

**An Analysis on the Performance Appraisal System  
of Rahimafrooz Gastech Limited (RAGT)  
under MBA Program**



**An Analysis on the Performance Appraisal System of**  
**Rahimafrooz Gastech Limited (RAGT)**

**Submitted to:**

BRAC Business School  
BRAC University  
Mohakhali, Dhaka

**Supervised by:**

**Shamim E. Haque**

Assistant Professor, BBS & Senior Research Fellow, CED  
Centre for Entrepreneurship Development  
BRAC Business School

**Submitted by:**

Nourin Zaman

ID No.: 14164001

Department of Masters of Business Administration  
BRAC Business School

**Date of Submission:**

March 7, 2017

## Letter of Transmittal

**March 7, 2017**

Shamim E. Haque  
Assistant Professor, BBS & Senior Research Fellow, CED  
Centre for Entrepreneurship Development  
BRAC Business School

**Subject: Submission of Internship Report**

Dear Sir:

I hereby submitting my Internship Report, which is a part of the MBA Program curriculum. This report is based on, “An Analysis on The Performance Appraisal system of Rahimafrooz Gastech Limited (RAGT)”. I have got the opportunity to work in Rahimafrooz Gastech Limited for twelve weeks under the supervision of Mr. Shahed Rahman, Department of Human Resources. This project gave me both academic and practical exposures, I learned about the organizational culture of a leading manufacturing organization of the country and the project gave me the opportunity to develop a network with the corporate environment.

I shall be highly obliged if you are kind enough to receive this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours

-----

Nourin Zaman  
ID No.: 14164001  
MBA Program  
BRAC Business School  
BRAC University

## Certificate

This is to certify that the internship report on **Performance Appraisal System** submitted to complete Internship program in Master of Business Administration to the BRAC University is a record of bona-fide research carried out by Nourin Zaman under my supervision. No part of the research report has been submitted for any degree, diploma, title or recognition before.

---

Shamim E. Haque

## Declaration

I Nourin Zaman a student of Master of Business Administration of BRAC University do hereby declare that the internship report on The Performance Appraisal system of Rahimafrooz Gastech Limited (RAGT) has not been submitted by me for any degree, diploma, title or recognition before.

Signature

.....

Nourin Zaman

ID No: 14164001

MBA Program

BRAC Business School

BRAC University

## Acknowledgement

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. I am also thankful to my parents for their moral support.

I am deeply indebted to my Faculty Advisor **Shamim E. Haque**, Assistant Professor, BBS & Senior Research Fellow, Centre for Entrepreneurship Development, BRAC Business School for his whole-hearted supervision during my organizational attachment period. I am grateful to Mr. Shahed Rahman as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without their guidance. I am also thankful to Mr. Bojlul Rashid, HR Executive for providing me the data I needed.

My immense thanks goes to Mr. Mutasim Billah, Water Modeler, EIMS Ltd. for his moral support and cooperation that helped me a lot to complete the report. My gratitude goes to entire Department of Masters of Business Administration, of BRAC Business School for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation.

Last but not the least I would like to convey my gratitude the employees of the department of Human Resources for helping me in furnishing the report. Moreover, I would also like to express my gratitude to my Rahimafrooz Gastech Ltd. fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization has enabled me to deal with a lot of things.

## Executive Summary

This report is prepared on the basis of my twelve weeks practical experience at Rahimafrooz Gastech Limited. This internship program helped me to learn about the practical scenario of a Manufacturing Company. Rahimafrooz is one of the largest trading companies of Bangladesh. Rahimafrooz Gastech Ltd. (RGL) is one of the largest manufacturers in our country. The company is one of the leading regional players, with market leadership at home and export endeavors to more than 44 countries around the world. It manufactures about 200 different varieties of batteries for automotive, motorcycle, IPS and other applications in its factory located at west Panisail, Zirani Bazaar, Gazipur. The company maintains high standards of operations, which are certified in both ISO 9001 as well as ISO 14001 standards. Furthermore, in order to ensure occupational health and safety of its employees, the company has also implemented the occupational health and safety management system, OSHAS 18001 standard.

Rahimafrooz Gastech Ltd. (RAGT) offers comprehensive solutions for CNG refueling, conversion, conversion centers, and maintenance. The Company runs state-of-the-art CNG conversion centers offering 1<sup>st</sup> to 5<sup>th</sup> generation conversion, and is setting up a wide country-wide network of refueling stations. It also assists, through equipments, technological know-how, training and marketing, in setting up CNG conversion centre sand refueling stations. RAGT is the exclusive representative of kits by Logas Italy and equipments by Sicom Italy. Its product range also includes Cylinders from Inflex Argentina and Matt Brazil.

To prepare this survey based report I have tried my best to know about the nature of the market. As my topic was directly related to the employees I had the opportunity to meet the employees, HR Manager as well as other members. They shared their experiences and I have observed their attitudes towards the organization. From this survey I found many different observations and some were very rational too. I hope this report will help the company a lot in future to take some decision regarding performance appraisal.

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## CHAPTER 1

# INTRODUCTION



## 1.1. Introduction to the Report

Internship is a partial requirement of MBA program. It offers a great opportunity for any student to get some tremendous and brilliant ideas about the practical field. It is also a challenging experience to prepare Internship Report which increases intellectual abilities as an efficient graduate. As energy sector have emerged as the most important player of our economy and they also offer a passionate environment for career development so it was my premier objective since the very beginning of MBA program to accomplish internship in this type of manufacturing institution.

As a developing power and energy sector plays a vital role for industrialization of a country. RahimafroozGastech Limited (RAGT) was formerly known as Rahimafrooz CNG Limited established in 2003. In 2012, the company was rebranded as RAGT to widen its scope of serving more customers in the gas segment of Bangladesh.

During the three month long internship period spanning from May 01, 2016 to July 30, 2016 RahimafroozGastech Limited (RAGT) the writer of this report gained practical knowledge about the performance appraisal system of the employees of RahimafroozGastech Limited (RAGT) and worked on a project titled “**Performance Appraisal System**” of RahimafroozGastech Limited (RAGT), **HR & Admin Department, Head Office**”. Here the analysis has been made on the whole performance appraisal system of RahimafroozGastech Limited (RAGT), As well as a case study of an employee of RahimafroozGastech Limited (RAGT) has been conducted to understand the whole process more effectively.

## 1.2. Origin of the Report

The report has been prepared as a fulfillment of the partial requirement of the internship program as authorized by Department of MBA, BRAC Business School. Primary goal of the internship prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. There are many companies working in Bangladesh. Almost all of them offer internship program for the graduate students for learning about the corporate culture. The graduate students can have a clear idea about the overall organization and organizations can also help its' employees to share their workload. It's a beneficial facility from both organizational in individual perspectives.

## 1.3. Purpose of the Study

As an institution, energy sector has been contributing towards the development of any economy for a long time and at the moment it is treated as an important service industry in modern world. Nowadays, the function of an energy sector is not limited within the same geographical limit of any country. That's why it is very necessary for each and every organization to evaluate its performance over the periods. But the





most important thing is that nearly all of the banks are more focusing on sale rather than the service, even they do not know how to evaluate their performance.

Basically, this study is conducted to expose the way to find out the employee's satisfaction level and know how to provide them better service. Different evaluating procedures and techniques have been followed to measure the employee's satisfaction.








#### 1.4. Objective of the Study

Objective of this particular study can be divided into two major segments. These are as follows:

##### 1.4.1. Broad Objectives

-  To complete my BBA degree it is a must requirement,
-  To match my academic knowledge with the real corporate business set up,
-  To enlarge my experience from a real corporate exposure, and
-  To enhance my adaptive quality with the real life situation.




##### 1.4.2. Specific Objectives

-  Introduce myself to the Rahimafrooz Group
-  To know the inner side of the Rahimafrooz business culture
-  Provide information on RahimafroozGastech Limited (RAGT)
-  To find out the Corporate Social Responsibility (CSR) of RahimafroozGastech Limited (RAGT)
-  To describe the HR function, structure and its procedures, rules and regulation.
-  To analyze the overall performance of RahimafroozGastech Limited (RAGT)
-  To understand the internal and external environment of the organization for achieving the specific objectives of the report.

#### 1.5. Source of Data

I may be required to use primary sources for any assignment. This is common for any sort of coursework but can occur for any subject. Secondary sources are also important to help inform your research, and are usually acceptable sources to cite. Following is the way how data can be accumulated:

##### 1.5.1. Primary Sources

-  Direct conversation with the respective officers of the Departments,
-  Face to face conversation with the employees, and
-  Employee's opinion collected through Questions.

##### 1.5.2. Secondary Sources

-  Various records of RAGT,

- 🔒 Different Types of brochures,
- 🔒 Different training files,
- 🔒 Website of Rahimafrooz Bangladesh Limited,
- 🔒 Different newsletters of RahimafroozGastech Ltd,
- 🔒 Personal files of the employees.

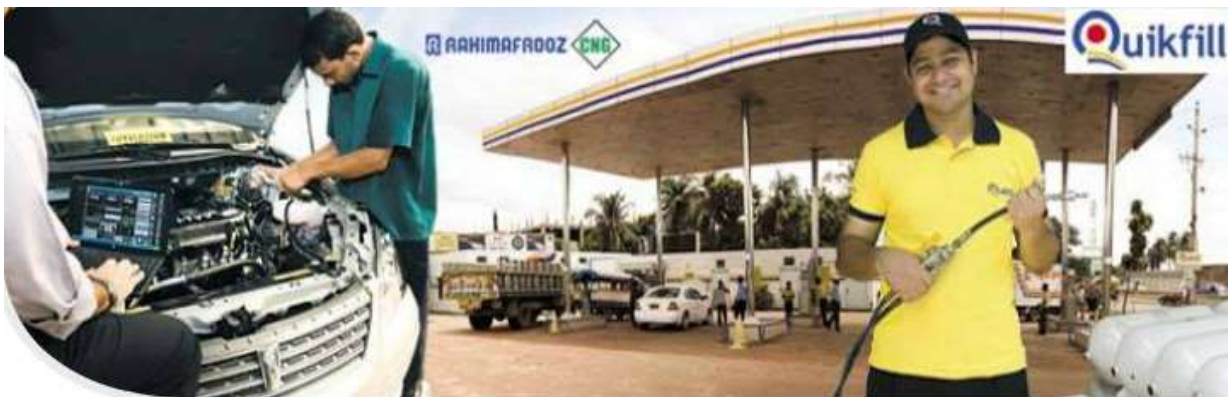
## 1.6. Limitations of the Study

Energy sector in fact, a huge operation and it is quite impossible to cope up all the activities during internship period and for that reason limitations prevail while conducting the study are:

- 🔒 The Rahimafrooz's policy of not disclosing some data and information for obvious reasons, which have been very much useful for the report,
- 🔒 Few employees sometime could not help, as they were busy with their job,
- 🔒 Sometimes they didn't want to supervise us out of their official work. Sometimes it was difficult to collect data,
- 🔒 Performance appraisal is a very sensitive issue. So many information disclosed as lack of secrecy,
- 🔒 It is difficult to make information based a rich report in a short time period,
- 🔒 The report was prepared within a short time period.

## CHAPTER 2

# COMPANY PROFILE



## 2.1. Introduction to Rahimafrooz Bangladesh Limited



Logo of Rahimafrooz Bangladesh Limited

This paper is based on my experience in Rahimafrooz Gastech Limited during my internship program. As my major was in Human resources Management, I have done my internship in HR and Admin Department of Rahimafrooz Gastech Limited. My instructor is Mr. Md. Shahed Rahman. As an intern I tried my best to know every aspect of these companies' HR and Admin policy. But it was difficult for me to know everything about this company and its HRM strategy. There are five core values of this company. These are:

- 🏠 **Excellence** in everything we do
- 🏠 Total commitment to **customer satisfaction**
- 🏠 Thinking ahead and taking **new initiatives**
- 🏠 Valuing and **inspiring people**
- 🏠 **Integrity** in all your dealings

So, five values are Integrity, Excellence, Customer Satisfaction, New Initiatives and Inspiring people.



Five values of Rahimafrooz

Rahimafrooz Gastech Limited has four Quality Management System (QMS). These are:

- 🏠 Customer Delight
- 🏠 Operational Excellence
- 🏠 Innovation
- 🏠 Continuous Improvement







Rahimafrooz Gastech Limited (RAGT) follows a fair system for their transaction. Normally they maintain their account with Mutual Trust Bank, HSBC Bank, AB Bank, Islami Bank Limited, BRAC Bank; they maintain their financial relationship with other financial bank or institutions when necessary.

## 2.2. The Companies of Rahimafrooz Bangladesh Limited

-  Rahimafrooz Bangladesh Ltd. (RABL)
-  Rahimafrooz Accumulator Ltd. (RAL)
-  Rahimafrooz Globatt Ltd. (RGL)
-  Rahimafrooz Distribution Ltd. (RDL)
-  Rahimafrooz Gastech Ltd. (RAGT)
-  Rahimafrooz Energy Services Ltd. (RESL)
-  Rahimafrooz Renewable Energy Ltd. (RRE)
-  Rahimafrooz Superstores Limited Ltd. (RSL)
-  Rahimafrooz Urban Living Ltd. (RUL)
-  Rahimafrooz Batteries Ltd. (RBL)

## 2.3. Other Ventures Are

-  Metronet
-  RZ Power
-  Core Knowledge
-  Excel Resources Limited

## 2.4. Social Activities

-  Rural Services Foundation (RSF)

Rahimafrooz is one of the biggest multinational industries in Bangladesh and is one of the leading companies both in Bangladesh and abroad, they have provided their business all over the country and maintaining their reputation from the beginning. Now everybody knows the name of Rahimafrooz Company (Bangladesh) Limited. They have provided their services in many sectors and widen their activities in many areas; they are doing their business effectively and efficiently since 1958.

## 2.5. Overview of Rahimafrooz

Rahimafrooz operates in three broad domains: automotive aftermarket, power and energy, and retail chain. It sells tires, batteries, lubricants, emergency power products, diesel as well as gas generators, lighting products, electrical accessories, solar systems, energy solutions using compressed natural gas, and power rectifiers. The Group also runs 'Agora' the first retail chain in Bangladesh.

The Group has strengthened its market leadership at home while reaching out to international markets. Ranging from automotive aftermarket products, energy and power solutions, to a retail chain.

Rahimafrooz produces and markets a range of battery products – automotive, motorcycle, and appliance batteries, Industrial (stationary, deep cycle, traction, VRLA) batteries, IPS and UPS batteries, and rectifiers. Lucas and Spark are the leading names in the local battery market while Volta, Optus and Delta batteries are fast gaining equity as International brands. The Group’s portfolio includes international tire brands Dunlop and Kenda, and its own brand RZ Tire. Rahimafrooz is the exclusive franchisee of the full range of lubricant brand Castrol in Bangladesh.

Through Rahimafrooz IPS, UPS and Voltage Stabilizer, the Company enjoys clear leadership of the emergency power products market. The Company brings to Bangladesh leading gas and diesel generator brands – Pramac as well as Mitsubishi. It also markets home and industrial lighting products from General Electric USA (GE) and electrical accessories from Hager France.

Rahimafrooz, in 2001, made a breakthrough in the urban lifestyles by launching one of very few retail chains in the country – Agora. Rahimafrooz’s Renewable Energy division has been providing Solar solutions. Rahimafrooz also offers equipment for CNG refueling, conversion, conversion centers, and maintenance.

The Group operates a non-profit organization Rural Services Foundation (RSF) through which the solar home systems reach the customers in the rural areas of Bangladesh. In a joint venture, the Group has enterprise into the first ever fiber optical commercial networking backbone in Bangladesh in the form of Metronet Bangladesh Ltd. (MBL). One of the SBUs of Rahimafrooz Group, Rahimafrooz Renewable Energy Ltd. distributes solar home systems to underdeveloped rural regions of Bangladesh. For that, the company received the Ashden Award for Sustainable Energy in 2006.

## 2.6. The Founder



Image: Late Abdur Rahim, founder of Rahimafrooz

Late A. C. Abdur Rahim was born on 20 January 1915. At an early age he had to face obstacles and learned how to overcome them through diligence and courage. Gradually he came to be known as a person who can be trusted and respected. He was a dreamer. He believed that he would be successful one day if he worked hard. At last he achieved honor and recognition for his efforts. He led a life, based on principles combining religious values with modern thinking.

All his life he was an example of compassion and affection- towards all people around him, his family and people who worked with him. This is one of the values still cherished at Rahimafrooz. He did not have the opportunity to go to school as a child and have formal education. But he was a self-taught man. He was a keen observer and educated himself through experience in day-to-day life. He craved for knowledge. He decided that his children must get the best education. His attitude towards education is reflected in today's Rahimafrooz, which takes pride as a learning organization.

After his parents' death he was brought up by his uncle Mr. A.C Mohammad, a businessman in Kolkata. Mr. Rahim started to work with his uncle. This was his first familiarity with business. After a few years he left that job and ventured into a small partnership business. During early 1940s, he got active in commercial trading of scarce items and gained valuable experience. In 1947, he decided to move to Chittagong to live in an environment of religious freedom.

In the new environment he had to start afresh. He had little capital. He finally established a small proprietary trading company named Rahimafrooz & Co, at Chittagong in 1950 which was later incorporated on 15th April 1954, which is now Rahimafrooz (Bangladesh) Ltd.

Rahimafrooz expanded rapidly into various trading items. Within 5 years, Mr. Rahim was able to enter into a joint venture with Lucas (UK) to set up a modern automotive battery factory. He acquired the principal company Lucas Service Ltd in 1980 which is now known as Rahimafrooz Batteries Ltd. Apart from business, he engaged himself in benevolent activities. He passed away on the 14th March 1982 in London leaving behind his dream, Rahimafrooz.



May Allah rest his soul in peace.

## **2.7. History of Rahimafrooz**

Over the decades, Rahimafrooz has grown in size, scale, and diversity. The Group today has Eight Operating Companies (SBUs), a few other business ventures, and a not for profit social enterprise. As of 2011, the Group currently employs more than three thousand people directly and a further twenty thousand indirectly as suppliers

contractors, dealers and retailers. Rahimafrooz operates in four broad segments – Storage Power, Automotive & Electronics, Energy and Retail.

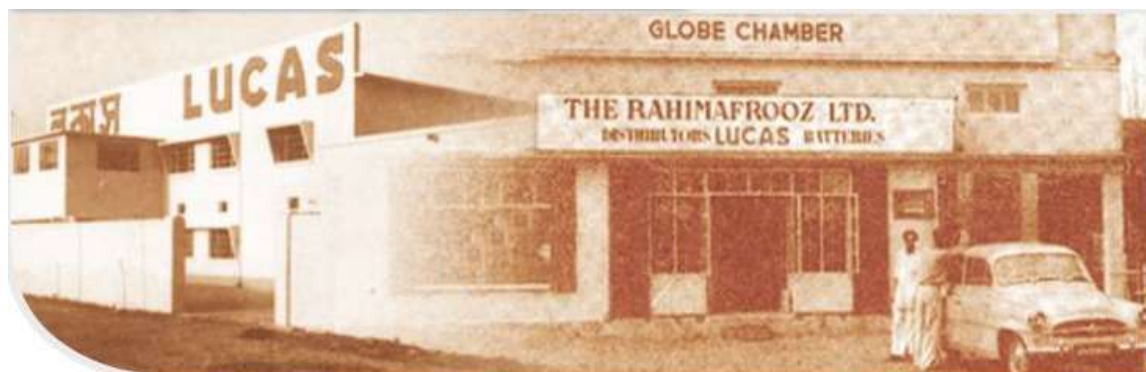


Image: An old establishment of The Rahimafrooz Ltd.

Rahimafrooz has been a partner in the development journey of this nation for more than fifty-five years now. They set themselves the highest standards in responsible corporate behavior and passion for success is aligned with the development of the country. They are committed to playing a leading role in driving growth, prosperity, ethical values and social responsibility. They continue to serve customers through unparalleled quality excellence and service superiority. Success has been complemented by the commitment to the environment, society and community.

*‘At Rahimafrooz, We are – ‘enriching lives with your trust’!*

## 2.8. History of Rahimafrooz at a Glance

- 🏢 Incorporated in 1954 by Mr. A.C. Abdur Rahim
- 🏢 Distributorship of Lucas Battery in 1959
- 🏢 Exclusive distributorship of Dunlop tire in 1978
- 🏢 Acquisition of Bangladesh operations of Lucas UK in 1980
- 🏢 First producer of industrial battery in 1985
- 🏢 Pioneering Solar Power in collaboration with BP in 1985
- 🏢 First ever battery export – to Singapore – in 1992
- 🏢 Launched Rahimafrooz Instant Power System in 1993
- 🏢 Acquisition of Yuasa Batteries (Bangladesh) Ltd. – in 1994
- 🏢 Attained ISO 9002 certification for RBL operations in 1997
- 🏢 First India office opened in Ahmedabad – in 2000
- 🏢 Awarded “Bangladesh Enterprise of the Year” in 2001
- 🏢 Attained ISO 14001:1996 for RBL operations
- 🏢 Launched “Agora” – the first ever retail chain in 2001
- 🏢 Launched Rahimafrooz Energy Service in 2002 – promoting distributed power.
- 🏢 Established Rahimafrooz CNG Ltd. in 2003
- 🏢 Awarded “National Export Trophy” in 2003

- 🏢 Metronet Bangladesh, a fibre optic based digital solution provider for data communication, launched in joint venture with Flora Telecom – in 2004
- 🏢 Received McGraw-Hill Platt Global Energy Award for Renewable Energy in 2004
- 🏢 Received the “Ashden Award” for Sustainable Energy in 2006
- 🏢 The Group celebrated its 50th anniversary on April 15, 2004 with a renewed, enhanced commitment to being successful while upholding its core values.
- 🏢 Established Rahimafrooz Accumulated Limited in 2008
- 🏢 Rahimafrooz launched multi brand consumer electronics outlet UREKA in 2009
- 🏢 Rahimafrooz launched world renowned consumer electronics brand Daweoo
- 🏢 Rahimafrooz Inaugurates its biggest and most modern warehouse at Hemayatpur, Savar in 2010
- 🏢 Established Rahimafrooz Urban Living Ltd. In 2011

## 2.9. Major Drivers Behind Business Growth

- 🏢 Aspiration, Vision & Value
- 🏢 Management & Organization Restructure (MOR)
- 🏢 To address MOR intent to separate ownership and management and V2010 growth plan to achieve following objectives.
- 🏢 Increase Accountability & Performance
- 🏢 Bring Best Management Practices
- 🏢 Focus on strengthening People & Process Capability to achieve V2010 & beyond
- 🏢 Key Strategic Tools For People & Process
- 🏢 I + 10 Program (adaptation of Stephen Covey’s Seven Habits & 360 degree Community Session Model)
- 🏢 Balance Score Card (four perspective: Financial Perspective, Customer Perspective, Internal Process Perspective, People Perspective)
- 🏢 Rahimafrooz Culture & way of doing things
- 🏢 A culture of learning & caring
- 🏢 Setting an environment with clarity of common purpose & individual role
- 🏢 Open door policy
- 🏢 Respect & Humility in interaction
- 🏢 Empowerment of People
- 🏢 Performance oriented culture
- 🏢 A culture of constant change
- 🏢 Both way communication
- 🏢 Transparency at all level
- 🏢 Result orientation
- 🏢 Taking pride in what we are & what we do

## 2.10. Business Spheres

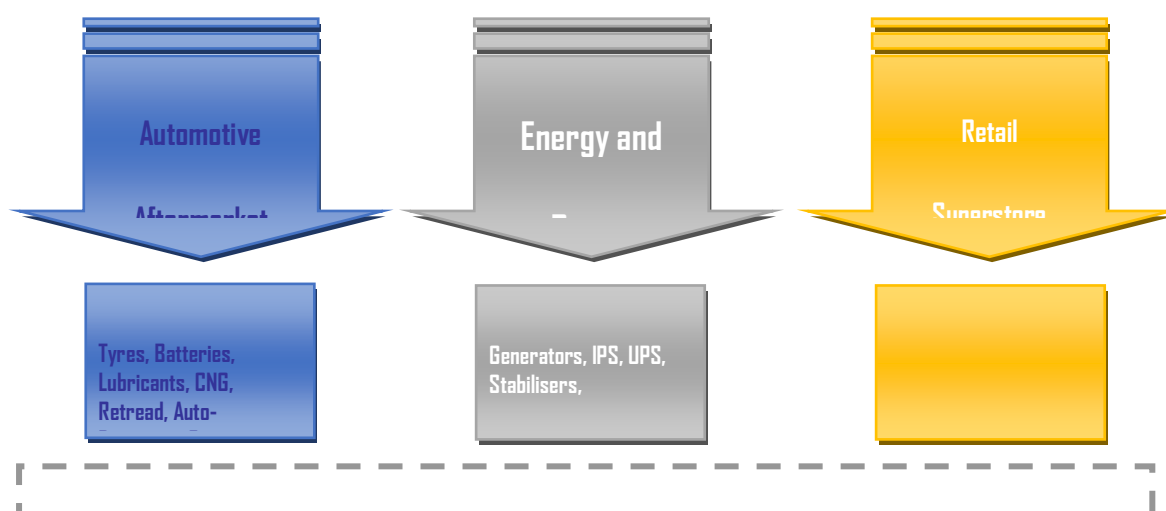


Diagram: Business Spheres of Rahimafrooz Bangladesh Limited

## 2.11. Major Brands of Rahimafrooz Bangladesh Limited



Image: Major brands of Rahimafrooz Bangladesh Limited

## 2.12. Services of Rahimafrooz Ltd.

There are many services provided by Rahimafrooz Limited. They have many activities and related business units to provide those services. Rahimafrooz Corporate Office (RACO), we have eight Strategic Business Units (SBUs), Late Mr. A C Abdur Rahim founded a small company and paved the way for making of one of today's leading Bangladeshi business.

### 2.12.1. Rahimafrooz Superstores Limited (RSL)

Rahimafrooz Superstores Ltd. (RSL) made a breakthrough in the urban lifestyles by launching the first retail chain in the country – Agora. Currently



there are four Agora outlets at Gulshan, Dhanmondi, Moghbazar, Uttara and Mirpur in Dhaka. Having started its journey in 2001, RSL is committed to sustaining and growing as the most trusted, loved, and frequented retail chain.

### 2.12.2. Rahimafrooz Renewable Energy Limited

Transforming the lives of people and lighting up different corners of the country, Rahimafrooz Renewable Energy Ltd. (RRE) has been providing Rahimafrooz Solar solutions for households, agriculture, healthcare, education, rural streets and marketplaces.



To date, RRE has lightened up more than 40,000 rural homes in Bangladesh. The Company, in recognition of its solar efforts, received the McGraw-Hill Platt Global Energy Award in 2004 and the Global Ashden Award in 2006.

### 2.12.3. Rahimafroozgastech limited

RahimafroozGastech Ltd. (RAGT) offers comprehensive solutions for CNG refueling, conversion, conversion centers, and maintenance. The Company runs state-of-the-art CNG conversion centers offering 1st to 5th generation conversion, and is setting up a wide country-wide network of refueling stations. It also assists, through equipments, technological know-how, training and marketing, in setting up CNG conversion centre sand refueling stations. RAGT is the exclusive representative of kits by Logas Italy and equipments by Sicom Italy.



### Excel Resources Limited

Excel Resources Ltd. (ERL) is a leading name for tire retread. ERL also manufactures and markets emery cloths and abrasive papers. Other Initiatives. Rahimafrooz Group, in a joint enterprise, has ventured into the first ever fiber optical commercial networking backbone in Bangladesh in the form of Metronet Bangladesh Ltd. (MBL).



### 2.12.4. Rahimafrooz Batteries Limited (RBL)

Rahimafrooz Batteries is certified in both ISO 9001 as well as ISO 14001 standards. This is the largest lead-acid battery manufacturer in Bangladesh. Manufacturer of 90 of automotive and 210 types of industrial lead-acid batteries. Dominant player in the local lead-acid battery market. Lucas and Spark (Local Market), Volta and Optus



(Export Market) are major brands. 18 importers in India import these batteries to their country.

#### 2.12.5. Rural Services Foundation (RSF)

(RSF) is a not-for-profit social enterprise endeavoring to alleviate poverty. The poverty alleviation model of RSF is based on three basic principles – affordable, replicable, and sustainable. RSF has been helping the rural poor, through programs involving solar home systems, irrigation, bio gas, contract farming, battery powered instant power systems etc. Besides, RSF also runs “Dhaka Project” which is a home to some 600 urban street children.



#### 2.12.6. Rahimafrooz Energy Services Limited

Rahimafrooz Energy Services Ltd. (RESL) is a market leader providing standby, captive and distributed power solutions. The Company brings to Bangladesh two of world’s leading gas and diesel generator brands –

Pramac and Mitsubishi. RESL also markets home industrial lighting products. Overall, it is building on its strengths and continuously improving itself as a safe, secured, and first-rate provider of energy solutions.



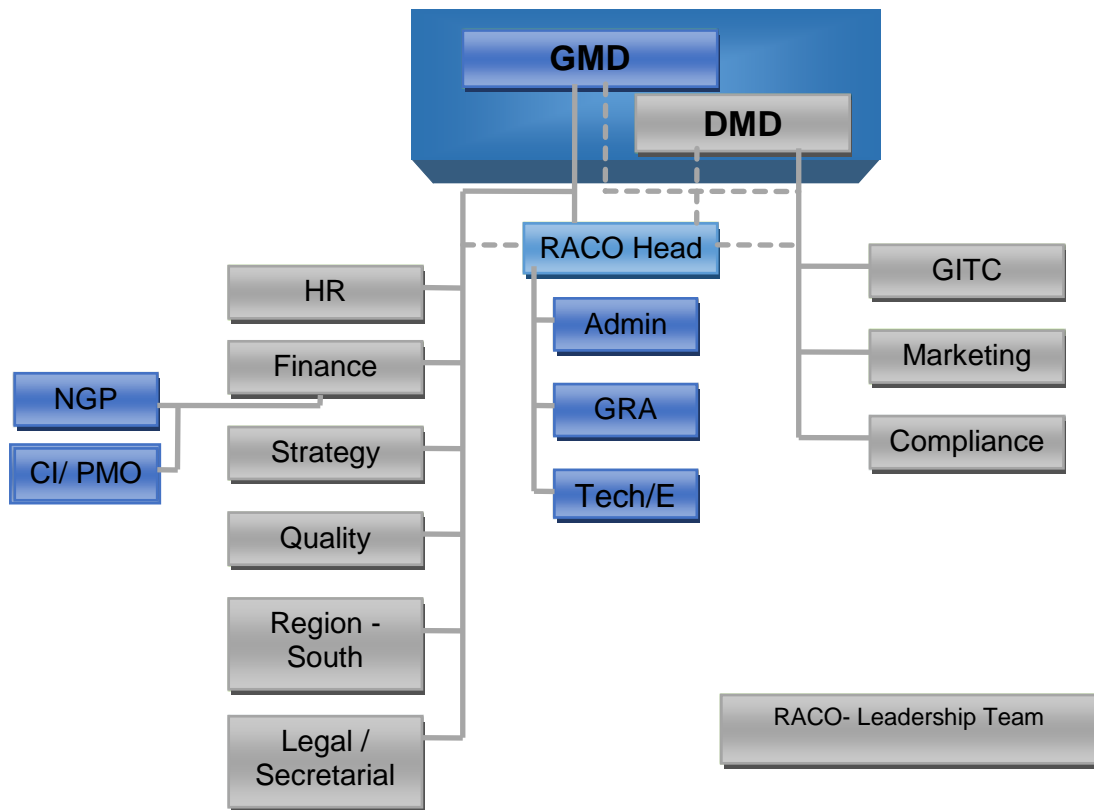
and





### 2.13. Corporate Structure

Corporate structure consists of various departments that contribute to the company's overall mission and goals. In Rahimafrooz the corporate structure is as follows:



### 2.14. Business Hours

Business hour is usually 9 am to 5 pm. It's closed on all Fridays and closed on 2nd and 4th Saturdays. The Company respects the work-life balance of individuals. However it is also expected that employee should stay beyond business hours or on holidays to meet deadlines.

## 2.15. Board of Directors



Image: Board of Directors

<b>NIAZ RAHIM</b>	<b>Group Director</b>
<b>MUNAWAR MISBAH MOIN</b>	Group Director
<b>AFROZ RAHIM</b>	Group Chairman
<b>MUDASSIR MURTAZA MOIN</b>	Group Director
<b>FEROZ RAHIM</b>	Group Managing Director
<b>MOHAMED ISMAIL</b>	Group Deputy Managing Director

## 2.16. Portfolio of Rahimafrooz (Bangladesh) Ltd.

With a portfolio of more than twenty brands in three broad segments, Rahimafrooz Group thrives on its people – their commitment, skill and passion. Over the years, the business has grown through many evolutions. It is the people of this Company who played the most important role in the change management process of continuous improvement. They always recognize the contribution from their people in this Group’s 50 years of success and achievement. For them to grow and be successful in future, this workforce will need to play an equally, if not more, important role. They strongly believe in world class employment practices, robust human development schemes, and a winning culture for their people to perform and enjoy. Their employees benefit by learning both on and off the job, from internal as well as external resources. Rahimafrooz aspires to be an “employer of choice” and to be able to attract and retain the best-in-class talent who can add serious value to their growth and evolution. Their Human Resource vision stands to drive business excellence and create a rewarding workplace through people.

## 2.17. CSR Overview of Rahimafrooz Bangladesh Limited

Rahimafrooz’s aspiration is to be the most admired and trusted organization, by excelling in everything it does, following ethical business practices, and adding value to its stakeholders. The Group wants to achieve all of these while being firmly

committed to social responsibilities. Rahimafrooz Group, with a proud history of more than 50 years, strongly believes in the principle of contributing back to the community where it operates. Rahimafrooz strives to add value to the society, its economy, and environment through intelligent efforts and focused initiatives.

Rahimafrooz's CSR vision reads, "Passionate and driven to make a difference among the Community and Environment." Much of the Rahimafrooz CSR efforts are carried out through its social development initiative Rural Services Foundation

Currently, Rahimafrooz Group is contributing in the following areas:





-  Education
-  Poverty Alleviation
-  Environment
-  Transport



Image: Rahimafrooz Bangladesh Limited has consistently been investing in education

## Quikfill

RahimafroozGastech Ltd. (RAGT) was formerly known as Rahimafrooz CNG Ltd. established in 2003. In 2012, the company was rebranded as RAGT to widen its scope of serving more customers in the gas segment of Bangladesh. RAGT operates in the following business areas.








### 2.18.1.CNG Conversion and Auto Services






RAGT provides CNG conversion and auto services for all kinds of vehicles through four Conversions and Services Centers (CSC) in Dhaka and Chittagong. These centers also provide vehicle maintenance and repair services like fuel system servicing, engine maintenance, brake and suspension servicing, electrical work etc.

### 2.18.2.CNG Conversion

Conversion price are not same. There are two types of price list- regular and additional. Regular price list include the following items:

-  Cylinder Capacity
-  Brand Name/ Country
-  Carburetor Vehicle
-  EFI Vehicle with Relay
-  Extra Cylinder

### 2.18.3.Additional Items are as below

-  A/C Pump Relay
-  Emulator
-  Lambda (Memory Controller)
-  Actuator
-  Seat Modification

### 2.18.4.CNG Sales

RAGT manages Quikfill, the first ever chain of branded CNG refueling stations in Bangladesh. Quikfill is presently serving customers of Dhaka, Chittagong, Manikong and Tangail. More new Quikfill stations are planned to be established in Dhaka, Chittagong and other Major cities and highways.

### 2.18.5.Station Equipment Sales

RAGT serves its valued customers with the best quality CNG Station Equipments of European origin. It offers Turn Key solution for both online and off line CNG refueling stations.

### 2.18.6.Technical Services for CNG Equipmentand Refueling Station

RAGT, with its trained and professional technical team, also offers technical services for CNG refueling station equipments all across the country. This team is competent and well equipped to provide services to different brands of CNG equipment in the country.

### 2.18.7.Oil and Gas Field

RAGT also operates in oil and gas field industry in collaboration with some internationally renowned manufacturer, supplier and contractor. The major areas of operations are:

#### Gas Processing Plants

RAGT, in collaboration with international partners, offers Engineering Procurement and Constructions (EPC) solution for establishing different gas process plants.The company also facilitates the private sector to establish related process industries

such as Liquefied Petroleum Gas (LPG) filling plants, Natural Gas Liquid (NGL) processing plants, Condensate processing plants etc.

### Gas Field Products

RAGT also supplies gas field related equipment like wellhead control panel, drill bits, flanges, valves, gasket, drill & line pipes, casing, tubing etc to the Government and multinational organizations.

### Strengthening Gas Pipe Line Network

RAGT is also involved in the execution of different gas pipe line projects for Gas Transmission Company Ltd. This includes gas compressing and pumping stations, regulating and metering stations. It's laying of new pipe line from 6" till 30" diameter including HDD. Testing, maintenance and servicing of the existing gas pipe line network for GTCL, TITAS, Bakhrabad, Jalalabad are also done under this segment.

### Gas Transportation and Distribution

RAGT offers contractual services for transporting and distributing gas from near well station of different multinational organization.

Components of CNG Conversion in a Carburetor Drive Vehicle In carburetor system in addition with other equipment a petrol-solenoid valve is used. The Petrol Solenoid Valves an electromagnetic device widely used in carburetor vehicles. Its function is to stop the flow of Petrol when vehicle is running on NGV and vice versa when the vehicle is operated with Petrol. The petrol Solenoid valve is installed in the line of Petrol fuel near the engine compartment.

### Conversion Process

CNG is being used for automotive uses since the early years of the last millennium. Italy has been making extensive use of CNG/NGV for at least 40 years. Today many Governments are becoming increasingly aware of the benefits in contributing in energy security, to the economy and to the environment advantages when using CNG. As gasoline and diesel prices continue to rise, many people are considering converting their car or light truck to run on compressed natural gas (CNG). CNG is a clean, inexpensive and currently selling for less than half the cost of gasoline, domestic fuel. Best of all, it uses zero imported (or domestic) petroleum. And government rebates are available to help with the cost of conversion and to further lower the cost of CNG fuel. The installation of a CNG system even though it is a simple once trained, does require technical expertise. The ability of a well-trained technician will guarantee the compliance with the regulations in force with safety and professionalism. As CNG is stored at high pressure in its gaseous state is practically without impurities and is the most suitable for combustion specially because can be mixed with air in stoichiometric proportions. CNG in its can be stored in liquid state

going through a cryogenic process. This process at its end result is also known as LNG

#### 2.18.8. Pre-Conversion Check

The following procedure is recommended for pre-conversion check.

- ☒ Control and verify the condition of the ignition system. (Spark plugs, wires etc.).
- ☒ Control the functionality of the injection system.
- ☒ Control the idling speed system etc.
- ☒ Control and change if necessary the air filter.
- ☒ With a gas analyzer run a test to check the exhaust-gasses.
- ☒ Control if the lambda sensor is working and performing well.
- ☒ Verify the efficiency of the catalyst converter.
- ☒ Perform the complete engine control

#### 2.18.9. Post Conversion Check

The followings are check after a vehicle is converted into CNG.

- ☒ Cylinder(s) for right placement and other clearance.
- ☒ Filler Valve for right placement and other clearance.
- ☒ Pressure Reducer for right placement.
- ☒ Timing Advance Processor for accurate functioning.
- ☒ Emulator for correct connection.
- ☒ Mixer for air tight connection.
- ☒ Wiring for correct connection

#### 2.18.10. High Tension Ignition System:

- ☒ Tuning:

Tuning is done for correct air fuel mixture @1000 RPM and gas pressure @2500 RPM. This is done by adjusting the screw in the mixer and the pressure regulator control screw.

- ☒ Performance Test

Performance test are followed after tuning the engine. Following test are performed during the test.

- ☒ Idle running without A/C2.
- ☒ Acceleration without A/C3.
- ☒ Idle running with A/C4.
- ☒ Acceleration with A/C

## 2.18. Recommendations

The following improvement can be done for further development:

- ❏ CNG cylinder test facility can be developed.
- ❏ Manual tuning process can be tested further using sensor based monitoring system.
- ❏ More advanced electronics from AEB can be imported to check the E.C.U. Malfunctioning in some occasions where Timing Relay is used.
- ❏ Further modifications or development can be done to check the problem when the vehicle A/C is operated.
- ❏ More feedback system can be attached to make the drive smooth with vehicle E.C.U.
- ❏ Further electronics can be attached for the catalytic fuel injected system to keep the environment clean.

## 2.19. Reference

- ❏ CNG Conversion General Manual, lo.gas, Updated January, 2012.
- ❏ Standard Operating Procedure, Rahimafrooz CNG Ltd., No. CSC-SOP-04, May, 20053.
- ❏ Pre Conversion Inspection Report, Rahimafrooz CNG Ltd.4.
- ❏ Post Conversion Check List, Rahimafrooz CNG Ltd., F8206, Rev 015.
- ❏ Assembly Instruction Manual, Code 725A, AEB6.
- ❏ Assembly Instruction Manual, Code AEB466, AEB7.
- ❏ Fitting Instructions and Warranty Workbook, Code AEB510N8.
- ❏ Fitting Instructions and Warranty Workbook, Code AEB515N9.
- ❏ Fitting Instructions, Code 462/2, AEB10.
- ❏ lo.gas Injection System, Manual 8KI0000811.

## CHAPTER 3

# JOB DESCRIPTION





### 3.1. General Responsibilities

Responsible for performing a variety of duties to support the Human Resource and Administration Division function of Head office; coordinating work within departments, as well as with other departments, reporting pertinent information to the immediate supervisor, responding on inquirers or requests for information.

### 3.2. Essential Duties

- ☒ Performing a variety of duties to support the HR Division function of Head Office of which the following are illustrative:
- ☒ Completing the documentation of employees personal and duplicate files
- ☒ Complete the salary updates and analyze the papers of the branch
- ☒ Salary sheets,
- ☒ Input the salary sheets in the database
- ☒ Engaged in distributing the salaries of the casual stuffs of head office.
- ☒ Enter the newly recruited employee's information in the database
- ☒ Managing and sorting CV of applications for jobs received by the HR database
- ☒ Maintaining the input of the performance appraisal of employees in the database
- ☒ Update the existing employees profile in the database
- ☒ Assist in arranging training programs for the employees
- ☒ Performs as a training and development team member and prepare a budget
- ☒ Engaged in collecting and maintaining and distributing certificates of different training program
- ☒ Provide support to office personnel engaged in establishing quantitative service
- ☒ Performing other related duties as assigned by my on-site supervisor

### 3.3. Ancillary Duties

Performing task which are supporting in nature to the essential functions of the job, but which may be altered or redesigned depending upon individual circumstances

### 3.4. Critical Observation

During my internship period I found some problems. Firstly, in HR Division, there are few employees so one employee has to do huge volume of works. The working space of HR Division is not enough. Because they have to maintain a huge amount of papers documents and files which needs a huge space.

## CHAPTER 4

# LITERATURE REVIEW






#### 4.1. Performance Appraisal System and its Historical Review

Performance appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. The appraisal is based on results obtained by the employee in his/her job, not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth. Each employee is entitled to a thoughtful and careful appraisal. Performance appraisals are one of the most frequently criticized talent management practices. The criticisms range from their being an enormous waste of time to their having a destructive impact on the relationship between managers and their subordinates. For decades, the literature on talent management has pointed out the flaws in most performance management systems and in some cases recommended completely abandoning them.


We cannot imagine a company doing a good job of managing its talent without gathering information about how well individuals perform their jobs, what their skills and knowledge are, and what their responsibilities and performance goals are for the future. The obvious conclusion is that companies will continue to do performance appraisals despite their shortcomings and despite the many criticisms of them that appear in the management literature. In my opinion, organizations have no choice. Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified.

Little consideration was given to the developmental possibilities of appraisal, it was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. It was felt that employees with roughly equal work abilities could be provided with same amount of money, but they had different levels of morale, motivation & performance.

Performance appraisal is generally done in systematic ways which are as follows:

-  The supervisors measure the pay of employees and compare it with targets and plans.
-  The supervisor analyses the factors behind work performances of employees.
-  The employers are in position to guide the employees for a better performance.

#### 4.2. Features of Performance Appraisal System

-  A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.

- ❏ Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc.
- ❏ To collect PA data, there are three main methods: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used with a large variety of evaluation methods.
- ❏ A PA is typically conducted annually.
- ❏ The interview could function as “providing feedback to employees, counseling and developing employees, and conveying and discussing compensation, job status, or disciplinary decisions”.
- ❏ PA is often included in performance management systems. Performance management systems are employed “to manage and align” all of an organization's resources in order to achieve highest possible performance.
- ❏ How performance is managed in an organization determines to a large extent the success or failure of the organization.
- ❏ Some applications of PA are performance improvement, promotions, termination, test validation, and more.
- ❏ While there are many potential benefits of PA, there are also some potential drawbacks. For example, PA can help facilitate management-employee communication.







### 4.3. Objectives of Performance Appraisal








Performance Appraisal can be done with following objectives in mind. Four broad objectives have been included here.

- ❏ Form a practical point of view, most employer’s still base pay and promotional decisions on the employees’ appraisal.
- ❏ Appraisal plays an integral role in the employer’s performance management process. It does little good to translate the employer’s strategic goals into specific goals into specific employees’ goals if you don’t periodically review performance.
- ❏ The appraisal lets the bosses and subordinated develop a plan for correcting any deficiencies, and to reinforce the things the subordinates does right.
- ❏ Appraisals should serve a useful career planning purposes. They provide an opportunity to review the employees’ career plans in light of his or her exhibited strength and weakness.

### 4.4. Advantages of Performance Appraisal

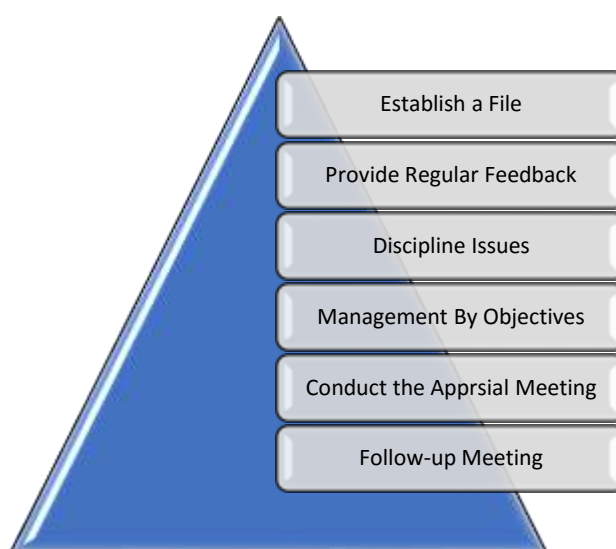
It the company which can is said that performance appraisal is an investment for be justified by following advantages:

-  Ease at Promoting employees: Performance Appraisal helps the supervisors to chalk out the promotion programs for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
-  Refurbished Compensation System: Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal.
-  Employees Development: The systematic procedure of performance appraisal helps the supervisors to frame training policies and programs. It helps to analyze strengths and weaknesses.
-  Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity.
-  Motivation: Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved.
-  Facilitation of communication ; It has been proposed that feedback from PAs aid in minimizing employees' perceptions of uncertainty Through performance appraisal, the employers can understand and accept skills of subordinates.

  -  The subordinates can also understand and create a trust and confidence in superiors.
  -  It also helps in maintaining cordial and congenial labor management relationship.
  -  It develops the spirit of work and boosts the morale of employees.
  -  All the above factors ensure effective communication.
-  Goal setting and desired performance reinforcement: organizations find it efficient to match individual worker's goals and performance with organizational goals. PAs provide room for discussion in the collaboration of these individual and organizational goals.
-  Performance improvement: At the organizational level, numerous studies have reported positive relationships between human resource management (HRM) practices and performance improvement at both the individual and organizational levels.
-  Determination of training needs: It has been argued that for PAs to truly be effective, post-appraisal opportunities for training and development in problem areas, as determined by the appraisal, must be offered.

## 4.5. The Performance Appraisal Process:

The performance appraisal process is one that few look forward to. However, understanding the process can help managers and employees conduct a more fruitful appraisal. This goal is accomplished by helping the employee to do a better job and by developing in the employee the knowledge and skill to meet the future needs of the work unit and the institution.



## 4.6. Employee Performance Appraisal Process

### 4.6.1. Company Process

Many companies, especially larger corporations, have a process in place for conducting performance appraisals. Work with your Human Resources department to ensure you are following the company sanctioned process. Based on feedback only on aspects of the employee job, which can include soft skills that include communication and teamwork.

#### Timing and Forms

After an employee has been on the job for a minimum of 90 days or a maximum of six months, deliver his first round of feedback. After the first evaluation, most companies complete a mid-year and year-end appraisal. Adjust this as needed to accommodate individual learning curves and challenging employees.

#### Manager Input

Document each area or task the employee is responsible for and indicate how the employee is doing in respect to each. A numbered rating scale and a section for comments are sufficient. Include both areas for improvement as well as those items the employee is doing well.

## Employee Input

After the manager documents her feedback, the employee will review and respond to the rating and comments. Employees will get more out of their appraisal by not being defensive. The employee should also document accomplishments she wants to emphasize and any training or resources she needs to more effectively complete her job.

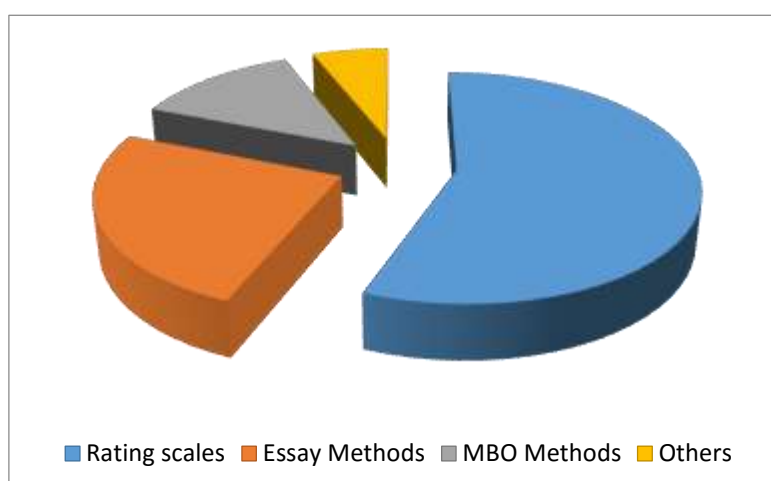
### 4.6.2. Conclusion

This is the time for the employee to make the manager aware of his career aspirations and skills he would like to learn. The manager and employee will sign the appraisal document and receive copies. An official copy will also go into the personnel file and an electronic copy.

## 4.7. Methods of Performance Appraisal

Performance appraisals are designed by businesses to rate the effectiveness of employees and how their actions compare to the requirements of their positions. In the beginning, performance appraisals were designed to make sure wages were being used in a worthwhile way and that employees were literally worth the money the company was spending on them. Over time, appraisal began to be used as a tool in human resources departments and by managers to help foster employee improvement, so many appraisals are designed to help draw attention.

- Rating scales (56%)
- Essay methods (25%)
- MBO Methods (13%)
- Others (6%)



#### 4.8. The methods are as follows

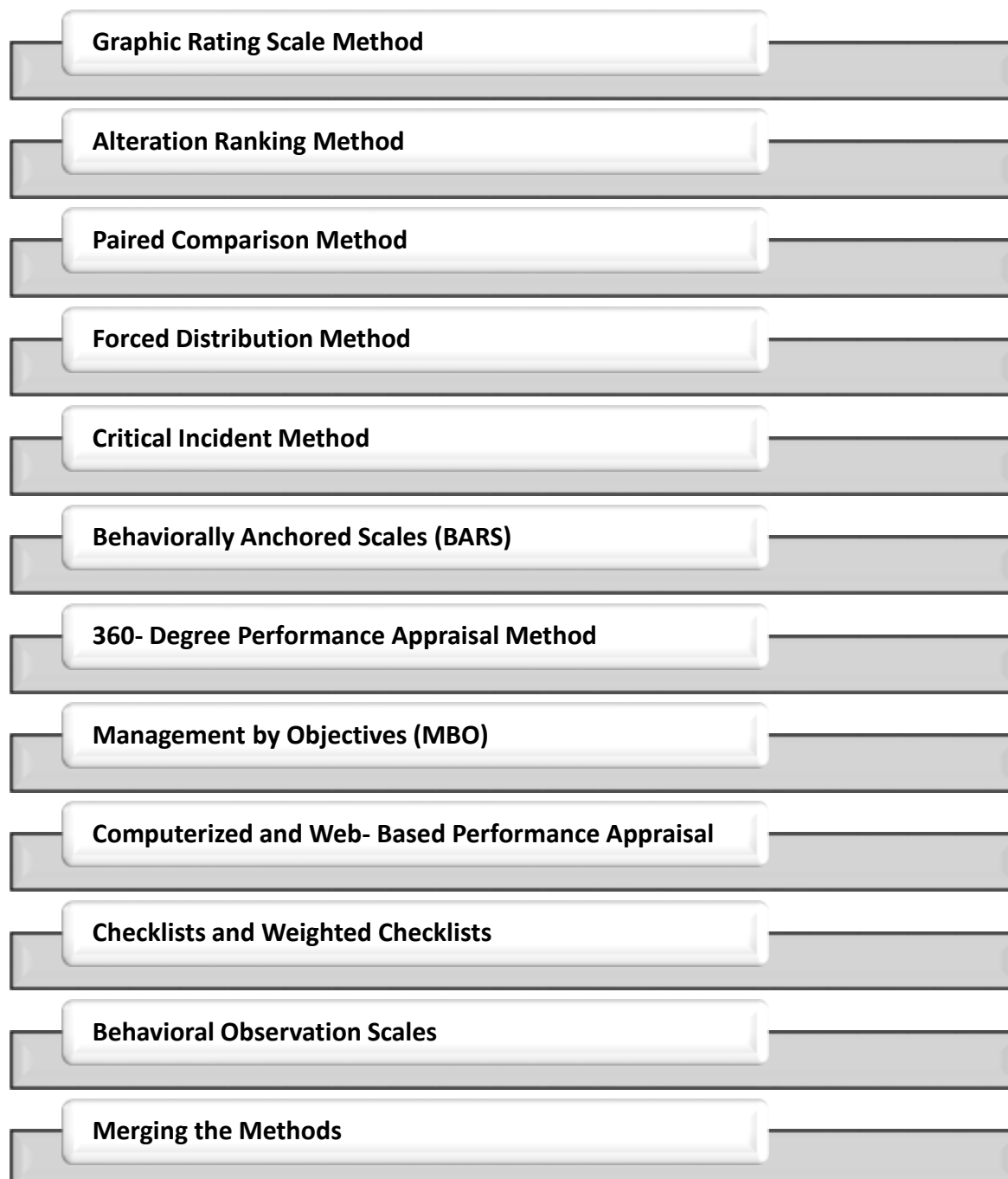


Diagram: Different methods of Performance Appraisal

##### 4.8.1. Graphic Rating Scale Method

Graphic rating scales require an evaluator to indicate on a scale the degree to which an employee demonstrates a particular trait, behavior, or performance result. Rating forms are composed of a number of scales, each relating to a certain job or performance-related dimension, such as job knowledge, responsibility, or quality of work. Each scale is a continuum of scale points, or anchors, which range from high



to low, from good to poor, from most to least effective, and so forth. Scales typically have from five to seven points, though they can have more or less. Graphic rating scales may or may not define their scale points.

The scale typically features a Likert scale from 1-3, 1-5, and so on. An example of a 1-3 rating could include responses such as:

- a) 1: Poor,
- b) 2: Average and
- c) 3: Excellent.

#### 4.8.2. Paired Comparison Method

Introduced nearly 150 years ago, the method of paired comparison is perhaps the most straightforward way of presenting items for comparative judgment. With the method items are presented in pairs to one or more judges; for each pair the judge selects the item that best satisfies the specified judgment criterion. The items can be of almost any type including, importantly, goods, services, and environmental conditions. As demonstrated by Thurstone in the 1920s, the method can yield an interval-scale ordering of items along a dimension such as preference or importance.

Method of evaluation in which each employee and job is compared with each other employee and job. Employee comparisons are performed usually on the basis of overall performance, whereas job-evaluations are usually on the basis of skill, knowledge, and time required in their performance. Scores derived from paired comparison are often compared with the standard deviation and mean of all scores to arrive at standard Scores for future comparisons. Total number of employees (or jobs), however, places a limitation on this method because such comparisons require

$$=N(N - 1) \div 2 \text{ pairs}$$

(Where N is the number of employees or jobs is being compared). Hence, a firm with just 10 employees (or jobs) will have 45 pairs to be compared. Paired comparison analysis is a good way of weighing up the relative importance.

#### Forced Distribution Method

According to a forced distribution performance appraisal, an employee is judged on his own accomplishments. This is rewarding for an employee who values individual achievements over teamwork and team-based goals. The method by which the employee is ranked may include "management by objectives" or MBOs, which are goals and objectives the employee and her manager identify at the beginning of the evaluation year. At the conclusion of the evaluation year, the objectives completed are ticked off, and the employee is rewarded for the amount and quality of work performed to reach those goals.

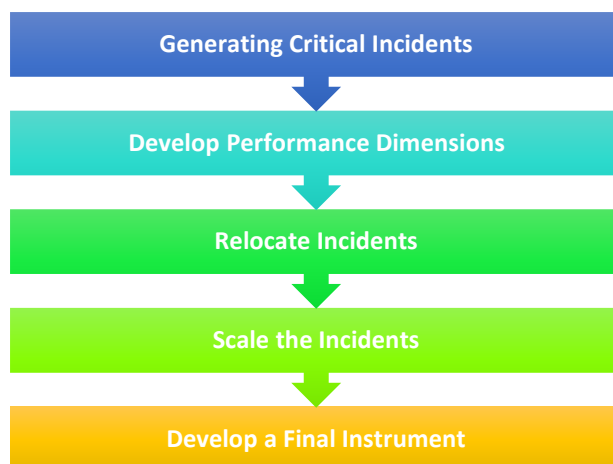
#### 4.8.3. Critical Incident Method

The critical incident method of performance appraisal involved identifying and describing specific events (or incidents) where the employee did something really well or something that needs improvement. It's a technique based on the description of the event, and does not rely on the assignment of ratings or rankings, although it is occasionally coupled with a ratings type system. The manager prepares lists of statements of very effective and ineffective behavior of an employee. These critical incidents or events represent the outstanding or poor behavior of employees on the job. The manager maintains logs on each employee, whereby he periodically records critical incidents of the workers behavior.

#### 4.8.4. Behaviorally Anchored Scales (BARS)

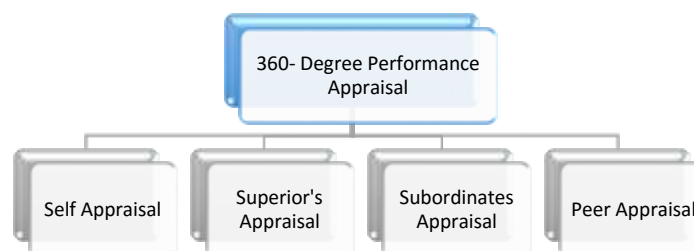
BARS are rating scales that add behavioral scale anchors to traditional rating scales (e.g., graphic rating scales). In comparison to other rating scales, BARS are intended to facilitate more accurate ratings of the target person's behavior or performance. However, whereas the BARS is often regarded as a superior performance appraisal method.

**Steps involved in BARS are as follows:**



#### 4.8.5. 360- Degree Performance Appraisal Method

It is a powerful developmental tool because when conducted at regular intervals (say yearly) it helps to keep a track of the changes others' perceptions about the employees. This technique is being effectively used across the globe for performance appraisals. 360 degree appraisal has four integral components:



The process is customer focused and defines customers as outside the company and internal, such as a person in another department with whom the manager interacts frequently. When implemented properly, the process delivers direct, honest feedback to the manager. By reviewing the perceptions of others, he can see more clearly the effect his behaviors and attitudes have on others.

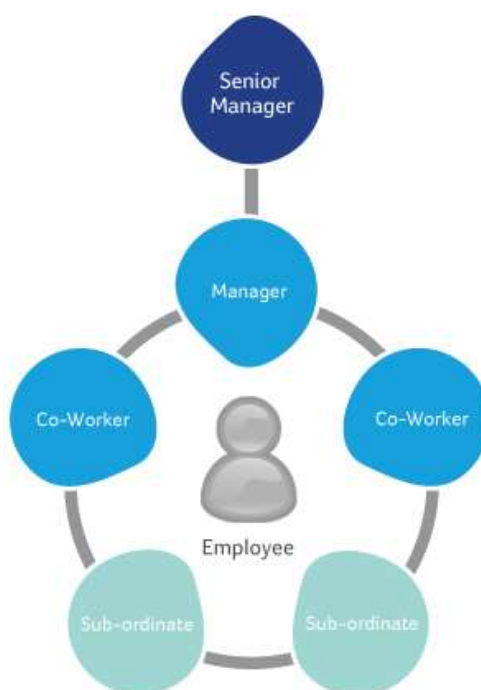


Image: Main concept of 360 degree performance appraisal

#### 4.8.6. Management by Objectives (MBO)

MBO represents a modern method of evaluating the performance of personnel. Thoughtful managers have become increasingly aware that the traditional performance evaluation systems are characterized by somewhat antagonistic judgments on the part of the rater.



Image: Basic blocks of MBO

#### 4.8.7. Computerized and Web- Based Performance Appraisal

Computerized and Web-Based performance appraisal or Electronic performance monitoring (EPM) means using technology to monitor the activities of employees at work, which includes the productivity output and how effectively the employees have utilized the effective work time. Though the emphasis is on higher productivity with the installation of EPMs in the companies, the electronic devices keep a tab on how long an individual talks on the phone during the peak performance hours. The monitors also keep an eye on the mails that are sent and received from the computer as also the number of personal mails transacted during the official work hours.

#### 4.8.8. Checklists and Weighted Checklists

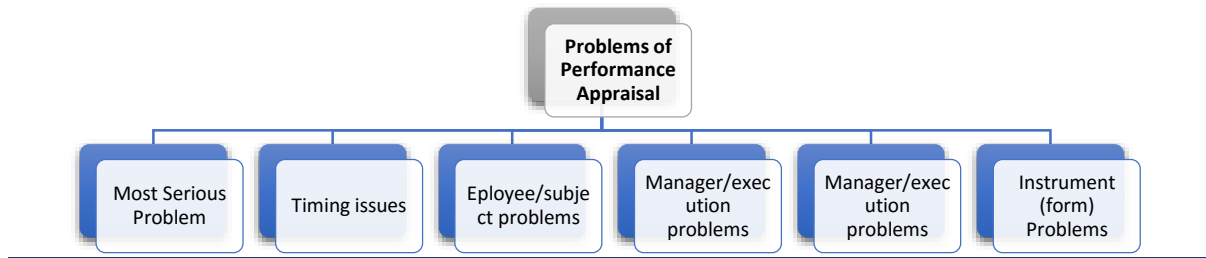
A 'Weighted Checklist' is a participatory tool for measuring complex change. A weighted checklist has: A list of items, each of which describes an attribute of an organization or an event. The attribute may or may not be present (indicated by a 1 or 0), or it may be present in a degree measured in a simple scale (e.g. 0 to 3); A set of weights, which describes the relative importance of each item; A summary score, based on the number of items identified as present, but adjusted by their individual weights. They are useful for monitoring changes in the performance of organizations.

#### 4.8.9. Behavior Observation Scale

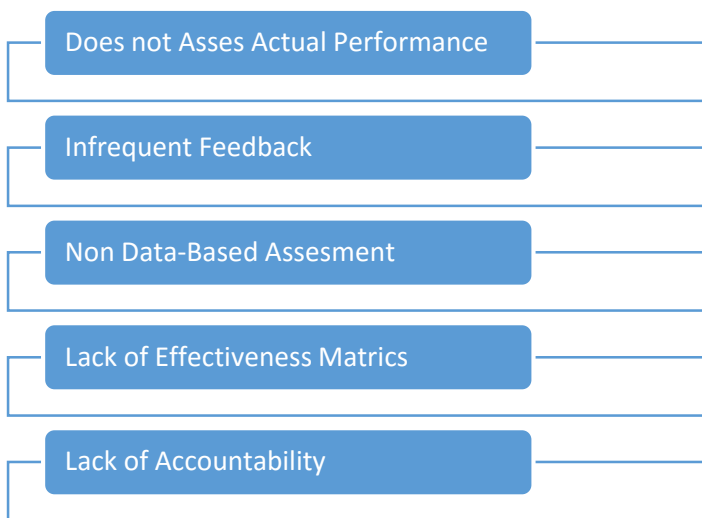
Behavioral observation is a method used to measure the behavior and value of employees whose job performance cannot be evaluated on the basis of productivity alone. Such measurements are usually made based on a behavioral observation scale that is used to evaluate everyone in a comparable manner. Such scales are generally used to record whether or not an employee engages in a certain type of behavior or action.

#### 4.8.10. Alteration Ranking Method

Alteration Ranking Method is used in job evaluation and performance evaluation whereby the rater is asked to select the best and worst employees from listing of all employees and then rank them according here Ranking is a method of assigning a value to an investment in relation to comparable investments by using a scale. The scale might be a straightforward numerical (1 to 5) or alphabetical on the other hand.



#### 4.9. Most Serious Performance Appraisal Problems



Most of the assessment that managers complete focuses on “the person,” including characterizations of their personal “traits” (i.e. commitment), knowledge (i.e. technical knowledge) or behaviors (i.e. attendance). While these factors may contribute to performance, they are not measures of actual output. If you want to assess the person, call it “person appraisal.” Performance is output quality, volume, dollar value, and responsiveness. On the other hand if the primary goal of the process is to identify and resolve performance issues, executing the process annually is silly. A quality assessment/control program anywhere else in the business would operate in real time.

Some managers are not measured or held accountable for providing accurate feedback. While they may be chastised for completing them late, there is no penalty for doing a half-assed job or making mistakes on them, which is incredibly common. One firm attempting to remove a troublesome employee found that the manager had rated the individual the highest within the department and awarded them employee of the organizations.

#### 4.10. Process related problems

Disconnected from rewards	
No integration	
Individual scores exceed team performance	
Each year stands alone	
No comprehensive team assessment	
A focus on the squeaky wheel	
Little legal support	
No second review	
Not reliable or valid	
Cross-comparisons are not required	
Assessments are kept secret	
Process manager is not powerful	
Not global	
Forced ranking issues	
No ROI calculation	

In too many organizations, getting a merit raise, bonus, or promotion is completely disconnected from an employee's performance appraisal scores. When there is a weak link, employees and managers are not likely to take the process seriously. The process is not fully integrated with compensation, performance management, development, or staffing (internal movement). A lack of integration and coordination

leads to duplication and missed opportunity. Although individuals on the team are assessed, there is no simultaneous overall assessment of the team. Often contingent workers on the team are not addressed at all. Most performance appraisal systems focus on weak performers. There is significantly less focus on top performers and thus there is no system to capture their best practices and then to share them with others.

Performance appraisals may be an executive's worst enemy in grievances and legal proceedings. Even though the process may have impacts on salary, job security, and promotion, in many firms the assessment is done by a single manager. Most process managers do not regularly demonstrate with metrics that the process is consistently repeatable (reliable) and that it accurately assesses performance (valid).

Unfortunately, most appraisal processes (with the exception of forced ranking) do not require managers to do a side-by-side comparison, comparing each member of the team with one another.

#### 4.11. Instrument (form) problems



Performance Appraisal System doesn't address diversity — all too often, the same appraisal form is applied to a large but not homogeneous group of employees (i.e. all hourly, all exempts, all managers etc.). As a result, the assessment form does not fit the job. Only management-by-objective-type approaches address individual needs. Often Performance Appraisal the process does not flex with the business; rarely does any portion of the appraisal process flex to address changing business objectives.

Most forms treat all assessment factors as if they are of equal importance. Instead, they should be weighted based on their relative importance in a particular job (i.e. a janitor's customer service rating should be weighted lower than for a salesperson).

## CHAPTER 5

# PROJECT WORK





## 5.1. Prelude to HR practice of RahimafroozGastech Limited (RAGT)

The balance scorecard concept was selected by Harvard Business Review as one of the most influential management ideas in the past 75 years. To join the billions club, the group already focuses on the best human resource practices in terms of recruitment, talent development, and succession planning and performance appraisal.

First, it issues a job vacancy circular on online job portals such as bdjobs.com and prothom-alojobs.com. Second, the HR department screens the resumes and shortlists candidates. Then, the HR and line manager conduct an in-depth preliminary interview to assess the candidate's abilities. Finally, candidates are hired after a final interview.

For mid-level positions, the group generally hires people through head hunters. It generally hires people through an assessment center for senior positions. Candidates passing the assessment are interviewed by top officials of the company including board members and then offered a position in the company.

The group is going to focus on developing its own talent pool to fill up key role positions through succession planning. The company plans to fill 80 percent of the senior management roles, such as heads of business units and executive committee members, by from its own talent pool and the rest 20 percent through outside hires.



## 5.2. Introduction to Performance Appraisal system of RAGT

In RahimafroozGastech Limited the performance appraisal system is conducted half-yearly. Here performance appraisal system is not just a method of evaluating employee performance. Rather it's a method of continuous improvement. Here another point to be noted that in RAGT there is a procedure of QMS or Quality Management System which has four major elements. These are as follows:

1. ক্রেতারপূর্ণসন্তুষ্টি (Customer Delight)
2. কর্মকাণ্ডেউৎকর্ষতা (Operational Excellence)
3. অভিনবত্ব (Innovation)
4. ক্রমোন্নতি(Continual Improvement)

In RAGT performance appraisal system is an input to the last element which is Continual Improvement. Evaluation is not the last word in performance appraisal system or RAGT. Rather evaluation is the first step in performance appraisal. Then as they do follow MBO,

In RahimafroozGastech Limited there are two methods of appraising performance. These are as follows:

-  Non-management performance Appraisal
-  KRA System (Key Result Area)

Here at RAGT, the two types of performance appraisal is based on the grades of employee. Employees are graded according to their educational qualification, professional degrees and based on their working experiences. Usually the management staffs are determined by their working scope and position in the organization.

### 5.3. Employee Grades of Rahimafrooz Bangladesh Limited (RABL)

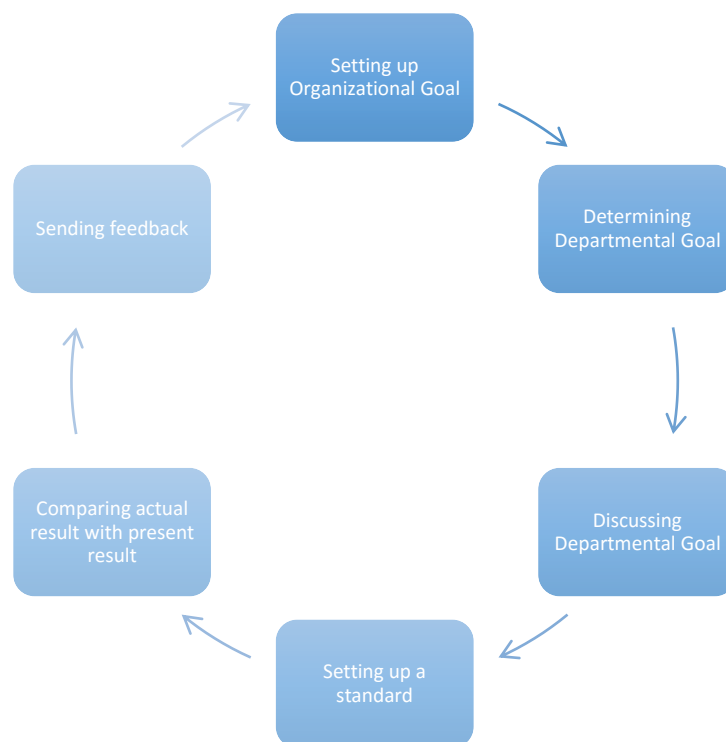
Grade	Minimum Educational Qualification and Competencies
1-4	<b>SSC pass. However for technical jobs/ Class 8 passed with authorized trade course &amp; relevant experience is preferable/ for the job like messenger/ peon educational qualification may be relaxed to Class 8</b>
5,6	<b>Fresh Graduate (4 Years Course) from recognized University. Diploma in Engineering/ Equivalent degree, with relevant Experience 3 years preferable</b>
7	<b>Graduate (4 Years Course), minimum 2yearsexperience preferable Technical Diploma, Minimum 7 yearsexperience preferable</b>
7S	<b>Graduate (4 Years Course), minimum 4 years experience preferable Technical Diploma, Minimum 9 years experience preferable</b>
8	<b>Graduate (4 Years Course)/ Professional Degree, Minimum 6years experience preferable</b>
9, 9S	<b>Graduate (4 Years Course) )/ Professional Degree, Minimum 8ears experience preferable</b>
10	<b>Graduate (4 Years Course), )/ Professional Degree, Minimum 9 years experience with 1 to 2 years Sr. Manager role in the relevant area.</b>
10S	<b>Graduate (4 Years Course)/ Professional degree, Minimum 10 years experience with 1-2 years functional head role in the relevant area.</b>
11	<b>Graduate (4 Years Course)/ Professional degree, Minimum 10 years experience with 2-3 ears functional head role in the relevant area.</b>
11H, 12	<b>Graduate (4 Years Course)/ Professional degree, Minimum 12years experience with 2-3 years in General Management role.</b>
12	<b>Graduate (4 years course)/ Professional degree, Minimum 15 years experience with 3 years in heading large diversified company or</b>

**business.**

For grade 1-4, performance appraisal system for non management staff is followed from grade 5- grade 12 KRA is followed. Regardless of the performance appraisal system, in RAGT the HR & follows a system which is known as MBO or Management by Objective.

As the name describes, the HR and Admin sets up a specific and attainable goal then that is at first determined by the following procedures sequentially:

**Performance Appraisal Process of RAGT:**



**Key Result Area (KRA) System:**

In KRA the line manager evaluates his subordinated. For instance the manager of Accounts and Finance evaluates his subordinates working under him in respective department. The apprise may be Accounts Officer, Senior Officer or may be a VAT officer working under that department.

Basically KRA is a computer controlled method whereas, the Manager made a rating for his subordinate. Here the basic method followed that is Graphic Rating Scale method. There are some rating criteria as follows:

Appraisee: Job Title: DOJ:	Appraiser: Job Title:
----------------------------------	--------------------------

**Key Result Area:**

S l	Key Result Areas	Targe t	Weigh t	Eligible Factors	Achieve ment	Per Achieve ment	Yes/ No	Perfor manc e Index	Mid Year Revie w
1	---	---	---	----	----	----	----	---	----
2	----	---	----	----	----	----	----	----	----
3	----	----	----	----	----	----	----	----	----
4	----	----	----	----	----	----	----	----	----

For KRA system a computerized file is sent to the line manager's personal mail address used in RAPID, here the Key Result Areas varies depending on the subordinate's key responsibilities. For instance for an officer working in HR and Administration, the Result areas may be as follows:

1. Employee attendance
2. Employee relation and productivity
3. Cost improvement
4. Ensure faster and accurate HR service

*Other standards can be:*

1. Self-development through use of OLT
2. Training & Development investment factor for management population
3. Inculcate 1+ 10 common role behavior
4. Winning organization culture

Moreover there might be some more breakdowns in each of the target. For instance for Employee relation and productivity breakdowns can be:

1. Visit each site at least once per quarter and generate quarterly report on admin, HRM health and safety issues
2. Prepare monthly productivity report for each site and suggest way forward for non performing segment

*Under Ensure Faster and accurate HR service there can be:*

1. Coordinate for yearly and midyear performance appraisal of non-management staffs

2. Ensure processing of all monthly bills related to HR and Admin within 3<sup>rd</sup> working day of each month
3. Collect and arrange stationary printing items monthly and uniform interim quarterly within 5<sup>th</sup> of the month
4. Prepare monthly leave report for non-management staff within 10<sup>th</sup> of the month

*Non- Management Performance Appraisal:*

Another type of performance appraisal is for the non-management staffs. Usually the staffs, those are under Grade 1 to grade 4. To be more specific, the employees who are: SSC pass. However for technical jobs/ Class 8 passed with authorized trade course & relevant experience is preferable/ for the job like messenger/ peon educational qualification may be relaxed to Class 8.

*These employees are usually working here as:*

1. Office boys
2. Peon
3. Messenger
4. Dispenser
5. Employees in Quikfilletc

Usually the line manager evaluates performance of these employees. Usually from the RAGT Head Office (11 Mohakhali C/A) printed Graphic Rating forms are sent to the line managers. Then the line managers rate their subordinates. In this session of performance appraisal the line managers are sent Performance appraisal form with 15 different criteria and there are different ratings such as 1, 2, 3, 4, and 5. The different rating criteria are:

1. Proficiency in Current Role
2. Quality of Works
3. Quantity of Work
4. Planning and organization of Work
5. Communication (Oral & Written
6. Initiative
7. Adaptability
8. Interpersonal Skills
9. Team Work and Cooperation
10. Punctuality and Attendance
11. Reliability
12. Customer Focus:
13. Committed to Organization
14. I+10 Habits
15. Demonstration of Core Values

Moreover there are breakdown in each criteria as well. These are as follows:

**Communication (Oral & Written):**

Effectively conveys information and ideas both orally and in writing. Listens carefully and seeks clarification to ensure understanding.

**Interpersonal Skills**

- Maintains positive working relationships.
- Is flexible and willing to cooperate with others.

Demonstrates ability to listen, understand and shows respect to all individuals.

Committed to Organization: He sets up a strong example of organizational commitment and inspires feeling of loyalty and commitment to others. Always demonstrates a very high level of concern for the organization and for other employees. Displays a strong sense of pride in the organization

Customer Focus: Personally demonstrates that external or internal customers are at a high priority, identifies customer expectations and responds to them in a timely and efficient manner, keeps customers informed about the status of pending actions.

I+10 Habits:Demonstrates I+10 habits in day to activities(Respond rather than react, Be purposeful, Choose to grow, Work towards success for all, Seek first to understand then to be understood, Look for synergy, Sharpen the saw, Use the whole brain approach, Lighten up, Give more than expected)

Here in the rating form we can see that. There are one box for the factors. Here beneath the names of the factors, some more clarifications have been included, so that the line manager can have a clear idea about the factor. Beside that there are ratings provided where the line manager can rate that. Here to avoid the problem of performance appraisal such as:

1. Halo Effect
2. Stereotyping
3. Central tendency etc

There is a comment box where if the rating is too high or low, the line managers need to put comment and showing cause why he is putting such an extreme rating such as 5/ 4 or 1-2.

Factors					
<b>1. Proficiency in Current Role:</b> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of position and/or team role.</li> </ul>	5	4	3	2	1

<ul style="list-style-type: none"> <li>Understands how position and responsibilities fit within the organization and contributes to department results.</li> </ul>					
<b>Comments:</b>					

Here the ratings are put on depending on the following measures:

**Ratings Definition:**

**Exceptional (5)** – Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, and responsive and generates top quality work.

**Exceeds Expectation (4)** – Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

**Meets Expectation (3)** – Meets all relevant performance standards seldom exceeds or falls short of desired results or objectives.

**Below Expectation (2)** – Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance.

**Needs Improvement (1)** – Consistently falls short of performance standards.

(5)	(4)	(3)	(2)	(1)
Exceptional	Exceeds Expectation	Meets Expectation	Below Expectation	Needs Improvement

Moreover to make the line manager more conscious following precaution is provided as well:

**Note:** Please rate each factor separately and put your comments if you feel necessary. In case of highest or lowest rating you must put your relevant comments. Do not allow judgment on one factor to influence others.

Here the line managers are supposed to put tick mark for rating there subordinates.

As mentioned earlier in RAGT, Management By Objective (MBO) is followed, and this appraising system is not just an evaluation process, rather this is a method for continual improvement. For that reason, the promotion or demotion or show cause of the employee is dependent on the rating. From the company policy we can see that

**General Principles:**

- 2.1 All promotions are related to available vacancies of an existing role for reconstructing of an organization. In case reconstructing a job evaluation (according to Hay Job Evaluation) need to be carries out in order to identify appropriate grades.
- 2.2 In principle the promotions will be based on merit and not on length ofg service or seniority
- 2.3 Consideration of promotion to a higher level is linked with fulfilling of the minimum education, experience, skill and competency requirements
- 2.4 Promotion is not an automatic process and cannot be claimed by an employee as a matter of right
- 2.5 Promotions may be considered when one has consistently exceeded in performance compared to his or her present positions requirement
- 2.6 Generally promotions will be considered one step as per corporate Grade and Designation Policy (Clause# 4) (I. e. 7 to 7S, 7S to 8, 8, 8 to 9 to 9S, 9S to 10 and 10 to 10S). however this clause of the policy is effective from July 1, 2011 incase of promotion only, for recruitment these grades structure is effective immediately
- 2.7 It is recommended that such decisions be made effective in the months of February and September

So as depending on such performance appraisal promotion of an employee is dependent, the line manager rates it carefully.

From the score obtained from each rating, the employees are placed for their respective positions as we can see from the following:

**Please Note the under mentioned points carefully:**

- Minimum qualifying score for service confirmation is **45**.
- Extension of probationary period shall be considered only when score is in between **35-45**.
- Service shall be terminated if the score is less than **35**.

**Training/ Development Plan:**

Supervisor should choose the development plan from the following options in case employee does not meet the expectation (score 2 and below) at any of the above performance factors.

**Moreover the following remedies can also be put:**

**Please put <sup>√</sup> mark on appropriate area.**

1	Training on safety and occupational health hazard (Factor 1-4)	
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<b>2</b>	Technical/Functional Training (Practical) (Factor 1-5)	
<b>3</b>	Technical/Functional Training (Theory) (Factor 1-5)	
<b>4</b>	Coaching & Mentoring (Factor 1-5)	
<b>5</b>	Counseling (Factor 6-15)	
<b>6</b>	Customer Care Training (Factor 11)	
<b>7</b>	I+10 refresher training with community session (Factor 6-15)	
<b>8</b>	RA Value awareness session(Factor 15)	
<b>9</b>	Job Rotation (Factor 1-5)	
<b>10</b>	Role Enhancement (Factor 1-4)	
<b>11</b>	Any other professional training (Factor 1-5)Please mention:	

**Recommendation for:**

***Please put '√' mark on appropriate area.***

<b>Promotion</b>	
<b>Salary Enhancement</b>	
<b>Confirmation</b>	
<b>Extension of Probationary Period</b>	
<b>Termination</b>	
<b>NA</b>	

**RAHIMAFROOZ GASTECH LTD.**

Form **No:** **F6227**  
 Rev. No. 01  
**Performance Appraisal Form of Non Management Employee**  
**(Half Yearly / Yearly)**

Employment Type:  Permanent  Contractual  Third Party

Employee Name:

Employee ID:

Designation:

Unit/ Location:

Date of Joining in Current Position:

Date of

Joining in the Company:

Evaluator Name:

Ratings Definition:

(5)	(4)	(3)	(2)	(1)
Exceptional	Exceeds Expectation	Meets Expectation	Below Expectation	Needs Improvement

**Note:** Please rate each factor separately and put your comments if you feel necessary. In case of highest or lowest rating you must put your relevant comments. Do not allow judgment on one factor to influence others.

**Please put '√' mark on appropriate boxes.**

Factors					
<b>1. Proficiency in Current Role:</b>					
<ul style="list-style-type: none"> <li>Demonstrates knowledge of position and/or team role.</li> <li>Understands how position and responsibilities fit within the organization and contributes to department results.</li> </ul>	5	4	3	2	1
<b>Comments:</b>					
<b>2. Quality of Works:</b> Maintains standards consistently. Is consistent in achieving accuracy, neatness, thoroughness, overall effectiveness and attentiveness to detail.					
	5	4	3	2	1
<b>Comments:</b>					
<b>3. Quantity of Work:</b> Produces expected volume of work in a timely manner.					
	5	4	3	2	1
<b>Comments:</b>					
<b>4.Planning and organization of Work:</b> Establishes					
	5	4	3	2	1

priorities. Anticipates and prepares for changing workload or working conditions. Coordinates and uses available resources to get work done to assure that important deadlines are met.					
<b>Comments:</b>					
<b>5. Communication (Oral &amp; Written):</b> Effectively conveys information and ideas both orally and in writing. Listens carefully and seeks clarification to ensure understanding.	5	4	3	2	1
<b>Comments:</b>					
<b>6. Initiative:</b> <ul style="list-style-type: none"> <li>Shows ability to work independently in context of the job.</li> <li>Demonstrates willingness to assume additional responsibility.</li> <li>Suggests ways to enhance work processes or operations.</li> </ul>	5	4	3	2	1
<b>Comments:</b>					
<b>7. Adaptability:</b> Efficiency with which employee works under stress and responds to change. Shows efficiency in working under stress and responds to change.	5	4	3	2	1
<b>Comments:</b>					
<b>8. Interpersonal Skills:</b> <ul style="list-style-type: none"> <li>Maintains positive working relationships.</li> <li>Is flexible and willing to cooperate with others.</li> <li>Demonstrates ability to listen, understand and shows respect to all individuals.</li> </ul>	5	4	3	2	1
<b>Comments:</b>					
<b>9. Team Work and Cooperation:</b> <ul style="list-style-type: none"> <li>Proactively builds partnerships and seeks involvement with other constituencies/employees.</li> <li>Shares information and resources with others to promote positive and collaborative work relationship.</li> <li>Demonstrates clear understanding of team goals and contributes to their achievement.</li> </ul>	5	4	3	2	1
<b>Comments:</b>					
<b>10. Punctuality and Attendance:</b>	5	4	3	2	1

<ul style="list-style-type: none"> <li>• Extent to which employee is on time at workplace and observes prescribed work break/meal period.</li> <li>• Maintains acceptable record of attendance.</li> </ul>					
<b>Comments:</b>					
<b>11. Reliability:</b> The extent to which employee can be relied upon regarding task completion follow-up	5	4	3	2	1
<b>Comments:</b>					
<b>12. Customer Focus:</b> Personally demonstrates that external or internal customers are at a high priority, identifies customer expectations and responds to them in a timely and efficient manner, keeps customers informed about the status of pending actions.	5	4	3	2	1
<b>Comments:</b>					
<b>13. Committed to Organization:</b> Sets a strong example of organizational commitment and inspires feelings of loyalty and commitment in others. Always demonstrates a very high level of concern for the organization and for other employees. Displays a strong sense of pride in the organization	5	4	3	2	1
<b>Comments:</b>					
<b>14. I+10 Habits:</b> Demonstrates I+10 habits in day to activities(Respond rather than react, Be purposeful, Choose to grow, Work towards success for all, Seek first to understand then to be understood, Look for synergy, Sharpen the saw, Use the whole brain approach, Lighten up, Give more than expected)	5	4	3	2	1
<b>Comments:</b>					
<b>15. Demonstration of Core Values:</b> Considers RA core values (integrity, excellence, customer satisfaction, innovation and valuing people)to be the guiding principles in all the activities	5	4	3	2	1
<b>Comments:</b>					
<b>Total Score:</b>					

**Please Note the under mentioned points carefully:**

- Minimum qualifying score for service confirmation is **45**
- Extension of probationary period shall be considered only when score is in between **35-45**.
- Service shall be terminated if the score is less than **35**.

**Training/ Development Plan**

Supervisor should choose the development plan from the following options in case employee does not meet the expectation (score 2 and below) at any of the above performance factors.

*Please put '√' mark on appropriate area.*

<b>1</b>	Training on safety and occupational health hazard (Factor 1-4)	
<b>2</b>	Technical/Functional Training (Practical) (Factor 1-5)	
<b>3</b>	Technical/Functional Training (Theory) (Factor 1-5)	
<b>4</b>	Coaching & Mentoring (Factor 1-5)	
<b>5</b>	Counseling (Factor 6-15)	
<b>6</b>	Customer Care Training (Factor 11)	
<b>7</b>	I+10 refresher training with community session (Factor 6-15)	
<b>8</b>	RA Value awareness session(Factor 15)	
<b>9</b>	Job Rotation (Factor 1-5)	
<b>10</b>	Role Enhancement (Factor 1-4)	
<b>11</b>	Any other professional training (Factor 1-5)Please mention:	

**Recommendation for:**  
*Please put '√' mark on appropriate area.*

<b>Promotion</b>	
<b>Salary Enhancement</b>	
<b>Confirmation</b>	
<b>Extension of Probationary Period</b>	
<b>Termination</b>	
<b>NA</b>	

**Evaluator** **Comments:**

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**Evaluator Signature**

**Date**

I have read this appraisal and it had been discussed with me. I understand that signing this appraisal does not necessarily mean I agree with all the information in it or that forfeit my right for review.

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**Employee Signature**

**Date**

**HR** **Comments:**

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
**Manager HR & Admin**  
**Date**

**FACTOR EVALUATION FORM- 01 (QUIKFILL SAIKAT)**

UNIT/ DEPARTMENT: QUIKFIL (UNIT CODE- QF SAIKAT)

APPRAISER NAME: MINHAZ UDDIN KHAN (MHJ)

Srl.	Subordinates' Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total Score
1	SajibBarua	4	4	3	3	4	4	4	3	4	3	4	4	3	4	4	55
2	ZiaulHoque	4	4	3	3	4	4	3	3	4	3	4	4	3	3	3	52
3	SayedTaslim	4	4	3	3	4	4	4	3	3	4	4	4	3	3	4	54
4	Abdul Hannan	4	4	3	3	3	4	3	3	4	4	4	3	3	3	4	52
5	Sajib Paul	4	4	3	3	4	3	3	3	4	3	4	3	3	3	4	51
6	Md. Rony	3	4	3	3	4	3	3	3	3	4	4	3	3	3	4	50
7	M. Masud Hossain	4	4	3	3	3	4	3	3	3	3	3	3	3	3	3	48

8	M. AlamgirParvez	4	3	3	3	3	3	3	3	3	4	3	4	3	3	3	3	48
9	M. Alauddin	4	4	3	4	4	4	4	3	4	3	4	4	3	3	3	3	54
10	M. Monirul Islam	4	4	4	3	4	4	4	3	4	4	4	4	3	3	4	4	56
11	M. Shadihul Islam	4	4	3	3	4	3	3	3	3	4	4	4	3	3	4	4	52
12	Sujan C. Barrmon	4	4	4	4	4	4	4	3	4	4	4	3	4	3	3	3	56
13	M. Asam	3	3	3	3	2	3	3	3	4	2	4	3	3	3	3	3	45
14	NurulHoque	4	4	3	3	4	4	4	3	4	4	4	4	3	3	3	3	54

**TABLE LEGEND:**

In Case of Individual Factor:

	BELOW EXPECTATION (Score: Below )
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In Case of Total Score:

	SERVICE CONFIRMATION (For Score: 45 or More)
	EXTENSION OF PROBATIONARY PERIOD (For Score: 34-44)
	SERVICE TERMINATION (For Score: Below 35)

**ACKNOWLEDGEMENT TO THE FACTORS OF APPRAISING PERFORMANCE**

<u>FACTOR CODE</u>	<u>FACTOR DETAILS</u>	<u>FACTOR CODE</u>	<u>FACTOR DETAILS</u>
1	Proficiency in Current Role	8	Interpersonal Skills
2	Quality of Works	10	Punctuality and Attendance
3	Quantity of Works	11	Reliability
4	Planning and Organizing	12	Customer Focus
5	Communication	13	Committed to Organization
6	Initiative	14	I+10 Habits
7	Adaptability	15	Demonstration of core values

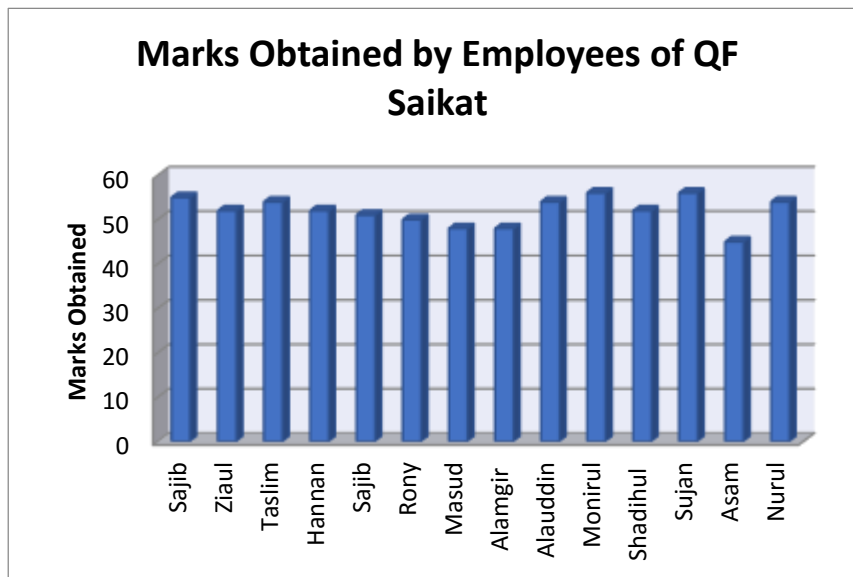
**ANALYSIS OF EVALUATION:**

Total Number of Subordinates	<b>14</b>
Average Individual Score	<b>3.43</b>
Average Score of Total Score	<b>39</b>
Maximum Total Score	<b>46</b>
Minimum Total Score	<b>39</b>
Standard Deviation	<b>4.03</b>

**OBJECTIVE ANALYSIS:**

Category	Color	No. of Subordinates
Service Confirmation		14
Extension of Probationary period		0
Termination		0

**COMPARISON OF MARKS OBTAINED BY SUBORDINATES:**



#### CONCLUDING REMARKS:

- 📌 Here we can see that in this particular Quikfill (QF Saikat), appraiser Minhaz Uddin Khan (MHJ) rated 14 employees working under him
- 📌 Average of his rating was 3.43 which imply his observation about his subordinates is between **Exceeds Expectation (4)** to **Meets Expectation (3)**
- 📌 The appraiser's comment varied from **Good** to **Very Good**.
- 📌 He rated **Job Confirmation** for all of his subordinates

### FACTOR EVALUATION FORM- 03 (QUIKFILL IDEAL)

UNIT/ DEPARTMENT: QF IDEAL

APPRAISER NAME: TOSADDEQ HOSSAIN (TDH)

Srl.	Subordinate's Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total Score
1	Imtiaz Uddin	4	4	3	3	4	3	4	4	4	4	4	4	4	3	3	55
2	Sheikh Mamun	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
3	M Akram Hossain	2	2	3	3	2	3	3	3	3	4	2	3	4	2	3	42
4	M Mamun	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45



5	M Shafikul Islam	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	43
6	M Aminul Islam	3	3	3	3	3	3	3	3	4	4	4	3	3	2	3	47
7	Sharif Hossain	3	3	3	3	4	3	3	4	3	4	3	3	3	2	2	46
8	M Sharif	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
9	M Ripon	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	45
10	M Nuruzzaman	3	3	4	3	3	3	3	3	4	3	3	4	3	2	3	47

**TABLE LEGEND:**

In Case of Individual Factor:

	BELOW EXPECTATION (Score: Below )
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In Case of Total Score:

	SERVICE CONFIRMATION (For Score: 45 or More)
	EXTENSION OF PROBATIONARY PERIOD (For Score: 34-44)
	SERVICE TERMINATION (For Score: Below 35)

**ACKNOWLEDGEMENT TO THE FACTORS OF APPRAISING PERFORMANCE**

<u>FACTOR CODE</u>	<u>FACTOR DETAILS</u>	<u>FACTOR CODE</u>	<u>FACTOR DETAILS</u>
1	Proficiency in Current Role	8	Interpersonal Skills
2	Quality of Works	10	Punctuality and Attendance
3	Quantity of Works	11	Reliability
4	Planning and Organizing	12	Customer Focus
5	Communication	13	Committed to Organization
6	Initiative	14	I+10 Habits
7	Adaptability	15	Demonstration of core values

**ANALYSIS OF EVALUATION:**

Total Number of Subordinates	<b>10</b>
Average Individual Score	<b>3.07</b>
Average Total Score	<b>46</b>
Maximum Total Score	<b>55</b>
Minimum Total Score	<b>42</b>
Standard Deviation	<b>3.53</b>

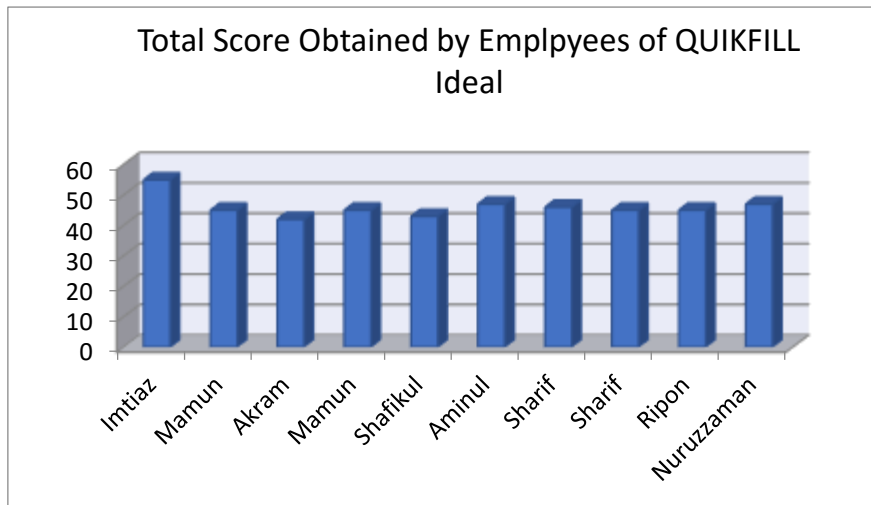
**OBJECTIVE ANALYSIS:**

Category	Color	No. of Subordinates
Service Confirmation		08
Extension of Probationary period		02

Termination

00

**COMPARISON OF MARKS OBTAINED BY SUBORDINATES:**



**CONCLUDING REMARKS:**

- ❑ Here we can see that in this particular Quikfill (QF- Ideal), appraiser Tosaddeq Hossain (TDH) has rated 10 of his subordinates.
- ❑ The appraiser has rated subordinates with an average of 3.07 which imply his observation about his subordinates is between **Exceed Expectation (4)** to **Meets Expectation (3)**
- ❑ He rated expected **Extension of probationary Period** for Md. Akram and M Shafikul Islam
- ❑ The appraiser rated **Service Confirmation** for rest of the 08 subordinates.
- ❑ The appraiser also recommended salary enhancement for 07 of his subordinates.

**5.4. References**

- <http://www.rahimafrooz.com/Default.aspx>
- <http://www.rahimafrooz.com/OurBusinesses/Companies/RahimafroozBangladeshLtd/tabid/85/Default.aspx>
- [http://www.google.com.bd/search?q=rahimafrooz+batteries&hl=en&gbv=2&um=1&tbm=isch&tab=wi&oq=rahimafrooz+batteries&gs\\_l=img.3..0i2413.20](http://www.google.com.bd/search?q=rahimafrooz+batteries&hl=en&gbv=2&um=1&tbm=isch&tab=wi&oq=rahimafrooz+batteries&gs_l=img.3..0i2413.20)
- <http://www.rahimafrooz.com/OurBusinesses/Companies/RahimafroozGastechLtd/tabid/90/Default.aspx>

