

Report on  
Performance Management System of BRAC

By

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ID - 17104103

An internship report submitted to the BRAC Business School in partial fulfilment  
of the requirements for the degree of  
Bachelor of Business Administration

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

### **Student's Full Name & Signature:**

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Nabila Joairiah

Student ID: 17104103

### **Supervisor's Full Name & Signature:**

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**Zaheed Husein Mohammad Al- Din**

Senior Lecturer, BRAC Business

School BRAC University

## Letter of Transmittal

Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School, BRAC University

66 Mohakhali, Dhaka-1212

**Subject:** Submission of internship report on Business Model and Staff Performance Assessment of BRAC.

Dear Sir,

This is my pleasure to display my internship report on the topic 'Business Model and Staff Performance Assessment of BRAC' which I was appointed by your direction that was included of BUS 400. I am thankful for your guidance and instruction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Nabila Joairiah

17104103

BRAC Business School

BRAC University

Date: 23.02.22

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between BRAC and the undersigned student at BRAC University.

I realize in my internship journey I had access permission to the information of organization's various operations of business, data related information and written information. I want to clarify that I will not disclose any confidential data regarding company in my internship report which may have an adverse effect on the values and reputation of the company.

Organization Supervisor's Full Name & Signature:

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Rosy Sharif

Designation: Senior Manager, Human Resource

## **Acknowledgment**

I might want to accept this open door to thank everybody engaged with the development of the paper without whom, the task would have been impossible.

At the very beginning of this report, I would like to thank Almighty who helps me to reach this stage of my life. Next, my cordial gratitude goes to my supervisor for the course BUS400, Zaheed Husein Mohammad Al-Din sir, for providing me with the fundamental information and the support he has given me all through my course of action.

Following this, I would also like to thank my Internship Supervisor Rosy Sharif (Senior Manager, Human Resource) at BRAC, for her unimaginable contribution in making me acclimated to the processes of the department and the organization as a whole. I have received immense motivation in the three-month period. Finally, I would like to show my gratitude to the whole department of Human Resources at BRAC for being there whenever I need their support and guidelines.

## Executive Summary

The Performance Management System (PMS) is an organized strategy by which an organization includes its representatives as people as well as individuals of a group, with the essential objective of moving forward organizational adequacy whereas accomplishing the organization's mission and objectives. BRAC HRD includes a specialized area known as the 'Performance Management Unit' to recognize each employee's execution. The Performance Management Team works energetically to supply the most elevated administration with a total picture of representative execution. Its reason is to hurry the organization's advance. BRAC accepts that employees' capacity to perform well is subordinate to appropriate direction, quality, abilities, and competencies. The Execution Administration Group guarantees ceaseless enhancement of the structure by creating the capacity of bosses who assess representative execution, reexamining groups based on down to earth PMS necessities, encouraging and moving forward evaluation forms, actualizing choices with respect to grants and rewards, appreciation, and giving compelling input on each employee's execution.

I felt honored to share my skill with BRAC's Performance Management Unit since I had worked in such a prestigious organization. The primary area of this internship report centers on BRAC's history. The moment half is all approximately the specifics of BRAC's Execution Administration Framework. In this report, I have basically centered on BRAC's Performance Management Framework, how it is overseen, and how worker execution is measured. Taking after that, I found a few restrictions and escape clauses in PMS and endeavored to supply a few conceivable arrangements and recommendations to overcome those escape clauses. Since HR and PMS data are delicate and secret, all information was not made open.

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## Chapter 1: Overview of Internship

### 1.1 Student Information

Name – Nabila Joairiah

ID- 17104103

Program- Bachelor of Business Administration

Concentration: Major in Human Resource Management and Finance

### 1.2 Internship Information

#### 1.2.1 Internship details:

Period – From 1st November, 2022, to 31st January,2022

Company name – BRAC

Department – Performance Management System (PMS), Human Research Division

Address – BRAC Centre 75 Mohakhali, Dhaka-1212

#### 1.2.2 Internship Company Supervisor's Information:

Supervisor's Name- Rosy Sharif

Position- Senior Manager, Human Resource

### 1.3 Internship Outcomes

#### **1.3.1 Contribution to the company:**

Having learned the function of MS Excel to prepare an organizational report, I also taught the other employees of the organization who were weak at understanding MS Excel. Besides I have gained practical knowledge from the company and successfully applied in my department.

### 1.3.2 Benefits of this internship:

- Great career involvement in an industry and work advertise
- Get exposed to various working processes of departments
- Practical Microsoft vision gained
- Mastering new skills and know-how
- Preparing a report on what I have learned in real life
- More discipline, punctuality, and capacity to cope with different individuals have been developed.

### 1.4 Difficulties:

Amid my internship period, I did not experience any kind of genuine troubles as the company was exceptionally organized and workers were agreeable. Be that as it may, since this is often a routine organization, there were a few obstructions to getting get to a few divisions. The organization holds secrecy. Thus, collecting data was a restriction.

### 1.5 Recommendations:

- Internship programs should be designed in a more structured way.
- Implement an internship payment scheme to encourage applicants to participate.
- Occupations for trainees need to be further defined.

## Chapter 2: Organization Part: Overview, Operations and a Strategic Audit

### 2.1 Introduction

After 4 years, in theory, I connected and had the cheerful opportunity to work with BRAC, the biggest and best NGO within the world. Within the current Human Resources and Training department inside the PMS division. My internship program started on November 1, 2022, under the guidance of Rosy Sharif, Senior Manager of Performance Management Systems (PMS) in the Department of Human Research Division. After that, the subject of my internship topic was approved by an academic supervisor, Zahid Hussain Mohammad Al-Din, Senior Lecturer at BRAC University. In this report, I made some suggestions based on my theoretical knowledge, focusing on the progress of the NGO performance management system, which is known to be slightly different from other MNCs.

#### 2.1.1 Objective:

- Bachelor of Business Administration requires
- My scholastic information is pertinent to the genuine corporate commerce environment.
- To amplify my involvement within the genuine corporate world.
- Improves adaptability to real-life situations that may be uncomfortable.
- Describe the functions, structure, and procedures of personnel management, rules, and regulations.
- To analyze the by and large execution of BRAC
- Get it the inside and outside environment of the organization to achieve the specific reason for the report
- Understand how your organization's performance management system works.

### **2.1.2 Methodology:**

Both essential and auxiliary data sources were utilized to make this internship report more strong, critical, and instructive. The sources are —

Primary Information Sources:

- Real work environment
- My observations, research, and informal interviews with government officials
- Support from my manager

Secondary Information Sources:

- BRAC official site alongside other websites.
- • Various diaries and reports accessible on the Web
- BRAC Annual Report
- BRAC-related inquire about diaries and explanatory papers.

### **2.1.3 Scope of the study:**

This section of the report contains brief information about the various departments of the company, the implementation of the management structure, and the role of the organization in performance management.

### **2.1.4 Limitations of the study**

However, many difficulties were encountered in the preparation of this report. The limitations I encountered when writing the Internship Report include:

- All information contained herein is strictly confidential.
- the person is unable to conduct surveys and tests and therefore cannot create more detailed reports.

- A genuine issue was the timeout. Three months isn't sufficient to recognize and address crevices within the general execution administration framework.
- The PMS team is still busy at the beginning of the year. As a result, the performance management system was unable to properly communicate the issues it faced or did not face.
- The execution administration framework may be a very delicate issue. As well much data isn't unveiled.

### **2.1.5 Significance of the study:**

I centered basically on the common subtle elements of the company, its execution administration framework, the operations of its divisions, and an diagram of the company's part within the industry. Subsequently, the completion of this think about was exceptionally vital from the point of see of data collection. In any case, I have tried to organize the whole report with sufficient data in a organized and organized way so that others can effectively get it.

## 2.2 Overview of the Company

*“The inequalities that create divisions of rich and poor, powerful and powerless, are made by humans. So change is also possible through human acts of compassion, courage, and conviction. Giving people hope, investing in confidence and reminding them of their own self-worth have been a consistent ethos across all of BRAC’s work. I have spent my life watching optimism triumph over despair when the light of self-belief is sparked in people. As a team, I want us to keep lighting these sparks. Our work should always reflect our faith in human spirit and our respect for their inherent power.”*

**Sir Fazle Hasan Abed**

**Founder, BRAC**

**In his last letter to BRAC staff in 2019**

The Bangladesh Rural Development Council (BRAC) is a non-governmental organization established in Bangladesh in 1972.

BRAC is a universal advancement organization based in Bangladesh. To get abroad gifts, BRAC has since been enrolled with the Bangladesh Government NGO Secretariat. BRAC is the world's biggest non-governmental advancement organization by a number of representatives as of September 2016. Established by Sir Fazle Hassan Abed in 1972 after Bangladesh's autonomy, BRACs are displayed in all 64 areas and 11 other locales of Bangladesh. Nations in Asia, Africa, and America. BRAC claims to utilize more than 90,000 individuals, almost 70% of whom are ladies, and more than 126 million individuals utilize its administrations. The organization is primarily funded by a few social enterprises, including a dairy and nutrition venture and a chain of handicraft retailers known as Aarong, Seed, and Agro and Chicken. BRAC works in 11 nations around the world. Since 2009, the shortened form "BRAC" has been endorsed as the official name.

At first, BRAC has given back and recovery to displaced people returning from India after the Freedom War. Afterward, the BRAC centered on long-term issues such as annihilating destitution, guaranteeing financial advancement, expanding the absence of education, raising open wellbeing mindfulness, gender equality and enabling the destitute in country regions. BRAC advances salary

era for destitute and most distraught rustic inhabitants through microcredit and wellbeing and proficiency programs that right now give essential instruction and preparation.

### 2.2.1 History

BRAC, formerly known as the Bangladesh Recuperation Help Committee and then the Bangladesh Country Advance Committee, was founded in 1972 by Sir Fazle Hasan Abed in Sulla, Sylhet District, as a small-scale help and recovery program for war outcasts returning from the 1971 Bangladesh Liberation War. In nine months, 14,000 houses were revamped as a portion of the alleviation exertion, and a few hundred watercraft were built for anglers. Therapeutic centers have been opened and other fundamental administrations have been given. In late 1972, with the primary stage of alleviation operations completed, BRAC turned to long-term improvement needs and was reorganized to center on enabling the destitute and the underprivileged. arrive, especially women and children. In 1974, BRAC started to supply microcredit and started to analyze how valuable credit inputs are to the lives of the destitute.

Until the mid-1970s, BRAC centered on community improvement through town advancement programs that included agribusiness, angling, cooperatives, provincial makes, grown-up proficiency, and wellbeing. and family planning, women's professional preparation, and community center development BRAC established a Research and Assessment (Ruddy) Division in 1975 to analyze and assess its operations and direct the organization's progress. In 1977, BRAC moved from community improvement



Figure 1: Sir Fazle Hasan Abed obituary | Aid | The Guardian

to a more focused approach by organizing town bunches known as Town Organizations (VOs). This approach targets the poorest of the destitute – the landless, little agriculturists, artisans, and powerless ladies. Those who claim less than half a section of land and survive by offering manual labor are considered the BRAC target gather. In the same year, BRAC set up a commercial print shop to assist back its operations. A newly established retail chain known as Aarong has established the taking after year. In 1979, BRAC entered the restorative field by setting up the National Verbal Treatment Development Program (OTEP), a campaign against loose bowels, a major cause of tall newborn child mortality of Bangladesh. Over a 10-year period, 1,200 BRAC specialists have by and by instructed 12 million moms how to create the hand-crafted saline arrangements. Bangladesh right now has one of the most noteworthy rates of verbal rehydration utilize within the nation and the BRAC campaign has diminished newborn child and child mortality from 285 per thou. This introductory victory in scaling provoked the fast development of other BRAC programs such as the Casual Essential Instruction that BRAC presented in 1985 - a demonstration that has since been duplicated thousands of a long time prior. handfuls of nations. In 1986, BRAC propelled a country improvement program that included four primary exercises - regulation building, counting instruction and utilitarian preparing, credit operations, pay and business era, and administrations. back. In 1991, the Women's Wellbeing Advancement Program started. The taking after year, BRAC set up an Advancement Administration Center (DMC) in Rajendrapur. The Social Improvement, Human Rights, and Legitimate Administrations Program was propelled in 1996 with the objective of enabling ladies with legitimate rights and making a difference for them to take an interest in neighborhood and community organizations. In 1998, BRAC's Dairy and Nourishment venture was put into operation. The BRAC built up a data innovation established the taking after year. In 2001, BRAC set up a college called BRAC College with the point of preparing future pioneers and BRAC Bank started to serve primarily little and medium ventures. In 2002, BRAC propelled a program called Challenging Destitution Lessening Borders - Focusing on the Extraordinary Destitution (CFPRTUP) particularly planned for individuals who BRAC characterized as the extraordinary destitute, the extraordinary destitute, those who cannot get to customary microfinance. The same year, BRAC moreover went to Afghanistan with help and recuperation programs. It is the primary organization in Bangladesh to set up an ombudsman office in 2004. BRAC (January 2011)



### 2.2.2 Vision, Mission and Values

***Vision:*** A world free of all shapes of abuse and separation, where everybody has the opportunity to reach their full potential.

***Mission:*** Our mission is to enable individuals and communities encountering destitution, absence of education, illness, and social treachery. Our intercessions point to attain positive alter on a huge scale through social and financial programs that empower men and ladies to realize their potential.

***Values:***

***Innovation*** - BRAC has been a trailblazer in making openings for the destitute to rise out of destitution. BRAC values inventiveness in program plan and endeavors to illustrate worldwide authority in troublesome improvement initiatives.

***Integrity*** - BRAC values straightforwardness and responsibility in all of its proficient work, with clear approaches and methods, and illustrates the most elevated level of trustworthiness in its money related exchanges. We consider these to be the foremost basic components of our work ethic.

***Inclusiveness*** BRAC is committed to pulling in, supporting and recognizing the worth of all people of society, without regard to race, religion, sex, nationality, ethnicity, age, physical or mental capacity, their monetary and topographical status.

***Effectiveness*** - BRAC values productivity and greatness in everything it does, always challenging itself to perform way better, meet and surpass program objectives, and move forward and upgrade the effect of its measures. intervention.

### 2.2.3 Activities of BRAC

#### **Social Enterprise**

A social wander lies at the crossing point of customary exchange and non-profit organizations. Social endeavors are free to exchange organizations that work to make a social impact by giving courses of action to social challenges and reinvesting their surpluses to preserve them. and make a more noteworthy effect.

#### ***Aarong***

Through a large network of country generation centers and independent makers, harness 65,000 skilled artisans across Bangladesh. Aarong is one of the biggest ways of life retail chains within the nation.

#### ***BRAC Dairy***

Giving a wide extent of high-quality dairy things to urban buyers and guaranteeing sensible costs for more than 50,000 agriculturists over Bangladesh. BRAC Dairy is the country's third-largest dairy processor, with operations crossing the whole dairy esteem chain.

#### ***BRAC Seed and Agro***

Process, showcase and disseminate tall quality seeds through a broad organization of ranchers, stockists, and retailers over Bangladesh. BRAC Seed and Agro is the biggest private seed maker within the country.

### ***BRAC Artificial Insemination***

Administrations to cattle breeders to move forward neighborhood pay and drain generation by presenting higher quality bovine breeds. BRAC IVF utilizes an add up to of 2,200 prepared insemination laborers over the country.

### ***BRAC Nursery***

Sells the best quality seedlings, pruned plants and extra arranging administrations to advance tree planting. The BRAC Nursery has gotten to begin with prize within the NGO category at the National Tree Reasonable for nine continuous years.



**Figure 2: Social Enterprises of BRAC**

### ***BRAC Fisheries***

Harnessing the potential of lakes in Bangladesh for commercial angle cultivating. BRAC Fish is the advertising pioneer in all items it offers, and a driving provider of discount angle bolster to markets within the region.

### ***BRAC Recycled Handmade Paper***

Embellishing and stationery items by turning squander paper materials into things like envelopes, blessing boxes, light bulbs and picture frames.

### ***BRAC Cold Storage***

Provide a implies of putting away potato farmers' yields to guarantee that their difficult work isn't squandered. BRAC cold capacity guarantees freshness not as it were by putting away deliver, but moreover by bringing agriculturists into the potato preparing industry.

### **Investments**



**Figure 3: Investments of BRAC**

We contribute to socially dependable companies that back our mission to enable individuals and communities in circumstances of destitution, absence of education, ailment and social bad form. Our organize of seven property makes a difference us reach our self-preservation objectives. Our methodology reflects our conviction that not as it were are ventures to bring financial benefits and maintainable social and natural impacts consistent, but they are commonly strengthened.

### ***BRAC Bank***

Taking advantage of trade activities in the SME sector. BRAC Bank is now the country's largest SME supporter, having disbursed over 220,139 million credits and fulfilled over 410,817 dreams. BRAC Bank is 44.64 percent owned by us.

In 2016, BDT 700 million went through on green endowments, with ventures in LEED-certified green industry, plastic reusing plants, biogas plants, and energy-efficient capital hardware.

Performance in terms of money: The net advantage expanded by 83% to BDT 4,460 million.

### **Delta BRAC Housing (DBH) Finance Corporation Limited**

Gives budgetary security to mortgage holders through profoundly adaptable credit programs. DBH is the biggest lodging fund institution and is considered a pioneer and showcase pioneer within the private lodging fund division. We have 18.39% stake in DBH.

In 2016: Awarded three times the most elevated credit rating "AAA" for the tenth year in a push. AAA reflects DBH's solid resource quality, capital ampleness, operational proficiency, administration quality, corporate administration, and showcase authority.

Financial exercises: BDT net benefit 662.8 million

## **IPDC Finance Limited**

Contribute significantly to the development of the domestic private sector. IPDC is the leading private sector development finance institution in the country. IPDC is a company in which we own a 25% stake.

In 2016, the company rebranded and expanded its range of specialized services, including home loans to help low- and middle-income families secure affordable housing, as well as green finance, which provides loans to help businesses become more environmentally friendly.

Net profit increased by 26.2 percent to 303 million BDT in financial activities.

## **BRAC IT Services**

Inventive innovation arrangements from begin to wrap up. We hold 48.67% offers of BRAC IT Services.

In 2016: The lead thing, SbiCloud microfinance course of action, is working viably in many countries tallying Uganda, Sri Lanka, Afghanistan, Pakistan, South Sudan, Myanmar, Philippines and Tanzania and we are working on moving in Bangladesh.

Monetary works out: BDT net advantage 48 million.

## **University**

**2.2.4** According to understudy audits on study abroad entrances, the best place to discover how understudies rate their instruction and life experience in colleges around the world, BRAC University is ranked 1001 in the QS World College Rankings by Best Colleges and has an overall score of 4.1 stars. world.

### 2.2.5 BRAC's Intention on International Expansion:



**Figure 4: International Expansion of BRAC**

BRAC is expanded successfully throughout the whole world. Bangladesh, Afghanistan, Kenya, Liberia, Myanmar, Nepal, Philippines, South Sudan, Tanzania and etc.

### 2.2.6 HR Units of BRAC are as follows:

- Enlistment
- Appointment
- Affirmation
- Grievance Management
- PCD (Approach and Capacity Development)

- International
- PMS (Execution Administration System)
- Enterprise
- Separation
- HRDFO (Human Asset Division Field Office)
- C&B (Recompense & Advantage)
- OLU (Organization Level Unit)

### 2.2.6 Roles of Supervisor and Employees

Administrators and workers play a part in making this work:

Supervisor's part:

Administrators ought to guarantee that the method is conducted decently and effectively to propel representatives to attain the program's objectives and values, counting their career objectives, through a handle. input and improvement 'continuous change.

Employees' part:

All representatives should understand how their personal execution and commitment are directly related to the overall program objectives and values, which will help BRAC achieve its mission. Workers' learning and career development are the focus of the PMS preparation.

### 2..2.7 New roles for Supervisors and Employees

*The Supervisor's Role:*

As an administrator set and cascade goals to his representatives, consider the standards underneath. In expansion to accomplishing BRAC's Mission and Targets, it ought to too engage and lock in his employees.



- Takes into consideration the long term: Utilize objective setting talks to specific the long-term vision for the gather and for BRAC.
- Interface Targets: Interface Execution Objectives next to Program targets, which in return will offer help BRAC to achieve its mission.
- Make Clarity: Work with laborers to create a number, of basic and tall influence quantifiable objectives. Clearly set wants so that your specialists know what triumph looks like.
- Appear How: Help representatives to get it how they can accomplish their goals and what assets are accessible for making a difference them. Case of assets incorporates individuals, instruments, advances, budget, extra preparing etc.

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

- The employee's boss will discuss the employee's annual goals with him. Obtain the goals and finalize them through a discussion with the current administrator during the primary assembly.
- It is critical that a worker is clear about his responsibilities for the year. When the boss sets goals for him, it is critical to answering any questions he may have.
- Understand how an employee's work contributes to BRAC's overall mission.
- Ask any questions you have in order to get a better understanding of the data.

### 2.3 Management Practices

Management operations are very well maintained at BRAC. In the Code of Conduct, the governing body ensured that everyone was given a fair opportunity for improvement. The HR department is divided into several departments, including recruiting department, training and development, compensation, and salary. Each sub-department was tasked with performing specific tasks related to the department.

Both external and internal options are available. All types of recruitment are the responsibility of the human resources department. When it comes to external hiring, we provide fair employment

opportunities for everyone, regardless of gender, color or race. Interview the right applicants and give the best people the opportunity to become employees of the company.

**Compensation and Payroll Unit:** This unit focuses primarily on policies related to the organization's compensation system and benefits package, and includes comprehensive mechanisms to promote equal treatment within the organization. increase.

**Training and development:** Management is well informed about the company's ongoing activities and all circumstances. In this regard, management trains employees through professionals and often calls meetings with production staff with headquarters to ensure that department employees keep all activities of the company up-to-date. I will support you. Even new employees can get the right mentoring and coaching to get the job done perfectly.

## 2.4 Industry and Competitive Analysis

### 2.4.1 SWOT Analysis of BRAC

Fundamentally, SWOT analysis could be an apparatus for recognizing the qualities, shortcomings, openings, and dangers of an organization. The strategy of SWOT investigation is to require data from the environment and partition it into inner (points of interest and impediments) and outside issues (openings and dangers). After this preparation is total, a SWOT analysis decides what extra things the company can do to reach its extreme objective and the troubles that must be overcome to reach that goal.

## **STRENGTHS**

Think locally, act globally - In addition to Bangladesh, BRAC provides anti-poverty assistance to nine other developing countries, including Pakistan, Myanmar, Liberia, South Sudan, Philippines, Sierra Leone, Tanzania, Afghanistan and Uganda.

Unprecedented Scale and Reach - Nowadays, BRAC utilizes around 135 million individuals with more than 100,000 workers around the world. They have one of the most human assets.

Tax Exemption - One of the most qualities of any NGO is that they are for the most part charged absolved. Furthermore, the BRAC is not constrained by temporary scarcity of resources (resources restricted by supports).

Experience - Not at all like any NGO that has risen as of late, BRAC has significant ability in working at the grassroots level, both at domestic and overseas. They have indeed come to separated regions of our nation with the point of killing abuse and disparity towards the destitute. They are very competent in suitably managing a large-scale disaster.

A strong HR department - On the beat of that, BRAC has one of the solid human assets divisions where the workers work exceptionally difficult to discover the correct worker for the proper work, inquiring everybody to fulfill their obligations. Their administrations are appropriate, and they assess people appropriately. The organization does not have any political leanings.

## **WEAKNESSES**

Find Donors and Funds- The foremost common downside that as an NGO, they ought to depend intensely on third-party financing organizations and personal gifts and awards. In spite of the fact that the BRAC works within the legal framework of the country, in most cases, the BRAC is responsible to the organizations that contribute to the Government of Bangladesh. In spite of the fact that BRAC has claimed to get funds from its possess trade benefits and ventures in bank accounts and time stores, on the off chance that they are unable to gather their gift objective, they will be precluded. misfortune to a few degrees. Finding supports could be a huge debate.

Low Salary - The experts at this nonprofit are by and large paid much less than any other money-related or multinational institution. Whereas BRAC tends to donate them work fulfillment, way better inspiration and environment than a great compensation, and this frequently takes off a negative impression on those who are not arranged to help.

Government Rules and Regulations- No work can be done without government supervision and consent. Concurring to later laws, NGOs will get an endorsement from the Bangladesh Office of NGOs to set out on any venture and hone with outside gifts after getting the endorsement to ensure clarity, accountability, and appropriate use of remote assets, draft an outside help act. In expansion, within the application, an organization must expressly say the source of stores and the range of consumption. The enlistment will be allowed for ten a long time, but the government can cancel the enrollment at any time in case of breaking the law. This limits the reach of any sort of NGO, counting the BRAC itself.

## **OPPORTUNITIES**

Donor Support- Most financial offices and other industry organizations support BRAC because it has earned a reputation as a nonprofit citizen group working under the government's auspices. BRAC portrays a positive image both locally and globally, allowing the public to count on them.

Update - BRAC knows all the most recent patterns and news in this office and they are energized to work past their field. For illustration, BRAC as of late sent its charity to gather to seismic tremor casualties in Nepal to construct reasonable but steady lodging, and for this, they raised reserves by taking one day's compensation from each representative. The sum is about 20 billion BDT.

Support of Media - BRAC gets a part of offering assistance from the media and other promotion organizations since so numerous of the media staff too back and work inside the organization. In expansion, Mr. Fazle Hasan Abed was chosen as one of the best 50 world pioneers in 2014.

Diversity & Workforce Campaign - This organization accepts sexual orientation uniformity and has zero resistance for separation. with segregation. For illustration, individuals from all over the nation, in any case of religion, race, and sexual orientation, can apply for any position within the organization. They indeed accept they have individuals with physical incapacities. Once contracted, each representative will get a Sex Mindfulness Preparing (GST) and a Sex Mindfulness and Examination Course (GAAC), which instructs them how to be unbiased towards representatives manually.

## **THREATS**

Vulnerability - Any charity is exceptionally delicate to a financial emergency. Tragically, charitable gifts are one of the primary streams of cash that individuals cut back when cash gets to be rare. Since the BRAC is somewhat subordinate on gifts and gifts, amid financial downturns it gets to be troublesome to raise capital from potential supporters.

Fake NGOs - Numerous fake NGOs like Jaago and others have taken billions of coins from individuals in require and flown away with them. Typically why the destitute, as well as benefactors, are losing confidence in NGOs.

The rise of new NGOs - There are more than two thousand enrolled NGOs working within the nation and the number of competitors is exceptionally high. Increasingly NGOs are springing up in this nation and this can be unquestionably a risk to the BRAC, as more NGOs cruelly litter sums of gifts for each. As a result, a maintainability issue emerges due to the need for money-related support.

Need of coordination- NGOs work with government but there's destitute coordination among them. It makes duplication of thoughts and exercises and energizes squander of cash. Moreover, "regional possession" over a zone or venture diminishes inter-agency participation, which is seen as threatening or competitive for the BRAC.

Poverty Continues Developing- The foremost genuine charge against all major NGOs is that in spite of hundreds of NGOs working in Bangladesh and overseas for numerous a long time, destitution decrease has not as well simple. On the opposite, destitution is increasing. Although BRAC works exceptionally difficult, it isn't conceivable to oversee everything and alter things radically.

### 2.4.2 Porter's Five Forces:

The Porter Five Forces system could be used to assess a company's competitive landscape. The number and control of a company's competitors, potential unused show participants, providers, buyers, and substitute items all have an impact on its productivity. The Porter Five Forces show is utilized to assess the protagonist's competitiveness. Porter's five-force examination can help us to

comprehend and address the sort and degree of competition, as well as how BRAC Bangladesh can bargain with it. Even in spite of the fact that numerous businesses appear exceptionally diverse from the exterior when these five qualities are inspected closely, they decide the drivers of benefit in each industry. Classical microeconomics incorporates a solid impact on the Watchman Five Powers show. The five strengths that characterize the mechanical structure of commerce are:

1. Risk of substitute items and services: On the off chance that the chance of substitute items and administrations is tall, BRAC Bangladesh ought to either proceed to contribute in R&D or chance losing showcase share to disruptors.
2. Bargaining control of BRAC Bangladesh suppliers: In case the providers have solid haggling control, they will be able to extricate higher costs from BRAC Bangladesh.
3. Risk of new entrants: In the event that modern participants are a critical risk, existing players will be willing to acknowledge a lower advantage to diminish the chance.
4. Negotiating Power of Buyers: When buyers have as well much haggling control, they tend to drive costs down, constraining BRAC Bangladesh's long-term profit-making capacity.
5. Rivalry among existing players: When competition is furious, existing players like BRAC Bangladesh discover it troublesome to form long-term profits.

#### 2.4.3 PESTEL Analysis

##### **I. Political factors**

Political variables had a significant impact on BRAC's long-term viability and productivity in 2014, according to the PESTEL analysis. Its global proximity increases the company's adaptability to changes. Different countries have completely different political environments. In a dynamic global trade environment, orderly risk diversification is the key to victory in the political arena.

High political stability creates a stable and welcoming business environment with predictable showcase development patterns. In any case, political unrest prevents financial experts from

working and jeopardizes stakeholders' confidence in financial and organizational execution. Currently, 2014 BRAC is being shown in a number of countries, each with its own set of political tensions.

Changing government policies on a regular basis harmed trade execution by increasing natural vulnerability. BRAC must consider current designs within the country's political circumstance in 2014, as changes in government can modify government needs for the progression of different businesses.

Bureaucracy and debasement are detrimental to the business environment. Due to the public's belief in trade organizations as well as the structure of the trade, working in nations with tall levels of degradation and powerless legitimate authorization made the commerce environment for BRAC progressively whimsical in 2014 hurt money related and political structures around the world. Degradation can influence a wide extent of commercial exchanges, counting licenses, contracts, wrong articulations, and visit claims. If BRAC chose to enter markets with degenerate financial and political frameworks in 2014, it would stymie the organization's economic progress by destabilizing society, compromising the equity framework, and putting the rule of law in jeopardy.

In 2014, entering countries with high assessment rates will have a significant impact on BRAC's benefits. Tall charges smother sends out and influence universal exchange. In 2014, BRAC will be able to enter the moo assessment market and reap significant benefits that can be used in research and development activities. Organizations may also look into industry-specific financial strategies in order to meet government requirements and concerns when forming businesses. Moreover, high trade confinements can complicate the commerce environment by impacting exchanges and hurting connections with exterior exchanging accomplices. Besides, in case the government of the nation in the address does not connect significance to the security of exchange organizations' mental property rights, it'll debilitate trade individuals from contributing in instruction due to the hazard of mental property burglary. Exceptionally exceedingly, though. As a result, BRAC in 2014 should consider how to protect intellectual property rights within the possessing country and develop a trading methodology in the same vein.

## **II.Economic factors**

In 2014, it is critical for BRAC to obtain financial components such as trade rates/interest rates, labor market conditions, expansion and reserve funds rates, and so on. because they determine the nation's overall financial environment. A point by point understanding of the financial environment can offer assistance BRAC in 2014-gauge industry and organizational development direction. The taking after financial components will be considered by BRAC in 2014 to form educated choices:

The financial advancement of a nation specifically influences the operation of the organization. Creating economies offer wide development openings for BRAC in 2014. Essentially, it is vital to get it organized in the industry lifecycle. Breaking into developed businesses may be more troublesome due to advertising immersion than in development businesses. Furthermore, the BRAC commercialization occurs in 2014. It is additionally affected by the degree to which the government of the have nation has gone through critical foundation development. A well-developed foundation will make favorable conditions for the commercial environment and increment the improvement potential of the household gold industry.

GDP development rate will decide the capacity of BRAC in 2014 to seek long-term development techniques. Tall GDP moreover signals the plausibility of buyers investing more in the items on offer. A tall unemployment rate signals the openness of flood labor at for the most part lower recompense. Working in such notice appears to diminish BRAC's costs of an era in 2014. The institution needs to in addition carefully consider captivated rates and their effect on borrowing capacity and demeanors toward hypothesis. High-interest rates will energize hypothesis demeanors and increase improvement openings for the BRAC in 2014. At long last, trade rate variances can to influence benefits and worldwide exchange. The solid instability of the neighborhood cash seems to cause genuine concern for the BRAC in 2014.

Labor supply and demand decide the proportion of compensation and supply of gifted labor. BRAC in 2014. must consider and anticipate labor market conditions in order to understand how it can attract gifted specialists and use their abilities to advance trade execution. As the labor showcase is adaptable, BRAC in 2014 can take advantage of higher labor efficiency. In spite of the fact that working in unbending labor advertise can lead to wage issues and other issues postured



by effective unions. BRAC in 2014 ought to do an intensive investigation of the accessibility of talented human assets as a deficiency of talented laborers can influence trade execution and make pulling in and holding ability troublesome. ought to be more troublesome.

Working in highly skilled monetary markets leads to improved liquidity positions and liquidity, which influences BRAC's global growth strategy for 2014. enter previously untapped markets In 2014, BRAC's ability to raise capital at a reasonable cost will be determined by the soundness and proficiency of financial markets.

### **III.Social factors**

Social standards, values, and patterns have a significant impact on organizational culture. Understanding statistical patterns, control structures, shopper investment preferences, and common convictions can all help. BRAC used the PESTEL analysis in 2014 to plan successful marketing messages and achieve trade objectives. BRAC's showcasing division in 2014. can use social and natural research data to target buyer groups and improve the engaging quality of product advertising to potential buyers. BRAC 2014 is a non-profit organization that promotes When conducting macro-environmental analysis, the following social variables must be considered:

Changes in statistic designs such as maturing populaces, movement patterns, and financial factors are foremost for worldwide exchange organizations such as BRAC in 2014. Statistic Investigate thinks about can offer assistance BRAC in 2014 select the proper advertise segment(s) with possibly tall development rate. Relocation has an impact on sales and marketing procedures. BRAC will be very important in 2014, as is customary. Get a sense of people's general attitudes toward relocation because it can affect companies' ability to bring universal directors to their respective countries.

Power remove in any society appears the acknowledgment of progression and wage disparity. BRAC in 2014. It is vital to adjust commerce administration hones when entering tall or moo crevice markets. Developing disparity in numerous nations is changing the control structure, having a serious effect on universal commerce organizations such as the BRAC in 2014.

In 2014, BRAC was established. It's critical to look into how sexual orientation parts are usually distributed in order to adjust marketing and communication strategies. In a traditional, patriarchal

society with clearly separated sex parts, showcasing and human asset techniques will be in stark contrast to social orders with shaky gender stereotypes.

The combination of social systems and e-commerce has empowered customers' online shopping behavior. BRAC was founded in 2014. Understanding generational differences in online shopping behavior are critical, as more youthful clients are more likely to shop online than more seasoned clients. Consider the developing ubiquity of versatile phones and social organizing locales when creating showcasing and communication techniques.

#### **IV. Technological factors**

The PESTEL examination's fourth component is "technology." The importance of understanding innovative components in key decision-making has grown as a result of rapid mechanical progress and the ubiquity of innovation around the world. A detailed examination of the innovation environment can help BRAC 2014 capture innovation patterns in order to achieve specific trade benefits, such as increasing benefits, strengthening advancement, and improving operational proficiency. In 2014, the following novel variables that may influence BRAC's trade emerge:

The advancement of data and communication technology has prompted the use of creative marketing strategies to increase client participation. In today's business world, the use of social media has become ubiquitous. BRAC in 2014 can take advantage of the opportunities that social media marketing provides to advance commerce execution. Tech trends can be used to create online brand communities by launching creative social media campaigns.

BRAC in 2014 it is fitting to carefully consider continuous innovative developments to remain ahead of the competition. The investigation of 5G should be closely observed and it is potential to convey positive trade comes about through progressed client encounters, increased speed, and extended openness has to be determined. Such mechanical advancements can bring almost major changes within the industry and re-establish the rules of victory for advertising members. In expansion, it is additionally fundamental to consider the level of advancement and development of the innovation within the particular advertising. Entering into markets where innovative propels

have not however developed implies that BRAC in 2014 can increment advertise share by centering on developing innovative innovations.

The application of new technology has abbreviated the advancement life cycle of modern items. Nowadays, unused items are being created quickly, and supply chain accomplices have moreover thrived. He pushed for BRAC in 2014 to quickly create modern items, increment item line differing qualities, construct esteem chain adaptability, and create solid trade connections with accomplices within the esteem chain.

## **V.Environmental factors**

Increasing natural mindfulness and changing climate conditions have made "natural investigation" a vital portion of PESTEL examination. Natural measures, laws, and controls shift from advertising to showcase. BRAC's universal nearness in 2014 constrained to keep a strategic distance from unforeseen circumstances, the organization should carefully consider these contrasts. When deciding to enter a new showcase or discontinue an unused item line, a thorough natural examination is required. Here are a few natural component examples that BRAC should think about.

Increased natural contamination, combined with technological advancements, has made it difficult for businesses to implement creative waste management and reusing techniques. In a few countries, reusing has nearly become the trade standard. Furthermore, in 2014, BRAC emphasized the utilization of compelling waste administration honed in organizational units found in or near urban ranges. Several countries have put strict measures in place to secure their cities through effective waste management. Endowments are provided by some countries to encourage investment in renewable technology. BRAC, which was established in 2014, can benefit from this and contribute to renewable advances in order to ensure long-term viability. Through brand improvement, this venture will increase partner fulfillment and expand the client base.

Changes in climate and climate can influence commerce execution. For illustration, extraordinary climate conditions can increment working costs and require BRAC in 2014 to create the esteem

chain more versatile. Such changes can influence buyer investing propensities, constraining the organization to alter its promoting and item strategies.

The intemperate asset exhaustion of BRAC in 2014 may incite a negative response from the media, natural bunches, clients, and the open. In 2014, BRAC must take into account the nation's specific natural controls to determine which assets (like water, power, and etc.) are uncommon or imperiled species for which use. Intemperate usage can cause problems for the company.

## **VI. Legal factors**

“Legal” is the 6th component within the PESTEL analysis. BRAC in 2014. It isn't conceivable to enter a modern showcase without a detailed ponder of the administrative environment and administrative structure of the modern buyer advertise. A careful audit of the legitimate angles is essential to maintain a strategic distance from genuine inconvenience. Numbness on this issue can lead to startling circumstances for BRAC in 2014. BRAC in 2014. The taking after administrative components ought to be considered when exploring a modern market.

Because a few countries have heavy restrictions to maintain safety in the workplace, BRAC in 2014 must comply with worker well-being and security laws. In 2014, BRAC's moral and ethical commitment is to provide a secure working environment for the employees. Anti-discrimination laws (such as break-even with business opportunity) are essentially unavoidable. Biased manager suits harm an organization's image and influence its role in attracting and retaining skill, then they'd be carefully taken into consideration when planning human resource hones.

Due to customer concerns about data security and protection, data assurance has become a critical issue. In 2014, BRAC was established. To protect client information, consider information security controls. In addition, there are laws in place to set the highest prices, guarantee a certain level of quality, and protect consumers from deceptive commercial claims. In 2014, BRAC was established. To ensure compliance with buyer assurance laws, these variables must be considered.

Intellectual property policies are being developed in order to secure licenses and important commercial ideas. Failure to secure intellectual property rights could result in a loss of competitive advantage, which could hurt BRAC's position in 2014 compared to other showcase participants.

## 2.5 Marketing Practices

These four Ps of Marketing Mix are as follows:

1. **Product** - The things that BRAC Bangladesh is creating or looking for to construct in arrange to tap into future markets. Within the case of BRAC, Item is fair not considered as such a real item in promoting methodology, but as a source of worth to be provided to clients. Esteem to BRAC Bangladesh clients can be conveyed in an assortment of ways, counting quality ensuring Item title, repair and upkeep administrations, preparing and pre-purchase instruction accessible by deals group, the comfort of accessibility, point of deal value, physical gadget, word-of-mouth reference materials, and financing arranging forms to buy the items, among others.
2. **Price** - BRAC Bangladesh's estimating strategy for the diverse shopper categories in which it works. It only examines a little parcel of what goes into energetic estimating since estimating is in fact exceedingly complex handle. Estimating is intensely affected by other 3Ps of promoting: item, area, and advancement. The most extreme sum a buyer is ready to pay for BRAC Bangladesh items within the specific competitive setting is known as the seen quality.
3. **Place (Conveyance Channels)**: With the rise of Computerized Retailing and the dominance of firms counting such Amazon, the conveyance blend of BRAC Bangladesh has taken on an unused measurement. The put or conveyance arrange through which BRAC Bangladesh sends its items to clients could be an arrangement of forms. Dispersion as well as showcasing channels serve an assortment of purposes, counting encouraging item customization alternatives fair at point of the deal, guaranteeing the quality of the item, giving clients with item data, calculated bolster, giving a huge item advertising utilizing a line of items – breadth, length, as well as profundity, after-sales administrations, and establishment administrations, and diminishing buy clump estimate to permit for more possibilities.
4. **Promotion: (BRAC Bangladesh Communication Procedure)**: The presentation of social media and web publicizing has modified the communication blend and procedures of BRAC Bangladesh. Advancement Blend is additionally known as the Integrated Marketing Communication Arrange, may be a combination of various limited-time devices accessible

to BRAC Bangladesh. Showcasing, Deals Advancement, and Individual Deals are the three.

## Chapter 3: Project Part: Title of the Project

### 3.1 Performance Management of BRAC

The Performance Management System (PMS) has been distinguished as a basic and steady approach to guaranteeing organizations' long-term victory by creating individuals in a way that empowers bunch execution and execution. a group (Armstrong and Noble, 1998). It is additionally known as the system in which all representatives are not as concerned with the level of execution commitment; or maybe, they expect in particular zones but are overly concerned that achieving individual objectives will result in the achievement of the organization's overall objectives, as stated in the vision. It can be clearly characterized as the method of overseeing individuals that will lead to victory for both individuals and organizations. Besides, an execution administration framework could be calculated and coordinates handle for the long-term victory of organizations by moving forward the execution of the individuals who work there conjointly by creating measures of personal commitments and fears.

In addition, the system is ceaselessly coordinated with the point of guaranteeing that representatives perform their doled-out errands effectively and palatably, and fulfilling their commitments to the generally objectives of the organization endeavor. In any case, the execution administration framework is exceptionally imperative since it has to react to the energetic and competitive environment, in line with the objectives and goals of the organization with ceaseless execution and improvement, particularly for public organizations in creating nations to preserve different views on execution estimation. Utilizing the adjusted scorecard, which can be supplemented with representative execution criticism based on multi-directional sources of data. (Zulystiawati, 2014).

A few of the imperative strategies utilized in an execution administration framework incorporate setting execution objectives, persistent assessment and input, 360-degree execution surveys, Six Sigma, representative acknowledgment frameworks, methodological rating frameworks, KSA-based measurements, supervisor's appraisal, individual advancement arrange, adjusted scorecard, and goal-driven management.




**Figure 5: The process of Performance Management System**

We presently discover that the concept of an execution administration framework is spreading, and here Armstrong and Noble have highlighted a worldview move, which proposes a move absent from the framework in which the organization organizations receive to prepare introductions and structures, where organizations select their possess structure to embrace in their administration.

Alongside this advancement, creating nations have taken activities to present a modern execution administration framework called Execution Administration. A demonstration is built that incorporates five key components of an execution administration framework, to be specific: Part definition, Execution assertion (Plan), Individual improvement arranging (Action), Execution (Monitoring), and Execution Evaluation (Evaluation). (Qureshi, Shahjehan, Rehman, Afsar, 2010).

### 3.2 Staff Performance System of BRAC

At BRAC International, all representatives get an evaluation frame at the starting of each year and are inquired to fill out the particular points of interest. The figure on the proper appears pieces of data that each representative must fill out. It covers a period of work ordinarily one year. Another workers enter their title, a unique Pin, assign their claim, the nation they work in (in the event that



সংযোজনী- ১২/০৭/০২/২০১৯/০১  
পূরণ শেষে অতি গোপনীয়

**কর্মদক্ষতা মূল্যায়নপত্র**

(৩য় - ৬ষ্ঠ শ্রেণি এবং ৩য় শ্রেণির নিচে যে সকল কর্মী/ব্যবস্থাপকদের "কর্মী সংক্রান্ত লক্ষ্য" প্রযোজ্য সে সকল কর্মীদের জন্য)

মূল্যায়ন বছরের প্রথমে লক্ষ্য নির্ধারণের পর মূল্যায়নপত্রটি কর্মী নিজের কাছে রাখবেন এবং বছরশেষে সামগ্রিক মূল্যায়নের পর তত্ত্বাবধায়কের কাছে জমা দিবেন। কর্মদক্ষতা মূল্যায়ন প্রক্রিয়া সম্পর্কে বিশদ জানতে এবং এই মূল্যায়নপত্র পূরণ করার নিয়মকানুন সম্পর্কে সুস্পষ্ট নির্দেশনা পেতে "কর্মদক্ষতা মূল্যায়নপত্র পূরণের নির্দেশিকা" অনুসরণ করার জন্য অনুরোধ করা হলো।

বার্ষিক  নিশ্চিতকরণ  বিশেষ

কর্মদক্ষতা মূল্যায়নকাল: জানুয়ারী/২০২০ হতে ডিসেম্বর/২০২০ পর্যন্ত

০১. কর্মীর তথ্য (কর্মী কর্তৃক পূরণীয়)

কর্মীর নাম : <u>হোঃ বুলবুল আহমেদ</u>	পিন: <u>২২৭০২৮</u>
পদবী : <u>স্বাস্থ্য ব্যবস্থাপক</u>	বর্তমান শ্রেণি : <u>০৪</u> শ্রাব : <u>০৪</u>
কর্মসূচি/বিভাগ/এটারপ্রাইজ : <u>স্বাস্থ্যসেবা (রিপোর্টিং)</u>	সর্বশেষ পদোন্নতির (শ্রেণি পরিবর্তনের) তারিখ :
ব্র্যাকে যোগদানের তারিখ : <u>২০.০৪.২০০৭</u>	বর্তমান কর্মস্থল ও জেলা: <u>কিনাইদহ সদর কিনাইদহ</u>
শিক্ষাগত যোগ্যতা: এইচএসসি/স্নাতক/স্নাতকোত্তর/অন্যান্য : <u>✓</u>	বর্তমান কর্মস্থলে যোগদানের তারিখ: <u>৩০.০২.২০২০</u>
পেশাগত যোগ্যতা (যদি থাকে) : <u>প্রযোজ্য নয়</u>	পূর্ববর্তী কর্মস্থল ও জেলা: <u>হরিনাবুদ্দু কিনাইদহ</u>

Figure 6: Basic Information about the employee

working exterior of Bangladesh), boss Stick, designation, and date of enrollment within the organization.

Each year, all employees of the organization, from senior administration to junior staff, meet and decide the objectives they must accomplish for the following year. Typically worn out the primary month of the year, the total framework takes after a coffin beginning from the president all the way up to the junior staff. As for their rating framework, they take after the MBO (Administration by Targets) fashion. Each worker can set a least of three and a greatest of eight Savvy objectives, and for each objective, they set a degree of victory (minimum one and maximum five) conjointly weight each goal.



There are 2 exclusive forms of objectives. They are:

Operational goal- The weightage of this goal is 80%

People objectives- The weightage of this goal is 20%

০২. মূল্যায়নকালীন সময়ের লক্ষ্যসমূহ (এই অংশটি মূল্যায়ন বছরের শুরুতে পূরণ করতে হবে। কর্মী তত্ত্বাবধায়কের সাথে আলোচনা করে নিজে এটি পূরণ করবেন এবং তত্ত্বাবধায়ক অনুমোদন করবেন)

এই সেকশনটিতে তত্ত্বাবধায়কের লক্ষ্যের নিম্নবিন্যাস অনুযায়ী মূল্যায়ন বছরের কর্মীর উপর অর্পিত লক্ষ্যসমূহের বিবরণ থাকবে। লক্ষ্যসমূহ ও অর্জন নির্দেশক নির্ধারণের পর কর্মী নিজে প্রত্যেকটি লক্ষ্যের বিপরীতে ঐ লক্ষ্যের ওজন (weightage) নির্ধারণ করবেন। তত্ত্বাবধায়ক লক্ষ্য ও উন্নয়ন পরিকল্পনা অনুমোদনের সময় উক্ত ওজনসমূহ (weightage) যথাযথ হয়েছে কিনা তা যাচাই করে দেখবেন। প্রায়োগিক ও কর্মী সংক্রান্ত এই দুইটি মিলে কমপক্ষে তিনটি থেকে ছয়টি SMART (সুনির্দিষ্ট, পরিমাপযোগ্য, অর্জনসাধ্য, বাস্তবভিত্তিক ও নির্দিষ্ট সময়ভিত্তিক) লক্ষ্য লিখতে হবে। এক্ষেত্রে কর্মীর নিজ চূমিকার উপর ভিত্তি করে প্রায়োগিক (Operational) ও কর্মী সংক্রান্ত (People) লক্ষ্যগুলো কর্মীর লক্ষ্যের আওতায় এসেছে কি না তা নিশ্চিত করতে হবে। বছরের যে কোন সময়ে লক্ষ্যসমূহের যে কোন পরিবর্তন মধ্যবার্ষিক এবং বার্ষিক সংশোধনের সময় ৫ নং সেকশনে হালনাগাদ করতে হবে। তত্ত্বাবধায়ক বছরশেষের পর্যালোচনার মাধ্যমে কর্মীর প্রতিটি লক্ষ্যের বিপরীতে সম্পাদিত কাজের মূল্যায়ন করবেন। উল্লেখ্য যে, শুধুমাত্র বছরশেষের পর্যালোচনার উপর ভিত্তি করেই কর্মীকে নম্বর প্রদান করতে হবে।

লক্ষ্যসমূহ (বছরের শুরুতে পূরণ করতে হবে)	অর্জন নির্দেশক (লক্ষ্য অর্জন পরিমাপ করা যাবে এমন বিষয়)	সময়কাল	কর্মীর মন্তব্য/ গৃহীত পদক্ষেপ (বছর শেষে প্রযোজ্য ক্ষেত্রে)	ওজন (Weightages) ৮০%	প্রাপ্ত নম্বর (প্রতিটি লক্ষ্যের বিপরীতে ১-৫ এর মধ্যে নম্বর প্রদান করুন)	চূড়ান্ত weighted মান (প্রাপ্ত নম্বর × ওজন / ১০০)
<b>প্রায়োগিক লক্ষ্য (Operational Objectives) ৮০%</b>						
দারিদ্র জনগণের আর্থিক সহায়তা প্রদান এবং দেশের অর্থনীতি পুনর্গঠনের জন্য দ্রুততম সময়ে নতুন ও পুরাতন সদস্যদের মাঝে চাহিদা মার্ফিক স্তরগত স্থান বিতরণ করা।	ক) কাছাকাড়ি জনকর্মী (সংশোধিত) আটকিয়ে রাখা হবে। খ) কাছাকাড়ি জনকর্মী (সংশোধিত) আটকিয়ে রাখা হবে। গ) ৪২'০২ টাকা স্তরগত স্থান বিতরণ করা। ঘ) জন/৫০ মোট চাহিদা মার্ফিক স্তরগত স্থান বিতরণ করা।	জানুয়ারি/১৫ জুলাই/১৫	ক) ওয়ার্ডে নতুন প্রাপ্ত সদস্যদের হাতে ২৩৭%। খ) ২০২ জন কেস নতুন স্থান বিতরণ হাতে ১৪%। গ) ৪২'০২ টাকা স্তরগত স্থান বিতরণ করা হাতে ১০০%। ঘ) ৩৫ জনকে ১১% রিজার্ভ করা হয়েছে।	৮০	৫	৮০
কর্মীসমূহের আর্থিক সীমিততা বৃদ্ধির জন্য আদায়ের হার বৃদ্ধি করা ও কর্মীসমূহের স্তরগত স্থান বজায় রাখা।	ক) কারেন্ট কিউ আদায় ৯৩% (অক্টোবর ৯৭% নভেম্বর ৯৮%। ডিসেম্বরে উন্নীত করা। খ) ২০২০ সালের মে থেকে বিতরণকৃত স্থান আদায় (ডিসেম্বর ২০২০ ৬ নুনতর ৯৯) থাকতে হবে।	সেপ্টেম্বর/১৫ ডিসেম্বর/১৫	ক) কারেন্ট কিউ অক্টোবর ৯৩%। নভেম্বর ৯৮%। ডিসেম্বর ৯৯%। খ) মে/২০ এর পরে বিতরণকৃত স্থানের কিউ আদায় = ৯৮%।	২০	৫	২০০
আর্থিক সীমিততা বৃদ্ধির জন্য এবং মুক্তি আনামের জন্য প্রয়োজনীয় ফাইন্যান্সিয়াল প্রোগ্রাম (এফএস) ত্বরান্বিত করার জন্য প্রয়োজনীয় পদক্ষেপ গ্রহণ করা।	ক) সেপ্টেম্বর/২০ চন্দ্রাত স্থানীর ২৮% কিউ প্রদান করেছে তার নুনতর ৫% বৃদ্ধি অর্থাৎ ২৩% করা। খ) বিকাশের মাধ্যমে কিস্তি প্রদান প্রদানকৃত কিস্তির ৯০% কিস্তি প্রদান নিশ্চিত করা।	সেপ্টেম্বর/১৫ ডিসেম্বর/১৫	ক) বিকাশ সীমিততা ৩৪০ জন যা ২৩% অর্জিত হয়েছে। খ) সেপ্টেম্বর ২০ জন বিকাশ সীমিততা প্রদান করার দিন যার মধ্যে ২০ জন কিস্তি প্রদান করা হয়েছে।	২০	৫	২০০

মূল্যায়নকালীন সময়ের লক্ষ্যসমূহ এই পৃষ্ঠায় সম্পূর্ণ লিখা সম্ভব না হলে পরবর্তী পৃষ্ঠা ব্যবহার করতে হবে। তবে মোট যোগফল পরবর্তী পৃষ্ঠায় উল্লেখ করতে হবে।

Figure 7: Operational goal

চলমান সেকশন ২ (প্রায়োগিক লক্ষ্য)

লক্ষ্যসমূহ (বছরের শুরুতে পূরণ করতে হবে)	অর্জন নির্দেশক (লক্ষ্য অর্জন পরিমাপ করা যাবে এমন বিষয়)	সময়কাল	কর্মীর মন্ব্য / পৃথীত পদক্ষেপ (বছর শেষে প্রযোজ্য ক্ষেত্রে)	ওজন (Weights) ৮০%	প্রাপ্ত নম্বর (প্রতিটি লক্ষ্যের বিপরীতে ১-৫ এর মধ্যে নম্বর প্রদান করুন)	চূড়ান্ত weighted মান (প্রাপ্ত নম্বর × ওজন / ১০০)
কর্মীদের জায়গায় স্থানান্তরিত কৃত্যবস্তীদের ব্যবস্থাপনা দক্ষতা বৃদ্ধি করা এবং মাসিক জায়গায় মাসিক কর্মী নিয়োগ করা (কর্মীর দক্ষতার সর্বোচ্চ ব্যবহার নিশ্চিত করা)	ক) বাস্তবায়িত কর্মী পরিচালনা দক্ষতা অনুযায়ী মন্ব্য বিস্তারন কর্মসূচী প্রাথমিক পর্যায়ে ২০% পিওকে নক্ষ্যমাত্রায় অর্জন করা। খ) কোভিড-১৯ মহামারী প্রকল্পের সময় কর্মীদের জন্য অনুশ্রমন কর্মসূচী প্রকল্পের মাধ্যমে একটি বহুমুখী কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা।	জানুয়ারী-ডিসেম্বর	১) জায়গায় স্থানান্তরিত কর্মীদের জন্য মন্ব্য বিস্তারন কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা। ২) কোভিড-১৯ মহামারী প্রকল্পের সময় কর্মীদের জন্য অনুশ্রমন কর্মসূচী প্রকল্পের মাধ্যমে একটি বহুমুখী কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা।			
প্রায়োগিক লক্ষ্যের জন্য প্রাপ্ত মোট চূড়ান্ত weighted মান (A)						৩.৭৫

\* নম্বর প্রদানের জন্য ১০ নং পৃষ্ঠায় উল্লিখিত "লক্ষ্য অর্জন পরিমাপক মানদণ্ড" ব্যবহার করতে হবে।

Figure 8: Operational goal

লক্ষ্যসমূহ (বছরের শুরুতে পূরণ করতে হবে)	অর্জন নির্দেশক (লক্ষ্য অর্জন পরিমাপ করা যাবে এমন বিষয়)	সময়কাল	কর্মীর মন্ব্য/ পৃথীত পদক্ষেপ (বছর শেষে প্রযোজ্য ক্ষেত্রে)	ওজন (Weights) ২০%	প্রাপ্ত নম্বর (প্রতিটি লক্ষ্যের বিপরীতে ১-৫ এর মধ্যে নম্বর প্রদান করুন)	চূড়ান্ত weighted মান (প্রাপ্ত নম্বর × ওজন / ১০০)
কর্মী সংক্রান্ত লক্ষ্য (People Objective) ২০% কর্মীদের জায়গায় স্থানান্তরিত কৃত্যবস্তীদের ব্যবস্থাপনা দক্ষতা বৃদ্ধি করা এবং মাসিক জায়গায় মাসিক কর্মী নিয়োগ করা (কর্মীর দক্ষতার সর্বোচ্চ ব্যবহার নিশ্চিত করা)	ক) বাস্তবায়িত কর্মী পরিচালনা দক্ষতা অনুযায়ী মন্ব্য বিস্তারন কর্মসূচী প্রাথমিক পর্যায়ে ২০% পিওকে নক্ষ্যমাত্রায় অর্জন করা। খ) কোভিড-১৯ মহামারী প্রকল্পের সময় কর্মীদের জন্য অনুশ্রমন কর্মসূচী প্রকল্পের মাধ্যমে একটি বহুমুখী কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা।	জানুয়ারী-ডিসেম্বর	১) জায়গায় স্থানান্তরিত কর্মীদের জন্য মন্ব্য বিস্তারন কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা। ২) কোভিড-১৯ মহামারী প্রকল্পের সময় কর্মীদের জন্য অনুশ্রমন কর্মসূচী প্রকল্পের মাধ্যমে একটি বহুমুখী কর্মসূচী প্রকল্পের মাধ্যমে কর্মীদের দক্ষতা বৃদ্ধি করা।	২০	৫	১.০০
				২০	৪	০.৮০
কর্মী সংক্রান্ত লক্ষ্যের জন্য প্রাপ্ত মোট চূড়ান্ত weighted মান (B)						১.৮০
চূড়ান্ত weighted মোট মান (Z) = (A+B+C*)						৪.৫৫

চূড়ান্ত weighted মোট মান (Z) নির্ণয়ের ক্ষেত্রে দশমিকের পর সর্বোচ্চ ২ ঘর পর্যন্ত বিসর্জন করতে হবে এবং ৮ নং সেকশনে "সাময়িক মূল্যায়ন" অংশে লিখতে হবে। প্রাপ্ত চূড়ান্ত weighted মোট মান (Z) = প্রায়োগিক লক্ষ্যের জন্য প্রাপ্ত মোট চূড়ান্ত weighted মান (A) + কর্মী সংক্রান্ত লক্ষ্যের জন্য প্রাপ্ত মোট চূড়ান্ত weighted মান (B) + নতুন/পরিবর্তনীয় বা সংযোজিত লক্ষ্য ও উদ্দেশ্যসমূহের জন্য প্রাপ্ত weighted মান (C\*) যা ৫ নং সেকশনে নির্ণয় করা হয়েছে।

Figure 9: People goal

### Target rating scale:

Employees' objectives are appropriately assessed when they set them. The family takes after a rating and scoring framework that begins with a most extreme of 5 and a least of 1. Workers are evaluated on a 15-point scale from least to most extreme.

An employee who receives a maximum score of 5 is considered to have met his or her goals and exceeded the level set by his or her supervisor. An employee who receives a score of 4 is considered to have worked consistently toward the organization's goals and anticipates achieving them. Workers who as it was met the objective got 3. Workers who did not meet the standard gotten a 2 and those who performed ineffectively got 1. After six months of objective setting, the worker sat down. with their boss to check their advance. They examine accomplishments and 4,444 other changes or alterations to their objectives. At this assembly, as workers audit their advances with their bosses, they can include unused objectives based on the employee's advances and capabilities. Scoring in this meeting is optional.



Figure 10: The Staff Performance Cycle of BRAC

The BRAC approach to performance management incorporates Savvy objectives beginning from scratch, a clear center on an individual's continuous learning and improvement, and mid-year discussions between representatives and bosses. , and an end-of-year audit to assess an employee's whole year. execution of. All of these key components will be built on a solid establishment of continuous coaching, mentoring, and input, as well as BRAC's strong values and goal-oriented culture.

## Midyear Conversations

Mid-year conversations are a portion of a progressing center on coaching and improvement. This can be a time when representatives survey execution against objectives and mid-year development and advancement plans. This discourse ought to portray accomplishments to date, distinguish objectives that have been included, expelled, or changed survey needs, and advance on advancement plans to date. , whereas clarifying future execution desires. No appraisals or scores will be discharged mid-year. After six months of objective setting, representatives sit down with their individual bosses to survey their advance. They examine accomplishments and consequent changes or alterations to their objectives. At this assembly, as workers audit their advance with their boss, they can include modern objectives based on the employee's advance and capabilities. The number notation in this assembly is optional.

### ০৪. মধ্যবার্ষিক পর্যালোচনা (Mid-Year Review)


বছরের মাঝামাঝি পর্যন্ত প্রতিটি শফের বিপরীতে কাজের অগ্রগতি এই সেকশনে পর্যালোচনা করতে হবে। প্রয়োজনে তত্ত্বাবধায়কের সঙ্গে আলোচনা সাপেক্ষে নতুন বা যে কোন শফের সংযোজন অথবা পরিবর্তন ৫ নং সেকশনে উল্লেখ করতে হবে। উন্নয়ন পরিকল্পনার অগ্রগতি পর্যালোচনা করতে হবে এবং কর্মদক্ষতা উন্নয়নের অগ্রগতি ব্যাখ্যা করতে হবে। কর্মী প্রথমে তার পূর্বনির্ধারিত শফের বিপরীতে কাজের অগ্রগতি বর্ণনা করবেন এবং মন্তব্য প্রদান করবেন। এরপর তত্ত্বাবধায়ক কর্মীর সাথে আলোচনাসাপেক্ষে এই বিষয়ে তার মন্তব্য বা ফিডব্যাক দিবেন। এই সংলাপ মূল্যায়ন বছরের অর্ধেক সময় অভিবাহিত হওয়ার পরেই অনুষ্ঠিত হবে।

i) কর্মী বছরের এ সময় পর্যন্ত তার প্রকৃত অর্জন ও সাফল্য তুলে ধরবেন এবং যেসব ক্ষেত্রে চ্যালেঞ্জের সম্মুখীন হয়েছেন সে দিকগুলোও উল্লেখ করবেন।

বড় বড় চর্চাতি প্রকল্পে পর্যন্ত যে সকল নক্ষত্রমাত্রা অর্জিত হয়েছে তা হলো ১২/২৫ এর পরে বিস্তারিত মানের ক্ষেত্রে ২০০% আদায় করা সম্ভব হয়েছে। যে সকল ক্ষেত্রে আরো ভালো করা যেত তা হলো ঋন বিস্তারন নক্ষত্রমাত্রার ৫০%, কাগজে কিস্তি আদায় ৯৫%, বিকাশের স্বার্থে কিস্তি আদায় ১৮%, নতুন ঋন বিস্তারন ২২%, বিকাশের ক্ষেত্রে ঋন ১১%। ২০% পিতৃদের পারিকল্পনা স্বার্থে নক্ষত্রমাত্রা অর্জন করা। পিতৃদের পারিকল্পনা ট্র্যাকিং করে কাজ করা এবং মিডিউন স্কিম ও নো লেঞ্জেন্ট এর বিষয়ে একটি ২০০% কাজ করা।

ii) তত্ত্বাবধায়ক কর্মীর প্রকৃত অর্জন ও সাফল্য পর্যালোচনা করবেন এবং কোথায় কর্মীর উন্নয়ন দরকার তা তুলে ধরবেন।

বড় বড় চর্চাতি প্রকল্পে পর্যন্ত যে সকল নক্ষত্রমাত্রা অর্জিত হয়েছে তা হলো ১২/২৫ এর পরে বিস্তারিত মানের ক্ষেত্রে ২০০% আদায় করা সম্ভব হয়েছে। যে সকল ক্ষেত্রে আরো ভালো করা যেত তা হলো ঋন বিস্তারন নক্ষত্রমাত্রার ৫০%, কাগজে কিস্তি আদায় ৯৫%, নতুন ঋন বিস্তারন নক্ষত্রমাত্রার ২২%, বিকাশের স্বার্থে কিস্তি আদায় ১৮%, বিকাশের ক্ষেত্রে ঋন ১১%। ২০% পিতৃদের পারিকল্পনা স্বার্থে নক্ষত্রমাত্রা অর্জন করা। পিতৃদের পারিকল্পনা ট্র্যাকিং করে কাজ করতে হবে। মিডিউন স্কিম ও নো লেঞ্জেন্ট এর বিষয়ে একটি ২০০% কাজ করতে হবে। পিতৃদের সাথে মিডিউন/ওয়ান টু ওয়ান যোগাযোগের স্বার্থে সক্ষমতা চিহ্নিত করে সমাধান ব্যবস্থা করা।

কর্মীর নাম : মোঃ বুনবুন আহমেদ      কর্মীর স্বাক্ষর :       তারিখ : ২২/১০/২০২০


তত্ত্বাবধায়কের নাম : মোঃ আলী হুসু রহমান      তত্ত্বাবধায়কের স্বাক্ষর :       তারিখ : ২২/১০/২০      পিন : ৫৫৫০৪

Figure 11: Mid-Year Review

## Year-End Review

The year-end handle is the extreme step inside the execution administration handle. Ordinarily, an opportunity for chiefs to evaluate agent execution against their annual destinations as well as an opportunity for specialists to show their accomplishments all through the year.

After the mid-year survey, workers work on their reexamined objectives and at the conclusion of the year, they are evaluated on a rating scale and based on execution and objective achievement.

### ০৬. বার্ষিক পর্যালোচনা (Year End Review)

মুদ্রায়ন বছরশেষে ২ ও ৫ নং সেকশনে বর্ণিত সকল শাখার বিপরীতে পর্যালোচনা করা হবে এবং তত্ত্বাবধায়ককে কাজের মান নিরূপণ সম্পন্ন করতে হবে। কর্মী প্রথম তার অংশ পূরণ করবেন। এরপর কর্মী ও তত্ত্বাবধায়কের মধ্যে আলোচনা শেষে তত্ত্বাবধায়ক তার অংশ পূরণ করবেন।

i) কর্মী সারা বছরের প্রকৃত অর্জন ও সাফল্য তুলে ধরবেন এবং যেসব ক্ষেত্রে চ্যালেঞ্জের সন্মুখীন হয়েছেন সে দিকগুলো উল্লেখ করবেন।

ডিপ্লোমারের শেষ পর্যন্ত যে সকল লক্ষ্যমাত্রা অর্জিত হয়েছে তা হলো, নতুন ডিওগান ১৩৭%, ডিও প্রতি নতুন ঋন বিতরণ ১১৪%, রিফার্ট্যান্সিং ১১৩%, বিকাশের মাধ্যমে কিস্তি আদায় ২৩৩%, কার্গেন্টে কিস্তি আদায় ১০০%, ২০/২৫ এর পরে বিতরণকৃত ঋণের কিস্তি ১০০%, ঋন বিতরণ লক্ষ্যমাত্রা ১০০%।  
যে সকল ক্ষেত্রে আরো ভালো করা হতো তা হলো, নতুন মধ্যম্য জটিকরে, লোন ফ্রি মধ্যম্য ঋন বিতরণ করে শেয়ারহোল্ডিং বৃদ্ধি করলে আরো ভালো হতো।

ii) তত্ত্বাবধায়ক কর্মীর প্রকৃত অর্জন ও সাফল্য পর্যালোচনা করবেন এবং কোথায় কর্মীর উন্নয়ন দরকার তা উল্লেখ করবেন।

ডিপ্লোমারের শেষ পর্যন্ত যে সকল লক্ষ্যমাত্রা অর্জিত হয়েছে তা হলো নতুন ডিওগান ১৩৭%, ডিও প্রতি নতুন ঋন বিতরণ ১১৪%, রিফার্ট্যান্সিং ১১৩%, বিকাশের মাধ্যমে কিস্তি আদায় ২৩৩%, কার্গেন্টে কিস্তি আদায় ১০০%, ২০/২৫ এর পরে বিতরণকৃত ঋণের কিস্তি ১০০%, ঋন বিতরণ লক্ষ্যমাত্রা ১০০%।  
যে সকল ক্ষেত্রে আরো ভালো করা হতো তা হলো লোন ফ্রি মধ্যম্য ঋন বিতরণ করে এবং নতুন ডান মধ্যম্য জটিকরে ঋন বিতরণ করলে আরো ভালো হতো।

Figure 12: Year-End Review

As an agent finalizes his Objectives, it is essentially imperative for him to carry out his ordinary work by showing up the right BRAC values. Representatives are expected to protect the foremost vital standard of behavior and values at all times.

At the conclusion of the year, employees' evaluation will be done on the accomplishment of their goals as well as a show of the right behaviors and values. The Center BRAC Values are:

As specified prior, BRAC has four values. They are searching for representatives who can relate to these values amid their residency and work at BRAC. BRAC Worldwide too assesses representatives based on these four values. They were:

**Integrity:** The employee was fair in all his activities. Express a legitimate conclusion and energize others to do the same. Treat everybody with regard and affability. Comply with the BRAC code of conduct.

**Innovation:** Employees are assessed on their capacity to enhance whereas seeking after choices that will be unsafe, modern, or untried. Illustrate an eagerness to memorize and actualize modern strategies. Appear openness to unused thoughts. Acknowledges disappointment as an opportunity.

**০৭. মূল্যবোধ সম্পর্কিত যাচাই- বছরশেষের পর্যালোচনা**

তত্ত্বাবধায়কের পর্যবেক্ষণ অনুযায়ী প্রমোদারিত ভিত্তিতে কর্মীর নির্দিষ্ট মূল্যবোধ মূল্যায়ন করে মন্তব্য করবেন এবং কোন কোন ক্ষেত্রে কর্মীর উন্নয়ন দরকার আছে তা লিখবেন। ৮ নং সেকশনে উল্লিখিত মূল্যবোধ পরিমাপক মানদণ্ড অনুযায়ী তত্ত্বাবধায়ক প্রতিটি মূল্যবোধের বিপরীতে নম্বর প্রদান করবেন। মূল্যবোধ পরিমাপক মানদণ্ড হবে সর্বোচ্চ ৪ এবং সর্বনিম্ন ১।

মূল্যবোধ	প্রাপ্ত নম্বর (৪-১)**	তত্ত্বাবধায়কের মন্তব্য
<b>i) সততা ও নিষ্ঠা:</b> সকল ক্ষেত্রে সততার পরিচয় দেয়া, নির্ভরযোগ্যতা এবং বিশ্বস্ততা প্রদর্শন করা, কাজের জন্য জবাবদিহিত্বমূলক মনোভাব শোষণ করা সকল কাজে সততা ও যত্নতা বজায় রাখা নির্দিধায় নিয়মের অতিক্রম করা এবং অন্যকেও তা করতে উৎসাহিত করা সকলের প্রতি হান্ডা ও সৌজন্যবোধ প্রদর্শন করা পরিপূর্ণভাবে জবাবদিহিত্বমূলক মনোভাব শোষণ করা এবং অন্যায় মেনে না দেয়া ড্রাকের আচরণবিধি অনুসরণ করা	৪	সততা ও নিষ্ঠার সঙ্গিত কাজ করার চেষ্টা করে নিজের অজিত প্রকাশ এবং অন্য কে প্রকাশ করতে উৎসাহিত করে সকলের প্রতি হান্ডা বোধ এবং সৌজন্য প্রদর্শন করে। পরিপূর্ণতা জবাবদিহিত্বমূলক মনোভাব শোষণ করে এবং অন্যায় আচরণবিধি মেনে কাজ করে থাকে।
<b>ii) সৃজনশীলতা ও উদ্ভাবনী মনোভাব:</b> প্রতিকূল পরিস্থিতি বা ভুল-ত্রুটি থেকে শিক্ষা নিয়ে সমস্যা সমাধানে সৃজনশীলতার পরিচয় দেয়া, নতুন উদ্যোগ গ্রহণে সাহসী হওয়া, কর্মপ্রবাহের পরিবর্তনের সঙ্গে নিজেই যুক্ত থাকতে সক্ষম হওয়া স্বীকৃতি মাত্রা বিবেচনা করে নতুন বা অপটীকৃত বিকল্প উদ্যোগ গ্রহণে সৃজনশীলতার পরিচয় দেয়া নতুন কর্মকৌশল, মার্গমালা ও পদ্ধতি আয়ত্ত করা এবং তার বাস্তবায়নে আগ্রহ প্রদর্শন করা খেলাসনে নতুন ধ্যান-ধারণা গ্রহণ করা বার্ষিকতাকে শিক্ষাম্বহনের সুযোগ হিসেবে বিবেচনা করা	৬	যুক্তির মাত্রা বিবেচনা করে নতুন বা অপটীকৃত বিকল্প উদ্যোগ গ্রহণে সৃজনশীলতার পরিচয় দেয়া। নতুন কর্মকৌশল, মার্গমালা ও পদ্ধতি আয়ত্ত করা এবং তার বাস্তবায়নে আগ্রহ প্রদর্শন করা। খেলাসনে নতুন ধ্যান-ধারণা গ্রহণ করা। বার্ষিকতাকে শিক্ষাম্বহনের সুযোগ হিসেবে বিবেচনা করা।
<b>iii) সার্বজনীনতা ও সহায়তা:</b> সকলের প্রতি বৈষম্যহীন আচরণ করা, ভিন্ন ভিন্ন মতামত গ্রহণে মুক্তমনে পরিচয় দেয়া, "আমরা সবাই মিলে ব্রান্ড পরিবার"-এই চেতনাকে খালি করা জাতি, ধর্ম, বর্ণ, পিঙ্গ, জাতীয়তা, জাতিসত্তা, বয়স, শারীরিক ও মানসিক স্বাস্থ্য, আর্থনামাজিক ও জৈবোলিক অবস্থান নির্বিশেষে সকলের প্রতি ম্যাদসত্তা আচরণ করা প্রতিষ্ঠানিক পর্যায়ে, বৈতনিক, কর্মক্ষেত্র বা কর্মসূচি নির্বিশেষে সহকর্মীদের প্রতি শ্রদ্ধাশীল আচরণ করা বিভিন্ন দৃষ্টিকোণ বিবেচনা করে অন্যের অভিন্নতাকে গুরুত্বসহকারে গ্রহণ করা দেয়া সকল সময়ে নিষ্কাম গ্রাহকের বৃহত্তর স্বার্থকে বিবেচনা দেয়া এবং সকল উদ্যোগে গ্রাহিক ও সুবিধা স্বীকৃতির অধ্যায়িকা দেয়া	৩	জাতীয়তাবাদ নির্বিশেষে সকলের মধ্যে মিলন ঘটানোর চেষ্টা করে। প্রতিষ্ঠানিক পর্যায়ে, বৈতনিক, কর্মক্ষেত্র বা কর্মসূচি নির্বিশেষে সহকর্মীদের প্রতি শ্রদ্ধাশীল আচরণ করা। বিভিন্ন দৃষ্টিকোণ বিবেচনা করে অন্যের অভিন্নতাকে গুরুত্বসহকারে গ্রহণ করা দেয়া। সকল সময়ে নিষ্কাম গ্রাহকের বৃহত্তর স্বার্থকে বিবেচনা দেয়া এবং সকল উদ্যোগে গ্রাহিক ও সুবিধা স্বীকৃতির অধ্যায়িকা দেয়া।
<b>iv) কার্যকারিতা:</b> লক্ষ্য অনুযায়ী কর্মসূচি বাস্তবায়নের মাধ্যমে প্রত্যাশিত ফল অর্জনে ভূমিকা রাখা, গতিমূলক পদক্ষেপ গ্রহণের মাধ্যমে সমস্যা সমাধান করা, সাফল্য লাভের জন্য উদ্যোগ গ্রহণ করা সাফল্য অর্জনের পথে বাধা ও সমস্যাসমূহ দূর করার জন্য সমন্বয়পর্যায়ী যথাযথ পদক্ষেপ গ্রহণ করা সকল হস্তান্তর জন্য উদ্যোগ গ্রহণ করা এবং কাজের সঙ্গে একাত্ম হওয়া কর্মসূচির সঙ্গীত ব্যক্তির সঙ্গে নিয়মিত ও কার্যকরভাবে প্রয়োজনীয় তথ্য বিনিময় করা মনোর সমস্যা হিসেবে একসঙ্গে কাজ করা এবং লক্ষ্য অর্জনে সহকর্মী ও অঙ্গন কর্মীদের বিকাশ লাভে সহায়তা করা	৪	সাফল্য অর্জনের পথে বাধা ও সমস্যাসমূহ দূর করার জন্য সমন্বয়পর্যায়ী যথাযথ পদক্ষেপ গ্রহণ করা। সকল হস্তান্তর জন্য উদ্যোগ গ্রহণ করা এবং কাজের সঙ্গে একাত্ম হওয়া। কর্মসূচির সঙ্গীত ব্যক্তির সঙ্গে নিয়মিত ও কার্যকরভাবে প্রয়োজনীয় তথ্য বিনিময় করা। মনোর সমস্যা হিসেবে একসঙ্গে কাজ করা এবং লক্ষ্য অর্জনে সহকর্মী ও অঙ্গন কর্মীদের বিকাশ লাভে সহায়তা করা।
<b>মূল্যবোধের মোট নম্বর</b>		
মূল্যবোধের উপর কর্মীর সামগ্রিক মন্তব্য: <b>সুন্দর মনোভাব রয়েছে।</b>		
কর্মীর নাম: <b>শ্রী ব্রজেন কুমার</b>	কর্মীর স্বাক্ষর: <b>[Signature]</b>	তারিখ: <b>০২/০১/২০২২</b>

\*\* নম্বর প্রদানের জন্য ১০ নং পৃষ্ঠায় উল্লিখিত "মূল্যবোধ পরিমাপক মানদণ্ড" এর সাহায্য নিতে হবে।

Figure 13: The year-end assessment on Values and scoring scale

**Inclusiveness-** Treated anyone pretty regardless of race, gender, religion, ethnicity, nationality, sex, age, real or mental capacity, financial notoriety or geology. Treated colleagues beautiful in

any case of their organizational position, level, places or program/Enterprise/Department. Effectively tuned in and taken into thought interesting viewpoints. Took choices keeping up BRAC's broader targets in mind-make certain that the organization's enhancement intercession gave priority to those who are marginalizing and disadvantaged.

**Effectiveness-** Took appropriate and well-timed movement to triumph over issues, issues, and boundaries to victory. Took activity and ownership in finishing comes about. Communicated appropriate actualities frequently and effectively with all partners. Communicated appropriate actualities frequently and effectively with all partners. Worked as a group member and made a difference grow colleagues and subordinates to get not bizarre put targets.

০৮. সাময়িক মূল্যায়ন (তত্ত্বাবধায়ক পূরণ করবেন)

i) লক্ষ্যের সাময়িক মান (Z):

৪.৫০ (৪ নং পৃষ্ঠার লক্ষ্য সেকশনে Z এর মান দেখুন)

ii) মূল্যবোধের সাময়িক মান:

৩ (৮ নং সেকশনে নিচে মূল্যবোধের মান দেখুন। "মূল্যবোধের চূড়ান্ত ফলাফল নির্ণায়ক গ্রীড" এর সাহায্যে এ,বি,সি বা ডি মান উদ্বেগ করুন)

iii) সর্বমোট প্রাপ্ত মান:

৪.৫০ লক্ষ্য এবং মূল্যবোধের সাময়িক মান একত্রে লিখুন)

\*লক্ষ্য অর্জন পরিমাপক মানদণ্ড:

৫- অসাধারণ	৪ - প্রত্যাশিত মান ছাড়িয়ে গেছে	৩ - প্রত্যাশিত অর্জন	২ - পুরোপুরি মানদণ্ড অনুযায়ী হয়নি	১ - মানদণ্ড অর্জনে ব্যর্থ হয়েছে
নির্ধারিত লক্ষ্যতপসে সম্পাদনের ক্ষেত্রে অপ্রত্যাশিত, অকৃতপূর্ণ ও খসড়া বৈশিষ্ট্যসমৃদ্ধ সাফল্য অর্জিত হয়েছে। নির্দেশনা ও সর্ম্বনের মুখোপেক্ষী না হয়ে আত্মনির্ভরশীলতার সাথে উচ্চাকাঙ্ক্ষী লক্ষ্য নির্ধারণ ও তা বাস্তবায়ন সুসম্পন্ন হয়েছে এবং ক্রমাগত নিজ সাফল্যকে অভিজ্ঞতার মাধ্যমে তার কর্মনিপুণ্য প্রমাণিত হয়েছে। শতকরা ১২০ ভাগের বেশি ক্ষেত্রে সাফল্য অর্জন করে অসাধারণ কর্মদক্ষতার পরিচয় দিয়েছে।	ধারাবাহিকভাবে লক্ষ্য বাস্তবায়নে সক্ষম হয়েছে যার ফলাফল হিসেবে শতকরা ১০১-১২০ ভাগ ক্ষেত্রেই কর্মদক্ষতার সাথে অভিজ্ঞ সাফল্য অর্জিত হয়েছে।	নির্ধারিত লক্ষ্যতপসে সম্পন্ন করার ক্ষেত্রে প্রত্যাশিত কর্মদক্ষতার মাধ্যমে এটি প্রমাণ করতে পেরেছে যে, সকল কাজই সুসম্পন্ন করার যোগ্যতা রাখেন এবং কেবল অপ্রত্যাশিত সীমাবদ্ধতাই সাফল্যের বাধা হতে পারে। শতকরা ১০০ ভাগ ক্ষেত্রে সফলতা এসেছে।	অনেক ক্ষেত্রেই লক্ষ্য অর্জন সক্ষম হলেও তা প্রত্যাশিত আকারে হয়নি। শতকরা ৮০-৯৯ ভাগ ক্ষেত্রে সফলতা এসেছে।	বেশীভাগ লক্ষ্য অর্জনে ব্যর্থ হয়েছে। শতকরা ৮০ ভাগের কম ক্ষেত্রে প্রত্যাশা পূরণ হয়েছে।

\*\*মূল্যবোধ পরিমাপক মানদণ্ড - প্রত্যেকটি মূল্যবোধের বিপরীতে দিতে হবে।


নির্দিষ্ট মূল্যবোধটি কমা-	
চর্চার মাধ্যমে অন্যের জন্য উদাহরণ সৃষ্টি করেন	৪
প্রতিনিয়ত প্রদর্শন/ চর্চা করেন	৩
মাঝে মাঝে প্রদর্শন/ চর্চা করেন	২
কদাচিৎ প্রদর্শন/ চর্চা করেন	১

মূল্যবোধের চূড়ান্ত ফলাফল নির্ণায়ক গ্রীড

গ্রেড এ- ধারাবাহিকভাবে মূল্যবোধ চর্চা/ প্রদর্শন ও দৃষ্টিগ্ৰহণে সক্ষম	১৫-১৬
গ্রেড বি- প্রতিনিয়ত মূল্যবোধ প্রদর্শনে সক্ষম	১২-১৪
গ্রেড সি- ক্ষেত্রবিশেষে মূল্যবোধ প্রদর্শনে সক্ষম	৮-১১
গ্রেড ডি- কুব কম ক্ষেত্রেই মূল্যবোধ প্রদর্শনে সক্ষম	৪-৭

iv) মূল্যায়ন সম্পর্কে কর্মীর সাময়িক মন্তব্য

মূল্যায়ন সম্পর্কে কর্মীর মন্তব্য

কর্মীর স্বাক্ষর: 

তারিখ: ২০/০১/২০২২

Figure 14: Overall Year-End assessment

Following, the administrator posts a comment on the employee's execution for the year. The boss comments on those years come about for the representative. This representative too distributes his

comments on his execution all through the year. Based on his execution and the comment posted by the boss, the employee is entitled to compensation. The rewards they get are advancements, execution stipends, and raises.

BRAC Worldwide takes after this special PMS for all workers working for them. This rating framework is pertinent to staff working totally different BRAC programs in numerous creating nations over Asia and Africa. All the evaluation data is collected by nation's agents stationed at each nation's base camp. At that point, the agents of the nation's sent the assessment sheets to Human Resources Department.

At the head office in Bangladesh. The HR group in Bangladesh will at that point draft a report on the assessment shapes collected, go to an assembly with the board of executives, show a report on worker execution all through the year and render the final decision on the representative's grant the basis for their execution. For the underperforming workers, the organization chooses to deliver them preparing and create their aptitudes so they perform superior within the up-and-coming long time.

### Planning of Development

<b>Step-1</b>	<b>Focus on 1-2 key development areas that will help the employee to achieve his objectives and bring him closer to his career aspirations.</b>
<b>Step-2</b>	<b>Develop work activities for each development areas.</b>
<b>Step-3</b>	<b>Identify clear measures of success for each key development area and work on it.</b>

**Figure 15: The Three Steps of Planning of Development of BRAC**

When the worker finalizes and looks at his targets with his Boss, it in addition additionally basic to center on his advancement and learning openings for the year. The taking after 3 steps will offer



assistance to the representative and chairman to make a choice on what the employee's headway and improvement organize will see like.

### 3.3 Challenges and limitations

Countries within the African locale such as Uganda, South Sudan, Tanzania, Liberia, and Sierra Leone are all underdeveloped. They are within the improvement stage. BRAC Worldwide has staff there with different BRAC improvement programs. Employees are of two sorts; they are nearby employees of this nation and outsiders sent by BRAC from Bangladesh. BRAC's execution administration framework applies to everybody. A PMS shape is issued to each employee and at the conclusion of the year, the nation office collects the shape from where it is conveyed to its base camp in Bangladesh. We note that in a few shapes exceptionally small information isn't filled in. A few of them don't have the signature of the nation agent or the comments from the boss are lost in a few frames. These made a part of issues for the HR team as they had to send their resumes back to them and get the specified data. However, it isn't simple for the staff, because the internet network isn't however plenteous in nations within the African locale and the message cannot be transmitted effectively. In a few nations, web association is as it were accessible for a day or two. As a result, the HR group had to hold up a whereas to talk about issues related to PMS shapes.

#### **To analyze:**

After 3 months working with the staff of BRAC International, and comparing with all the hypothetical information that I have learned in college over the past 4 long times, I can effectively say that the group BRAC International's staff is exceptionally effective and successful. They have built and customized their claim precise and compelling strategy to effectively track the execution of each representative within the quickest and most cost-effective way, indeed after the assessment steps have been completed essential. This entirety PMS prepare is time-devouring as BRAC Worldwide is exceptionally cautious approximately its notoriety and tries its best to maintain a strategic distance from any errors as PMS is the foremost touchy portion of HR exercises. They take each step specified in each employee's PMS form to decrease blunders. Whereas they do not

tend to stay to strict time limits, they do get to total the complete handle inside a certain time allotment.

### 3.4 Results and discussion

Within the worldwide context, performance administration is the foremost touchy angle of HR administration. It's exceptionally energetic and always advancing. There are more outside impacts, high risks, and bits of knowledge from the workers included. This can be exceptionally diverse from conventional rating frameworks. Execution management is beyond assessment. This moves forward employees` execution and makes a difference in advancement. This preparation encourages coaching instead of being more directional and evaluative. Not at all like the examination framework, is execution administration a continuous preparation. BRAC Universal is following the execution administration framework rather than the conventional evaluation framework. The organization itself has adjusted to the alter within the worldwide HRM setting. They not as it were screen the execution of each representative, but to offer assistance create abilities for the in the general victory of the organization. As innovation advancement takes put every day, the challenges confronting BRAC Worldwide are too minimized over time. Internet network will be extended within the future and BRAC will contract more productive staff for programs exterior Bangladesh to screen data sometime recently exchanging it to central command.

### 3.5 Conclusion

It is said that the strong oaks these days are the nuts that once held their ground unequivocally. BRAC and BRAC all-inclusive may be a prior outline of the cite. BRAC started its travel in a small town Sullah in Bangladesh forty four a long time back and directly they are composing their advancement triumph stories in more than ten countries over Asia and Africa with a wide vision to change lives of the troubled and slight people. The foremost quality of BRAC is the workforce with strong will and confirmation it would not have been conceivable. The Human Resources Division of BRAC Widespread has ensured a qualified deluge of staff making their around the

world programs a triumph. I consider this an honor to actuate a chance to work with such a bunch where I appear to push the bar of my have ability and discover the conceivable outcomes, I have in me. After getting included with the people here I got the chance to memorize more nearly the practical corporate world and past the hypothetical data. BRAC Widespread will flourish in fact more inside long term on the off chance that they proceed theirs sharpens the way they are doing.

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