increments are awarded once in a year effective 1st July based on employee performance appraisal.
- Under very special circumstance a two-step increment may be recommended for employee, may be supported by rationales.
- Annual increments are subject to satisfactory performance of staffs throughout the year and are not automatic.
- The receipt of a warning letter usually results in the loss of annual increment depending on the reason for the letter and amount in the employee is observed after issue of the letter.
- Supervisor must state the reason in the confidential section of the performance for that year.

Promotions

- Promotions are only given for the employees who will undertake higher responsibility and possess the qualification and skill require for the proposed position.
- All promotions are subject to an existing vacancy in the organization if within budgetary level.
- All promotions must be a performance appraisal with rationale either in annual review or in order time.
- While the recommending promotion, Otobi's position, grade and salary chart must be referred to so as to ensure that the appropriate job title and salary is given in the new position.
- Upon promotion a new job description will be provided to the employee.

Separation from the organization

If a staff member's performance is found to be poor then s/he may be subject to change of assignment, transfer, demotion, and termination or any disciplinary actions if decided so. However, the require procedure must be followed if disciplinary action like dismissal is recommended. All

recommendations of disposition must be supported with rationale and should be consist with the employee's performance evaluation.

Category of separation

Resignation

Staffs willing to resign from the service will give written resignation stating the reason for leaving the intended date of the resignation to be effective.

Exit interview

Head HR will ensure the field in exit interview from the departing staff as well as an interview with him/her before final chance is made The interview will focus on the reason of leaving organization and suggestion the staff wished to give the organization for its betterment.

Redundancy

In the event of any staff being made redundancy due to planned phase out of the project the will be notify with 3 month written notice. In general, before make a position redundant, organization will to a limited extent, try to transfer appoint qualified staff to corporate office when they need arise.

Termination

Termination is used when removal of staff member by other means is not deemed appropriate. This is the prerogative of the employer and this action can be taken even without any disciplinary reason. A terminated employee depending on his/her employment status shall be entitle to some benefits.

Discharge

An employee may be discharged from service for reason of physical and mental incapacity or for continued ill health or such other reasons not amounting to misconduct. A medical board comprising of two doctors must be formed to examine and make recommendation. Probationary employees must be authorized by CEO.

Dismissal

An employee may be dismissed without prior notice or pay in lieu thereof or any compensation, after following the disciplinary procedure. When an employee is dismissed, s/he shall be entitled to the following benefits:

- Unpaid salary and allowance up to the last day of work
- Employees own contribution to provident fund, if any

Loss of service lien

An employee who is absent without proper leave authorization for a period of more than ten consecutive calendar days shall lose the lien on his/her job with approval of the CEO.

Findings

The major findings on the performance management system in the organization are as follows

- **Share goal with as many people as possible:** In my analysis, the organization has lack of sharing goals with other colleagues. It was also seen that, one department does not know the goal of other department.
- **Review progress regularly:** Currently Otobi Limited is working as 1200 staffs across the country. In order to evaluate the performance of the organization there is a provision for midterm review.
- **Recognizing performance problem:** In my analysis, there is no system in the organization to find out the performance problem and to recognize it. In order to ensure effective performance of the employees there should be a system to identify performance problem and there should be a system to take measure to overcome the performance of the employees.
- **Observation and giving feedback:** In the organization, there is only option to observe and giving feedback on employees performance appraisal conducted once in a year. But there is no system in the organization to monitor performance of an employee on a regular basis and to give feedback to the employees to improve their performance.
- **Rewarding performance:** It is written in the policy that every employee will be promoted once they have completed three years with the organization. As a result the reward is not provided based on the performance of the employees.

Recommendations

Based on the findings and analysis we would strongly recommend the following things to ensure effective performance management system of the organization to reach its goals

- **Orientation on performance management system:** we would strongly recommend that the organization should arrange an orientation on performance management system written in the organization's policy for its all staffs.

- **Regular monitoring system:** The organization should have a system to monitor employee's performance monthly basis. Based on this performance the employee should be given to improve their performance.
- **Recognize performance problem:** We recommended having recognizing performance problems system in the organization. In every month the organization should asses the performance of the employees and notices the respective employee through issue in a memo.
- **Observation and giving feedback:** I would recommend that the organization should have a system to give feedback based on the performance of the employee and monitor properly on regular basis.
- **Rewarding performance:** The rewarding system should follow the performance of the employees. After checking the performance appraisal regular basis reward will be given.

Conclusion

The organization has a good performance management system in its policy but it is not followed properly. In the last few years the organization has been facing problem as the employees are not aware performance management system. There are few reasons which make Otobi Limited is deterioration and staffs turnover rate is quite high.

Reference

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