

**INTERNSHIP REPORT
ON
“PERFORMANCE APPRAISAL SYSTEM OF EPYLLION GROUP”**



Submitted To

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Uttara University**

Submitted By

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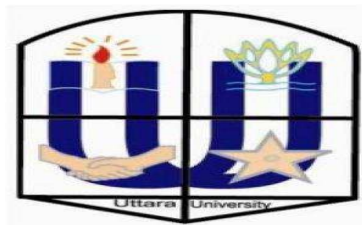
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Letter of Transmittal

Zahidul Islam
Lecturer
Department of Business Administration
Uttara University

Subject: Submission of Report on Performance Appraisal System of Epyllion Group.

Dear Sir

I am pleased to present this report on “Performance Appraisal System” for the fulfillment of the SOB, the dissertation.

This is to inform you that I have successfully completed my spring-20 dissertation at Epyllion Style Limited sister concern of Epyllion Group. I am working in the HR, Admin & CSR department under the supervision of DGM (Head of HR, Admin & CSR), Mohammad Shahidul Islam. It has been a great privilege to work and learn from such a friendly and helpful supervisor and in a smooth, cordial environment.

Working on this report has been really interesting & informative experience for me. I learned many unidentified facts, by working practically at the corporate office, which I believe will be supportive to my academic & professional career in the future. While doing this report, I learned to integrate plenty of information into a concise volume. I have enjoyed working on this report and I hope that my report will meet the level of your expectations. I would try my best and shall be obliged to provide you with any clarification regarding the project.

Sincerely,

Mohammad Munim Islam
ID: 2201031003
Major in HRM-EMBA
Batch: 51th
Uttara University

Student's Declaration

I am Mohammad Munim Islam student of Masters of Business Administration (MBA) under the department of Business Administration (DBA) at Uttara University declaring that this my internship report on the topics of “Performance Appraisal System of Epyllion Group” have only been prepared for the fulfillment of the requirement of the Masters of Business Administration (MBA).

I hereby declare this report has been solely prepared by me and to best of my knowledge. It contains no materials previously published or written by any other person, which have been accepted for the degree at Uttara University, or any other educational institutions, except the quotations and reference, which have been duly acknowledged.

It is also declared that, this report has been prepared for academic purpose only and will not be submitted elsewhere for any purpose.

Mohammad Munim Islam
ID: 2201031003
Batch 51th
Program: EMBA
Uttara University

Supervisor's Declaration

I hereby certify that Mohammad Munim Islam student of Masters of Business Administration (MBA) at Uttara University, Bearing the ID NO: 2201031003 has prepared internship report titled “Performance Appraisal System of Epyllion Group” as a requirement for the fulfillment of the requirement of the Masters of Business Administration (MBA). To best of my knowledge, he has completed all the required courses of the program, he have prepared the report, and accepted as authentic one.

He regularly visited me and informed me about the progress of his work over telephone in several occasions and he was found to be quite sincere in doing his internship. As per as my knowledge goes, the work is an original one.

I wish his all the best in his future endeavor.

Zahidul Islam
Lecturer
Department of Business Administration
Uttara University

Acknowledgement

I am thankful to Zahidul Islam, Academic Supervisor of SOB, Uttara University, for the freedom he gave me in choosing my report topic and his continuous guidance henceforth. His guidance has been of extreme help to me. I am also thankful for all the times, I consulted her and he answered with the utmost patience and perseverance. Practical knowledge is fundamental for the application of theoretical intelligence. Therefore, his guidelines for the report made it mandatory for me to seek learning in the work environment, which proved to be very gratifying.

I cordially thank the honorable teacher to provide me the opportunity to apply online learning in practice. There are always some differences between theories and practice. This report bridges the gap between them.

I am also thankful to Mohammad Shahidul Islam, DGM (HR, Admin & CSR) of Epyllion Group for giving me his valuable time, guiding me during internship and answering all my queries so spontaneously.

Executive Summary

In this report, I have done a detailed analysis on the performance Appraisal of Epyllion Group. Here, I have covered all the sections of the performance Appraisal process using balanced scorecard as the basis of developing a brand new performance evaluation of all the departments of Garments Units. I have developed a balance scorecard based performance Appraisal for Marketing and Sales, Accounts, Inventory Management, HR & Admin, Intellectual Communication & Technology and Supply Chain Management.

Besides these, I have also incorporated the history, Brief about the company and its performance, vision and mission, values and products of Epyllion Group and most importantly I have incorporated a brief of how HR Admin & CSR Department does their job in Epyllion Style Ltd. While making the analysis on Performance Appraisal Process I have provided detailed information about performance evaluation and I have covered all the related factors with it and in addition to that I have tried to incorporate the theories that I have learned with the practices I have seen. This report also provides a brief overview on different tasks I had to performing during my dissertation report, the responsibilities I had to handle during the internship, my personal observation regarding the critical issues, some lacking of the HR department and my recommendations for improving the total HR practices of Epyllion Style Ltd. Then I have presented the detailed analysis of how I have conducted the performance Appraisal in the light of Balance Scorecard, by analyzing workload, Job Description, quantitative data analysis and by analyzing business processes of Epyllion Style Ltd. Then I have drawn a conclusion, which sum up all the analysis and finally I present the format I have successfully introduced at Epyllion Style Ltd. and which will be implemented as official performance Appraisal Method from now on.

Chapter-1

1. Introduction

1.1. Background and description

This report has been prepared for the partial fulfillment of the EMBA Program. As per the completion of EMBA program at Uttara University, I have prepared this report on the topic of “Performance Appraisal System of Epyllion Group.” Zahidul Islam, Lecturer at Uttara University, supervised the report and I am thankful to him for assigning this project.

Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. Performance management is critical to small and large organizations – for-profit and not-for-profit, domestic and global – and to all industries. After all, the performance of an organization depends on the performance of its people, regardless of the organization's size, purpose or other characteristics. However, if they have one, few organizations use their existing performance management systems in productive ways. Performance management is usually vilified as an ‘HR department requirement’. In many organizations, performance management means that managers must comply with their HR department's request and fill out tedious, and often useless, evaluation forms. These evaluation forms are often completed because it is a requirement from the ‘HR Department’. Receiving feedback about one's performance increases the motivation for future performance. Knowledge about how one is doing and recognition of one's past successes provide the fuel for future accomplishments. Performance management systems allow managers to communicate to their subordinates their judgments regarding performance.

1.2. Objective of the study: There are two types of objectives. One is broad objectives and another is specific objectives.

Broad Objective: The broad objective of the study is to understand the Performance Appraisal system of Epyllion Group.

Specific Objectives: The specific objective of the study are as follows:

- ✓ To examine the performance appraisal process of Epyllion Group.
- ✓ To maintain & assess the potential present in a person for further growth and development
- ✓ To identify the strengths and weakness of employee to place right man on right job.
- ✓ To provide a feedback to employees regarding their performances and related status
- ✓ To review and retain the promotional and other training programs

1.3. Limitation

- Corporate and Factory executives usually remain very busy due to which it is difficult to get adequate time from them.
- Employees are not allowed to provide delicate and confidential data to interns.
- Time constraint is another significant part for limitation of study.
- In practical life, many things change so the theories and real implications might differ.

Chapter-2

Company Profile



2.1 Company Profile:

Epyllion Group within a brief time of its inception in 1994 secured a remarkable position in the emerging industry of Ready Made Garments. Started with only 2 sewing lines and 200 workforces at Mirpur, Dhaka. Epyllion Group has now swelled up with 20000 workforces with 150 sewing lines in several locations of Dhaka, Gazipur and Narayanganj.

Now a day Epyllion Group is the leading manufacturers of RMG Group in Bangladesh. It started the journey with the commitment for providing high quality readymade garments in the world. Its brand "Sailor" has own renowned both at home and abroad. Epyllion Style Ltd. is a Leeds Certified Factory and one of large green factory in Bangladesh.

Initially it was export with European country. Now a day it is exported in Australia, UK, USA etc. The main Buyer of Epyllion Group are C&A, M&S, Cellio, Target Australia, S. Oliver, G-Star, Varner, Express, Tommy Hilfiger, Ralph Lauren etc. With the passing of time, the quality of the product increased day by day. Therefore, the sponsors expanded the project thrice. By dint of quality of product soon gained acceptability abroad, which raised the necessity for expanding the factory from initial 3000 work force works, 2006, Now 20000 work force works here.

The company has been listed in (Bangladesh Garments manufacture and Export Association) BGMEA. It is hopefully expected that these new growth platforms will facilitate creation of new dimensions and frontiers to the mother company Epyllion Style Ltd.

Epyllion is one of renewed export group in RMG sector and paved the way for earning hard-earned foreign currency. Recently Epyllion Group achieved the National Export Trophy (Gold) twice and archived SUPER BRANDS for attaining the top most place among the Garments exporters in Bangladesh. The main product of Epyllion is knit items. The embroidery and printing are the wings of Epyllion Group. Now a day production at Epyllion Style Ltd. is 46154 pcs (average) and monthly production 12 lac pcs (Average). The factory possesses well communications facility through road.

Bangladesh is the second largest RMG exporting country & Second largest cotton importing country. Labor cost is the cheapest. RMG export in 2019/20 is USD 27 billion today, we are one of Bangladeshi top three garment manufacturers with an enviable reputation as a trusted business partner to our customers, employees and collaborators. Looking ahead, we will build on our past to create a bright and dynamic future by strengthening our competitiveness in the following strategic areas. 27 years of hard work and dedication has transformed the Epyllion Group from a small sewing production factory with 200 staffs and workers into a large-scale manufacturing enterprise with stable growth and development. We have become a leader in garment manufacturing and a supplier to the famous brands.

Going forward, we will sharpen our competitive edge with the following sustainable growth initiatives: -

- Implement more strategic IT investments to drive management excellence.
- Sharpen our focus on product design and R&D to provide better products to our customers.
- Execute a rigorous environmental protection policy across all operations.
- Place the development of human capital as our top priority.

As a leader of a forward-looking business organization, I will spend more time developing a corporate social responsibility vision, entrusting much of the day-to-day management of the Group to the senior management team, the Group will overcome all challenges, provide ever-improving products to our customers and make every employee proud to be a part of our organization.

2.2 Vision & Mission

Vision

Our vision is to become a window through which all our interaction parties can see and feel their prospect and dream about their success. Epyllion will become a life style towards its employee, suppliers, buyers and above all shall become a role model of a green corporate house, which will be regarded as an icon brand in the country.

Mission

Epyllion will be known as an entity whose main driven force is its human resources. With such a motivated, high skilled and professional workforce, Epyllion has started marching towards its glory of success, which is not the profit, but to enjoy the joy of life.

2.3 Values & Goals

Commitment

Create sustainable economic value for our Buyers by utilizing an honest and efficient business methodology.

Community - Committed to serve the society through employment creation, support community projects & events, and be a responsible corporate citizen.

Buyers - Render service to our customers by using state-of-the-art technology, offering diversified products and aspiring to fulfill their needs to the best of our abilities.

Employees - Be reliant on the inherent merit of the employees and honor our relationships. Work together to celebrate and reward the unique backgrounds, viewpoints, skills, and talents of everyone at the work place, at each level.

Accountability

We are accountable for providing quality products & excellent services along with meeting the strict requirements of regulatory standards and ethical business practices.

Inspiring, Motivating & Compelling

We are ambitious and innovative. We get excited about our work. We bring energy and imagination to our work in order to achieve a level of performance, not achieved before. We achieve a higher standard of excellence. Everything we produce should look good quality and modern. We have the ability to undertake the responsibility to materialize our commitment, and goals. In all matters, we think ahead & take new initiatives. We can see things from different perspectives; we are open to change and not bounded by how we have done things in the past. We can respond rapidly and adjust our mode of operation to meet stakeholder needs and achieve our goals.

Keep Promises

Everything we do should work perfectly. In all matters, we maintain integrity & excellence. We believe in actions, not in words.

Be Respectful

We respect our Employees, Buyers & others who are related with business and want to fulfill their needs. We are respectful about all our interactions with them. We always appreciate comments & suggestions from our buyers. We are open, helpful & friendly. We have total commitment to buyer's satisfaction.

Goals

1. Continually set the latest standards of modern technology in our industry to satisfy the needs of buyers through innovative products and services.
2. Contribute to the national economy and the infrastructure development of the country.
3. Secure the strongest competitive position in our relevant market places through making quality product and operational excellence.
4. Be partner with the best suppliers, delivering increased value for both the company and our customers.
5. Be recognized as a respected & attractive company & an employer of first choice.
6. Provide extensive career opportunities through competitive pay & benefits, training & Development & a congenial working environment.
7. Empower our employees at every level, and integrate them fully into our network.
8. Continually demonstrate our commitment to sustainable environmental performance, and play a pro-active role in Corporate Social Responsibility (CSR) within our sphere of influence.
9. Achieve long-term financial performance,
10. Create secured investment opportunity within the country.
11. Enhance versatility, & diversification through the penetration of new market segments.
12. Improve administrative & organization structures to review all business lines regularly & develop the best practice in the industry.
13. Earn foreign currency through export.

2.4 Company Status

Status:	Public Limited Company
Incorporation of the Company:	31st December 2006
Date of Commencement:	31st December 2006
Subscription Open on:	9th January 2011
Subscription closed:	13th January 2011
Listed in BGMEA:	18th May 2007
Listed in BKMEA:	5th May 2007
Man Power:	560 staffs, 4500 workers
Commercial Production:	13th October 2007
Nature of Business:	Manufacturing and Exporting Garments in different country of the world.

2.5 Units of Epyllion Group

- ✓ Epyllion Style Ltd. Gazipur
- ✓ Epyllion Knitwear Ltd. Dhaka
- ✓ Dekko Knit wear Ltd. Dhaka
- ✓ Dressling Dresses Ltd. Dhaka
- ✓ Epyllion Knitex Ltd. Gazipur
- ✓ Epyllion Fabrics Ltd. Gazipur
- ✓ Dekko washing Ltd. Gazipur
- ✓ Dressling Printing Ltd. Gazipur
- ✓ Epyllion Embroidery Ltd. Gazipur
- ✓ Epytoast Ltd. Gazipur.
- ✓ Epyllion Yern Dying Ltd. Gazipur
- ✓ Epyllion Testing Lab Ltd. Gazipur
- ✓ Nina Holdings Ltd. Dhaka
- ✓ Sailor. Dhaka
- ✓ Epyllion Ltd. Narayongonj
- ✓ Corporate Office-Nina Kabbo. Dhaka

2.6 Ethical Standard / Code of Conduct

This Code of Conduct is designed to assist all employees with the best possible service and to manage & resolve workplace issues. As a comply all legal issues Epyllion Group has divided Organizational COC by two segments Ethical COC and Business COC. Epyllion Group believes without ethical practice business not possible to run continue. Not only comply the organization COC in our premises but also applicable for all suppliers, stock holders, customers where have legal business interest. Our Ethical Code of Conduct are described for all This Code of Conduct is a brief guideline for the organizational practice and for the employees while working

I. Compliance with all laws and regulations

Epyllion Group shall comply with all laws and regulations of the country where it operates and ratified international conventions.

II. Prohibition of child labor

Epyllion Group shall not recruit any employee below the mentioned age restricted by the local law.

III. Prohibition of forced labor

Epyllion Group shall not force any employees for work rather they should be given the opportunity of voluntary work accomplishment.

IV. Hours of Work

Epyllion Group shall not require workers to work more than the regular and overtime hours allowed by Bangladesh Labor Act, 2006 and Bangladesh Labor Rules, 2015. The regular work week shall not exceed 48 hours and workers shall be granted at least 1(one) day off for every seventh calendar day. In Epyllion worker may work up to 10(ten) hours in a day and overtime workweek shall not exceed 12 hours. The total working hours of such worker shall not exceed 60 (sixty) hours in a week, and on the average 56(fifty-six) hours per week in a year. All overtime work shall be voluntary. Epyllion shall not request overtime on a regular basis and shall compensate all overtime work at the rate of twice of worker's ordinary rate of basic wage.

V. Compensation and Benefits

Epyllion Group shall pay at least the minimum wages comply with all legal requirements (Bangladesh Labor Act, 2006, Declared Latest Minimum Wage Gazette in Bangladesh & Bangladesh Labor Rules, 2015) on wages. The wages of a worker shall be paid before the expiry of the seventh working days following the last day of the wage period in respect of which the wages are payable. Where the employment of a worker is terminated by retirement or by his retrenchment, discharge, removal by the epyllion or otherwise, all wages payable to worker's shall be paid before the expiry of the 30 (thirty) working days following the day of termination of worker's employment.

VI. Regular employment

Epyllion Group shall fulfill the responsibility regarding the rights of workers recognized employment relationship established through local law and practice and must try to confront the legal obligations arising from established employment relationship.

VII. Prohibition of sexual harassment & abuse

Epyllion Group shall provide a workplace environment, which is free of any sexual and/or other form of harassment, abuse and any corporal punishment.

VIII. Equal employment opportunities and non-discrimination

Epyllion Group shall reward employee according to their individual performance. Epyllion Group will maintain the equal opportunity policy in recruitment, training and development, promotion, transfer, compensation etc. without any form of discrimination such as race, caste, color, religion, sex (including pregnancy), marital status, family status, sexual orientation, regional origin, age, disability and veteran status.

IX. Freedom of association

Epyllion Group shall uphold the freedom of association and the effective recognition of the right to collective bargaining. All employees of Epyllion Group including in its corporate office and factories are free to join any kinds of legally approved and registered trade unions or any kinds of association.

X. Health & workplace safety

Epyllion Group shall ensure healthy work environment for all. The company shall provide a safe and healthy workplace setting to prevent accidents and injury to health arising out of linked with or occurring in course of work or because of the operation of employers' facilities. Company shall adopt responsible measures to mitigate negative impacts that the workplace has on the environment.

XI. Security

Epyllion Group shall ensure physical and personnel security of employees in work place in terms of any untoward situation. Epyllion Group shall not employ any person in a place where life can be endangered.

XII. Respect towards employee's rights & fairness

Epyllion Group shall adhere to all rules and conditions of employment that respect employees and maintain rights under national and international labor and social security laws and regulations.

XIII. Respect for stakeholder's interest

Epyllion Group shall recognize and have due regard for the legal rights as well as the interests of its stakeholders in supply chain and value chain and respond to their expressed concerns.

XIV. Environment

Epyllion Group shall act by local environment act and internationally proclaimed environmental laws and standards in business operation. While doing so the core aim of Epyllion Group will be to care the nature and bring positive impact for society, environment and nation.

2.7 Work Related Department

Performance appraisal system is the topics of my Internship report. So most of the work I have to do with Human Resource department of Epyllion group and their management level. Other department also help me in different ways.

There are 150 staff of this group at HR Department. Different level is maintaining their position as like Management Trainee, HR Assistant, Assistant Executive, Executive, Senior Executive, Assistant Manager, Deputy Manager, Manager, AGM, DGM, GM etc. Now a days Epyllion starts quarterly performance appraisal system but yearly increment and promotion are depending on yearly appraisal.

When I worked here at the month was May to July-2020, it was June their Yearly Performance Appraisal month, I face it practically. It is a festive time to all when they got the appraisal form. Management staff also worried how to give proper judgment to all. There are near about 20000 worker's staffs working. Therefore, they tried to evaluate them by the real performance of the back of the year their contribution and attitude also include. Therefore, not only HR All department works on it, Individual appraise and departmental head and their supervisors and department head are present on the appraisal meeting. It is very fair meeting.

Literature Review about Performance Appraisal

2.9 History of Performance Appraisal

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources management. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of the Second World War - not more than 65 years ago.

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified. The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order.

Little consideration, if any, was given to the developmental possibilities of appraisal. It was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well. Sometimes this basic system succeeded in getting the results that were intended but more often than not, it failed. For example, early motivational researchers were aware that different people with roughly equal work abilities could be paid the same amount of money and yet have quite different levels of motivation and performance. These observations were confirmed in empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence. As a result, the traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

Performance appraisal is a continuous system of tracking and measuring performance against agreed targets and identifying opportunities for improvement. In other words, performance appraisal is a set of policies to achieve a shared vision of the organization to help each individual employee to understand and recognize their contribution. But Performance Appraisal is also the tool to determine and communicate to an employee about his/ her performance on the job, ideally, establishing a plan of development for both parties.

Managers are reluctant to provide candid feedback and have honest discussions with employees for fear of reprisal or damaging relationships with the very individuals they count on to get the work done. Employees feel that their managers are unskilled at discussing their performance and ineffective at coaching them on how to develop their skills. Many complain that performance appraisal systems are cumbersome, bureaucratic and time consuming comparing to the value that it adds. This leads both managers and employees to treat performance appraisal as a burden rather than a tool to a successful working relationship.

The primary reason for having a Performance Appraisal program is to monitor employees' performance, motivate staff and improve company morale. Monitoring performance requires routine documentation, which is accomplished through completing a performance appraisal form. When employees are aware that the company is paying special attention to their performance and that they could be rewarded with merit increases and promotions, they are motivated to work harder. Morale is improved when employees receive recognition or reward for their work. An effective Performance Appraisal program will assist the company in achieving its goals and objectives. Not only will training needs be identified and addressed during a Performance Appraisal review, but hidden talent can be discovered as well. Through identifying these training needs, staff can perform their jobs at the highest level and be in a better position to address clients', members' and customers' concerns and questions. A well-developed staff is more likely to be proactive, productive and resourceful, all of which helps to give the company a competitive edge, from improved customer relations to increased profits.

2.9. A. Objectives of Performance Appraisal Method

There are some objectives for using performance appraisal method within an organization those are given

1. To judge the gap between the actual and the desired performance.
2. To help the management in exercising organizational control.
3. Helps to strengthen the relationship between superior-subordinate and management-employees
4. To diagnose the strengths and weaknesses of the individual so as to identify the training and development needs of the future
5. To provide feedback to the employees regarding their past performance
6. Provide valid ground for promotion, laid off decision
7. Provide clarity of the expectations and responsibilities of the functions to be performed by the employees
8. To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development
9. To reduce the grievances of the employees

2.9. B. Principles of the Performance Appraisal System:

Increase management's time commitment to personnel matters on an ongoing basis.

- Shift performance emphasis from short-term, component specific individual goals to include long-term, team-oriented goals that are consistent with continuous improvement of the Industry as a whole.
- Communicate with each employee in honest, timely dialogue aimed at performance improvement.
- Increase mutual involvement in goal-setting and definition of performance standards.
- Improve management skills in communicating and taking responsibility for making the performance Appraisal System operate effectively.
- Increase employee responsibility for their career planning.

2.9. C. Importance of Performance Appraisal System:

1. **Feedback:** This provides a structured format for the discussion of performance issues on a regular basis.
2. **Motivating Superior Performance:** Performance appraisal helps to motivate people to deliver superior performance in several ways.
3. **Setting and Measuring Goals:** Goal setting has consistently been demonstrated as a management process that generates superior Performance.
4. **Counseling poor performers:** Not everyone meets the organization's standards. Performance appraisal forces managers to confront those whose performance is not meeting the company's expectations.
5. **Determining compensation changes:** Performance appraisal provides the mechanism to make sure that those who do better work receive more pay.
6. **Encouraging coaching and mentoring:** Performance Appraisal identifies the areas where coaching is necessary and encourages managers to take an active coaching role.
7. **Supporting Manpower Planning:** Well-managed organizations regularly assess their bench strength to make sure that they have the talent that they will need for the future.
8. **Determining Individual Training and Development Needs:** If the performance appraisal procedure includes a requirement that individual development plans be determined and discussed, individuals can then make good decisions about the skills and competencies they need to acquire to make a greater contribution to the company. As a result, they increase their chances of promotion and lower their odds of layoff.

2.9. D. Different Methods of PERFORMANCE APPRAISALS:

Balanced Scorecard: A Balanced Scorecard defines what management means by "performance" and measures whether management is achieving desired results. The Balanced Scorecard translates Mission and Vision Statements into a comprehensive set of objectives and performance measures that can be quantified and appraised.

Critical incident method: The critical incident method for performance appraisal is a method in which the manager writes down positive and negative performance behavior of employees throughout the performance period.

Weighted checklist method: This method describes a performance appraisal method where the rater familiarizes with the jobs being evaluated, prepares a large list of descriptive statements about effective and ineffective behavior on jobs.

Paired comparison analysis: Paired comparison analysis is a good way of weighing up the relative importance of options. A range of plausible options is listed. Each option is compared against each of the other options. The results are tallied and the option with the highest score is the preferred option.

Graphic rating scales: The Rating Scale is a form on which the manager simply checks off the employee's level of performance. This is the oldest and most widely used method for performance appraisal.

Essay Evaluation method: This method asks managers/ supervisors to describe strengths and weaknesses of an employee's behavior. Essay evaluation is a non-quantitative technique. This method is usually used with the graphic rating scale method.

Behaviorally anchored rating scales: This method is used to describe a performance rating that focused on specific behaviors or sets indicators defining effective or ineffective performance.

It is a combination of the rating scale and critical incident techniques of employee performance evaluation.

Performance ranking method: Ranking is a performance appraisal method that is used to evaluate employee performance from best to worst. Manager will compare an employee to another employee, rather than comparing each one to a standard measurement.

Management By Objectives (MBO) method: MBO is a process in which managers/ employers set objectives for the employee, periodically evaluate the performance, and reward according to the result. MBO focuses attention on what must be accomplished (goals) rather than how it is to be accomplished (methods).

360 degree performance appraisal: 360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them supervisors, peers and subordinates.

Forced ranking (forced distribution): Forced ranking is a method of performance appraisal to rank employee but in order of forced distribution. For example, the distribution requested with 10 or 20 percent in the top category, 70 or 80 percent in the middle, and 10 percent in the bottom.

Chapter-3

Data Collection and Processing

3.1 Data Collection Methods:

To complete the report, I try to collect the data from primary sources and secondary sources. Primary sources used to know the insights of performance appraisal system, for that I have talked with different employees by using unstructured questionnaires. Since the report is qualitative, secondary data is mainly used in my report.

Primary Sources: The primary sources only use for developed my knowledge to work on this study. The primary sources are follows:

- Observation of the organization practically.
- Communication with the organizational supervisor.
- Discussion with officials and concerned experts of different designation.
- Face to face interview with the employees of Epyllion Group

Secondary Sources: There are some secondary sources for data collection. The secondary sources are:

- Annual report of Epyllion Group,
- Epyllion Group Sustainability Report 2016.
- Newspapers
- Internet
- Text book

3.2 Data Collection Processing and preparation:

The data collection process and preparation was using different types of table, chat and frequently meeting with employees and their departmental head.

Chapter-4

Discussion on the Study Objectives

4.1. Objective-1: To examine the performance appraisal process of Epyllion Group:

The management of Epyllion Group views performance management as an integral part of a comprehensive human resource management strategy. Its objective is to maximize individual's performance and potential with a view to attaining organizational goals and enhancing overall effectiveness and productivity, it also helps to improve communication between managers and staff on managing performance.

Performance objectives are set at the beginning of the performance management cycle (1st July to 30th June) through open discussion between the supervisors and the appraises. Progress is monitored regularly and feedback from staff and supervisors is collected to help clarify objectives and output expectation and enhance performance.

4.1. A. Uses of Performance Appraisal System at Epyllion Group

Following are the purposes for which the performance of employees is appraised-

1 Development: Performance appraisal system at Epyllion group can determine which employee needs more training and it can help to evaluate the results of the training programs. It helps the subordinate-supervisor-counseling relationship and it encourages supervisor to observe subordinates' behavior to help employees.

2 Basis of Reward Allocation: It is used as the basis of reward allocation. It helps the organization to decide who gets pay rise, provide valid ground at the time of promotion and other rewards.

3 Motivation: The presence of well-designed evaluation system motivates people at Epyllion group, Bangladesh. It encourages initiatives, develops a sense of responsibility and stimulates to perform better.

4 Legal Compliance: Performance appraisal serves as a legally defensible reason for promotions, transfer, discharge and rewards.

5 HR Planning: It serves as a valuable input to skills inventories and human resources planning. When all the functional heads complete the whole procedure of evaluation they send it to HR Department for their record and subsequent process. It serves as a valuable input to skills inventories and human resources planning. When all the functional.

6 Compensation: It provides information that can be used to determine what to pay and what will serve as equitable monetary package. Base on the performance the Supervisor Wards Individual Performance Multiplier (IPM) ultimately that IPM indirectly decides how much pay rise one is going to receive.

7 Communication: Evaluation is a basis for an ongoing discussion between superior and subordinate about job related matters. Through interactions the parties get to know each other better. Epyllion group is giving emphasis on this aspect.

4.1 B. Performance Appraisal System

- (i) Management employees
- (ii) Non-management employees

The following guidelines have been enforced throughout Epyllion group for using and storing the data:

The performance appraisal Form consists of 7 sections are bellows:

Part A

Performance Plan & Objectives' clearly defines expected results and also conforms to as many of the following criteria as possible which are Specific, Measurable, Action- Oriented, Realistic and, Time-Based. These criteria are there to ensure what the employee wants to do, by when and at what level of quality. Also it determines what to do in order to exceed his or her manager's expectations. Here they have the flexibility to choose any number of objectives, but not less than 3.

Part B

Leadership Essentials' is there to find how work gets done to achieve goals and culture. Here employees agree up to 3 Leadership Essentials which will directly impact achievement of their objectives.

Part C

Periodic Reviews' set up reviews of employee objectives and essentials with their manager several times throughout the year. This enables them to know how they are progressing in both areas and allow time to adjust if necessary.

Part D

Annual Review' take place at the end of the year. Here the manager first evaluates each objective and essential, noting results in Parts A and B of the PDP Form, and then review overall performance and document in Part D. It is important to note here that the manager's overall review of an employee's, performance will be an important, but not the only, element in making compensation decisions.

Part E

Development Plan' is to develop knowledge, skills and behaviors that will enable an employee to be successful in their current position, as well as prepare them for future roles to which they aspire. In this part they look at how they can leverage their strengths to achieve their current goals and plan how to address.

Part F

Development Plan Periodic Reviews' is there to review their progress on their development plan several times a year with their objectives and Leadership Essentials.

Part G

Development Annual Review' is to take place at the end of the year and may take place at the same time as the review of their objectives and Leadership Essentials or at a separate time if an employee and their manager prefer. Here too, it is important to get customer input to help them assess how they are progressing on their development. However, this review does not impact their compensation.

4.1. C. Appraisal Process in Epyllion group:

Management Staff's Appraisal Process in Epyllion Group:

Officer's appraisal is a formal process being conducted through participatory manner. This is not viewed as an annual event rather it represents a systematic year- round process. At the initial stage of the performance year, both supervisor and supervisee discuss about targets to be achieved in the current year and share mutual expectations. At this stage, objectives are set and action plans are developed. During the year, supervisor provides performance feedback to the employee. Supervisors observe the pattern of behavior of the subordinate in connection with job performance. This is process of observation, follow-up, providing necessary support, counseling, coaching and mentoring etc. The timing of officer's appraisal is the same to managers. The appraisal system of these two categories employees is almost same.

Non-Management Staff's Appraisal Process in Epyllion Group:

Appraisal system of non-management staff is different than that of management employees. Non-management staff to confidential secretary is under non-management appraisal system.

In case of non-management employees' appraisal, mainly two issues are considered:

a. **Individual record:** Based on individual record following items are considered - discipline, punctuality, leave record, monthly medical visits, leave availed and

b. **Performance:** In case of evaluating performance following things are considered - knowledge of job, accuracy, neatness, dependability, work speed, responsibility, adaptability, attitude to others, health & safety awareness, leadership.

Epyllion group management maintains Annual Confidential Report or ACR to assess annual job performance of each and every non-management staff. Job performance of non-management staffs is evaluated once at the end of each financial year. In ACR, every departmental heads put their remarks about the individual's job performance and efficiency. And for non-management staff adjective rating scale method is used as well. Here evaluation is done on each of the items on a five-point scale – (A) Very Good, (B) Good, (C) Satisfactory, (D) Poor, and (E) Very Poor.

Evaluation Period

The evaluation period of Epyllion group is from 01 July to 30 June in case of all employees other than workers. For workers the evaluation period is from 01 July-30 June. Within the month of February, the employees set their objectives for performance appraisal system.

HR Actions

Human Resources department checks and processes all appraisals and communicate to the concerned employees in writing about the appraisal outcome. In the process, if anomalies are detected regarding appraisals then those are discussed with the concerned line manager and solved immediately.

4.2. Objective-02:

To maintain & assess the potential present in a person for further growth and development

Accountability can be rated as, does not meet standards, needs improvement, meets standards or exceeds standards. One each rating the assessor is supposed to give clear comments on the appraisal form. For example if the person exceeds standard then comment should be, "very good, keep it up in future also". Similarly the other criteria like behavior, leadership, quantity and quality of output, discipline, commitment to the work, level of competencies etc. are to be rated. Finally, the overall performance of the employees is to be rated. It should be followed by the comments from the assessor. The assessor is to sign the assessment form and submit to the concerned cell in HR department. Here mentions the policy of Epyllion group of potential person for their further growth.

Policy for Employee Excellence Performance growth and development

- Employee Excellence performance will be evaluated after every year. That means from July- June.
- The Evaluation Form will be given to each of Department Head and they will evaluate them Departmental employees and give the names as nominee for the further process with supported and logical document. After getting the entire nominee's name Jury Board will choose the Excellent Performer and the decision of the Jury Board will be final.
- There will be a Jury Board to evaluate employee's performance.
- Highest 2 employees will be chosen as Excellent Performer.
- Reward will be given within 7 days after completed the evaluation.
- After the performance evaluation respective person will be get Tk. & a Certificate as a reward.
- Performance Evaluation will be done according to some criteria and some points will be given to these criteria. According to the total points employee will be chosen as Excellent Performer.
- Manager and above officer's will not be evaluated under this evaluation system.
- This Performance Evaluation will effect on the Employee's Yearly Performance Evaluation.

4.3. Objective-03:

To identify the strengths and weakness of employee to place right man on right job

Strengths of Performance Appraisal of Epyllion group: Some of the mentionable strengths of performance appraisal system of Epyllion group Bangladesh as found out through this research are given below-

Uses of Appraisal Method- Epyllion group uses MBO method which is very effectively, both appraisers and appraises actively involved in the objective formulation process, and they also agree on the nature of performance assessment for example, what measures will be used to evaluate success and failure.

Regular Appraisal System- Epyllion group conducts performance evaluation regularly so the employees always remain cautious to perform well.

Useful in Employee Motivation and the person in right jobs- It is very systematically used in promotion decisions as well as compensation and reward decisions as a result it is useful in counseling and development of employees.

Use of Different Rating Forms- Epyllion group, believes that an organization needs different types of employees for several activities and there must be different appraisal system for them. People in the management, officers and workers are bound to differ in respect to work style, qualification, educational background and demographic characteristics. The concept is quite logical and gives better justice.

Fulfills the Requirements of Established Criteria- Fulfills the criteria of relevance for example- measure of performance is related to the actual output s logically as possible, sensitivity for example- able to reflect the difference between high and low performers and practicality for example- it is measurable (in most of the cases)

Weakness of Performance Appraisal of Epyllion group - Some of the mentionable weakness of performance appraisal system of Epyllion group, as found out through this research are given below-

Lack of Periodic Review- The performance review should be periodically monitored to obtain correct feedback and provide guidelines for problem solving. It should not be viewed once in a year.

Difficulty in Compilation for Final Grade- For officers' performance evaluation the overall grading is done based on the frequency of occurrence tick marked in a specific column. The second highest or third highest rate is meaningless. The raters have the scope to be biased.

Use of Many Qualitative Factors- Many of the attributes and trait's specific measuring standards were not spelt to raters as well as rates. Factors like dependability, initiative, attitudes etc. are all most impossible to measure. It provides scope of personal error.

Complexity of PDP Form- the PDP format has been introduced after receiving from the corporate Office. In developing this system Epyllion group, did not participate so the format does not match with the level of knowledge and understanding of the present employees.

Lack of legal defense- In some organizations, before giving any employee extreme low rating; the rater has to give at least two written warnings. However, in Epyllion group there is no such provision as a result it may not be legally defensible.

Scope of Personal Biases- In Epyllion group raters have the liberty to grade any number in any grading as a result there is a chance for leniency or harshness error. 46% preference given by respondents to identification of training needs, facilitation for transfer, promotion or termination and quality improvement for employee. 26% preference given by respondents to motivation strategy.

4.4. Objective-04:

To provide a feed back to employees regarding their performances and related status

Epyllion Group used the 'balanced scorecard'. Recognizing some of the weaknesses and vagueness of previous management approaches, the balanced scorecard approach provides a clear prescription as to what companies should measure in order to 'balance' the financial perspective.

The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

Epyllion Group describe the innovation of the balanced scorecard as: "The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation."

The balanced scorecard suggests that the view the organization from four perspectives, and to develop metrics, collect data and analyze it relative to each of these perspectives:

- The Learning and Growth Perspective
- The Business Process Perspective
- The Customer Perspective
- The Financial Perspective

The Learning and Growth Perspective: This perspective includes employee training and Corporate cultural attitudes related to both individual and corporate self-improvements. In a knowledge-worker organization, people the only repository of knowledge are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Government agencies often find themselves unable to hire new technical workers and at the same time is showing a decline in training of existing employees. This is a leading indicator of 'brain drain' that must be reversed. Metrics can be put into place to guide managers in focusing training funds where they can help the most. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organization.

Epyllion Group emphasize that 'learning' is more than 'training'; it also includes things like mentors and tutors within the organization, as well as that ease of communication among workers that allows them to readily get help on a problem when it is needed. It also includes technological tools; what the Balding criteria call "high performance work systems." One of these, the Intranet, will be examined in detail later in this document.

The Business Process Perspective: This perspective refers to internal business processes. Metrics based on this perspective allow the managers to know how well their business is running, and whether its products and services conform to customer requirements (the mission). These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions, these are not something that can be developed by outside consultants.

In addition to the strategic management process, two kinds of business processes may be identified: a) mission-oriented processes, and b) support processes. Mission-oriented processes are the special functions of government offices, and many unique problems are encountered in these processes. The support processes are more repetitive in nature, and hence easier to measure and benchmark using generic metrics.

The Customer Perspective: Recent Epyllion Group has shown an increasing realization of the importance of customer focus and customer satisfaction in any business.

These are leading indicators: If customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good. In developing metrics for satisfaction, customers should be analyzed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

The Financial Perspective: Epyllion Group do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. In fact, often there is more than enough handling and processing of financial data. With the implementation of a corporate database, it is hoped that more of the processing can be centralized and automated.

But the point is that the current emphasis on financials leads to the "unbalanced" situation with regard to other perspectives. There is perhaps a need to include additional financial-related data, such as risk assessment and cost-benefit data, in this category.

So we can say Epyllion Group is working on their employee's development to observe the performance. When company evaluate that employees are doing well they are giving them rewards/promotion better increment as well as when company face the low performer they arrange training or motivation programs. These are the beauty of the performance Appraisal of Epyllion group.

4.5. Objective-05:

To review and retain the promotional and other training programs

Performance appraisal is done by the managers or supervisors in Epyllion Group. They do this job under different situation, at different place and different state of mind and at different time. Their judgments are likely to be affected. They are human being. Their psychology, liking, disliking, preference, judgment etc. are likely to affect the appraisal of employees. There are chances that errors are likely to take place. But efforts should be there so that these can be minimized. Proper care should be taken to give fair and impartial assessment. Generally, the following errors are likely to take place in assessment:

- (a) **General Bias Errors:** It depends upon the attitude of the assessor. Some may be very strict and other may be very liberal during the assessment work. They may not consider the actual performance of the employees for assessment work. It affects everyone in general.
- (b) **Halo Effect:** During assessment when the assessor considers or gives importance to one criterion of the assessment and ignoring the other factor, the error is likely to take place. This is called halo effect. It gives wrong assessment of the employees.
- (c) **Relation Rating Error:** When one task is related to another task then the assessor gives importance to that logical relationship more. It creates the error in the assessment.
- (d) **Contrast and Similarity Errors:** The assessors assess the other employees based on their own assessment. The assessment may be similar or contrast to assessment of the employees.
- (e) **Central Tendency Errors:** When the evaluator does not take the extreme steps for evaluation, he avoids the extreme two ends. He follows the central path and gives an average rating for the performance. The range of assessment is very narrow. It dissatisfies the excellent performers but protects the poor performers also.
- (f) **Proximity Errors:** When raters assess one high side then he assesses others also high side this is called proximity error. He wants to be just with everyone but in the beginning he has done the assessment on wrong side and that affects the whole assessment.
- (g) **Rating Inflation:** When supervisor's rating goes very high without any reason is called inflated rating. The supervisor should make that the ratings are on fact basis and not based on emotions or feeling of individuals.

The aforesaid factors affect the performance appraisal individually or collectively. Hence, Performance appraisal may not be correct or may be biased. There is no hard and fast rule that these errors will take place with every assessor. But these are like to affect the assessment work of the assessors. The assessors should keep these points in mind and review the rating errors on regular basis. If the proper care is taken, then the assessment work will be adequate.

Accountability can be rated as, does not meet standards, needs improvement, meets standards or exceeds standards. On each rating the assessor is supposed to give clear comments on the appraisal form. For example if the person exceeds standard then comment should be, “very good, keep it up in future also”. Similarly the other criteria like behavior, leadership, quantity and quality of output, discipline, commitment to the work, level of competencies etc. are to be rated. Finally, the overall performance of the employees is to be rated. It should be followed by the comments from the assessor. The assessor is to sign the assessment form and submit to the concerned cell in HR department.

Chapter-5

Conclusions & Recommendations

5.1 Conclusions:

Performance appraisal is a human resource management process by which the organizations determine how effectively the employees are performing the job. It takes place primarily for managerial employees with a view to identifying weakness and strengths as well as opportunities for improvement and skills development.

We can see here Epyllion group Basically Used MBO methods of performance Appraisal system. It is very nice and fair system here to observe once a year.

However, I saw here they are maintaining the potential present in a person for further growth and development of their staffs and workers. With the survey analysis, it can be said that, the appraisal system of Epyllion Group, is a modern and well worked out system with a little room for improvement here and there.

The strengths are the fairness and participation of all willingly, it is create a festive image here. Also the find out the weakness of employee to place right man on right job.

Epyllion group also worked on the feedback to employees regarding their performances and related status. It is very difficult to give a complete remark after conducting a research within such a limited time frame There is a mixed feeling existing in the organization, the raters feel the system is very where as others feels it could have been better.

Epyllion group review and retain the promotional and other training programs on the basis of the performance appraisal.

The gray areas of the system are identified in the research, if taken care, the system will be a defensible one and people of Epyllion group will be more satisfied ultimately contribute better in achieving the corporate goal. They are consciously thinking of making some change in the as well as officer's appraisal form. The change will be incorporated by the upcoming few years.

5.2 Recommendations

Basing on the findings and the conclusions drawn, I may put forward some recommendations that are given below-

In order to make the system fair and unbiased Epyllion group should eliminate personal biases from the system as soon as possible.

- ❖ To mitigate 'Regency of Events' error, besides using MBO for managerial grade employee, raters may use Critical Incident method or irregularly scheduled evaluations for example- maintain log of records of positive and negative behavior. Moreover, for alleviating leniency and harshness error the management of Epyllion Group, they should plan a comprehensive training program; taking experts into consideration and follow the program religiously.
- ❖ Epyllion group not view evaluation as simply as once a year completion of rating forms; on the contrary, it should be continuous process.
- ❖ Sometime the supervisors should be more fair about their judgement.
- ❖ They should follow modern PERFORMANCE APPRAISAL system.
- ❖ They should some change in their performance appraisal form.
- ❖ Quarterly appraisal system should start immediately.
- ❖ Top Management are not conscious about the appraisal of their staffs and workers, so they should more aware about it.

Chapter-6

Internship Experiences

6.1 Experiences related to work:

Epyllion group is a well known growing renewal group now a days in Bangladesh. The employees of Epyllion group are so much helpful when I start the report and work with them they help me so much specially head of Human Resources Department. Now I am explain my experience to work with Epyllion Group.

- All staffs are so helpful but sometime they are not interested to share actual information.
- Performance Appraisal is more important part so here they try to hide some real information because this is directly related with the business.
- Sometime they are very busy of their work, they don't have time to share information.
- The web site of Epyllion group are not helpful to get the all information.
- Epyllion group sometime influence by reference or local or political pressure when they give increment and promotion by performance appraisal but it's a secret information.
- Time frame is another problem to get all information.
- At my working period I felt workers are abuse by different ways.

6.2 Significant Pleasant and unpleasant indicates with company's supervisors

& colleagues: The Supervisor and colleagues of Epyllion Group are so professional. They start their daily work one routine to take a cup of tea or coffee and fresh mind.

- They are maintaining a nice corporate culture in the office.
- They are helpful and friendly. But sometimes the responsible person tried to avoid question.
- Working Environment of Epyllion group is very nice and comfortable.
- Most of the supervisors and colleagues are experienced and well educated.
- Their attitude and behavior are very nice.
- They are very busy with their daily work, So there are some gaps to include deep points.

References and Appendix

References

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Appendix

Table

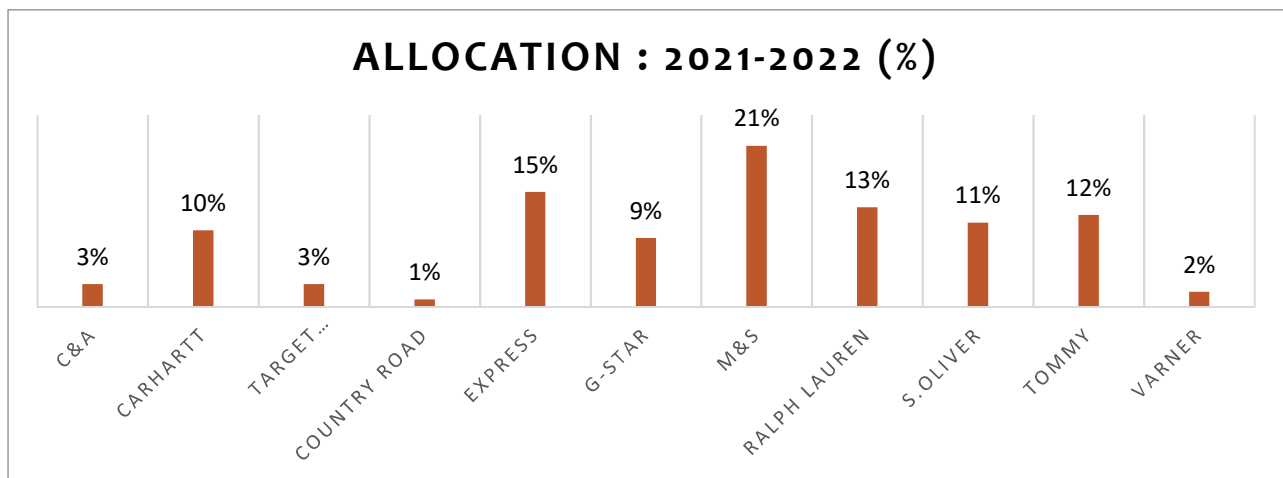
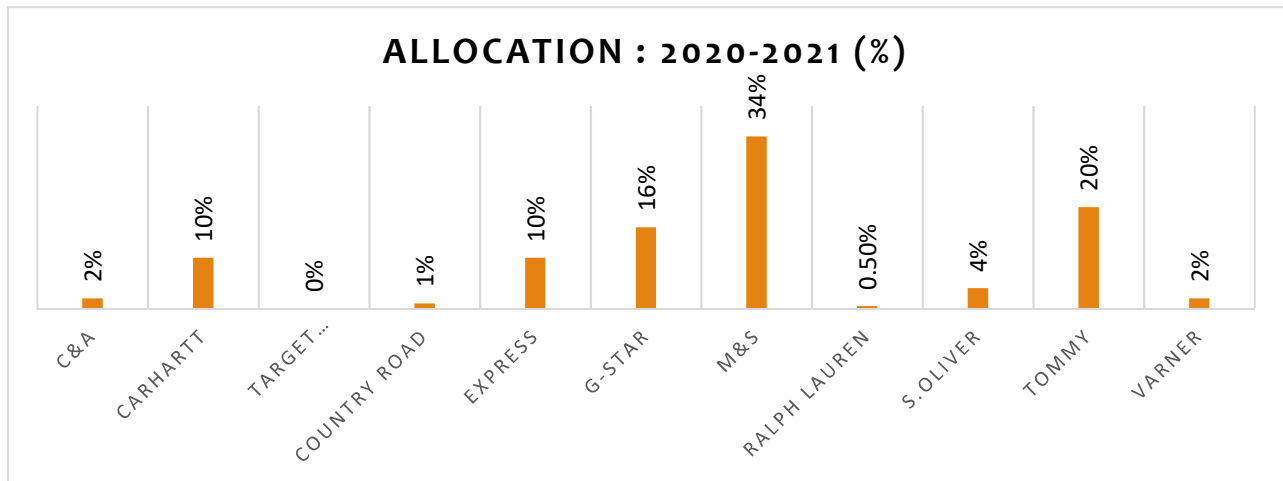
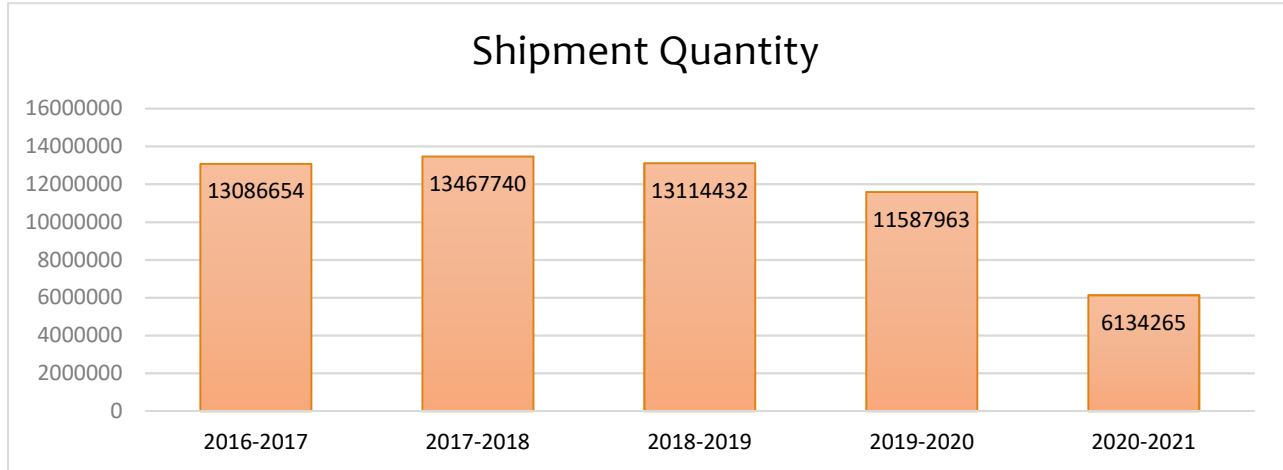
SL No	Process
1	It allows the employee to monitor and track their progress against their yearly objectives and development plan.
2	The annual review portion of the form will feed into Epyllion group's compensation process as a variable for both bonus and salary increases.
3	The information form may be used in the talent review process to provide feedback to the employee on their career development and to allow Epyllion group Management to forecast the future talent needs of the corporation.
4	In addition to that data security guideline is there in order to protect confidentiality of both employers and employee during appraisal process.

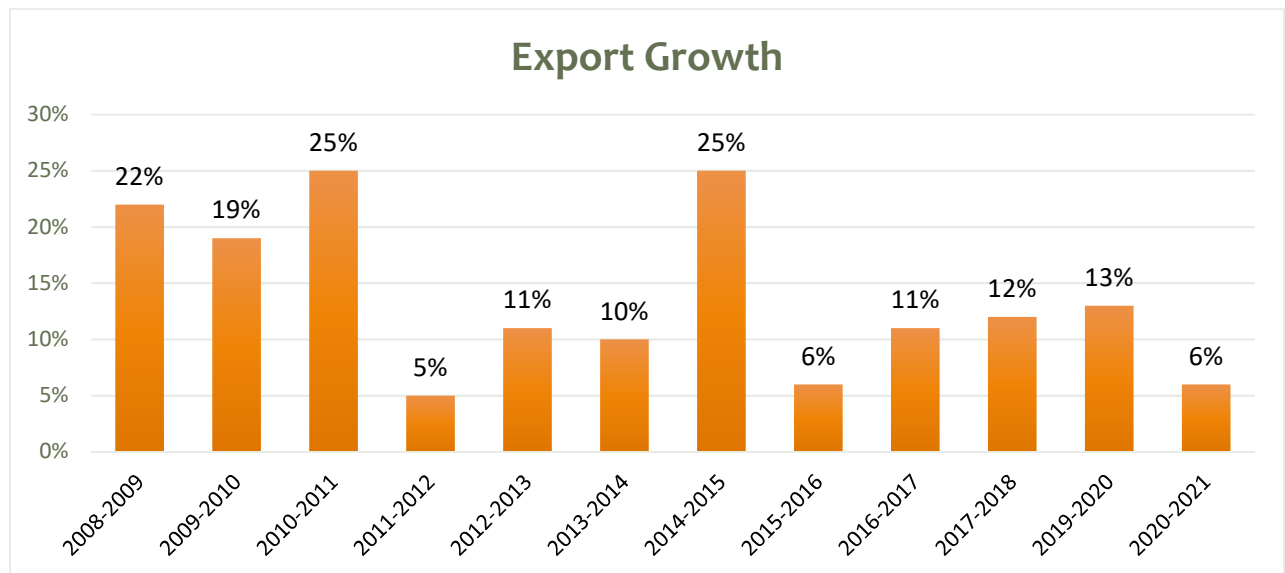
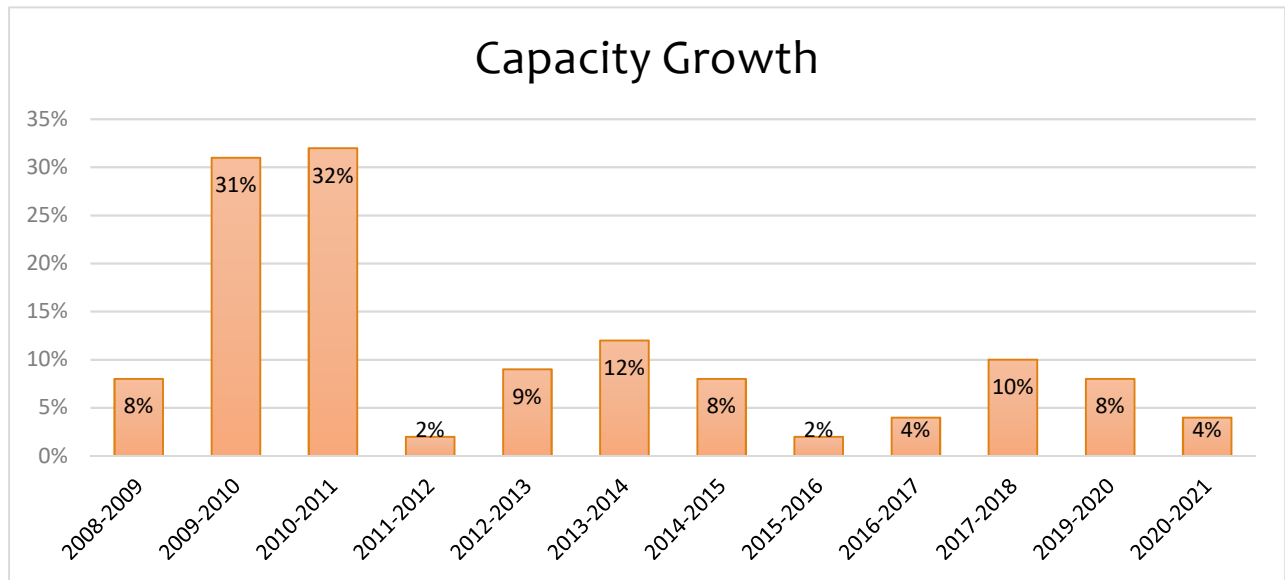
The values of Epyllion Group



Picture: The values of Epyllion Group

At a glance yearly production report of Epyllion group







Performance Appraisal Form of Epyllion Group

Part- A : Personnel Record : (to be filled by HR section)

Name :	Unit :
Designation:	Department :
ID No :	Section :
Date of Joining : - -	Experience on Joining : 0 Year 0 Month
Gross Salary on joining : Tk.	Experience in Epyllion : 0 Year Month
Gross Salary Present : Tk.	Education :
Last Increment :- Mid Term : 0.	Major :
Period of Appraisal :	Employment Nature : Probation Extra Working Hours : :
Last Promotion Date :	Attendance : 100% Present, 24% Late, 0% Leave, 0% Absent
Appraisal for : ☐ Others Appraisal ☐ Promotion	Discipline : Show Cause Letter - 0, Warning Letter - 0

Part-B : Performance Rating (see overleaf for score)

Sl. No	Performance Criteria	Score (rated by employee him/her self)	Score (rated by reporting officer)	Weight	Score obtained	Remarks (reporting officer must give comment if score is other than "3")
a	b	c	d	e	f = (d x e)	g
1	Knowledge of job			10		
2	Attendance	5	5	10	50	
3	Discipline	5	5	10	50	
4	Leadership			10		
5	Team work			10		
6	Initiative and drive			10		
7	Interpersonal relationship			10		
8	Responsibility & Dependability			10		
9	Achievement of work assigned			10		
10	Communication Skill			10		
Total						
Signature				% of obtained score =		

Part - C: Comments & Recommendation

Recommendation : ☐ Confirmation ☐ Extension of probation ☐ Discontinuation from service ☐ Increment Tk ☐ Promotion to	Comments:
Training Need: 	
Reporting Officer	
Section Head	Head of Production
Unit Head of HR, Admin & CSR	
Head of Factory/Department of Corporate Office	
Group Head of HR, Admin & CSR	

Part - D: Approval

Director	Managing Director
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