

Internship Report



BUS 400

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Bangla



Performance Management System
Of -
Bangla CAT

Performance Management System of Bangla CAT

By

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**THE REPORT IS INTENDED TO FULFILL THE PARTIAL
REQUIRMENT FOR THE DEGREE “BACHELOR OF BUSINESS
ADMINISTRATION” (BBA)**

BRAC University, Bangladesh

Letter of Transmittal

December 13, 2011

Farhana Nur Malik

Lecturer

Brac Business School

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Subject: Report on ‘Performance Management System of Bangla CAT’.

Dear Madam,

It is a great pleasure for me to submit my internship report on **‘Performance Management System of BanglaCAT’**.

The company is the Largest Electric Power Generation (EPG) Dealer for Caterpillar in Asia Pacific. In this particular report, I have worked on the systems that Bangle CAT is following to evaluate its employee’s performance by HR Department.

I have prepared this report as a fulfillment of my graduation. I have learned a lot while gathering the information to prepare this paper. I hope that it will help me in my future practical life.

While preparing this report, I have tried my level best and worked with most sincerity to gather information and make it as structured as possible. I will be obliged, if you kindly accept this report. I am ready to make you clear regarding any confusion or further clarification from this research.

Sincerely yours,

Israt Jahan Sonia

ID: 07104095

Acknowledgement

“In the name of Allah, the most merciful and beneficial”

First of all, I would like to thank almighty Allah, who gave me the ability and strength to carry out this research paper.

Then I would like to convey my gratitude to **Ms. Farhana Nur Malik**, Lecturer of BRAC Business School, BRAC University, for instructing me to do this report in a proper way.

For preparing this report I have taken help of some people who has played a vital role in the completion of the report. With due respect and honor we would like to thank those people from the bottom of our heart.

At **Bangla CAT**, I would like to thank Mr. Monir Hossain, Head of HR, who provided me full opportunity to start internship and accumulate first hand comprehensive information’ during my internship. I am also grateful to work under the supervision of Mr. Mamunur Rahman Khan & other seniors who provided ever information I needed during the course of my internship.

I have interviewed some of the people in **Bangla CAT** about their view of performance management systems. They have given answers of my questions and helped to solve a number of problems. The valuable information’s provided by them has played a significant role in solving the queries regarding the report. I am especially thankful to the HR department of **BanglaCAT**. The employee of the HR department of **BanglaCAT** provided me a gratifying guide line in every steps of this report. I am also very grateful to my co-workers who give me constant support and cooperation.

I would like to thank my seniors, my family who helped me greatly to complete this paper.

(I am responsible for errors and mistakes presented in the report and a positive and constructive criticism will always be greeted warmth).

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Executive Summary

Bangla CAT is the dealer of Caterpillar Inc in Bangladesh. **Bangla CAT** has more than 2500 corporate customer. Within the industrial sector, **Bangla CAT** is the largest provider of independent power generation solutions in Bangladesh and one of the largest Caterpillar gas engine dealers globally. **Bangla CAT** has more than 2500 corporate customers.

Bangla Cat has its own performance management system. It uses 360 Degree Feedback to evaluate its employees. At the starting the company selects the person who will evaluate whom. Then it starts its process. Employees are oriented about the whole process. Then they are provided the tools for evaluating their supervisors, peers or subordinates. When employees complete evaluating each other the forms are collected to make the results. As the results are completed it is distributed to all the associates.

The outcome of the performance management system of **Bangla CAT** is huge. Because of this process it can identify the training and learning needs of the employees. As a result individual improvement is ensured. With the help of this system the company can take motivational programs for the employees. The performance management system helps to enhance the **Bangla CAT**'s values. It helps the company to achieve its organizational goals. So the system is very important for both employees and organization.

Goal setting theory is following from 2011 in **Bangla CAT**, before using the goal setting theory Key Performance Indicators (KPI) was used. KPI is a performance appraisal system that is used to identify the functional area of an employee. It provides the guidelines to improve the skill and knowledge in the functional areas of the company. In KPI the employee was evaluated by himself and his supervisor. The employee used to evaluate his activities that he has performed throughout the whole year. But it didn't capture the whole area of appraisal systems so the company decided to use a new system that is goal setting.

Most of the employees of the **Bangla CAT** think that the current system is good for the organization but still it needs to be improved. The authority should pay attention to the

authenticity related issues of the system. As the competition is becoming higher and higher **Bangla CAT** should keep some changes in the system. While processing the system **Bangla CAT** should take the opinion and views of the employees. As a result the system would be more productive.

A company's success depends on the employees. If the employees are satisfied the company will go longer. If the employees are not satisfied the company's performance will go down. It is performance appraisal system that helps an organization to understand its employee needs and demands that are helpful for both organization and employee. While appraising employee performance **Bangla CAT** should consider this matter which will be very effective for its overall success.



Chapter 1.0

Introduction

1.1 Origin of the Report

This report was given by honorable educator **Farhana Nur Malik, lecturer of BBS** at BRAC University as the requirement of my Internship to gather knowledge and experience on the performance management system.

1.2 Purpose

As I have completed all the semesters and courses of my BBA program, I have to complete my internship. To complete my internship I have to make a project or report under the course BUS400, and provide it to my university. As I have been contracted with the Human Resources Department of **Bangla CAT** for three months to do my internship, I have chosen the performance management system of **BanglaCAT** to complete my internship report. In this area I tried to show the pros and cons of the performance management system of **Bangla CAT**. I tried to show that how this process helps the company to achieve the bottom line. I tried to make a clear understanding on this area so that I could make some recommendations which would be helpful to improve and make a more effective system for appraising performance.

1.3 Background

As I have been doing my internship in the Human Resources Department of **BanglaCAT** I have worked on several HR related issues. I have learned a lot of things from here so far. **BanglaCAT** follows a balanced appraisal system to appraise their employee performance by **360 degree** performance appraisal & presently the company is introducing a new effective tool **Goal Setting** for the management. This year I worked on these areas of **Bangla CAT**. So now I gathered sufficient idea on the performance management system of **BanglaCAT**. As I am interested to work on HR this area will help me to understand the performance management system related issues of a company. It will guide me to make a clear thinking on the employee attitude and

behavior. It will assist me to understand the employee psychology. With the help of this work I will be able to gather knowledge on employee satisfaction and dissatisfaction. In a broader perspective it will help me to manage the human resource.

1.4 Literature Review

In today's world Human Resources Management is too much important for every organization. In early days when HR is not fully defined people face many problems to manage the employee. That means all HR related acts are done by "Personnel Department". In early 1970s "Personnel Department" is changed and the corporate world introduces a new department name of Human Resources Department.

Human Resources Management means by acquiring new employee develop them through training, mentoring or coaching, controlling and maintaining them is a better way so that an organization can achieve their goals.

BanglaCAT is the exclusive dealer of Caterpillar Inc. U.S.A., world's leader in construction and mining equipment, having more than 450 employees. Its main dealing products are gas (for captive power plant), diesel generators (standby & prime rating), earth moving equipments (machine) & marine equipment. **BanglaCAT** has successfully implemented a balanced appraisal system of **360 degree & Goal setting theory**.

"The overall philosophy is to evaluate the employees with equal importance in both functional and behavioral areas. Mainly Goal setting is the process to set a certain objective and work through it to complete the goal it also represents the functional evaluation that is done by the management's approval and 360 ensure evaluation of the behavioral issues. The combination of 360 degree & Goal setting has represented a strong and balanced appraisal system in **BanglaCAT**" (Mr. Monir Hossain., Head of HR, Bangla CAT).



Chapter -2.0

Company Overview of Bangla CAT

2.1 Background of BanglaCAT

Bangla Trac Ltd is the dealer network of Caterpillar Inc. USA in Bangladesh having more than 450 employees. Caterpillar is a 42 billion Dollar fortune 100 company and the world's leader in construction and mining equipment, diesel and natural gas engines, and industrial gas turbines. **Bangla CAT** started its operation in Bangladesh on the 11th of October, 2004 though Caterpillar is doing its operation for the last 30 years in Bangladesh. The corporate office of **Bangla CAT** is situated in Mohakhali, Dhaka. It has a most technically advanced service centre in the highly industrial area of Ashulia. The branch office is in Chittagong and the site office is in Sylhet. The central warehouse is in Tejgaon, Dhaka. Through all these support **Bangla CAT** provides unparalleled support nationwide to more than 2500 corporate customers round the clock. Within the industrial sector, **Bangla CAT** is the largest provider of independent power generation solutions in Bangladesh. Caterpillar generators in Bangladesh have a combined capacity of 696MW.

Globally -

- o Largest Electric Power Generation (EPG) Dealer for Caterpillar in Asia Pacific
- o Among the Top 5 Caterpillar EPG Dealers Globally
- o Largest Gas Engine Dealer

Sister concern of Bangla CAT:

There are several sister concern under the name of Bangla Trac Limited. These sister concern are-

1. Bangla CAT
2. Bangla Trac Power Limited
3. Bangla Trac Communications Limited
4. Bangla Trac Engineering Limited
5. Acorn Limited
6. Miaki green power ltd.
7. Miaki Media ltd.
8. Miaki Vas ltd.

2.2 Business Portfolio

1. Power Generation

Caterpillar generators produce 20% of Bangladesh's total country capacity of power that is completely distributed and serviced by **Bangla CAT**. It is the market leader in Power Generation Solutions in Bangladesh. **Bangla CAT** was also the largest Caterpillar Electric Power Dealer in the Asia Pacific Region in 2007 and it is among the top 5 Caterpillar Electric Power Dealers globally. In power Generation they have-

- **Gas Generators**

Caterpillar Gas Generator sets deliver low emissions with power ratings from 80 kWe and the fuel flexibility to burn biomass, pipeline natural gas, LPG, LNG and CBM. Robust design provides life-long and simplified operation.

- **Diesel Generators**

Caterpillar is the world's largest manufacturer of high-speed diesel generator sets and engines, offering the largest range ratings from 12 kWe to 17,463 kWe of specifications available.

- **HFO Generators**

Caterpillar Motoren GmbH Co. & KG manufactures low emission-high efficiency liquid fuel fired gensets ranging from 2.5 MWe to 13.9 MWe and Natural Gas fired Genset of 6.5 MWe at 500 to 750 RPM. Caterpillar liquid fuel fired engines eventually can run up to 700 cSt of fuel quality. Caterpillar Motoren provides detailed customer consultation and engineering to make the project reliable and worthy with simple cycle and cogeneration that consistently exceed our customers' expectations. Our experience spans the globe with installations on every continent, delivering power from 2.8 to over 100 MWe.

2. Marine Solutions

Bangla CAT is the largest supplier of marine engines in Bangladesh. It is also the market leader in providing propulsion solutions to the fishing trawler segment. It is the only company with an end-to-end solution for marine propulsion systems.

3. Construction

Bangla CAT is the leading supplier of construction equipment to the Armed Forces for UN peacekeeping missions and development activities. It is the largest supplier of construction equipment to the divisional municipalities across the country. Caterpillar has the largest population of construction equipment products in the market and **Bangla CAT** is the exclusive servicing dealer for these products.

4. Material Handling

The company's complete line of lift truck range covers capacities from 800 kg to 15,000 kg. Choose from solid or pneumatic tires, as well as electric, gasoline, LPG, diesel and electric narrow aisle products such as stackers, reach trucks, order pickers and pallet movers. It also offers a wide range of attachments from basic forks and clamps to load stabilizers and drum handlers.

2.3 Company logos



Our Values



2.4 Vision, Mission & Values

➤ **Title of Bangla CAT:**

“Your Industry Our Energy”

➤ **Vision:**

“Make progress possible through excellence in technology, integrity and best in class customer service”.

➤ **Mission:** Add value to the stakeholders by-

- Using the expertise to understand their needs.
- Providing innovative solutions.
- Actively encouraging a culture of continuous improvement.
- Developing and utilizing people, technology and capital efficiently and effectively.

➤ **Values:**

- **Customer Service First:** Put serving the customers as the first priority in every situation.
- **Teamwork:** Work together as a team with all stakeholders to secure the organization’s future.
- **Integrity:** Honest, trustworthy and professional in all our dealings internally and externally.
- **Innovation:** Encourage innovation, continuous improvement and learning throughout the organization.
- **Leadership through Excellence:** Maintain leadership in the market through continuous excellence in everything.
- **Quality:** Ensure quality in everything.
- **Ownership Mentality:** Deal with every task with a feeling of long term ownership.

2.5 Operational Network Organogram:



Chapter 3.0

Job Responsibilities

3.1 Nature of the Job

Every organization wants to attract, motivate, and retain the most qualified employees and match them to jobs for which they are best suited. As in **Bangla CAT** Human resources, training, and labor relations managers and specialists provide this connection. Employees of HR Department perform the administrative function of an organization, such as handling employee benefits questions or recruiting, interviewing, and hiring new staff in accordance with policies established by top management Compensation Allowances, insurances, communication, evaluation, and performance appraisals, HRIS ,ERP, Training ,Orientation, Forecasting, Goal setting, Feedback etc. Today's human resources workers manage these tasks, but, increasingly, they consult with top executives regarding strategic planning. They have moved from behind-the-scenes staff work to leading the company in suggesting and changing policies.

3.2 Specific Tasks

I work at the HR Department of **Bangla CAT** as an intern from 11th September, 2011. I work under an Operation executive. My jobs are-

- Input employees information
- Working for the file of annual appraisals
- Making file of the working period
- Making Performance managing & feedback forms
- Printing the forms
- Scanning Documents
- Report to my supervisor
- Making phone calls to the candidates for interview
- Making confirmation Letter
- Divide employee grade wise
- Representative of the company to job fairs like-BRAC university job fair, AIUB job fair.
- Sorting the performance appraisals forms
- CV sorting, etc.

3.3 Different aspects

Bangla CAT conduct different types of HR function including manpower planning, staffing, performance appraisal, compensation management, training and development etc. Some of these functions elaboration is given bellow-

- Manpower planning
- Job analysis:
- Staffing
- requirement and selection
- Compensation and benefits
- Provision of employee services
- Performance appraisal
- Employee motivation
- Orientation program
- Record keeping
- Promotion and transfer, etc

- General policy –

Attendance and Punctuality, Dress and Demeanor, Door Access Pass, Staff Identification Card, Attendance Card Punch, Travel and Entertainment (T&E) Policy, Conflict of Interest, Gift Giving and Receiving, Personal Loans, Personal Mail and Telephone use, Confidential Information, Maintenance of Company's Properties, Diversity, Workplace Violence, System Security, Online Notice Board, Staff Discipline, etc.

- Benefits and Leaves -

Staff Loan Facility, Provident Fund, Gratuity Rules, Group Life Insurance Plan, Medical & Hospitalization Insurance Plan, Hepatitis “B” Vaccination, etc.

- Employee education, training and development-

Bangla CAT provides various internal and external training programs for its employee's better performance. In HR division there is another sub division called "General Training" from where employees get different types of internal training on English, soft skill, job related training etc. For employee education Bangla CAT provide fund to its employee. These process is go through by the HR department.

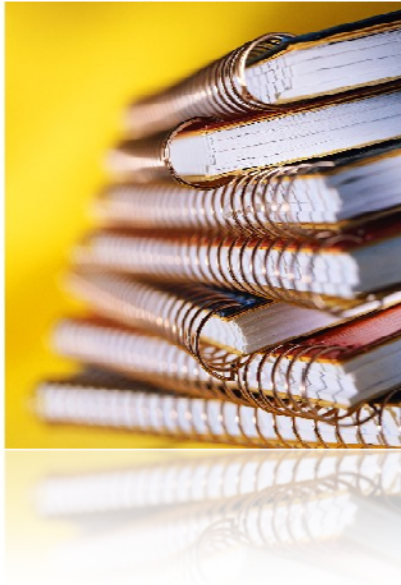
- Leave *Rules*-

- ✓ **Earned Leave**
- ✓ **Casual Leave**
- ✓ **Sick Leave**
- ✓ **Maternity Leave**
- ✓ **Paternity Leave**

3.4 Critical Observation & Recommendation

According to me some changes would make the HR Department more active & dynamic -

- At present the performance management system is done manually but it takes more time so the system should be automatic.
- More Training would help the employee to work properly.
- Hiring more employees for Hr department would be beneficial to the company.
- The company should introduce some entertainment & recreation facilities for the employees.
- Decorations would add new value.
- Goal setting should be implementing more carefully.
- Employee motivation rules should be introduced with variety.
- Promotion activities should be more vigorous, etc.



Chapter 4.0

Summary

Summary

In **Bangla CAT** the performance management appraisal plays a vital role for the development of the company. Superiors of an employee formally appraise the performance once a year. Performance appraisal period is from January 1 to December 31. The basis of an appraisal is the performance plan, which establishes mutually developed goals & objectives. An employee's performance is evaluated on actual results achieved against the performance plans.

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does.

360-degree feedback - The traditional idea of appraisal as simply a manager assessing the performance of an employee has been overtaken by a more holistic approach incorporating views from many angles. Multi-level, multi-source appraisal - also known as 360-degree feedback - consists of assessments made of an individual by subordinates, peers and superiors plus, in some cases, clients. It also usually requires the person being appraised to do a self-rating.

Goal Setting - involves establishing specific, measurable and time targeted objectives. Work on the theory of goal-setting suggests that it is an effective tool for making progress by ensuring that participants are clearly aware of what is expected from them, if an objective is to be achieved. On a personal level, setting goals is a process that allows people to specify then work towards their own objectives - most commonly with financial or career-based goals. Goal setting is a major component of Personal development literature.



Chapter 5.0

Description

5.1 Objectives

5.1.1 Objective of studying the organization:

My objective of studying the **Bangla CAT** is to know about the following things:

1. How management is analyzing work and planning for people?
2. How performance management is carrying out at the company?
3. What are the policies to follow employee's performance appraisals?
4. What factors are most important to consider in developing those policy?
5. Who are the evaluators?
6. How the evaluators evaluate the candidates?
7. To know how management take initiative to improve their performance & motivate the employees?

5.1.2 Objectives of Performance appraisal:

- To review the **performance of the employees** over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising organizational control.
- Helps to strengthen the relationship and communication between superior – subordinates and management – employees.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- Provide information to assist in the other personal decisions in the organization.
- Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.
- To reduce the grievance of the employees.

5.2 Methodology

5.2.1 Information Need

As my topic is “Performance Management System” I needed different types of information. I needed to know about the performance management system, 360 degree feedback, Goal setting etc. I depended on the primary and secondary information.

5.2.2 Sources of Data

For my research, I collected and used the data from two sources:

- **Primary Data:**

For collecting primary data I set 21 questionnaires and took the answers, then analyzed them in different method.

- **Secondary Data:**

I also used some secondary data mainly collected from the interviews. For the literature review I collected data from published books, journals, websites etc.

5.2.3 Research Philosophy

The research philosophy contains important assumptions about the way in which the researcher view the world. These assumptions will underpin the research strategy and the methods as part of the strategy (**Saunders, Lewis, and Thornhill 2009, p-108**).

Research questions are the most important determinant in Pragmatism philosophy. In my research I had to depend on some questions to find my necessary data. I had to take some informal interviews and a survey. I had to follow both the quantitative and qualitative techniques which are highly appropriate in Pragmatism.

5.2.4 Research Approach

I worked on an organizational activity regarding human resources. I tried to study the performance management system and process from which a completely new dimension of the process might be explored. As there is a probability of exploring a new dimension from this research, Induction approach is applicable for my report.

5.2.5 Research Strategy

I prepared some questions for the informal interviews from which I gathered information regarding the system and its impact. I made a questionnaire for survey from which the system

was evaluated. So my research strategy will be basically Survey which was an informal one because my questionnaire is changeable one.

5.2.6 Research Method Choice

As I have combined both the qualitative technique and the quantitative technique, I used the Multi-method study for collecting my necessary data. Qualitative technique is for the interviews and the quantitative technique is for survey. The portion of qualitative technique was higher than the quantitative technique.

5.2.7 Time Horizon

As I had to finish my study within a particular set of time I did Cross-sectional study. Longitudinal studies take a lot of time to complete. As I have time constraint I had to do cross-sectional study.

5.2.8 Chart of Activities

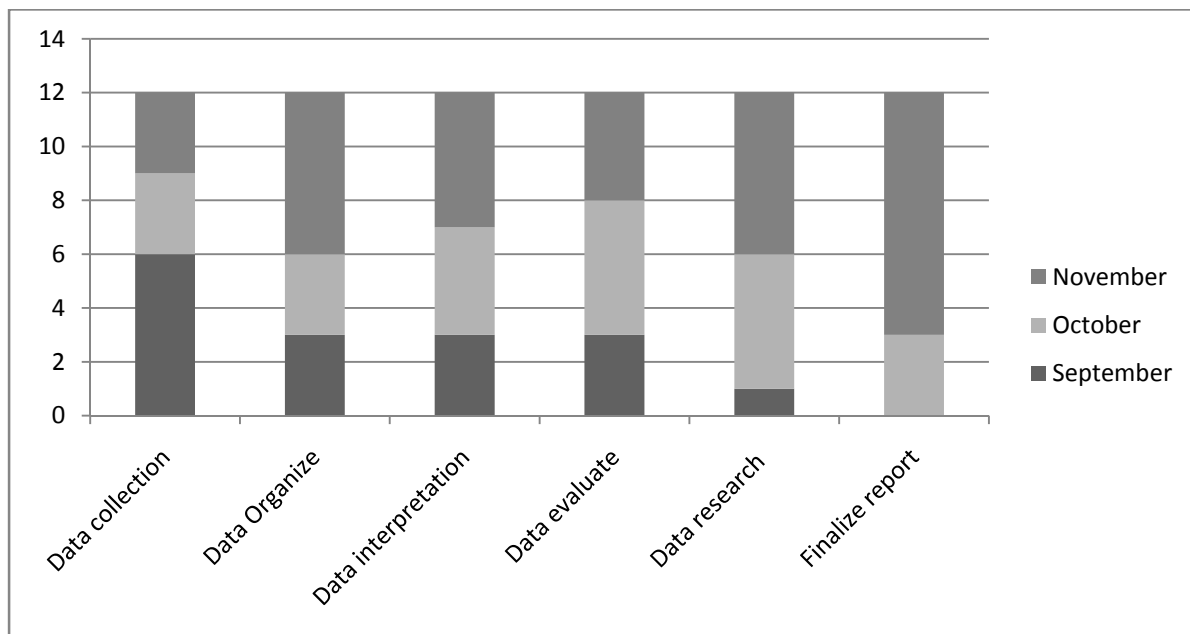


Figure 2.1: Chart of Activities during the Internship Period

5.2.9 Interpretation Process

My report has a major part of data –its analysis and its interpretation. I have used user friendly software namely MS Word and MS Excel to present the data and interpretations and analysis, so I hope it would be very easy to perceive.

5.2.10 Sampling

As I have chosen the employees of **BanglaCAT** randomly, I have used simple random sampling. I have followed the following process:

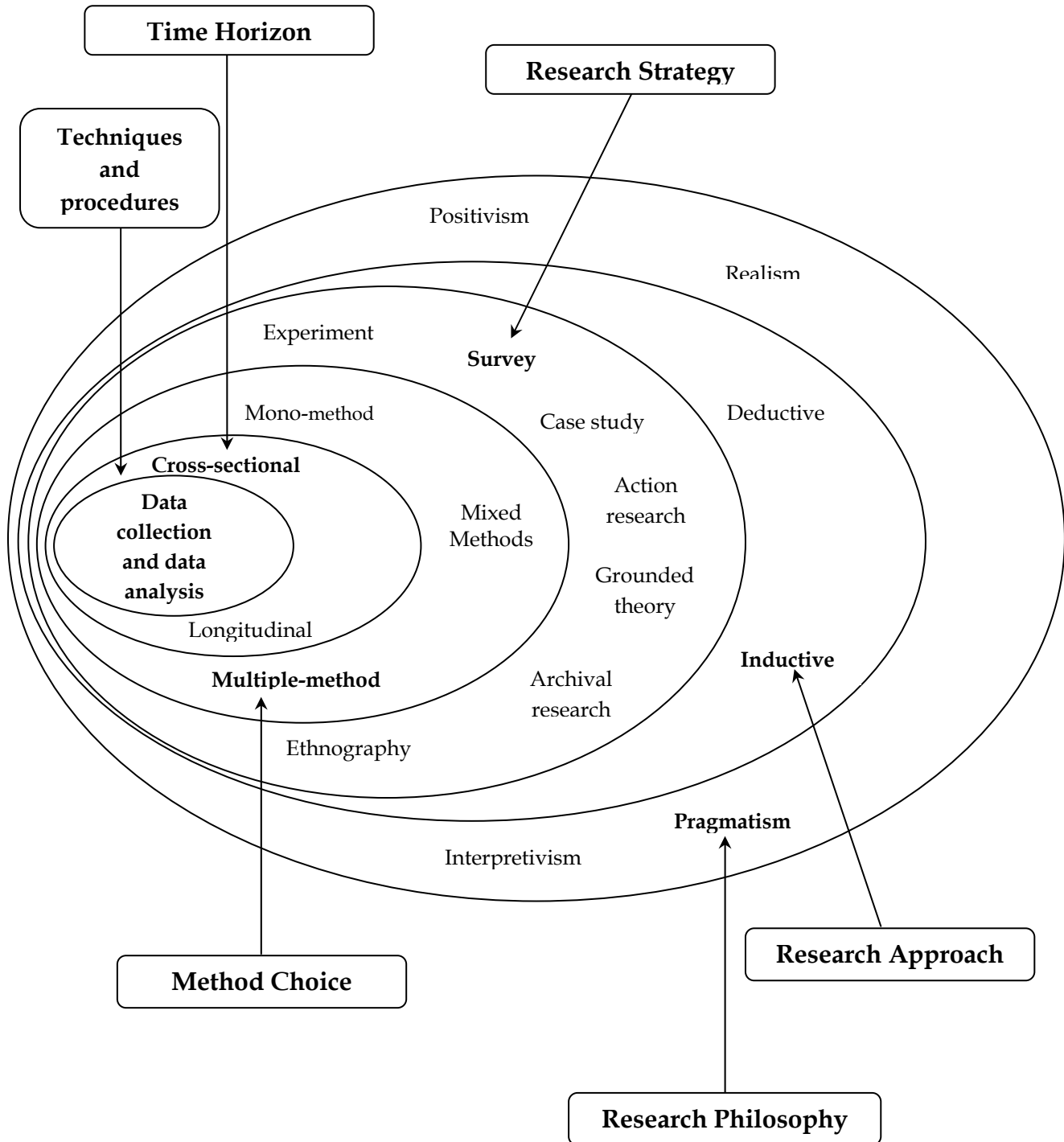


Figure 2.2: Research Onion

(Source: Mark Saunders, Philip Lewis and Adrian Thornhill 2009)

5.3 Limitations

For every research activity there is always a time constraint. The estimated time was not adequate but I had to finish the paper within this time frame. Being an outsider might also limit what is revealed to me. The website of **BanglaCAT** is under construction. So it was a major constraint to collect the relevant web information. As the internship paper is to prepare alone by the intern him/herself, so I did not get the team advantage. I had to work for the report along with my other works in the office so sometimes it became difficult to work through it. Some information is very confidential for the company so I couldn't get some valuable information which could add a value to my report due the privacy.

5.4 SWOT Analysis

Every company possesses some variety of strengths, weaknesses, Opportunities, Threats which represents the positive and negative internal factors of the company. Strengths basically originate from core competencies. At the same time, opportunities and threats characterize the positive external options and negative external forces that are associated with the business. SWOT analysis facilitates environments that can improve the organizations competitive position relative to that of competitors. It mainly portrays the company's overall situation. Successful businesses match the company's strengths with competitor's weaknesses and follow strategies accordingly.

Strength (S) -

- Overall evaluation
- Employee gets fair judgments
- In house knowledge
- Experienced & skilled employees
- Strong organization structure.
- Useful performance appraisal techniques.

Weakness (W) -

- Lacking the use of technologies
- Time consuming
- Energy loses
- Limited features

Opportunities (O) -

- Using latest technologies for performance appraisals
- System modification
- Diversification of goal setting strategy
- Other appraisals can also be introduced

Threats (T) -

- Mistakes from manual systems
- Competition is increasing
- Employees sometimes become de-motivated
- Rising of cost ,etc



Chapter 6.0

Foundation of the project

6.1 Performance Management System

Performance management is the process where an environment is created to make people capable to perform their best. Performance management is a whole work system that begins when a job is defined as needed and ends when an employee leaves the organization (**about.com**).

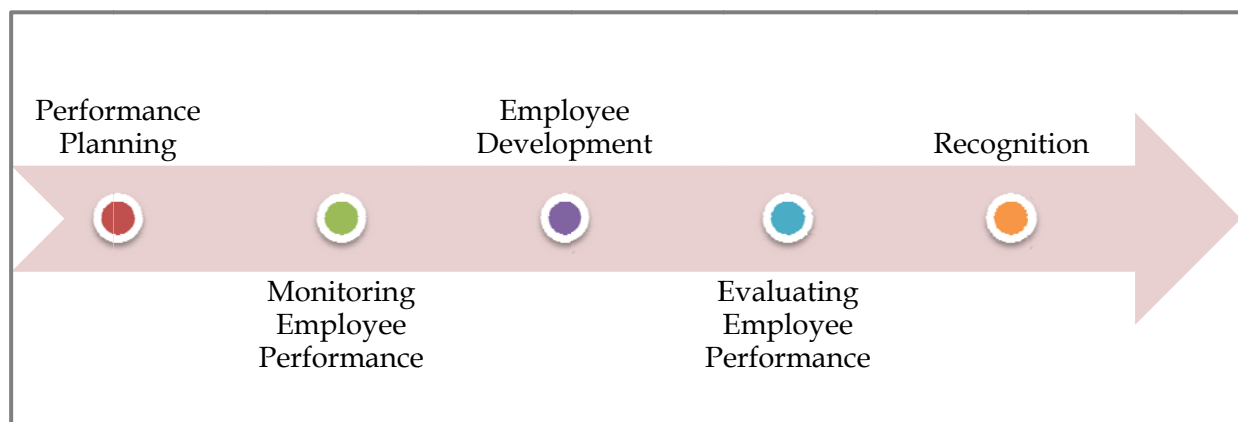


Figure 6.1: Performance Management System

(Source: about.com)

The performance management approach is mainly used in the workplace. But it is also applied in the schools, churches, community meetings, sports teams, health setting, governmental agencies, and even political settings where people interact with each other. Performance management principles are necessary in the interacting environment of people to produce desired belongings. Cultures may be different but the laws of behavior are the same world (**wikipedia.org**).

Performance management is a strategic and integrated way to increase the usefulness of organizations by improving the performance of the internal customers and by developing the capabilities of teams and individual contributors (**Armstrong and Baron, 1998. quoted from Wikipedia.org**).

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. By the same token, appraisal results are used to identify the poorer performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay. (Organizations need to be aware of laws in their country that might restrict their capacity to dismiss employees or decrease pay.) Whether this is an appropriate use of performance appraisal - the assignment and justification of rewards and penalties - is a very uncertain and contentious matter (**performance appraisal.com**).

■ **Basic Purposes of Performance Management System:** One of the best ways to understand the purposes of performance appraisal is to look at it from the different viewpoints of the main stakeholders: the employee and the organization.

From the employee viewpoint, the purpose of performance appraisal is four-fold (**cash, 1993.quoted from performance appraisal.com**):

- (1) Tell employees what organization want them to do.
- (2) Tell employees how well they have done it.
- (3) Help employees improve their performance.
- (4) Reward employees for doing well.

From the organization's viewpoint, one of the most important reasons for having a system of performance appraisal is to establish and uphold the principle of accountability. For decades it has been known to researchers that one of the chief causes of organizational failure is non-alignment of responsibility and accountability. Non-alignment occurs where employees are given

responsibilities and duties, but are not held accountable for the way in which those responsibilities and duties are performed. What typically happens is that several individuals or work units appear to have overlapping roles. Ultimately, in the severely non-aligned system, no one is accountable for anything. In this event, the principle of accountability breaks down completely. Organizational failure is the only possible outcome. One of the principal aims of performance appraisal is to make people accountable. The objective is to align responsibility and accountability at every organizational level (**performance appraisal.com**).

6.2 360 Degree Performance Management

360 degree refers to the 360 degrees in a circle, with an individual figuratively in the center of the circle. Feedback is taken from subordinates, peers, and supervisors. It also includes a self-assessment. Sometimes feedback is taken from external sources such as customers and suppliers or other interested stakeholders. The results from 360-degree feedback are often used by the person receiving the feedback to plan training and development. Results are also used by some organizations in making administrative decisions, such as pay or promotion. For this reason it is sometimes called 360 degree performance review (**wikipedia.org**).

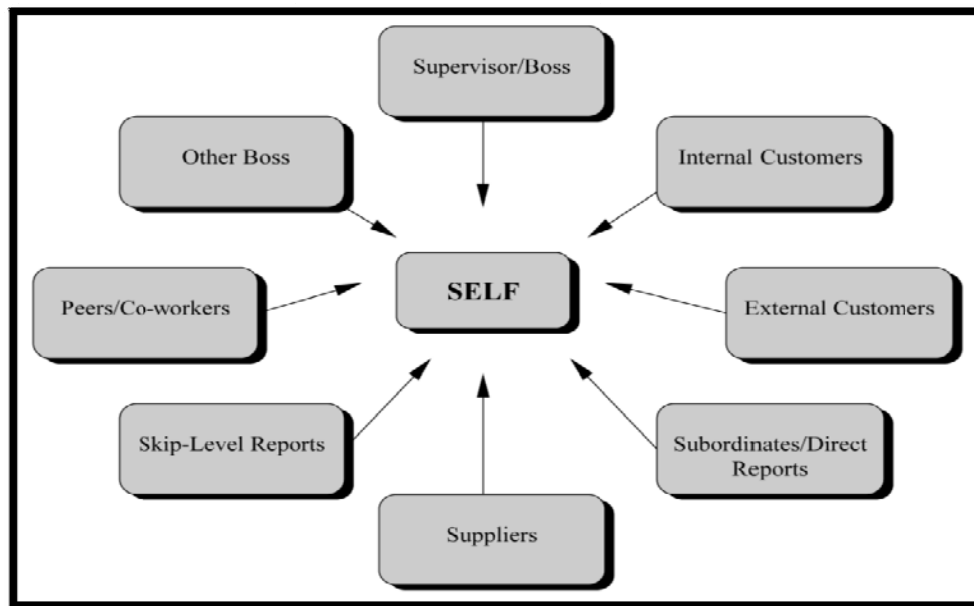


Figure 6.2: 360 Degree Performance Feedback

(Source: <http://www.emeraldinsight.com/fig/0030250101001.png>)

The most comprehensive and costly type of appraisal is the 360 degree feedback. It gives people a chance to know how they are seen by others; to see their skills and style; and may improve communications between people. 360 degree feedback helps by bringing out every aspect of an employee's life. Collaboration with people outside their department, helpfulness towards customers and vendors, etc. may not be rewarded by other types of appraisal. This system also helps those who have conflicts with their manager. 360 degree feedback generally has high employee involvement and credibility; may have the strongest impact on behavior and performance; and may greatly increase communication and shared goals. It provides people with a good all-around perspective. 360 degree feedback may be given directly to the employees, who have the option of discussing them with their managers; or it may be given to the managers for use in a feedback meeting. Whichever method is chosen, training for the managers and ratees is necessary (**toolpack.com**).

Steps of 360 degree appraisals

Here is a simple guide for introducing 360 degree appraisals into an organization (and any other management system for that matter):

- Consider and decide what is needed for the 360 degree system to achieve.
- Choose/design a system (or system provider),
- Need to check the legal and contractual issues for situation - privacy, individual choice, acceptable practices and rules, training, data protection, individual rights, adoption guide, etc.
- If satisfied with the system, launch it via a seminar or workshop, preferably including role-plays and/or practical demonstration.
- Support the implementation with ongoing training,
- Establish review and monitoring responsibility.

360 Feedback Survey Measures

- 360 feedback measures behaviors and competencies
- 360 assessments provide feedback on how others perceive an employee
- 360 feedback addresses skills such as listening, planning, and goal-setting
- A 360 evaluation focuses on subjective areas such as teamwork, character, and leadership effectiveness

6.3 Goal Setting

Goal setting theory is the process of setting the goals planned actions professionally that support reaching the end results the job is expected to achieve. The organization identifies and determines progress toward organizational goals. Organization needs a way to measure progress toward those goals once it has analyzed its mission, identified all its stakeholders, and defined its goals.

Five Principles of Goal Setting

To motivate, goals must have:

1. Clarity.
2. Challenge.
3. Commitment.
4. Feedback.
5. Task complexity.

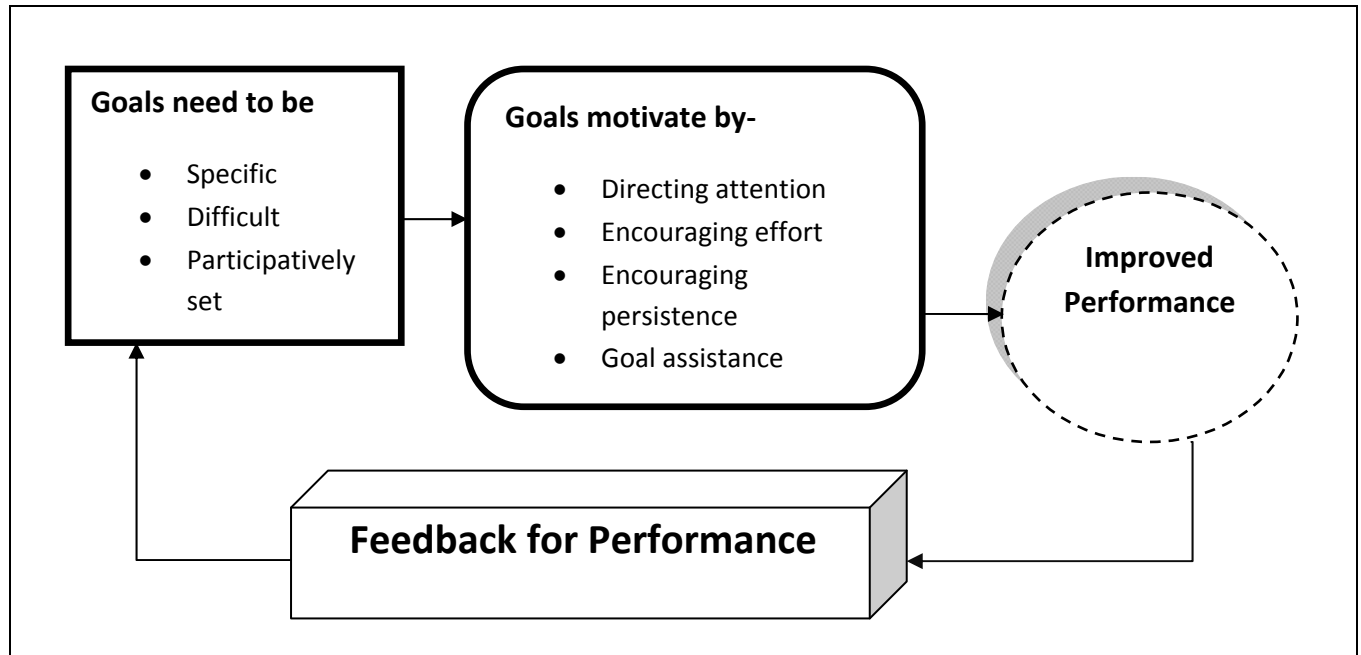


Figure 6.3: Goal setting Theory

Developing Departmental Goals:

- Evaluate how new initiatives and changes at Brown will impact the department
- Review the Plan for Academic Enrichment and Departmental Goals
- Review and anticipate Administrative changes or work loads
- Review System and Technology Changes
- Review Department-based initiatives
- Brainstorm with staff, supervisor, faculty and students
- Prioritize and narrow goals to a list of 3 to 5 goals
- Supervisors should review goals with staff and finalize
- Distribute to all constituents within the department

Developing Individual Goals:

- Define individual actions more narrowly
- Collaborative process between supervisor and employee
- Derive goals in support of departmental goals
- Support professional development
- Identify SMART goals (e.g., Specific, Measurable, Attainable, Realistic and Timely)
- Discuss and determine resources needed and results expected

Communication:

- Post departmental and individual goals in workstations
- Discuss progress and reinforce clarity at one-on-one and staff meetings
- Illustrate how individual goals impact the success of the department and the University
- Create a sense of team by illustrating how individual goals relate to one another and align with the department
- Provide feedback to constituents on progress and results achieved

Timing:

Routinely, In **Bangla CAT** goals are set in support of the Mid-Year and Year-End Performance Appraisal. Schedule a departmental meeting to begin the brainstorming process. Inform staff that they will be active participants in the development and support of departmental goals. Supervisors and employees meet to discuss, finalize and prioritize departmental goals.

TYPES OF GOALS AND OBJECTIVES

Goals should be closely tied to an organization's mission and vision statement. The strategic goals, tactical goals and objectives, and operational goals and objectives support the mission statement of the organization.

- **STRATEGIC GOALS:**

Strategic goals are set at the top of an organization and directly support the mission statement. Strategic goals are related to the entire organization instead of any one department. There are eight types of strategic goals found in organizations.

- **TACTICAL GOALS:**

Tactical goals and objectives are directly related to the strategic goals of the organization. They indicate the levels of achievement necessary in the departments and divisions of the organization. Tactical goals and objectives must support the strategic goals of the organization.

- **OPERATIONAL GOALS:**

Operational goals and objectives are determined at the lowest level of the organization and apply to specific employees or subdivisions in the organization. They focus on the individual responsibilities of employees.

- **SUPER-ORDINATE GOALS:**

Super-ordinate goals are those goals that are important to more than one party. They are often used to resolve conflict between groups. Through cooperating to achieve the goal, the tension and animosity between groups is often resolved. Feelings of camaraderie are created along with trust and friendship. Super-ordinate goals can be powerful motivators for groups to resolve their differences and cooperate with one another. In order for them to be successful, the parties must first perceive that there is mutual dependency on one another. The super-ordinate goal must be desired by everyone. Finally, all parties involved must expect to receive rewards from the accomplishment of the goal.

Limitations of Goal Setting Theory

- At times, the organizational goals are in conflict with the managerial goals. Goal conflict has a detrimental effect on the performance if it motivates incompatible action drift.
- Very difficult and complex goals stimulate riskier behavior.
- If the employee lacks skills and competencies to perform actions essential for goal, then the goal-setting can fail and lead to undermining of performance.
- There is no proper evidence to prove that goal-setting improves job satisfaction.



6.4 The Process

6.4.1 The Goals of the Performance Management System of Bangla CAT

While starting the evaluation process **BanglaCAT** has its own goals and reasons behind this.

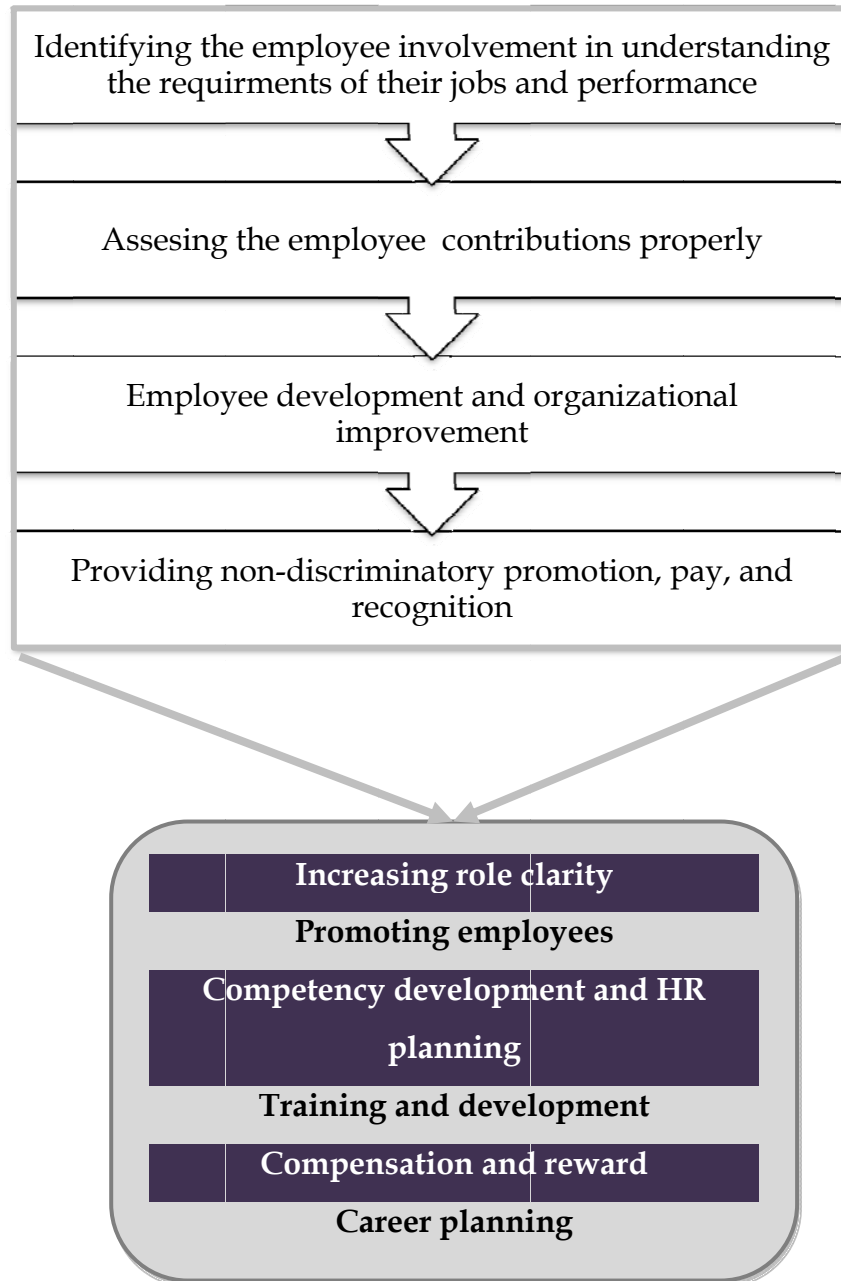


Figure 6.4.1: Goals of Performance Management System of Bangla CAT

(Source: Current Process of Bangla CAT)

6.4.2 Setting up a Performance Management System

Setting up a good performance management system did not happen overnight or by accident in **BanglaCAT**. Before starting it has to consider some important factors. These factors are shown in a chart below:

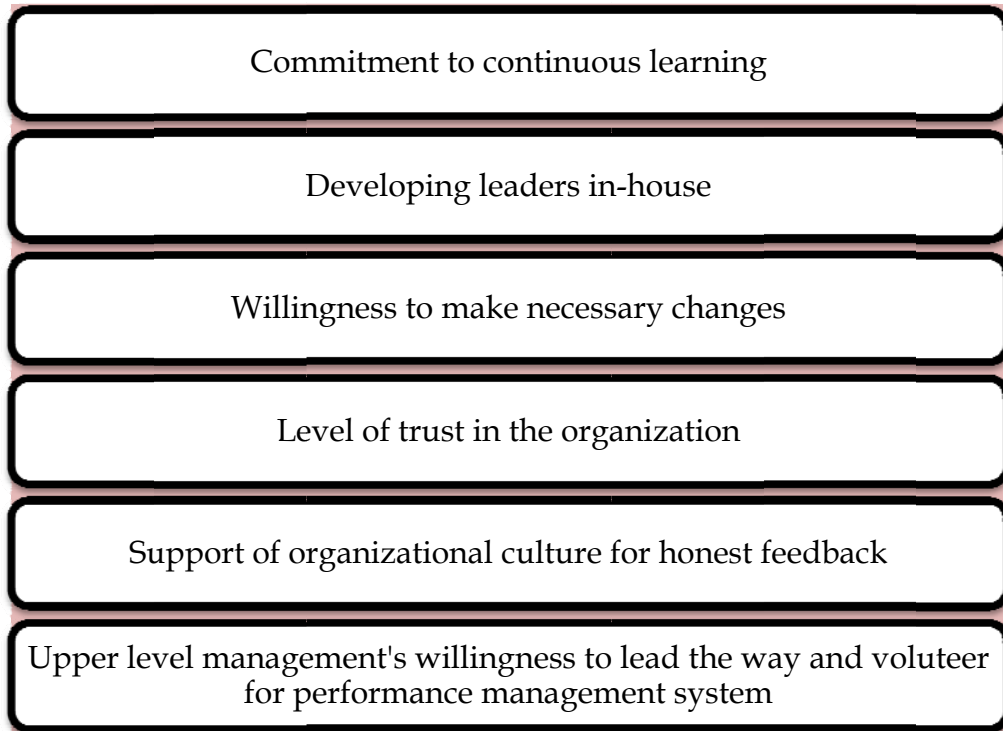


Figure 6.4.2: Important Factors to Consider before Starting Performance evaluation

(Source: Current Process of Bangla CAT)

Once the important factors are ensured by the management, the company starts to set up the pre-appraisal activities and prepare for the performance management.

6.4.3 The Pre-Appraisal Checklist and Preparing for the Appraisal

When the performance management system of the company starts to process the company performs some pre appraisal activities that are very crucial to complete the evaluation process appropriately. The company is very careful while doing these activities. In the performance management system these factors are paid a higher level of importance.

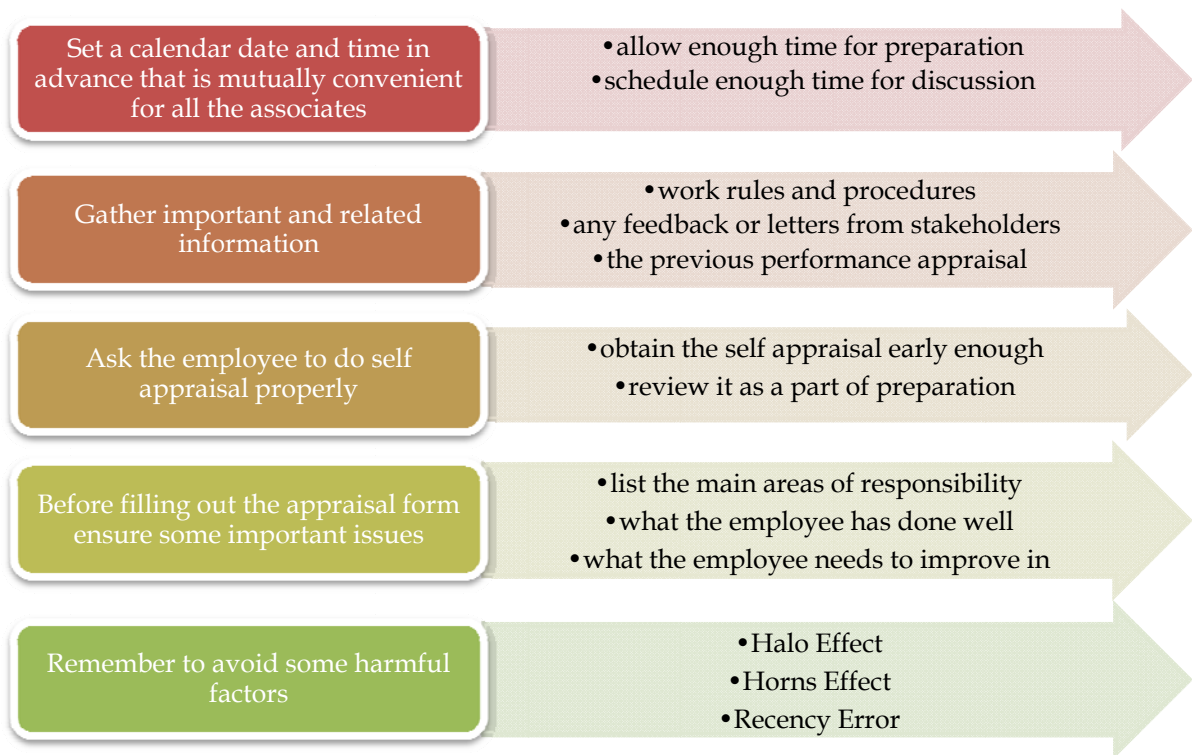


Figure 6.4.3: The Pre-appraisal Checklist and Preparing for the Appraisal

(Source: Current Process of Bangla CAT)

6.4.4 Conducting the Appraisal

When all the information are processed and tools are ready the company invites the employees to conduct the evaluation. The employees are provided with the tools and procedures by which they will evaluate each other. When the process is running, it is ensured by the company that the activities are being performed in a careful and unbiased way. At this stage the company emphasizes the following matters:

- Keep the appraisal open to employee input.
- Ask the employee for ideas about how to resolve problems.
- Focus on the future, not on the past.
- Emphasize strengths, as well as areas that need improvement.
- Be honest and be prepared to discuss questionable items.
- Support the employee's effort to improve.
- Set goals, expectations, and standards together for the next appraisal.
- Discuss development/training plans with the employee.

6.4.5 Closing and Follow-up

- Employees complete the written appraisal.
- Both the supervisor and the employee sign the appraisal. Signing the appraisal does not mean the employee agrees with the appraisal; it means that the appraisal has been shared with the employee.
- The evaluation sheets are collected carefully.
- The results are analyzed in a scientific way.
- When the results are prepared the company provides a copy of the result in the specified department, and the original goes in the employee's personnel file.
- The company and the employee exchange ongoing feedback about performance goals and standards throughout the year.

The whole process provides the **BanglaCAT** employees with four basic benefits:

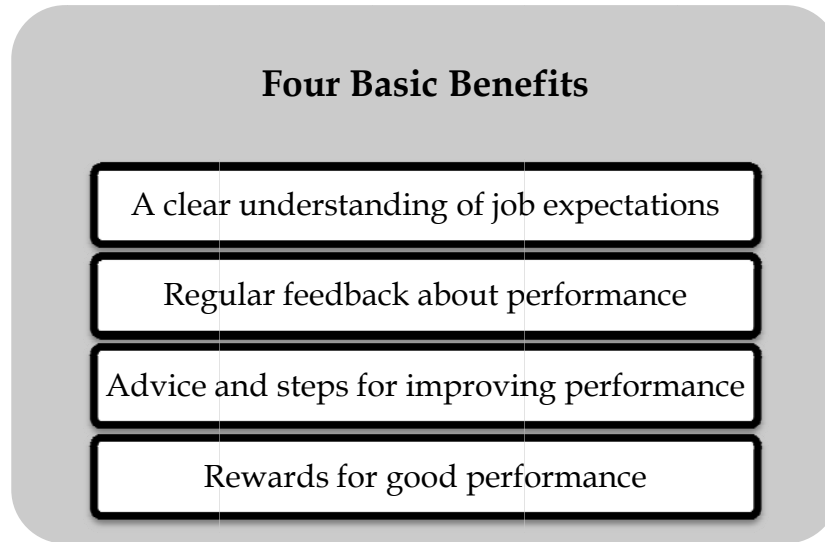


Figure 6.4.4: The Basic Four Benefits

(Source: Current Process of Bangla CAT)

6.4.6 Authenticity and Accuracy of the Performance Management System

The performance management system helps **BanglaCAT** to boost employee performance and, ultimately, the productivity of the business. For this reason it has to be very sound while doing this evaluation because practical and well-designed employee evaluation system is a vital element to attract, retain, and encourage top talent in this competitive marketplace. So every time **BanglaCAT** tries to make the process fair and accurate by applying some simple techniques.

- **Write it down:** While processing the performance management system, everything is documented so the system could provide supporting documentation for any actions.
- **Be focused and clear in your purpose:** The system acts as a solid and fundamental method of communication for the company and the employees; it functions as the yardstick by which the company set common goals and measure progress.

- **Keep it simple:** The Company keeps the process and the paperwork as simple as possible. A basic and standardized evaluation form is prepared for greater uniformity among reviews. The forms are direct and on point like their function.
- **Be flexible:** BanglaCAT has a system in place to commend and critique any particular or specific qualities and accomplishments of its staff. It helps the company to learn changes.
- **Ask for feedback:** The Company let the employees play a hand in how the review will be conducted. It asks them ahead of time to list their strengths, weaknesses, and goals for the coming year. During the review it can compare notes. This element of the review allows it to see not only how the employees are meeting the company's goals and expectations, but also how their goals and expectations match with the company.
- **Encourage self-evaluations:** BanglaCAT always emphasizes self-evaluations that encourage the person being evaluated. It offers the employees a chance to review the quality of their work, to highlight the projects or responsibilities of which they are most proud, and to reflect on mistakes made and lessons learned.
- **Set realistic standards:** BanglaCAT always try to set realistic standards for its employees. This tendency creates a work environment in which the employees feel appreciated for and capable of the work that they do. As a result they become more committed to the company.
- **Chart a path:** The performance management system is properly administered so that the performance reviews can motivate employees to improve. These reviews help the company and the employees clearly identify their worth and value to the business.
- **Define discussion topics:** Important review topics are defined such as the employee's role in the business, how well he or she performs that role, areas in which he or she needs to improve etc.
- **Create a plan:** Finally the company and its employees develop a list of clear, action-oriented steps to be taken following the review. This list details any improvements that must be made or skills that must be acquired in order to maintain or achieve progress.

6.4.7 360 Degree Performance Feedback in BanglaCAT

BanglaCAT uses 360 degree performance feedback to judge their employee performance. 6 employees including self evaluate each person who is nominated for the evaluation. Each of them rates the selected employee to be evaluated. These rates are:

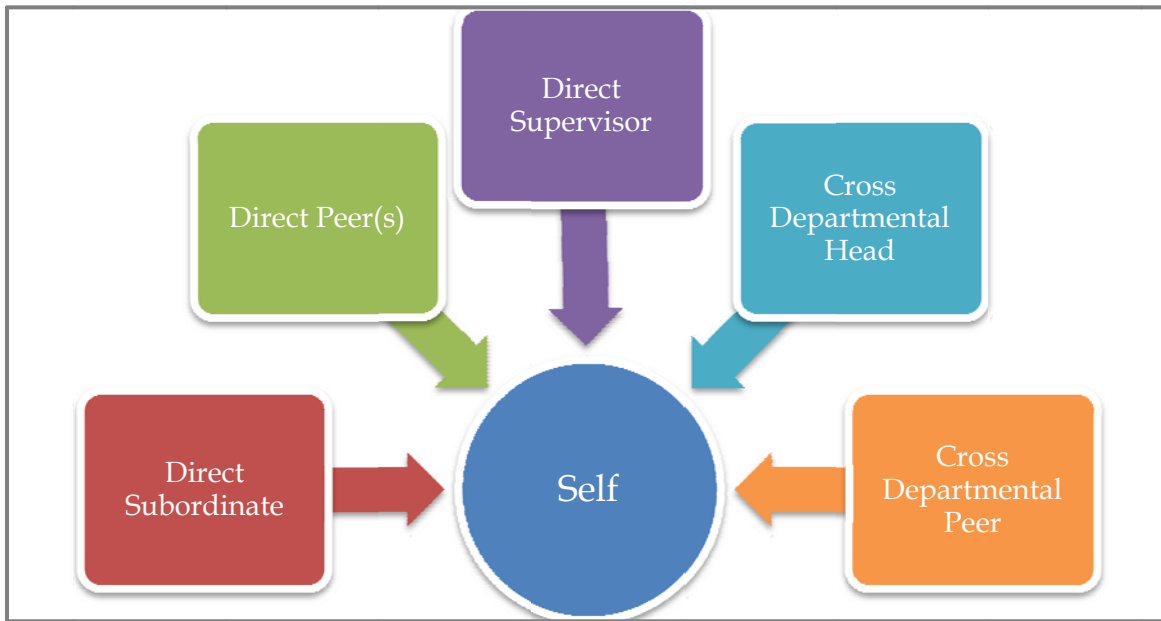


Figure 6.4.5: The Rates of 360Degree Feedback

(Source: Current Process of Bangla CAT)

If the candidate does not have direct subordinate, anyone from cross departmental head, direct peer and cross departmental peer can be chosen in case where the candidate has high frequency or regular communication with the nominated person.

6.4.8 360 Degree Performance Appraisal Parameter

- **Value Based Appraisal:** The value based appraisal evaluates a manager or supervisor's performance in fulfilling the expectations with respect to the seven corporate values of BanglaCAT. This is used to evaluate the employee behavior within each value.
- **Competency Based Appraisal:** The competency based appraisal evaluates a person's performance regarding job related competencies.

The criteria are:

- Result Orientation
- Judgement
- Client
- Teamwork
- Motivation and Developing
- Impact and Influence
- Technical/Business
- Criteria Based Question
- Comments

6.4.9 Performance Parameter and Grading

Rating	Meaning of the Rating
Exceptionally Good: 4	It refers to truly outstanding performance. Should be someone you regard as a role model in the area rated.
Very Good: 3	It refers to significant performance ability. Only very strong performers should receive this rating.
Average: 2	It refers to solid performance with a good skill base. Most people fall into this category.
Below Average: 1	It refers to performance and skills that are adequate in some respects but not fully up to standard. Some corrective action is needed.
Poor: 0	It refers to performance that fails to measure up to standard and must be improved through corrective actions.
Unable to Judge/NA	If the nature or extent of your interaction does not enable you to provide feedback in a particular performance category for a particular individual, select the “unable to judge or not applicable” rating.

Table 6.4.6 Performance Parameter and Grading of 360 degree
(Source: Current Process of Bangla CAT)

As the rating process is completed all the performance evaluation sheets are collected within a particular time. After that the results are analyzed with the help of software. As the results are analyzed the corrective and motivational actions are taken.

6.4.10 Goal Setting

Goal setting is a performance appraisal system that is used in **BanglaCAT** to identify the functional area of an employee. It provides the guidelines to improve the skill and knowledge in the functional areas of the company. The employee is evaluated his activities that he has performed throughout the whole year.

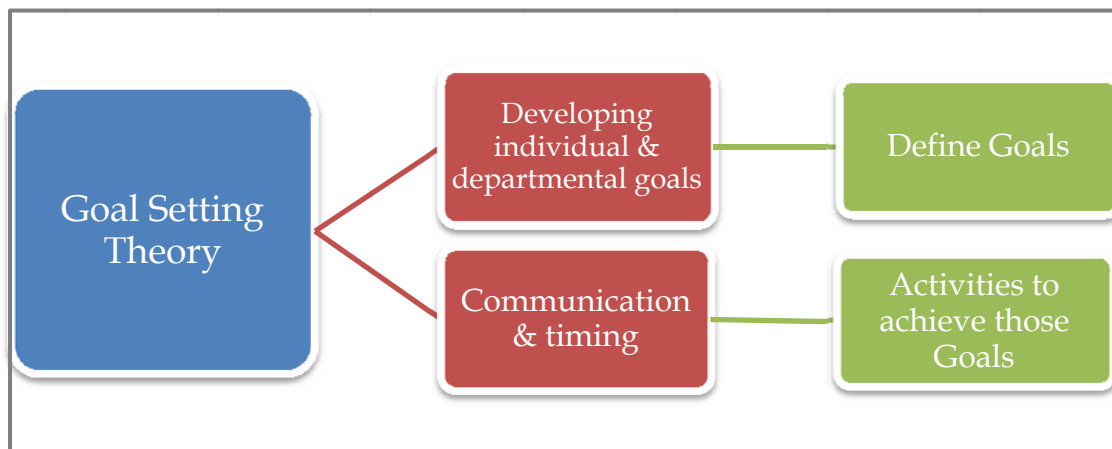


Figure 6.4.7: Goal Setting Framework

(Source: Current Process of Bangla CAT)

The Goal setting process of **BanglaCAT** includes the following activities:

Steps to Effective Goal Management:

- Clarify departmental goals that are continually communicated.
- Link individual goals in support of departmental goals.
- Review and revise goals during the year .
- Monitor and discuss progress throughout the year.
- The employee list down his job related activities in the Goal setting form.
- The target is given at the starting of a session.
- The supervisor verifies the authenticity of all the listed activities.
- Then the supervisor rates the employee's activities.
- The result is evaluated by supervisors
- If both people's evaluation is parallel & goal is fulfilled then the employee gets recognition.
- If not, then the management comes forward to handle the situation.
- After the process an interview session is conducted where the strengths and weaknesses are identified.
- Finally the company starts the processes to overcome the employee's weaknesses.

Generally in Goal Setting the target is fixed at the starting of the year. As **Bangla CAT's** employees are not given any job descriptions properly so they are evaluated on their activities throughout a calendar year.

6.4.11 The Whole Process at a Glance

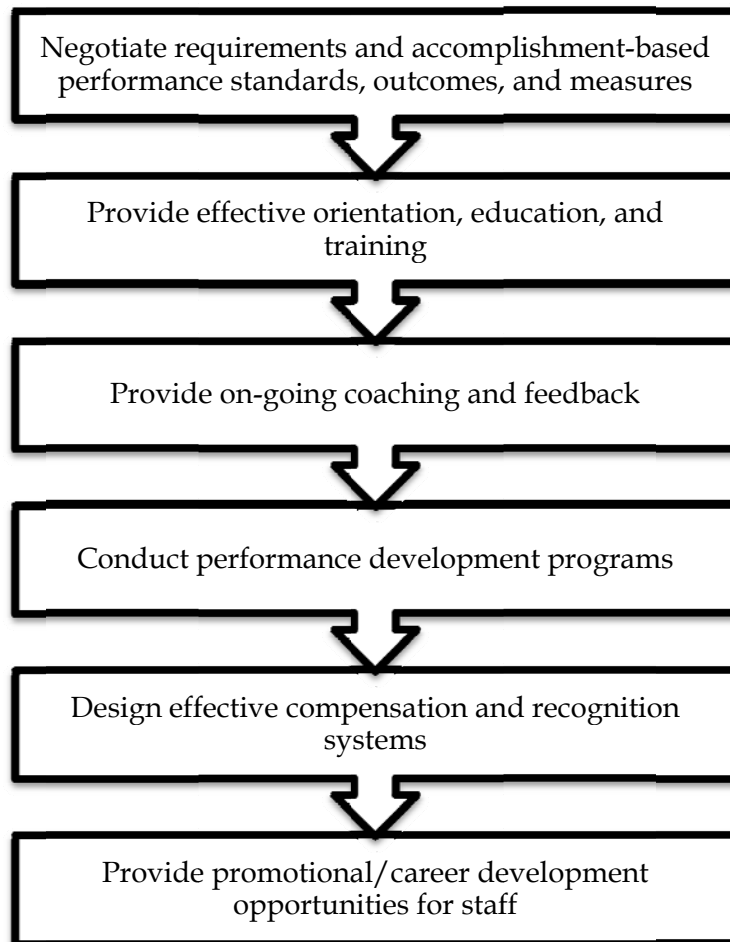


Figure 6.4.8: The Performance Management System of BanglaCAT
(Source: Current Process of Bangla CAT)

While employee performance evaluation systems take many forms from organization to organization, these are the components likely to be included in the system of **BanglaCAT**. The performance management system of **BanglaCAT** is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It is the whole work system that begins when a job is defined as needed. It ends when an employee leaves the organization.



6.5 The Outcome

6.5.1 The Basic Outcome of Performance Management System of BanglaCAT

- **Increase Role Clarity:** The performance management system of BanglaCAT is process of clarifying the roles of the employees. It helps to define the individual and group roles for the company. Employees can understand easily the roles and responsibilities they need to play are.
- **Promoting Employees:** The system is very useful to identify the people who need to be rewarded for their contribution to the company. It assists the company to promote their employees to the level they deserve.
- **Competency Development:** the process identifies the competency related issues. It helps to define the way of competency development. It shows the ground in which the level of competency should be improved.
- **HR Planning:** Performance management system is a very essential tool for human resources planning. It guides the company to identify the related factors and influences for HR planning.
- **Training and Development:** performance management system is a vital way to recognize the need for training and development. It helps to define the sectors effectively in which training and development is required. As a result the employees become more educated regarding the business.
- **Compensation and Reward:** The system provides a way to understand the need for compensation and reward. It identifies the employees who need to be compensated and rewarded more.
- **Career Planning:** Through performance management system the company understands the value of career planning and succession planning. As the process is completed the company starts thinking to plan the employees' career path.
- **Enhance Corporate Values:** The system helps the company to identify its strengths, weaknesses, opportunities and threats. As a result the company can identify the sectors and ways for overall improvement. This continuous improvement moves the company toward change management and enhances the corporate values.

The overall system is designed and processed in a way so that it can be helpful to individual, to the team and to the organization.

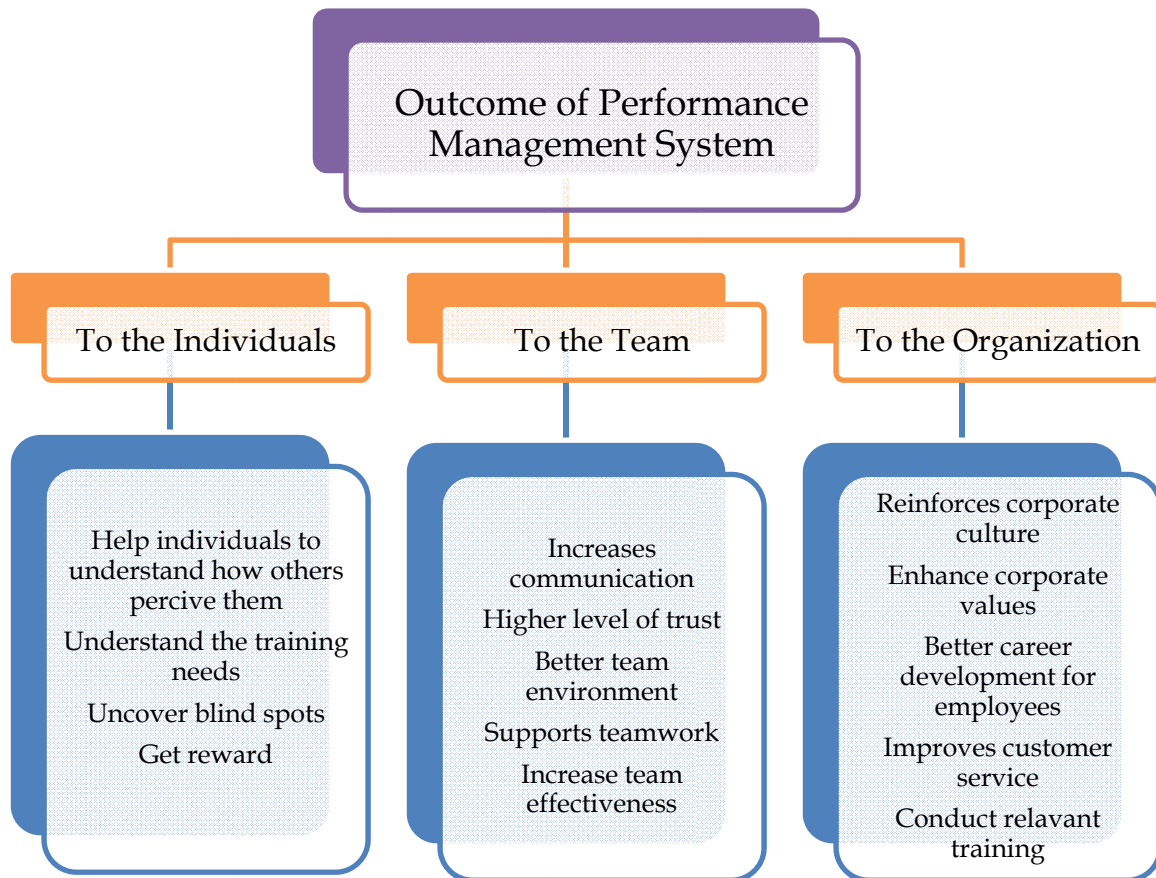


Figure 6.5.1: The Outcome of Performance Management System

(Source: Current outcome of Bangla CAT's appraisal system)

6.5.2 Outcome of 360 Degree Feedback and Goal Setting

❖ 360 Degree Feedback

360 degree feedback has some significant benefits compare to others. The benefits of using 360 degree feedback in **BanglaCAT** are given below:

- The system is simplified and structured. So the company can easily understand and use the tool for appraising.
- It creates a link between organization's objectives and the employees.
- The system is ongoing and easy to repeat.
- It can measure individual and organizational learning.
- It embeds the company's priorities and values.
- It can measure organizational change over time.
- It increases the awareness of employees of own behaviors and perceptions of colleagues.
- It helps the company to build into development plan.
- It allows the individual to decide own priorities.
- It permits individuals to observe and measure own behaviors over time.

❖ Goal Setting Feedback

- Goal setting theory clarifies the employees' roles in every aspect.
- Engages, motivates, focuses and challenges employees.
- Encourages employees to achieve higher performance levels.
- It helps to make value added decisions.
- Provides specific items to evaluate employee performance throughout the year.
- Illustrates how individual accomplishments impact the success of the department.
- Moves organization ahead and helps departments accomplish their mission.
- It sets proper goals and objectives for individual and organization.
- It helps the employee to identify the sectors for functional improvement.

- It focuses on the results rather than activities.
- It aligns employees' roles to the organization's business and strategic plan.
- It helps the employees to prioritize their activities and therefore improve their time/work management.

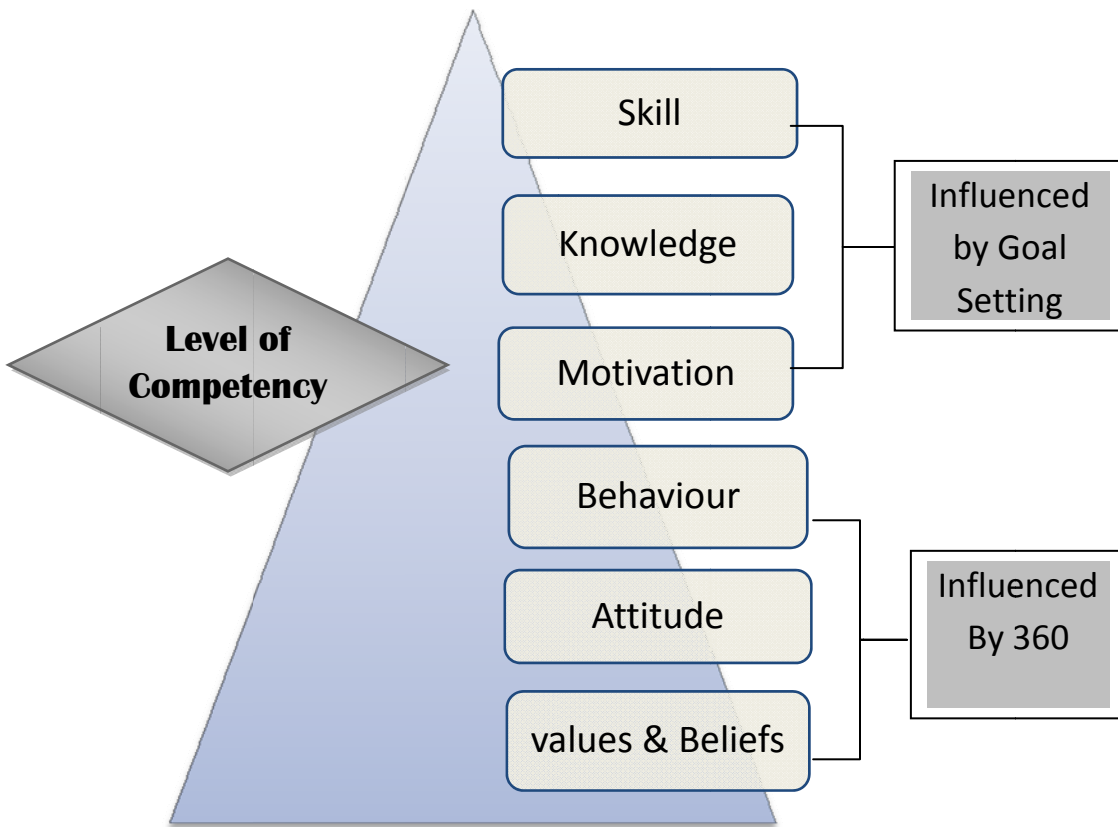


Figure 6.5.2: Outcome of 360 Degree Feedback and Goal Setting

(Source: Current outcome of Bangla CAT's appraisal system)

6.5.3 The Influence on Employee Relationship Management

The performance management system of **BanglaCAT** plays a vital role in the employee relationship management. It helps the organization to boost their employees in a positive way. The employees come closer to know themselves each other through this process. As a result the relationship among the employees becomes stronger.

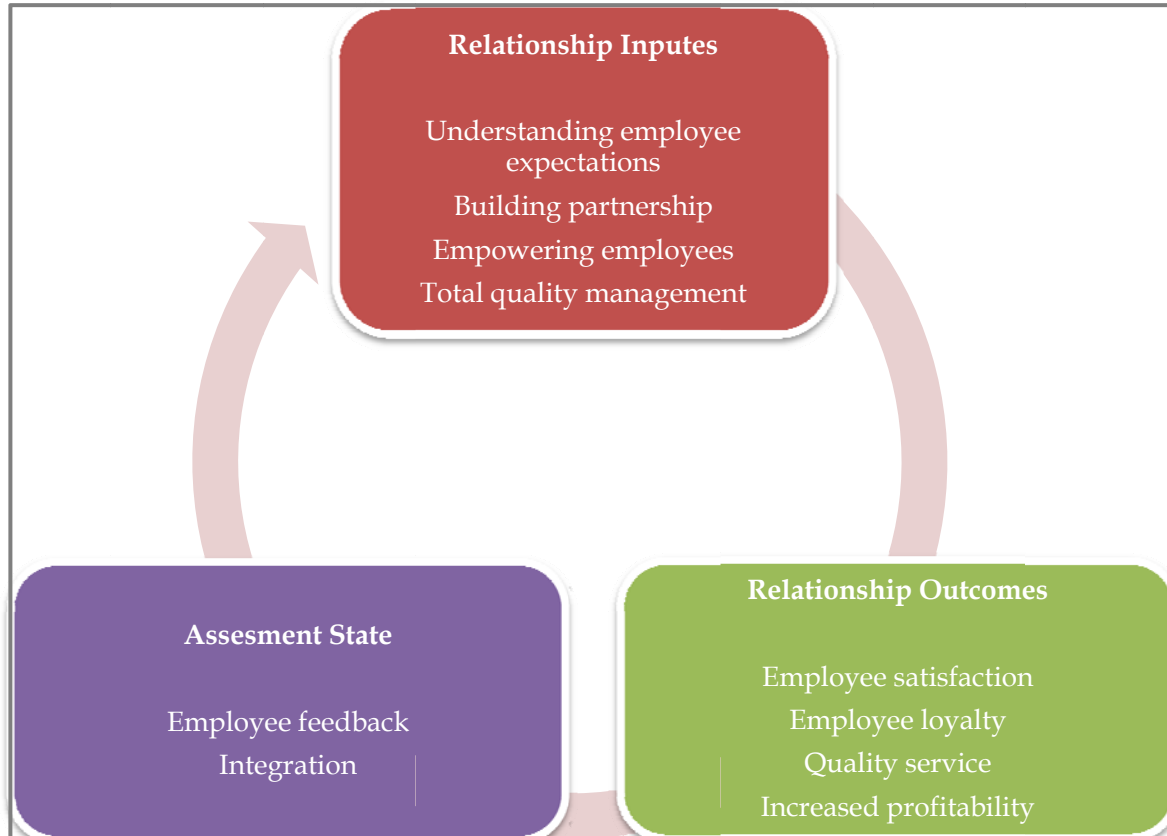


Figure 6.5.3: Employee relationship Management

(Source: Current outcome of Bangla CAT's appraisal system)

The nature of the relationship between a company and employee is far more complex than the relationship with customers. Customers simply go off to competitors when the relationship is not working while unhappy employees can remain for long periods in the company. Customers only experience the company at some key points of truth while employees are daily experiencing a relationship with their employer. The employee experience the relationship with the employer

from the moment the employee enters into a workspace. Their moments of truth are overshadowed by a total experience over a period of time (**it.toolbox.com**).

The performance management system of **BanglaCAT** provides its employee a way to manage an effective relationship with each other. As a result it influences the customer relationship management because ultimately the CRM depends on the employees of the company.

6.5.4 Performance Management System and the Corporate Goals

The performance management system directly influences the corporate goal of a company. Performance management system is an evaluation process of the company and the company's success depends on the employees. The performance management system of **BanglaCAT** provides it a direction to achieve its goals. It helps the company to make plans and strategies that directs it to continuous improvement.

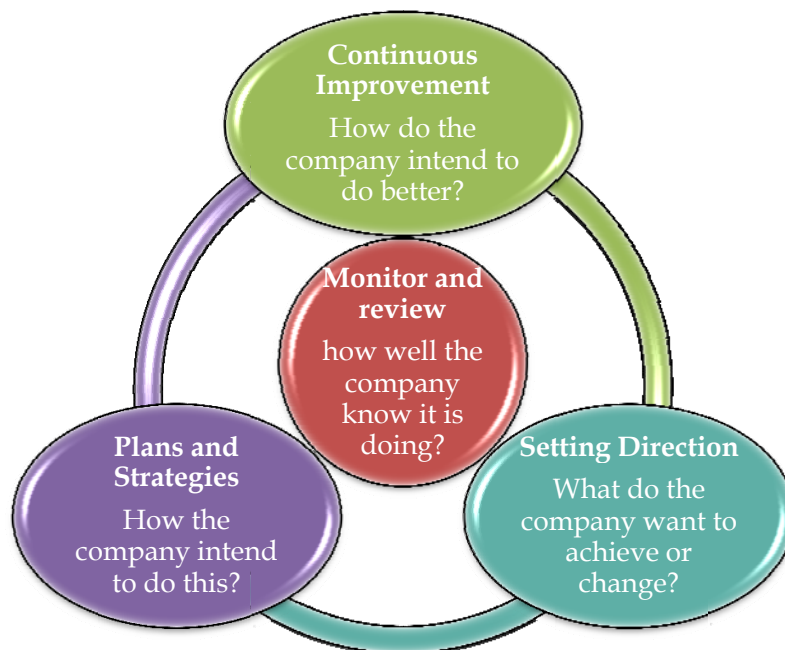


Figure 6.5.4: Performance Management System Influence organizational Achievement

(Source: Current outcome of Bangla CAT's appraisal system)

The vision of **BanglaCAT** vision is to be the best in customer service. To do this it has to coordinate all the departments of the organization. It is the performance management that helps the company to align its all units with the corporate vision and mission. The performance management system shows the ways to accommodate all the business divisions to fulfill the company's major objectives. It assists the company to maintain all the departments under one umbrella so that all the departments and employees can visualize the goals and objectives of the company and work together to achieve them. That is why while managing the performance management system it has to remember the overall mission and vision of the company. As a result the process is completed in a way by which the corporate goals can be accomplished.



Figure 6.5.5: Performance Management System Combines Vision with the Employees

(Source: Current outcome of Bangla CAT's appraisal system)

The performance management system helps the company to enhance its corporate values. As the system identifies the strengths and weaknesses of the company as well as the employees it defines the process of improvements. So ultimately it guides the company to teach its employees

to protect its corporate values. If the values are maintained properly the corporate goals are achieved eventually.

Performance management system facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs and improved business and organizational results. The system helps the company to-

- o Grow sales
- o Reduce costs
- o Aligns the departments directly behind the company's goals
- o Decreases the time it takes to create strategic or operational changes by communicating the changes through a new set of goals
- o Improves employee engagement because everyone understands how they are directly contributing to the organization's high level goals
- o Simplifies communication and create transparency of strategic goals

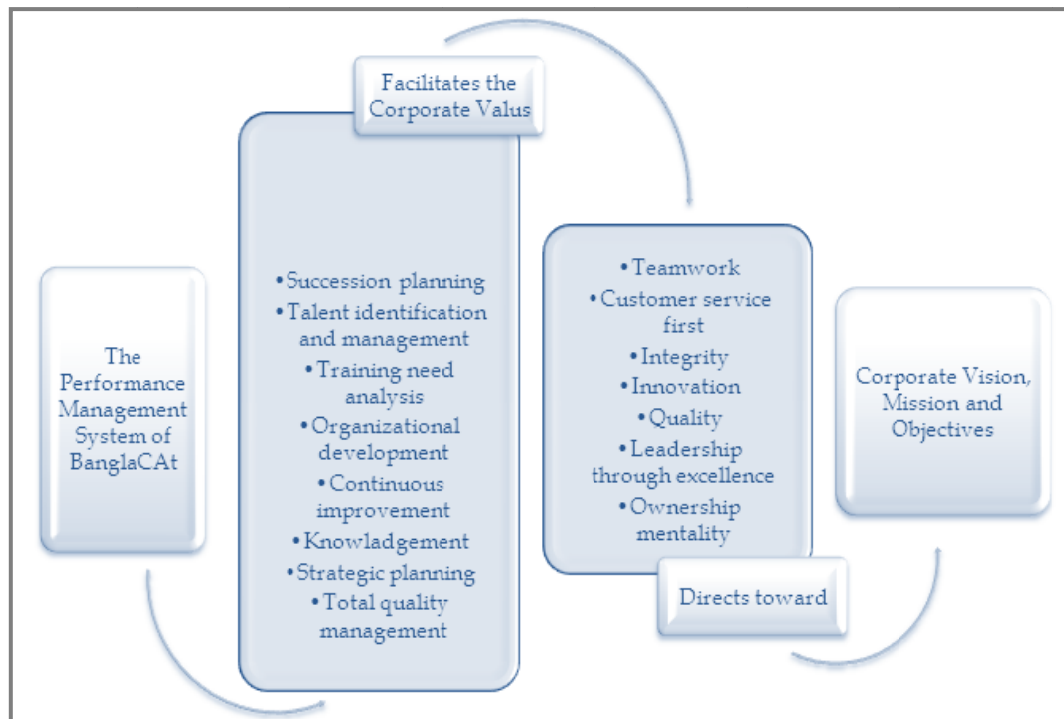


Figure 6.5.6: Performance Management System and the Corporate Goals of BanglaCAT

(Source: Current outcome of Bangla CAT's appraisal system)

Performance management system of BanglaCAT is a positive experience and contributes to the overall welfare of the organization. It is a very effective tool to improve performance and productivity and for developing employees of **BanglaCAT**. It helps individuals to do better, raises self-esteem and motivation. Above all, it strengthens the management/subordinate relationship and fosters commitment.



6.6 Analysis and Interpretation Of the Survey

There are more than 600 employee in **BanglaCAT**, as it's not possible to conduct the survey among 600 employee so I randomly choose 40 people from different departments for the survey.

6.6.1 Usefulness of performance appraisal system of BanglaCAT

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	10	5	25
Percentage (%)	0	0	25	13	62

Table 6.1: The usefulness of performance appraisal system of BanglaCAT

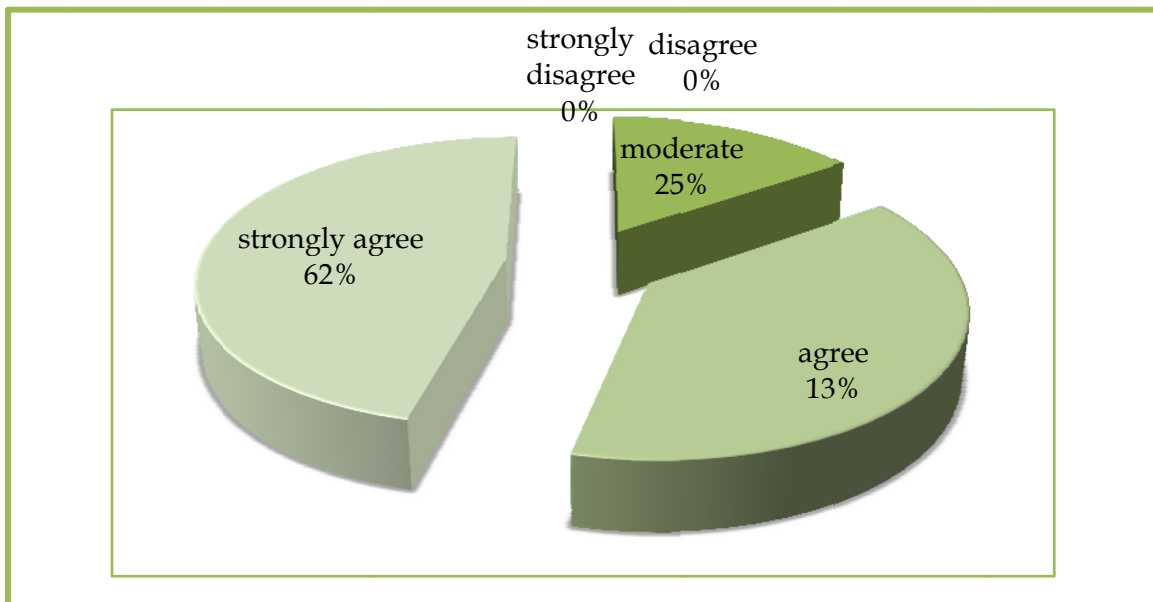


Figure 6.6.1: The usefulness of performance appraisal system of BanglaCAT

Analysis: 62 % respondents are strongly agreed with the statement. 13% are agreed and 25% are moderate. Nobody is disagreed here.

Interpretation: The result shows that most of the employees think that the performance appraisal system is useful for the organization. Some people think that this is in a moderate situation but nobody shows any negative attitude here.

Reason: As the process gives the chance to judge from various persons & a fair way of appraisals.

6.6.2 Providing a way to judge employees properly

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	3	5	15	7	10
Percentage (%)	8	12	37	18	25

Table 6.2 Providing a way to judge employees properly

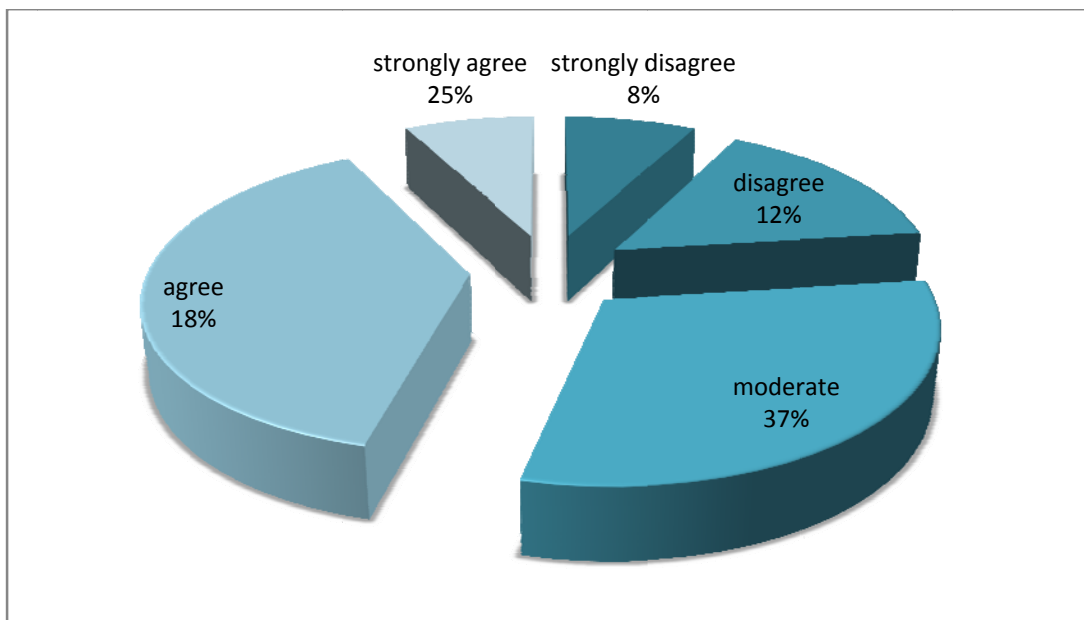


Figure 6.6.2 Providing a way to judge employees properly

Analysis: 25 % people are strongly agreed here but still 18% people are agreed. 37% are moderate and the rest are disagreed with the statement.

Interpretation: Here employees think that the current system provides a way to judge the employees properly though some people show a different point of view. In this case a big portion of respondents is moderate.

Reason: It helps to define the individual and group roles for the company with a way to judge employees.

6.6.3 Fairness of the performance management system

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	2	7	3	1
Percentage (%)	0	15	54	23	8

Table 6.6.3 Fairness of the performance management system

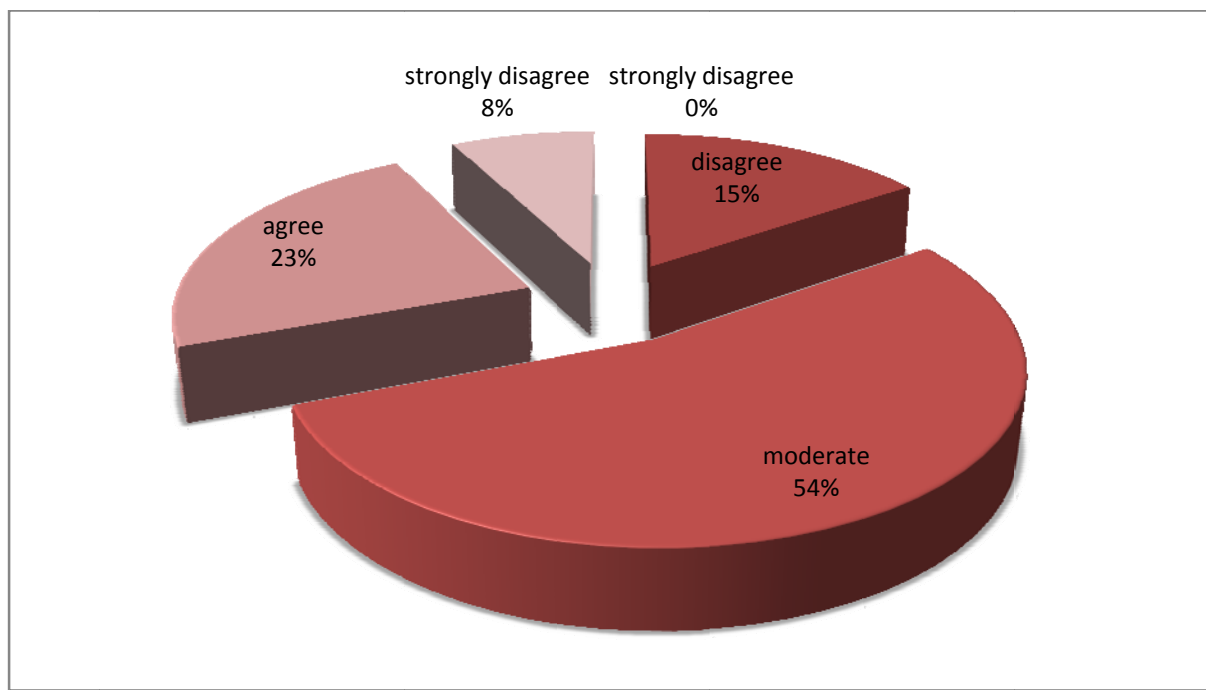


Figure 6.6.3 Fairness of the performance management system

Analysis: It is pretty much surprising that more than 50% respondents are moderate here. More than 30% are positive and the rest are negative regarding the statement.

Interpretation: Half of the people show a moderate view which indicates that people may have some questions regarding the fairness of the system. Though one third of the people are positive but a measureable portion is not positive.

Reason: It shows the awareness of employees of own behaviors and perceptions of colleagues.

6.6.4 Providing guidelines for organizational and individual improvement

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	10	17	13
Percentage (%)	0	0	24	43	33

Table 6.6.4 Providing guidelines for organizational and individual improvement

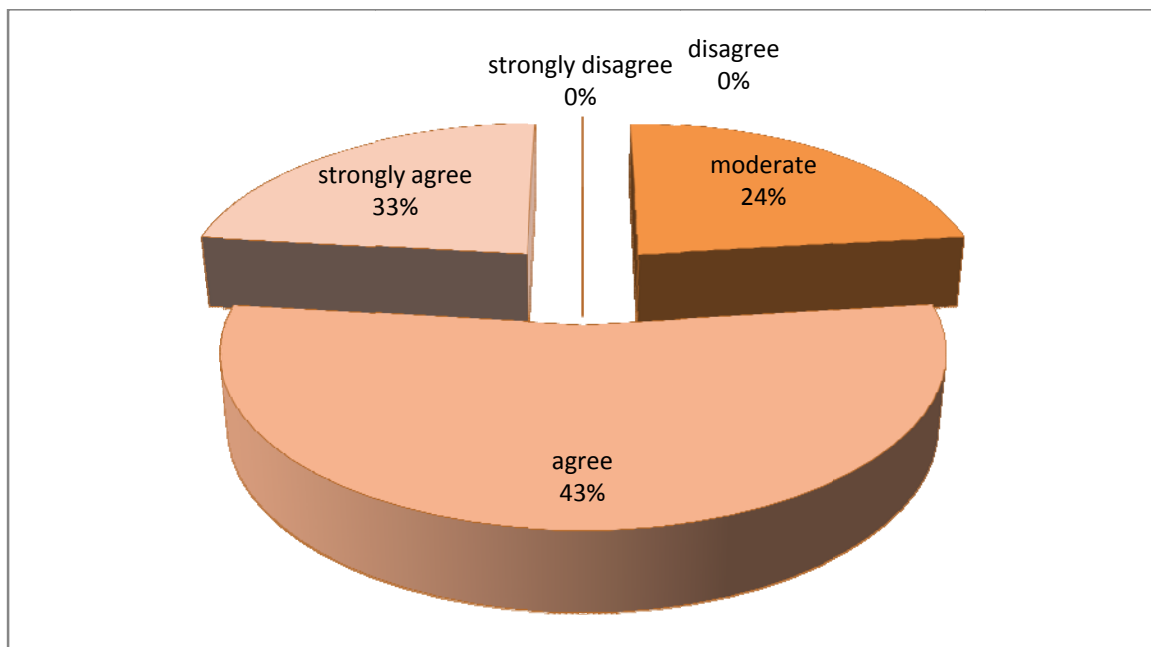


Figure 6.6.4 providing guidelines for organizational and individual improvement

Analysis: In this statement more than 40% are agreed, 33 % are strongly agreed and 24 % are moderate. Nobody is disagreed here.

Interpretation: Employees think that the system helps the organization for overall improvement. Though some people are moderate but nobody shows any negative attitude.

Reason: Provides specific items to evaluate employee performance throughout the year.

6.6.5 The need for improving the system

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	16	8	16
Percentage (%)	0	0	46	8	46

Table 6.6.5 The need for improving the system

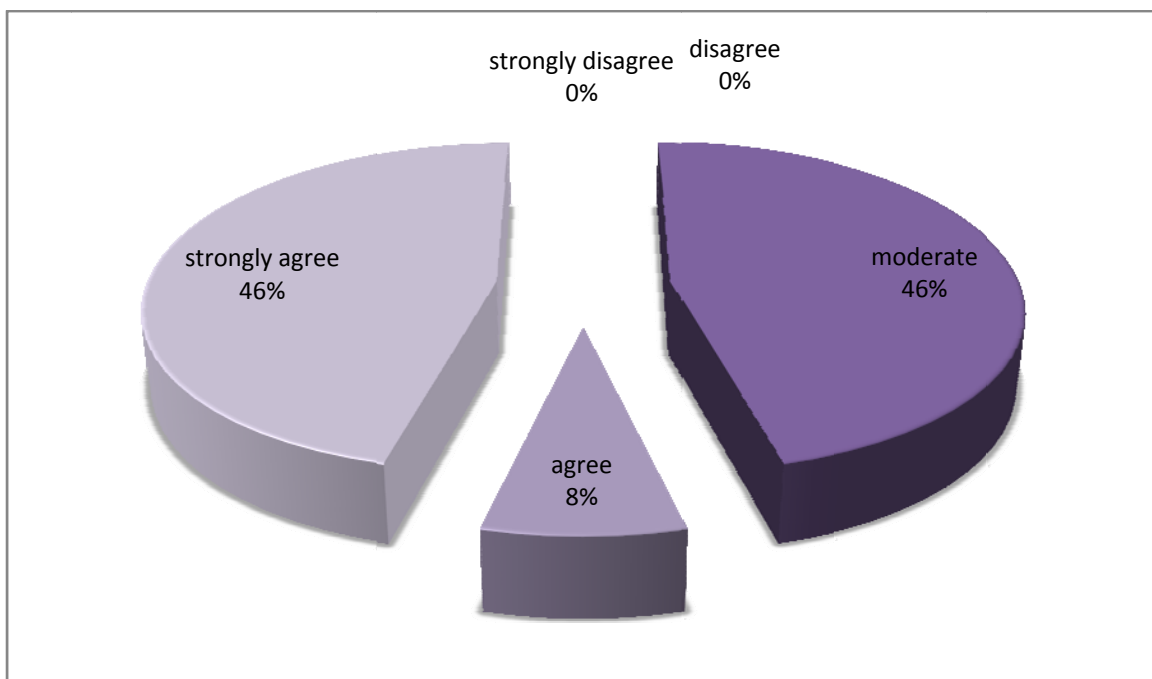


Figure 6.6.5 The need for improving the system

Analysis: 46% respondents are strongly agreed as well as moderate with the statement. 8% are agreed where nobody is disagreed.

Interpretation: People strongly think that the current system needs improvement. They show their positive and rational attitude here.

Reason: The performance management system shows the ways to accommodate all the business divisions to fulfill the company's major objectives. Constant improvement is needed.

6.6.6 Including other method along with Goal setting and 360 degree

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	18	9	13
Percentage (%)	0	0	45	22	33

Table 6.6 Including other method along with Goal setting and 360 degree

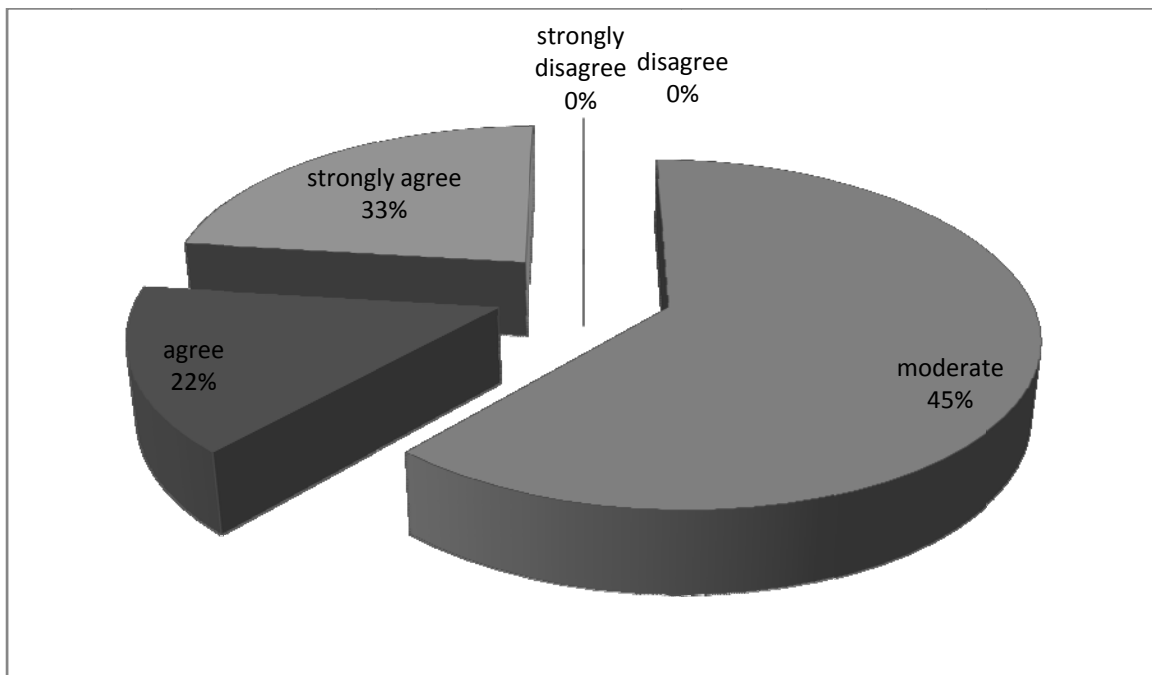


Figure 6.6.6 Including other method along with Goal setting and 360 degree

Analysis: In case of this statement people are either positive or moderate but nobody is disagreed.

Interpretation: Employees' positive and moderate attitude reflects that some other method can be included in the performance management system along with Goal setting and 360 degree.

Reason: To protect its corporate values.

6.6.7 Positive influence of the system on Bangla CAT's goals

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	5	19	16	0
Percentage (%)	0	13	48	39	0

Table 6.6.7 Positive influence of the system on BanglaCAT's goals

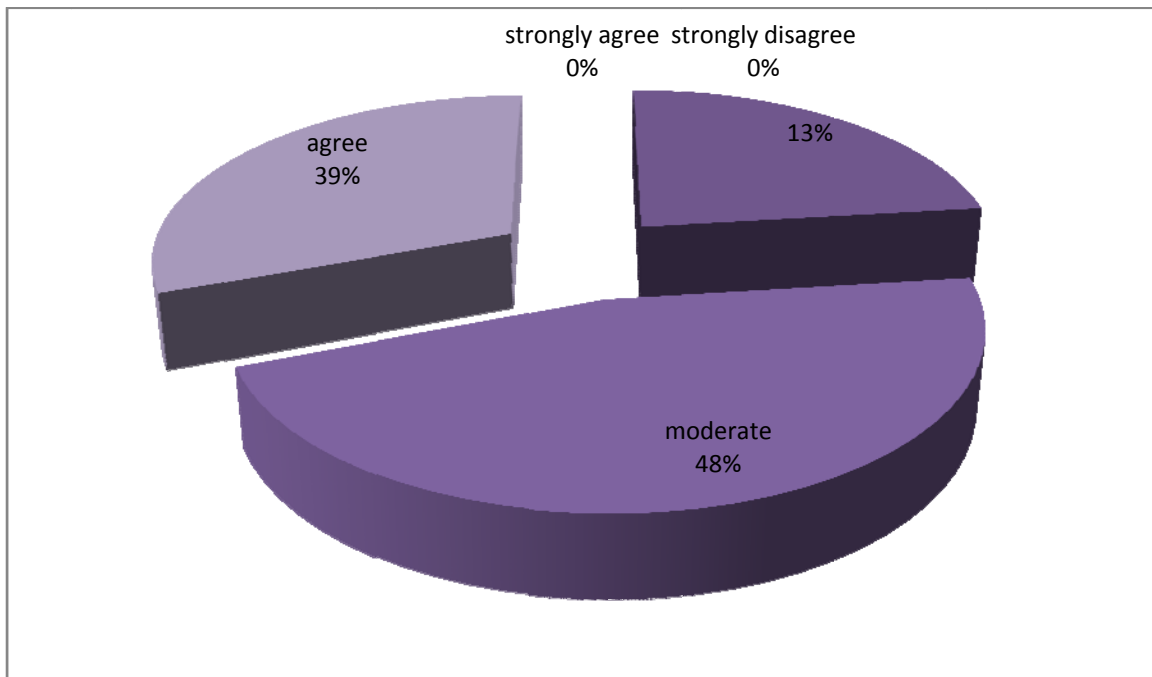


Figure 6.6.7 Positive influence of the system on BanglaCAT's goals

Analysis: In this statement nobody is strongly agreed or strongly disagreed. One third is agreed. Almost 50% are moderate and 13% of the respondents are disagreed.

Interpretation: As the moderate portion is higher it indicates that people partially think that the system does not influence the organizational goals positively. Some people fully directly show this attitude. But One third people can see a positive influence of the system.

Reason: It encourages employees to achieve higher performance levels.

6.6.8 Sufficiency of the system to evaluate the employees

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	6	15	15	4
Percentage (%)	0	15	39	38	10

Table 6.6.8 Sufficiency of the system to evaluate the employees

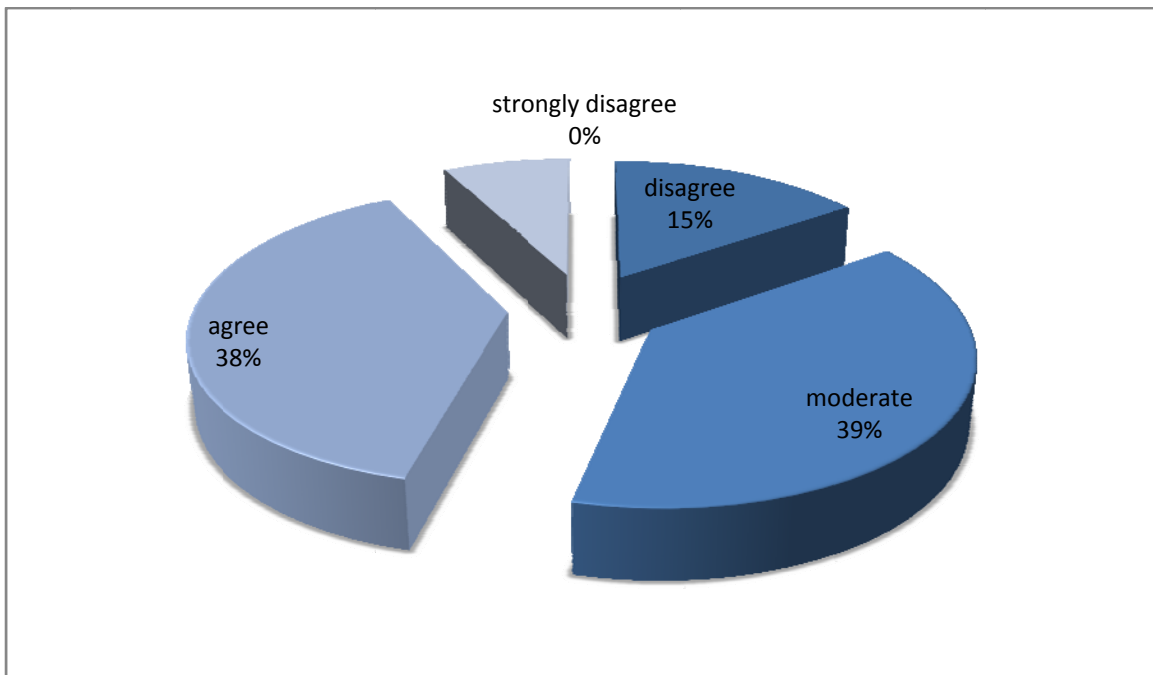


Figure 6.6.8 Sufficiency of the system to evaluate the employees

Analysis: almost 48% respondents are positive here where 39% people are moderate. Only 15% people show negative attitude.

Interpretation: most of the people think that the current system is sufficient to evaluate the employees. Though some people do not think so but a large number of respondents are moderate.

Reason: As a part of the self-appraisal, employees are obliged to indicate their training and development needs.

6.6.9 Helpful to change the employee attitude and behavior that is supportive for organization

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	8	16	16	0
Percentage (%)	0	20	80	80	0

Table 6.6.9 Helpful to change the employee attitude and behavior that is supportive for organization

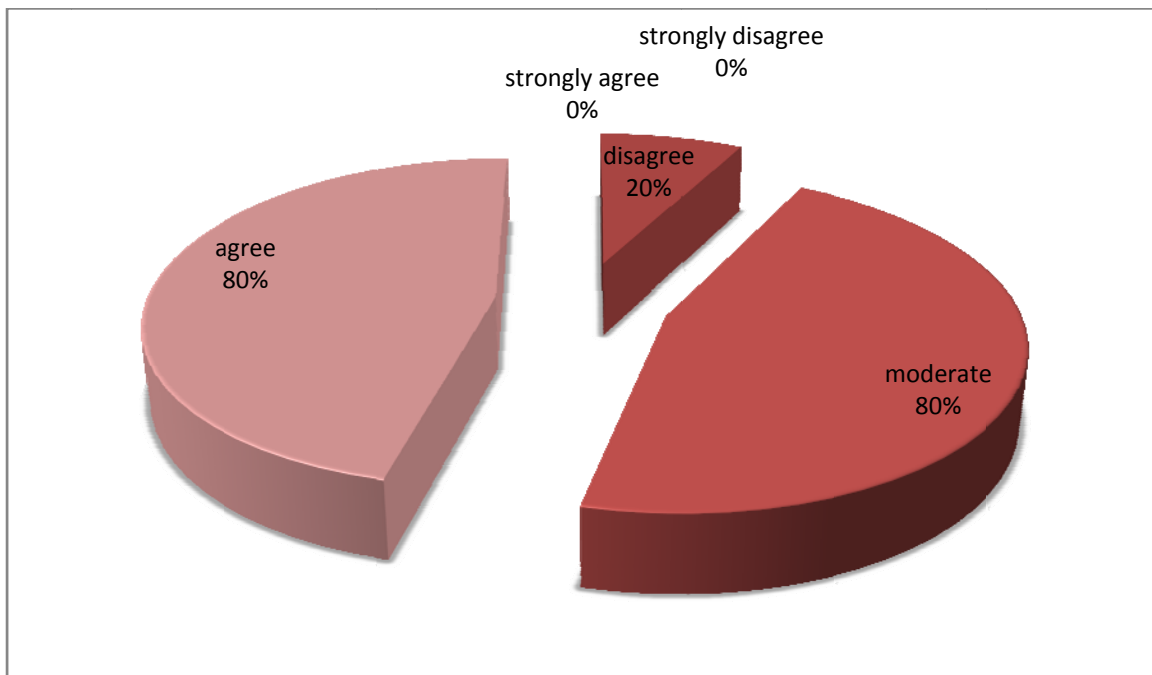


Table 6.6.9 Helpful to change the employee attitude and behavior that is supportive for organization

Analysis: Here 86% people are agreed and other 80% people are moderate. On the other hand nobody is strongly agreed or strong disagreed with the statement but 20% are disagreed.

Interpretation: Respondents' attitude reflects that the system is helpful to change the employee attitude and behavior that is supportive for the company.

Reason: To increase their job efficiency and value to the company.

6.6.10 Helpful for employees to create a better career path

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	3	16	14	7
Percentage (%)	0	7	40	35	18

Table 6.6.10 Helpful for employees to create a better career path

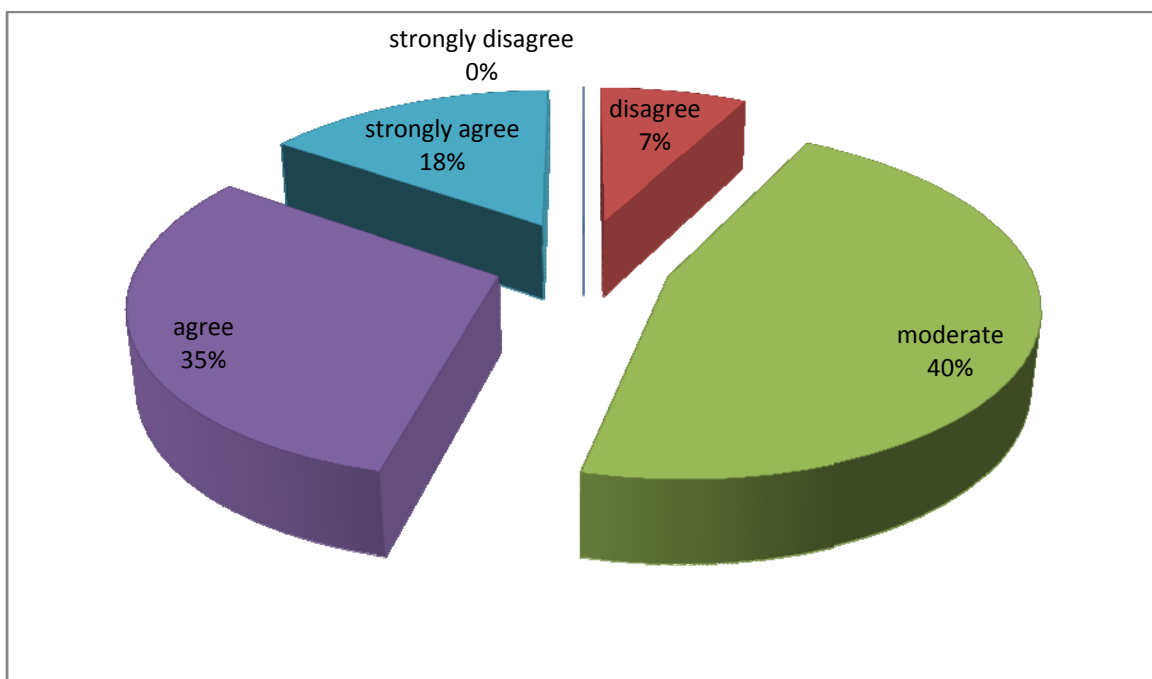


Figure 6.6.10 Helpful for employees to create a better career path

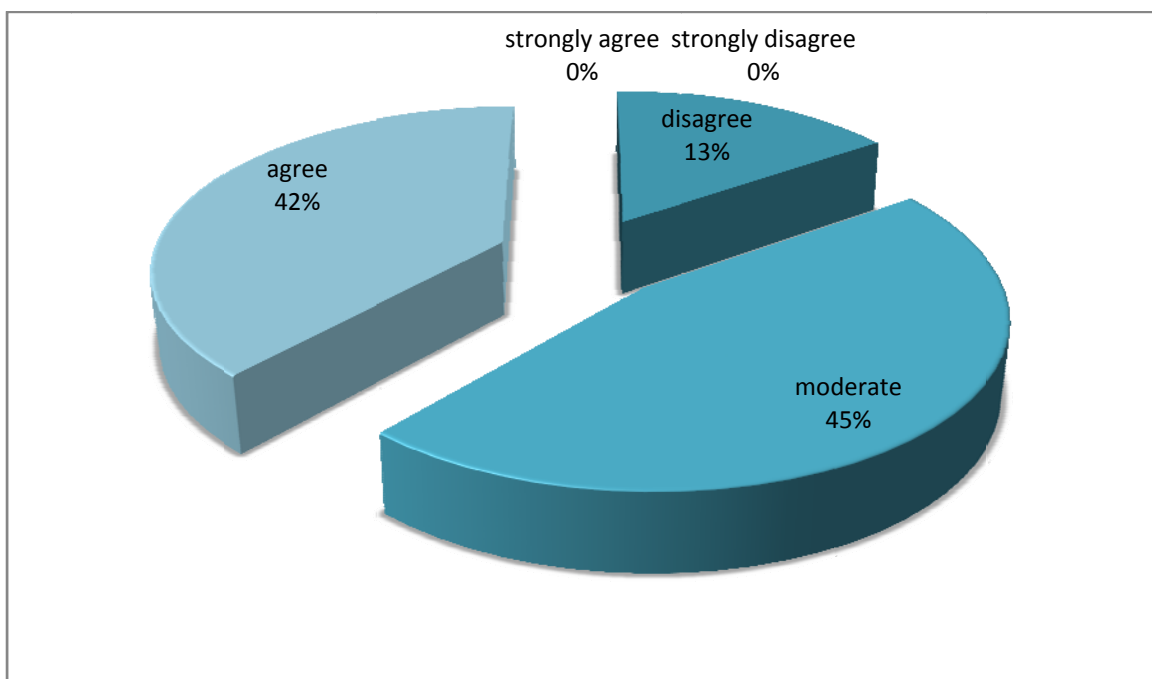
Analysis: Here 18% people are strongly agreed and 35% people are agreed. 40% people are moderate where the rest are disagreed.

Interpretation: Though a big portion people think that the system is helpful to create better career path for the organization almost half of the respondents show moderate attitude which indicates that people are not fully agreed of this matter.

Reason: An employee's performance is evaluated on actual results achieved against the performance plans.

6.6.11 Taking proper actions after the evaluation results are at hand

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	5	18	17	0
Percentage (%)	0	13	45	42	0

Table 6.6.11 Taking proper actions after the evaluation results are at hand**Table 6.6.11 Taking proper actions after the evaluation results are at hand**

Analysis: 45 % people are moderate here. 42% people are agreed on the other hand 13% people are disagreed.

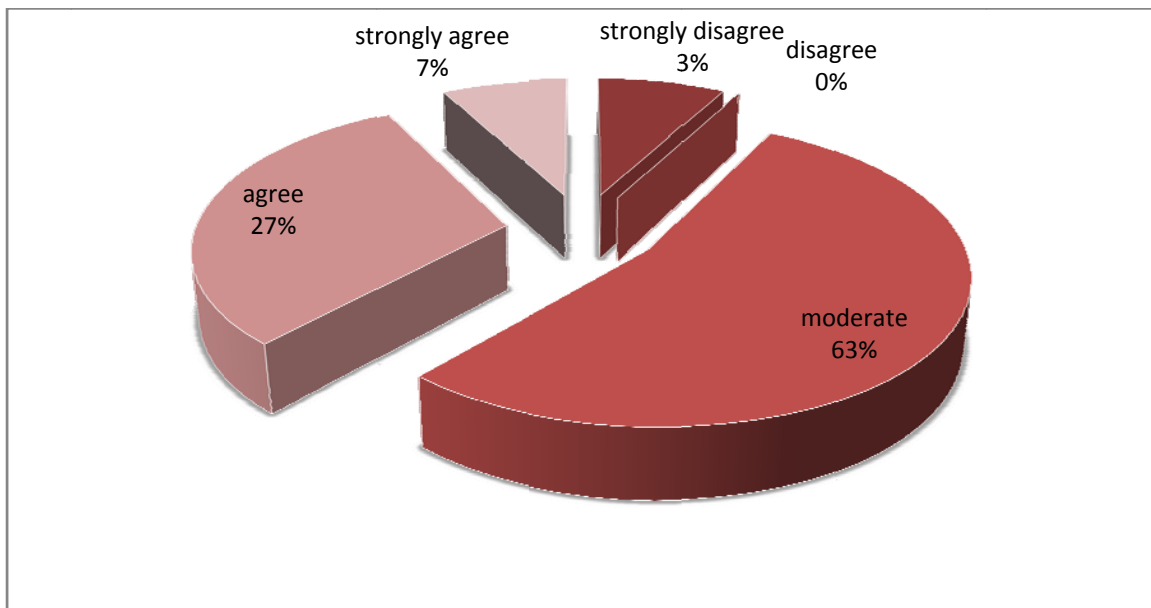
Interpretation: Though a large number of people think that proper steps are taken after the evaluation but most of the people partially support this statement.

Reason: As it shows improvement & space for it.

6.6.12 Sufficiency of the content of Goal setting and 360 degree to judge the employees

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	1	0	25	11	3
Percentage (%)	3	0	63	27	7

6.6.12 Sufficiency of the content of Goal setting and 360 degree to judge the employees



6.6.12 Sufficiency of the content of Goal setting and 360 degree to judge the employees

Analysis: More than 60% people are moderate. 27% people are agreed and the rest are strongly agreed and strongly disagreed.

Interpretation: most of the people are moderate about the matter that indicates that people partially think that the contents are sufficient for judging the employees' efficiency. But a large number of people are positive with this matter.

Reason: The Company provides eligible employees with internal and external opportunities to acquire the skills and competence needed to pursue the career in a right way.

6.6.13 The system strengthen the psychological contract of the employer and employee

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	7	18	15	0
Percentage (%)	0	18	45	37	0

Table 6.6.13 The system strengthen the psychological contract of the employer and employee

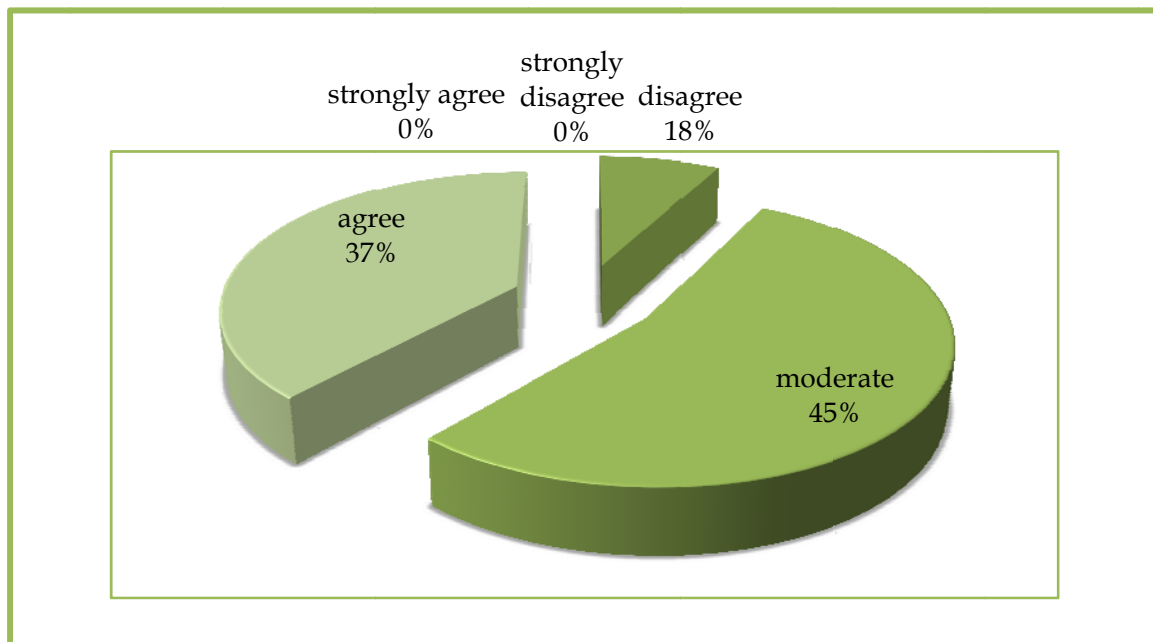


Figure 6.6.13 The system strengthen the psychological contract of the employer and employee

Analysis: again more than 40% people are moderate. 37% people are agreed and 18% people are disagreed.

Interpretation: most of the people partially think that the system strengthen the psychological contract of the employer and employee. A large number of people are positive, only a few people oppose this matter.

Reason: It guides the company to identify the related factors and influences for HR planning both employer & employee.

6.6.14 The system facilitates to increase employee involvement and commitment

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	15	15	10
Percentage (%)	0	0	38	38	24

Table 6.6.14 The system facilitates to increase employee involvement and commitment

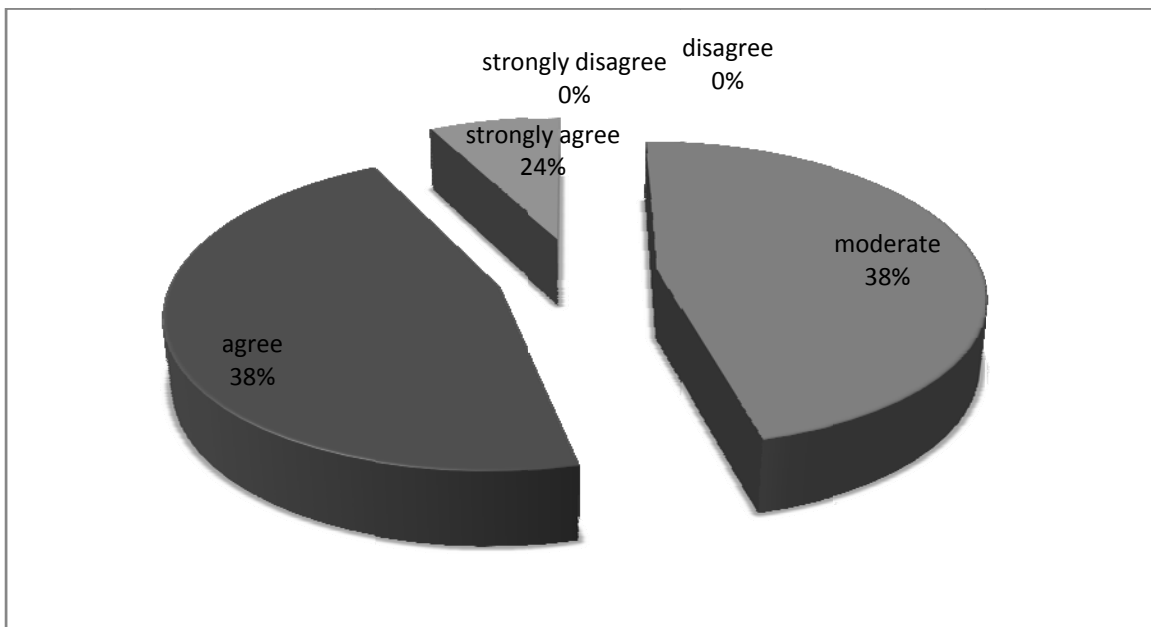


Figure 6.6.14 The system facilitates to increase employee involvement and commitment

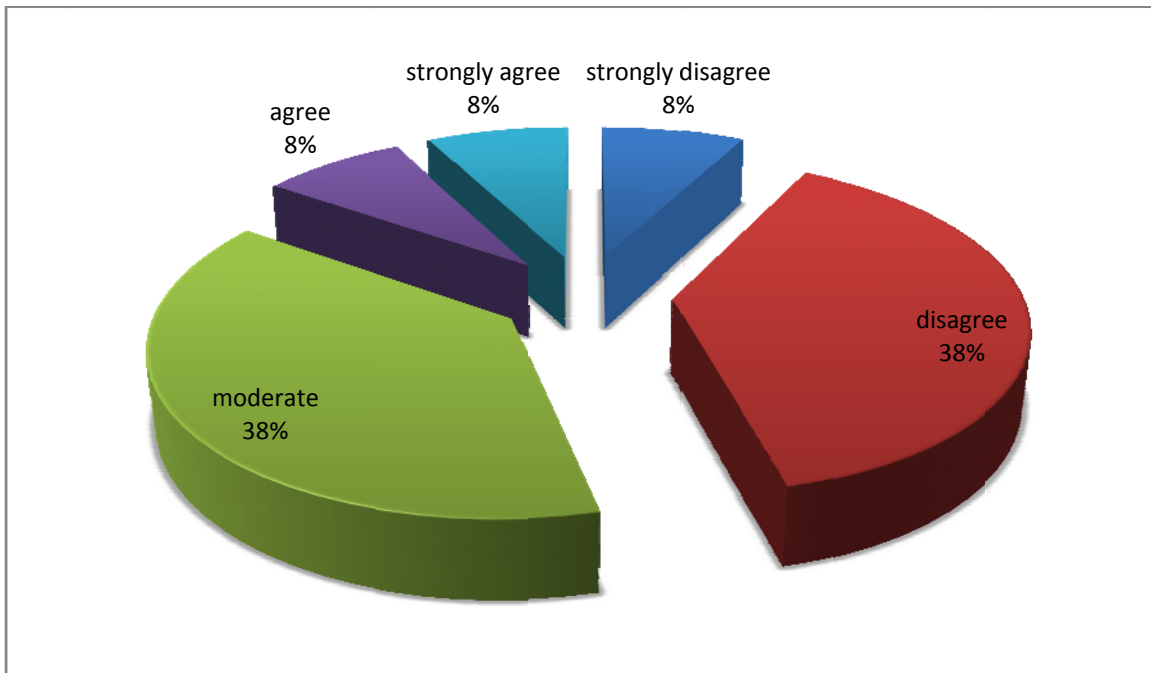
Analysis: 38% respondents are agreed and 38% people are moderate here. Only 24% people are strongly agreed.

Interpretation: most of the people think that the system facilitates to increase employee involvement and commitment. The large number of people is partially agreed with the matter.

Reason: It helps to define the sectors effectively in which training and development is required.

6.6.15 Employees provide fair opinion while evaluating each other

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	3	15	16	3	3
Percentage (%)	8	38	38	8	8

Table 6.6.15 Employees provide fair opinion while evaluating each other**Figure 6.6.15 Employees provide fair opinion while evaluating each other**

Analysis: 38% people are moderate and another 38% people are disagreed here. Only 16% people are agreed where 8 people are strongly disagreed.

Interpretation: The employees do not think that while evaluating each other the employees are fair and unbiased. Only a few people are positive.

Reason: The overall system is designed and processed in a way so that it can be helpful to individual, to the team and to the organization in a fair way.

6.6.16 The system influences the promotional and salary related aspects

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	11	11	16	2
Percentage (%)	0	28	28	39	5

Table 6.6.16 The system influences the promotional and salary related aspects

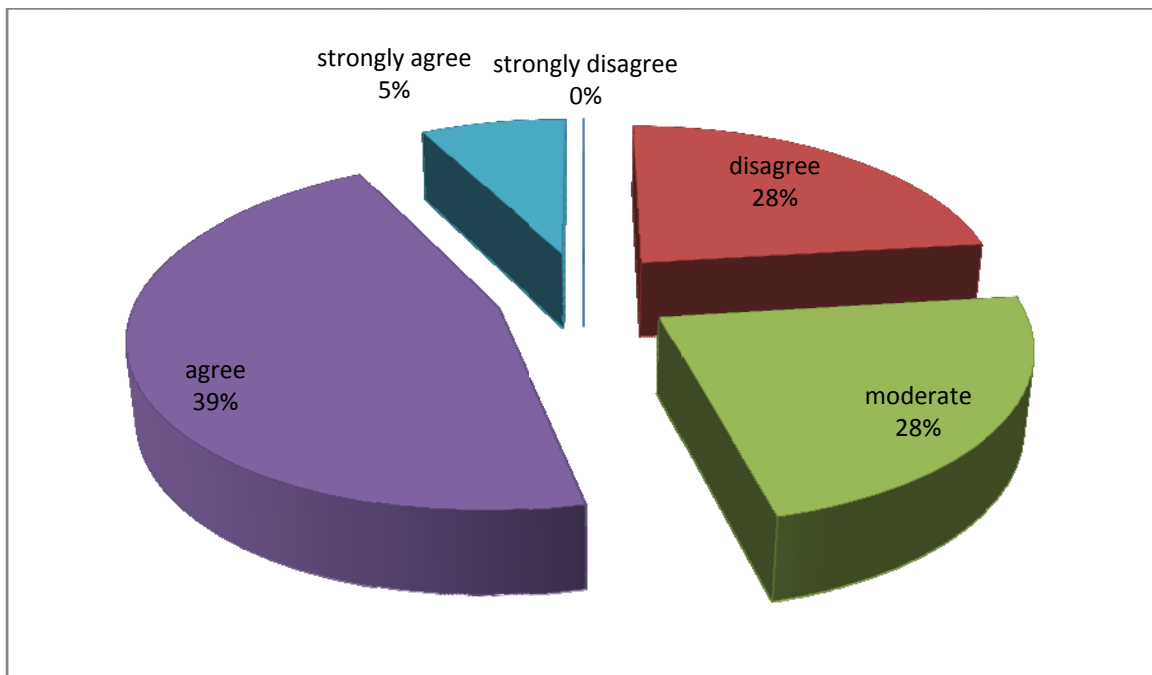


Figure 6.6.16 The system influences the promotional and salary related aspects

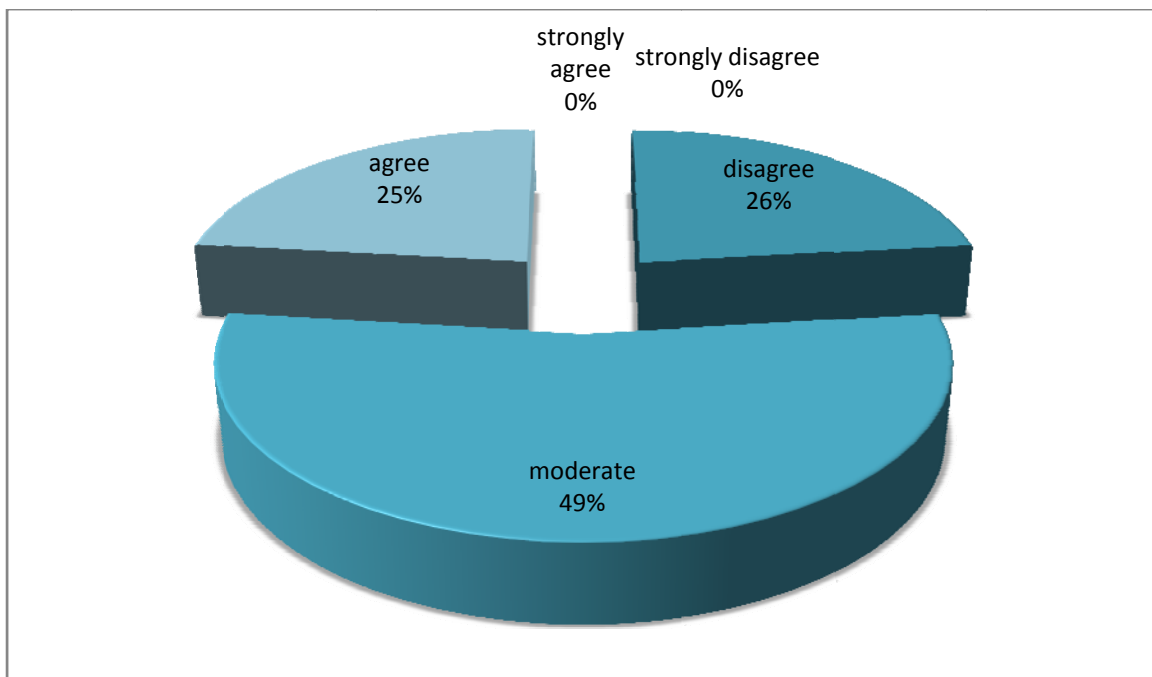
Analysis: 39% people are agreed. 28% are moderate. Another 28% are disagreed and 5% people are strongly agreed.

Interpretation: Most of the people think the system influences the promotional and salary related aspects. A few people do not think so.

Reason: After the appraisals results salary increases by their grading.

6.6.17 The current system is a SWOT analysis of the employees

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	12	17	11	0
Percentage (%)	0	26	49	25	0

Table 6.6.17 The current system is a SWOT analysis of the employees**Figure 6.6.17 The current system is a SWOT analysis of the employees**

Analysis: 49% people are moderate about the statement. 25% are agreed and 26% are disagreed.

Interpretation: Here most of the people think moderately. A few people think that the current system is a SWOT analysis of the employees. A big amount of people does not think so.

Reason: Because it shows strengths, weakness, opportunities & threats as well.

6.6.18 Feedbacks from the employees are analyzed carefully to remove the possibility of misjudgment

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	5	15	14	6
Percentage (%)	0	13	38	35	14

Table 6.6.18 Feedbacks from the employees are analyzed carefully to remove the possibility of misjudgment

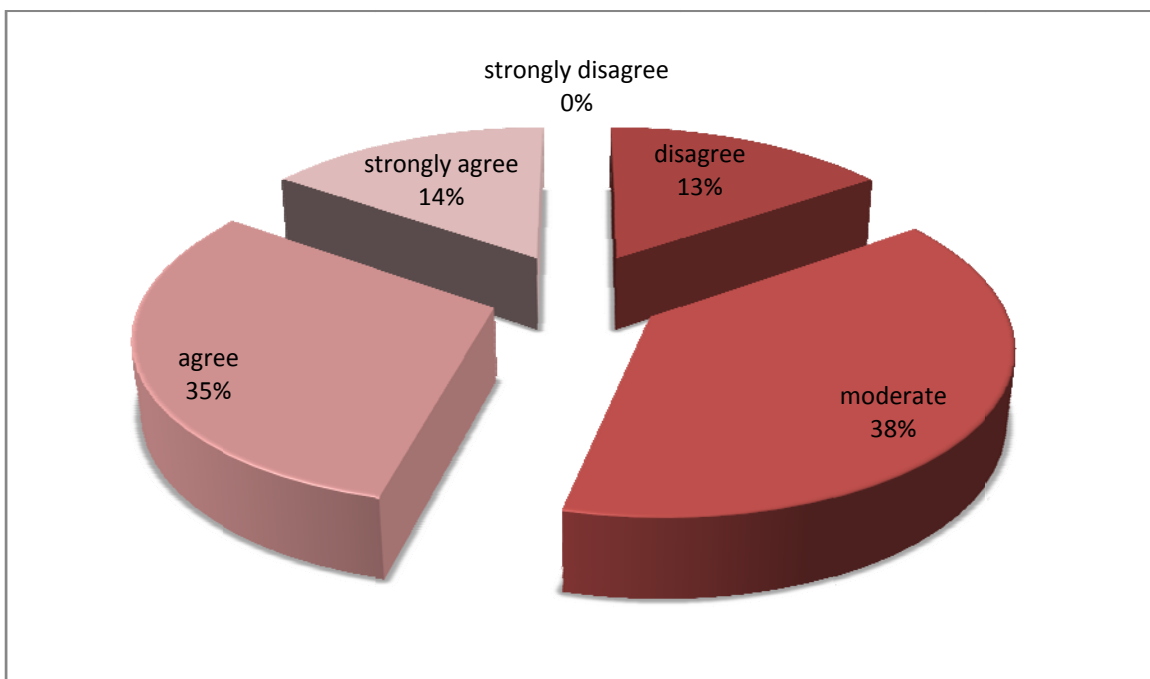


Figure 6.18 Feedbacks from the employees are analyzed carefully to remove the possibility of misjudgment

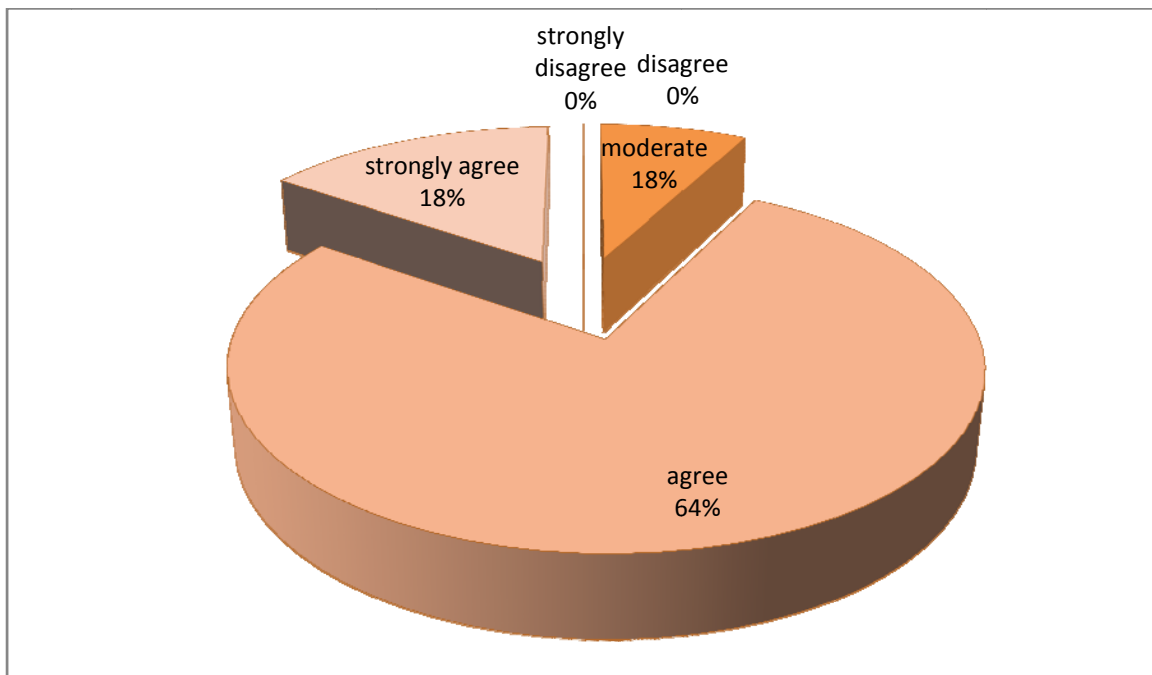
Analysis: 31% people are agreed. 39% people are moderate. 15% people are strongly agreed and another 15% are disagreed.

Interpretation: most of the people think that the feedbacks from the employees are analyzed carefully to remove the possibility misjudgment. A large number of people agreed with this partially. A few people do not think so.

Reason: It assists the company to promote their employees to the level they deserve & remove the possibilities of misjudgments.

6.6.19 Helpful for the organization to think about its succession planning

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	7	26	7
Percentage (%)	0	0	18	64	18

Table 6.6.19 Helpful for the organization to think about its succession planning**Figure 6.6.19 Helpful for the organization to think about its succession planning**

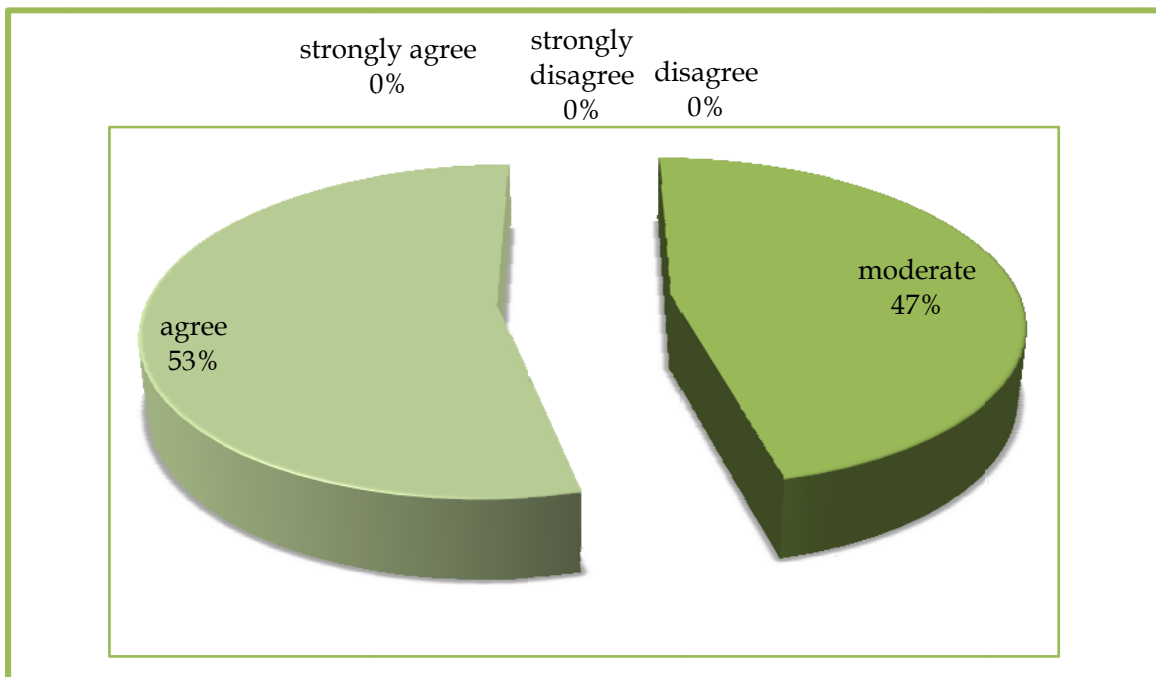
Analysis: 64% people are agreed with this statement. 18% are moderate and another 18 % are strongly agreed.

Interpretation: Nobody thinks that the system is not helpful for the organization to think about its succession planning. Only few people are moderate.

Reason: As the process is completed the company starts thinking to plan the employees' career path.

6.6.20 The current system is cooperative for change management

Grading	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
No of Respondent	0	0	19	21	0
Percentage (%)	0	0	47	53	0

Table 6.6.20 The current system is cooperative for change management**Figure 6.6.20 The current system is cooperative for change management**

Analysis: 53% people are agreed and the rest are moderate about this statement.

Interpretation: most of the people think that the current system is cooperative for change management. The rest of the people partially support this matter.

Reason: As It allows the individual to decide own priorities.

6.6.21 The employees' rating of the current performance management system and its influence to the organization

Grading	Very Poor	Poor	Moderate	Good	Very Good
No of Respondent	0	4	17	19	0
Percentage (%)	0	10	43	47	0

Table 6.6.21 The employees' rating of the current performance management system and its influence to the organization

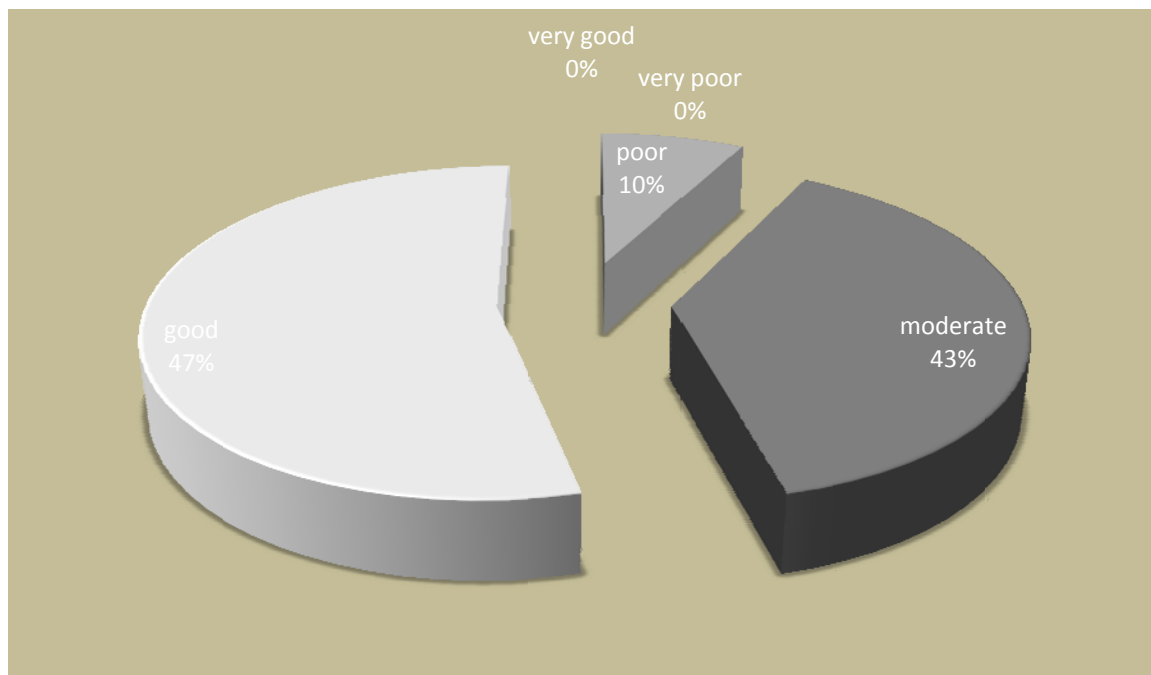


Figure 6.6.21 The employees' rating of the current performance management system and its influence to the organization

Analysis: 47% people are positive here. 43% are moderate and the rest are negative about the statement.

Interpretation: More than half of the people said that the current performance management system and its influence to the organization are good. A large number of people are moderate. Only a little portion is not satisfied with the system.

Reason: It aligns employees' roles to the organization's business and strategic plan. So it has a positive impact.



6.7 Results & Discussion

Summary of Findings

BanglaCAT is the largest Caterpillar distributor in Bangladesh that uses 360 degree feedback and Goal setting theory to evaluate its employees. After the survey over the performance management system of **BanglaCAT** I found that the employees are positive with the current system. But a number of employees have a neutral view. On the other hand nobody said that the system is very good for the organization. So these views can raise questions that whether the system is proper or not for the employees. The system is useful for the organization. It provides a way to judge the employees properly. It works as a guideline to improve the employee performance because after the evaluation results, company identifies the training need for the employees. In case of the fairness of the system employee have a confused view. More than half of the people are moderate and a large number is dissatisfied. It indicates that the system may have some problem with its fairness. It is also identified that the employees are not fair enough to evaluate each other. So there must be some problem. But the feedbacks from the employees are analyzed carefully so that the possibility of misjudgments can be removed. As the system identifies the training needs, the employees think that the system is helpful for the organizational as well as individual improvement. Though the system is good the employees agreed mostly that the system can be improved more. Some other method can be used or the contents of the 360 degree and Goal setting can be improved. They think that the improvement will be more effective for the organization. The system has a positive influence on the company's overall goals and objectives. As it is related with the organizational and individual improvement so it persuades the organizational goals. It also assists the company to think about its succession planning. The current system is a helpful process to maintain the employee attitude and behavior that is supportive for the organization. It increases the involvement and commitment of the employees. It helps to create a better career path for the employees because it identifies the need for recognition. The current system is helpful to make stronger the psychological contract of the employee and employer. The system is cooperative for the organization's overall change management.

Recommendations

First of all, the company should have a proper job description for the employees. Job description has a huge impact on the effectiveness of a performance management system. So **BanglaCAT** should have the job description for the employees that will help to establish performance standards and expectations effectively.

Currently the performance management process of **BanglaCAT** is completed manually that takes a lot of time and money. It can be completed through the Intranet of **BanglaCAT** that will save time and cost.

As the analysis shows that employees have confusion about the fairness of the system it should be revised and reviewed so that the employees have no uncertainty about the process.

Sometimes the employees do not rate the other employees fairly or properly. Sometimes they do not complete the evaluation seriously. So the system should be scrutinized well so that the employees rate each other properly. As a result possibility of misjudgments can be removed easily.

During the survey it is found that the employees are really concerned about the performance management system of **BanglaCAT**. If the authority of the performance management of **BanglaCAT** listen and ask for the employees' opinion continuously and understand their point of view the system can be a great example for corporate practice. Because working together is better than being at odds.

Instead of only judging the performance of the employees, the performance management system should search for more ways to make that contribution as valuable as possible by increasing the involvement and commitment of the employees, providing more monetary and non-monetary recognition, empowering their responsibilities etc.

Now a day the competition is beyond the limit. Competitors are always ready for setting up and taking notice. So implementing some changes in the system may create a positive influence to the organization. Performance management process is not an annual event. The system will be more effective if it provides the feedbacks to employees throughout the year.



Chapter 7.0

Ending of the Report

Conclusion

The best practice begins with respect for one another and ends with excellence in performance. It is the responsibility of every supervisor to maintain a continuous communication with their employees. These conversations should provide clear and honest role expectations and feedback and should help identify improvement, development, and career issues. Each employee has a responsibility to participate fully in these conversations but it needs to be ensured that the employees have their job descriptions and they understand their role responsibilities and expectations, and communicate any obstacles or training needed in order to perform their role at an optimum level.

It is no secret that companies with effective performance management systems are able to recruit and retain higher quality employees, experience increased shareholder value and consistently have better financial results than organizations that do not have constructive programs. **BanglaCAT** is one of those companies that have a constructive and structured way of appraising the employee contribution. Though it needs to be improved more but still the system is very beneficial for the organization and the authority is trying continuously to make it more effective and constructive.

BanglaCAT is an organization of continuous learning and improvement. It tries to develop its quality every time. So there is no difference in the performance management system. The company is constantly trying to make the system more productive and useful for the employees as well as the organization. If the system is on development endlessly then it will be a major success criterion for **BanglaCAT**.



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Appendix



Dear Sir/Madam,

I am a BBA student of BRAC University (BU) and currently doing my Internship at **Bangla CAT**. I would be pleased if you kindly give a few minutes to fill up this questionnaire. The information provide by you will be used for my Internship report on “**Performance Management System of BanglaCAT**” All findings, keeping in line with law and ethics, are confidential.

Thank you.

<i>Sl</i>	Questions	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
1.	Do you think the Performance appraisal system of BanglaCAT is useful for the organization?					
2	Do you agree that the system provides a way to judge the employees properly?					
3	Do you think that the system is fair to all and unbiased?					
4	Do you think that the system provides a guideline for organizational as well as individual improvement?					
5	Do you think that the system needs to improve?					
6	Do you think that some other method should be included along with Goal setting and 360 degree?					
7	Do you agree that the system influences the overall goal of BanglaCAT positively?					
8	Do you agree that the current system is sufficient for evaluating the employee?					
9	Do you think that the system helps to change the employee attitude and behavior that is supportive for the organization?					
10	Do you think that the system is helpful for employees to create a better career path?					

<i>Sl</i>	Questions	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
11	Do you think that proper steps or actions are taken after the evaluation results are at hands?					
12	The contents of the Goal setting and 360 degree are sufficient or not for judging the employee efficiency?					
13	Do you think that the system strengthen the psychological contract of the employee and employer of BanglaCAT?					
14	Do you think that the system facilitates to increase employee involvement and commitment?					
15	While evaluating each other do you think that the employees provide fair and unbiased opinion?					
16	Do you think that the system influences the promotional and salary related aspects?					
17	Do you think that the current system is a SWOT analysis of the employees?					
18	Do you think that feedback from the employees is analyzed carefully so that the possibility of misjudgment is removed?					
19	Do you think that the system helps the organization to think about its succession planning?					
20	Do you think that the current system is Cooperative for change management?					

■ Where will you rank the current performance management system and its influence to the organization?

Very poor	Poor	Moderate	Good	Very good

Thank you for giving your valuable time & providing your views

Bangla



ANNUAL PERFORMANCE FEEDBACK 2011

360 DEGREE PERFORMANCE EVALUATION

Name: Md. Amzad Hossain
Position: Manager
Rating Period: January 01, 2011 to December 31, 2011

Reports To: A.K.M. Zaidul Islam
Length of Service: 7.2 years
Department: Warranty ID No. 65

INSTRUCTIONS FOR COMPLETING THE ROLE APPLICATION PERFORMANCE EVALUATION & DEVELOPMENT FORM

Content:

Part I: Value Based Appraisal

The Value Based Appraisal evaluates a manager or supervisor's performance in fulfilling the expectations with respect to the Seven Corporate Values of Bangla Trac Ltd. The matrix is used to evaluate the behavior within each value (Customer Service first, Integrity, Teamwork, Innovation, Leadership through Excellence, Ownership Mentality, Quality)

Part II: Competency Based Appraisal

The Competency Based Appraisal evaluates a person's performance regarding job related competencies like Judgment, Result Orientation, Client Orientation, Teamwork, Motivating and Developing Teams, Impact and Influence, Technical Knowledge.

Some Tips for Evaluators:

When you are evaluating as a Supervisor or Manager:

Evaluations by superiors are the most traditional source of employee feedback. Superiors should be able to observe and measure all facets of the work to make a fair evaluation. In some work situations, the supervisor or rating official is not in the same location or is supervising very large numbers of employees and does not have detailed knowledge of each employee's performance. So, when you are evaluating as a Supervisor, please consider this facts.

When You are evaluating as a Peer:

Peer evaluations are almost always appropriate for developmental purposes, but attempting to emphasize them for pay, promotion, or job retention purposes (i.e., the rating of record) may not be prudent. It is essential that the peer evaluators be very familiar with the team member's tasks and responsibilities. In cross-functional teams, this knowledge requirement may be a problem. In these situations, the greatest contribution the peers can make pertains to the behaviors and effort (input) the employee invests in the team process.

When you are evaluating as a Subordinate:

Subordinate feedback is most beneficial when used for developmental purposes. Precautions should be taken to ensure that subordinates are appraising elements of which they have knowledge.

When you are evaluating yourself:

The self-ratings tend to be consistently higher. This discrepancy can lead to defensiveness and alienation if supervisors do not use good feedback skills. Sometimes self-ratings can be lower than others'. In such situations, employees tend to be self-demeaning and may feel intimidated and "put on the spot."

When you are evaluating the Customer Orientation Part:

Internal customers are defined as users of products or services supplied by another employee or group within the organization. External customers are outside the organization and include, but are not limited to the general public.

Rating Scale:

Exceptionally Good: Refers to truly outstanding performance; should be someone you regard as a role model in the area rated.

Very Good: Refers to significant performance ability; only very strong performers should receive this rating.

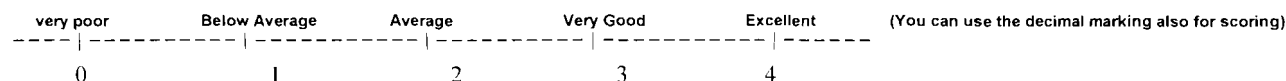
Average: Refers to solid performance with a good skills base; most people fall into this category.

Below Average: Refers to performance and skills that are adequate in some respects but not fully up to standard; some corrective action is needed.

Poor: Refers to performance that fails to measure up to standard and must be improved through corrective action steps.

Unable to Judge/ Not Applicable: If the nature or extent of your interaction does not enable you to provide feedback in a particular performance category for a particular individual, select the "Unable to Judge/NA" rating.

Performance Scale:



PART I: OUR CORPORATE VALUE SPECIFIC APPRAISAL: (Rate how this person reflects our corporate values in his work performance)

Score
Customer Service First (সর্বপ্রথম গ্রাহক সেবা): Puts serving Customers as the First priority in every situation. (সকল ক্ষেত্রে গ্রাহক সেবাকে সর্বোচ্চ অগ্রাধিকার দেয়া।)
Integrity (সততা): Is uncompromisingly honest, trustworthy and professional in all his dealings, internally and externally. (সকল আভ্যন্তরীণ ও বাহ্যিক লেন-দেনে সৎ, বিশ্বস্ত এবং পেশাদার থাকা।)
Quality (গুণগত মান/কোয়ালিটি): Ensures Quality in everything he does. (সকল কাজে গুণগত মান বজায় রাখা।)
Ownership Mentality (মালিকানা মনোবৃত্তি): Deals with every task with a feeling of long-term ownership. (সকল কাজ দীর্ঘ মেয়াদী সত্তার অনুভূতি নিয়ে করা।)
Teamwork (দলগত প্রচেষ্টা): Works with all stakeholders as a Team to secure the organization's future. (প্রতিষ্ঠানের ভবিষ্যৎ নিশ্চিত করণে সকল গ্রাহকদের সাথে সম্মিলিত ভাবে কাজ করা।)
Leadership through Excellence (প্রায়শের মাধ্যমে নেতৃত্ব): Maintains leadership in every scope of work through continuous excellence in everything he does. (সকল কাজে ধারাবাহিক সাফল্যের মাধ্যমে কর্মস্থানে আমাদের নেতৃত্ব বজায় রাখা।)
Innovation (উদ্ভাবন/সৃষ্টিশীল): Encourages Innovation, continuous improvement and learning throughout the organization. (সমগ্র প্রতিষ্ঠান ব্যাপী সৃষ্টিশীলতা/সুজনশীলতা, ক্রমাগত উন্নয়ন এবং শিক্ষাকে উৎসাহিত/অনুপ্রাণিত করা।)

Performance Scale

very poor

Below Average

Average

Very Good

Excellent

(You can use the decimal marking also for scoring)

0

1

2

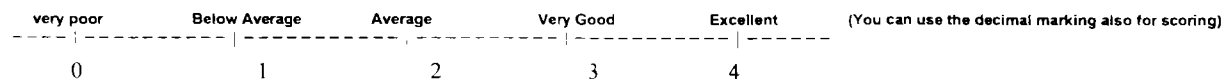
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PART II: JOB COMPETENCY BASED APPRAISAL

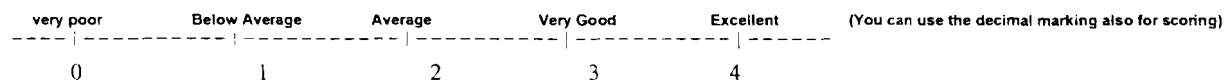
Judgment/ বিচার বিবেচনা	Score
1. Draws upon knowledge and experience to help find solutions for clients/stakeholders(ক্লায়েন্টের সমস্যা সমাধানের জন্য জ্ঞান ও অভিজ্ঞতা কাছে লাগায়):	
2. Adopts an inquisitive, open-minded approach to situations and decision-making (অনুসন্ধিৎসু ও খোলা মন নিয়ে অবস্থা পর্যবেক্ষণ করে এবং সিদ্ধান্ত নেয়)	
3. Keeps sight of the big picture and is able to recognize key issues (সব বিষয় পর্যবেক্ষণ করে ও এর ভিতর থেকে মূল জরুরী বিষয়গুলো খুঁজে নিতে পারে):	
4. Adjusts priorities as needed based on the type of customer/ business/ works (কাস্টমার/ব্যবসা/কাজের ধরনের দিক বিবেচনায় রেখে কোনটা প্রধান্য দেয়া দরকার তা নির্ধারন করে):	
5. Assesses the impact of a sale/work (কোন কাজ/বিক্রয়ের পরবর্তীতে ফলাফল কি হতে পারে তা বিবেচনায় রাখে):	
6. Raises problems or issues to managers with appropriate urgency to help resolution (কোন সমস্যা সমাধানের জন্য তা যথাযথ গুরুত্ব সহকারে ম্যানেজারের কাছে উপস্থাপন করে):	
7. Raises problems or issues to clients/concerned persons with appropriate urgency to help resolution (কোন সমস্যা সমাধানের জন্য তা যথাযথ গুরুত্ব সহকারে ক্লায়েন্ট/যথাযথ ব্যক্তির কাছে উপস্থাপন করে):	
Results Orientation/ ফলাফল বিবেচনা	Score
1. Is flexible and responds quickly to requirements of a new task or role (কোন কাজ/দায়িত্ব সম্পন্ন করার জন্য দ্রুত ব্যবস্থা গ্রহন করে ও প্রয়োজনে নমনীয় হয়):	
2. Actively seeks out and asks others for feedback that will further own personal and professional development (আত্ম-উন্নয়ন ও পেশাদারীকৃত উন্নয়নের জন্য সব সময় অন্যের মতামত নেয়):	
3. Takes initiative and willing to assume additional responsibilities (স্ব-উদ্যোগে নিজ দায়িত্বের বাইরেও কাজ করতে চায়):	
4. Comes and leaves the office in time (সময় মতো অফিসে আসে ও যায়):	
5. Wears reasonably official dresses during working hours and keeps him/her presentable (অফিসের উপযোগী জামা কাপড় পরে ও নিজেেকে উপস্থাপনযোগ্য রাখে):	
Client Orientation (ক্লায়েন্ট ব্যবস্থাপনা/সম্পর্কিত)	Score
1. Is considerate of the client's culture and business context (ক্লায়েন্টের ব্যবসার ধরন ও তার সংগঠনের সংস্কৃতিকে বিবেচনায় রাখে):	
2. Takes into account client's needs and objectives when developing solutions (ক্লায়েন্টের জন্য প্রস্তাবনা তৈরী করার সময় তার লক্ষ্য ও উদ্দেশ্যকে বিবেচনায় রাখে):	

Performance Scale:



Teamwork/দলগত আচরণ	Score
1. Works with others to meet team goals (দলগত লক্ষ্য পূরণের জন্য সবার সাথে মিলেমিশে কাজ করে):	
2. Provides open and honest on-going feedback (যে কোন কাজে খোলা মনে সত্যিকারের চলমান অবস্থা উপস্থাপন করে):	
3. Encourages an open exchange of views, information and concerns (কোন তথ্য, মতামত বা বিষয় সম্পর্কে খোলা মনে সবার সাথে আলোচনা করে ও অন্যান্যদের এ সম্পর্কে মতামত দেয়ার জন্য উদ্বুদ্ধ করে):	
4. Draws all relevant and interested parties to agreement (কোন কাজে সংশ্লিষ্ট সবার মতামতকে গুরুত্ব দিয়ে একমত হয়ে কাজ করে):	
5. Praises the contributions achieved by team members (দলগত কোন কাজের সাফল্যে দলের সদস্যদের অবদানকে উৎসাহ ও স্বীকৃতি দেয়):	
Motivating and Developing the Team/দল গঠন ও উদ্বুদ্ধ করন	Score
1. Takes time to teach and develop others through ongoing guidance and constructive feedback (দলের অন্য সদস্যদের কাজ শেখানোর জন্য ও তাদের উন্নয়নের জন্য সময় ব্যয় করে):	
2. Involves people in decisions that affect them (কোন বিষয়ে সিদ্ধান্ত নেয়ার সময় তার সাথে সংশ্লিষ্ট সবার মতামত নেয়):	
Impact and Influence/নেতৃত্ব দানের ক্ষমতা	Score
1. Perceived as a credible leader (এক জন গ্রহণ যোগ্য নেতা হিসাবে মনে হওয়া):	
2. Demonstrates confidence and assertiveness in raising issues and concerns (কোন প্রস্তাবনা রাখার সময় আত্ম বিশ্বাস ও দৃঢ়তার পরিচয় দেয়):	
3. Effectively influences and persuades others through arguments, specific examples, and supporting details (কোন বিষয়ে আলোচনার সময় শক্ত যুক্তি-তর্ক, সুনির্দিষ্ট উদাহরণ ও সংশ্লিষ্ট কাগজ-পত্র সহযোগে নিজের সাথে একমত হওয়ায়):	
4. Builds agreement to obtain an appropriate and timely result (যথাযথ ও নির্দিষ্ট সময়ের মধ্যে সব কাজ শেষ করার জন্য ব্যবস্থা নেয়):	
5. Establishes his/herself as an expert and a "go to" person internally and for clients/stakeholders (অফিসের বাহিরে নিজে একজন দক্ষ ও সাধারণ মানুষ হিসাবে প্রমাণ করে):	
6. Networks actively to build trusting relationships within and outside of the firm (অফিসে ও অফিসের বাহিরে একটি নির্ভরযোগ্য বিশ্বাসযোগ্য সম্পর্ক গড়ে তোলে):	
Technical/Business / কারিগরী / ব্যবসায়িক	Score
1. Demonstrates understanding of the business/service and products traded/managed (যে ব্যবসা/সেবা / পণ্য নিয়ে সে কাজ করে তা সম্পর্কে সে খুব ভাল জানে ও অন্যকে তা বুঝাতে পারে):	
2. Demonstrates knowledge of the applicable CAT system applications (ক্যাট (CAT) ব্যবস্থাপনার ব্যবহারিক প্রয়োগ সম্পর্কে জ্ঞানের পরিচয় দেয়):	
3. Demonstrates knowledge of the applicable operational and system processes (ব্যবস্থাপনা পদ্ধতির ও কর্ম পদ্ধতির প্রয়োগিক ব্যাপারে জ্ঞানের পরিচয় দেয়)	

Performance Scale



Criteria Based Questions	Score
1. State the level of workload for the employee over the last year. (গত বছরে এই কর্মচারীর উপর কাজের চাপ কেমন ছিল?)	
2. Overall performance over the last year? (গত বছরে কর্মচারীর সর্বপোষি কাজের মান।)	
3. Compared to Other employees of his/ her qualification, work experience and caliber, how would you rate him or her? (একই যোগ্যতায় অন্য কর্মচারীর তুলনায় এই কর্মচারী সম্পর্কে আপনার মূল্যায়ন কি?)	

Do you have any general comments about this person and how he/ she can improve? (এই কর্মচারী কাজের মান বৃদ্ধির লক্ষ্যে আপনি মন্তব্য করুন।)

Signature:

Evaluator's
Name:

Date:

Performance Scale

very poor

Below Average

Average

Very Good

Excellent

(You can use the decimal marking also for scoring)

0

1

2

3

4



4, Mohakhali (Head office) of Bangla CAT



Picture of job fair at BRAC University



Picture of job fair at American International University



Mr . Nazim A. Haque CEO of **Bangla CAT**