Sonargaon University (SU)
Dhaka, Bangladesh

Internship Paper

On

Performance Management System of Employees in Bangladesh

A Case Study on Health Fair of Bangladesh Ltd.

Submitted by:

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ID: BBA 1903018055

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Summer-2023

Submitted to:

Department of Business Administration

Sonargaon University (SU)

Dhaka-1215

Date of Submission

Date: 05-September-2023

Sonargaon University (SU)
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Supervised by:

Md. Rasel Hawlader

Lecturer

Department of Business Administration

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Dhaka-1215

Date of Submission

Date: 05-September-2023

Letter of Transmittal

24 July 2023

To,
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of Performance management system of employee in Bangladesh a Case Study on Health Fair Bangladesh ltd.

Dear Sir,
With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the Internship paper, which is a mandatory requirement to completion of the BBA program. This is a great pleasure for me to submit the internship paper on, "Performance management system of employee in Bangladesh". Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution Health Fair Bangladesh Ltd. of Companies in Bangladesh. This report is all about to synchronize my theoretical learning from BBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this Internship paper. I have laced my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humble request you to accept this report for your kind evaluation.

Kind regards,

Very truly yours,

Fatema Rahman
ID: BBA1903018055
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the internship work entitled as "Performance management system in Bangladesh" has been prepared by Fatema Rahman, ID: BBA1903018055, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student herself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Executive Bachelor of Business Administration (BBA).

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Fatema Rahman, a student of Bachelor of Business Administration, ID: BBA1903018055 from Sonargaon University (SU) would like to solemnly declaration here that this report on "Performance Management System of employee in Bangladesh" A Case Study on Health Fair Banglaedesh has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act intemationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

Fatema Rahman
ID: BBA1903018055
Major: HRM
Semester: Summer-2023
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Acknowledgement

First of all, I wish to express my thanks to Almighty Allah for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. I am deeply indebted to my Faculty Supervisor **Md. Rasel Hawladar** , Lecturer of Business Administration, Sonargaon University for his encouragement, thoughtful suggestions, proper guidance and supervision throughout the progress of my Internship work.

I would like to special thanks to **Mr. shafin Ahmed** (M.D) For his assistance while working in the concern.

I would like to extend my gratitude to **Mr. Jalal Uddin** (Manager), **Abu Saleh Musa** (SR. Super visor) , **SK Shihab Hossain** (super visor) , **Md. Rifal sarker Rohan** (Senior officer) and my colleague who helped me by providing informative instructions. I am also grateful to all employees. Specially **Miss**. **Juena Julie** (office Admin) for their Valuable co-operation, guidance, direction, and continuous support throughout the internship period without them were this report would have been very difficult. I must mention the wonderful working environment and group commitment of this organization that has enable me to deal with a lot of things. And finally I express my sincere gratitude to all those participated to prepare the report Most of them were busy employee of Health Fair Bangladesh Ltd.

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

Fatema Rahman
ID: BBA1903018055
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Executive Summary

The report represent the three months working experience on Health Fire Bangladesh Ltd. I was assigned in Head office (Moghbazar) of Health Fair Bangladesh Ltd. This report gives a clean idea of the activities and the operation strategies of this organization. It was started January in 2021 with the promise to give the best and modern health care and health awareness facilities to the people of Health Fair Bangladesh Ltd is one the well organization with more than hundred health care provider partners, which aims to help people dealing with mental problems. Health Fain provide hope, care and cure. Develop share and apply new knowledge and technology .To facilitate in prevention, mitigation and elimination/eradication of communicable diseases of public health importance including emerging and re- emerging diseases. Health Fair Bangladesh Ltd is a service organization. Its purpose is to provide service on Health card. This card has many benefits is there discount on medical health checkup, test, Ambulance service, and health related All service. Since I have worked in such esteem organization, I actually felt honored to share my expertisewith the Performance Management Unit of Health Fair Of Bangladesh ltd. The first part of this internship report mainly consists of the background of Health Fair. On the second half, it is all about the details of Performance Management System of Health Fair. On this report, I have mainly focused on the Performance Management System of Health Fair, how it is managed and measure the employee performance. After that, I have managed to find out some limitations and loopholes regarding PMS and also tried to provide some possible solutions and suggestions to overcome those loopholes. As the information regarding HR and PMS is sensitive as well as confidential, all the data's were not being disclosed public.

The whole report is based on the operations of Health Fair Bangladesh Ltd and the service is provides my overall experience had been very fascinating and I be live intern ship period at Heath Fair Bangladesh Ltd will definitely help me a lot in building my future career.

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Chapter: One
Introduction

1.1 Introduction

A performance management system tracks the performance of employee in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to insure people across the organization are aligned with and contributing to the strategic objectives of the business. All five component process planning, monitoring, developing, rating, rewording, health fair in Bangladesh company also employee performance management system flow. this paper assesses the effect of HRM practice on the management performance of public service organizations as public service is believed to safeguard the national property for allocating good and services timely and reasonably to the inhabitants of the country especially in a developing country like health fair Bangladesh Ltd. .

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives .the primary objective of this report to fulfill the requirements of the internship paper. The performance management system are make sure that.

The objective of this report there are two types of objective.

(1) General objective

(2) Specific objective

1.2.1 General Objective

Setting and defining goal to fulfill company objectives goal setting is the most incrative way for limitation better performance management system of employee in Bangladesh.

1.2.2 Specific Objectives

- Set performance management standard the most important objective of the performance management set performance standard
- Determining individual training and performance plans another vital objective of performance Management system is to identify the training
- A good performance management system will put goal setting as one of it's main condition
- Setting the right expectations for managers and
- Employees an efficient performance management system sets the clearly to health fair in• Bangladesh Ltd.

- Effective communication between individual and teams changing workplace Dynamic is bring a cultural shift to todays workplace
- Health fair company achieving individual employee goal of employees with also enhance the skill and personal development of employees through the manager help and development needs of it's workforce.
- Additionally, decided how the new training skills be applied in revamping old method.

1.3 Methodology of the Study

This report been prepared on the basis of experience during the period of Internship and my own learn understanding the entire process has been mode by collecting primary data to Health fair company become conversant with the company philosophy, working procedures, Management system and decision -making process of the company, the details of the work plan are finished below: Methodology The data were collected using a survey method, conducted among 40 employees of different organizations health fair Bangladesh. One major city in Bangladesh (Dhaka City) was chosen for the research. The questionnaire consisted of 3 questions which are based on self-administered and previous studies as well. The research was conducted from. The characteristics of the respondent are age, gender, educational qualification, year of experience, level of skill, etc.

Data Source

The information and data for this report have been collected from primary source.

Primary Data

Primary source mean the source of data which were never used in anywhere and which Data are presented first time. This information is collected from,

- Face to face conversation with the officer.
- Practical desk work
- Observation
- Experiment
- Personal interview.

1.4 Limitations of the Study

Creating a report requires a lot of information. But data collection has limitations. Basic information is easy available but detailed information has to be gathered by word of mouth. And since the Organization is mostly health-related field workers, it is based on a limited number of departmental Employees. So final decision cannot be taken about the man power and employee performance of the Entire organization. The limitations of my study work are outlined by the following.

- Due to the company’s policy of maintaining secrecy.
- Difficult to collect necessary data because maximum work area outside on health camp.
- I carried out such a study for the first time, so inexperience in one of the main constraints of the study.
- Scarcity of pertinent information
- Since it is not a public company but only a service company and it’s scope is also very small.

Chapter: Two Profile of the Organization

2.1 Overviw

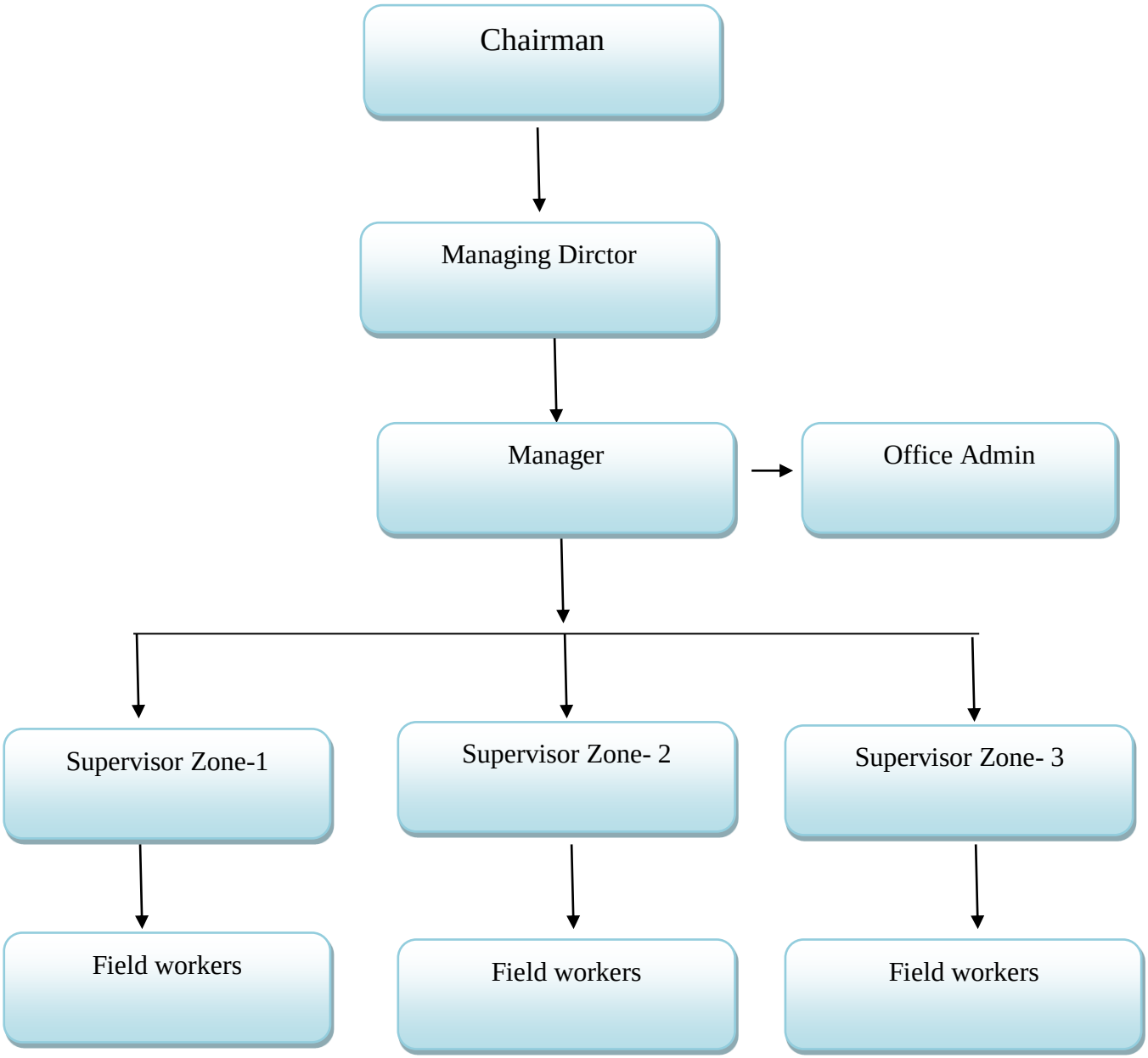
Health fair Bangladesh Lt.d is one the well know health care and health awareness organization at Moghbazar in Dhaka. It was started January in 2021 with the promise to give the best And modern health care and health awareness facilities to the people of Health fair Bangladesh Ltd is one the well known health care and health awareness Organization Dhaka cities. Health fair Organizes health awareness counseling and various health related camps Diabetes checkup, blood Pressure checkup, weight measurements, blood grouping are done in the said health camp. School –College camps, building camps and free medical camps are organizied at different time as per the Schedule . In addition to this the organization provides ambulance service throughout Bangladesh. And Donating blood for urgent needs organizing blood. Donation programs alming to bring health care to People health assistants provide health services relentlessly at around 30-40 location in the city. The Organization is managed by a founding managing director and around half a hundred employees in Various positions. Health fair in Bangladesh L.t.d about this know people can this healp also different type medical treatment poor people also help can this company . this company are very important to this poor people . addition to increasing our understanding of health-care communication and its central role in health-fair delivery, some research findings have also provided insights for developing interventions to improve the quality of communication. The majority of these have been aimed at improving the communication skills of health-care students or practitioners at various stages of training but a few have been targeted at patients, to enable them to get the most from a consultation. Both types of intervention approach will be outlined.

Communication skills training is now regarded as a fundamental part of the curriculum for medical, nursing, and other health-care students but this varies considerably in terms of the amount and type of teaching and the stage at which it is taught. Typically, students are provided with an overview of the basic skills of “active” listening which facilitate patient communication. At a basic level these include the importance of developing good rapport and the use of open-ended questions early in the

2.2 Company Profile

2020	Personal initiative started with general camping
2021 (January)	Government registration as a limited company and officially start
2022 (April)	Service area divided into zone and one is started as zone1 [Moghbazar, Nayatola, Eskaton, Wirless, Mahanagar etc]
2022 (August)	Inauguration to zone 2 [Mouchak, Malibagh, Shatibagh, Siddheswari] and start of operation.
2023 (January)	Inauguration to zone 3 [Rampura, Hajipara, Banasree, AftabNagar Etc.] and start of operation.

2.3 Organ gram of Health Fair



2.4 Vision

To bring healthcare of International standards to this region, to evolve as a premier in the country and to touch the lives of the people we serve through excellence in clinical care, quality and commitment. Our vision is to be a leader in transforming the delivery of whole person care in North Carolina's public sector." Health fair Bangladesh Ltd. vision is an organization with more than 300healthcare provider partners, which aims to help people dealing with mental problems. Its vision shows the desire of the organization in becoming a leader and transforms health care. This powerful statement is most likely to inspire the workers of the organization to give their best in achieving the vision.

2.5 Mission

- To serve with a patient's first motto and to work towards a patient- centered care
- To provide Hope, Care and Cure. Develop, share and apply new knowledge and technology in the
- delivery of patient care through research and technology integration
- To play an active role in promoting and improving health within our community and to build a strong, integrated system for regional health-care delivery.
- To hold ourselves accountable to high standards those are observable, measurable and apply to all departments and employees of the hospital.
- To be the centre of excellence for medical research and academics
- . To cultivate an environment of trust, honesty, mutual respect, equality, ics
- To improve patient safety
- To support effective and efficient health care

The broad objectives of directorate general of Health services would be:

- To provide technical support to the Department of Health and family Welfare for achieving
- Universal Health Care accessible to all citizens and to prioritize special groups..
- To facilitate transparency and maintenance of standards in Counseling for medical education
- To facilitate in prevention, mitigation and elimination/eradication of communicable diseases of public health importance including emerging and re-emerging diseases.
- To facilitate in prevention, mitigation, and containment of public health emergencies due to biological (including notice) chemical, radiological and nuclear hazards in disaster situations
- To promote healthy living and to facilitate prevention, early detection and management of no communicable diseases.
- To ensure provision of state-of-the-art Emergency Care Services, including medical, surgical (especially Trauma and Burn Care), pediatric and obstetric emergency care for all.

- To provide technical support to address climate change issues impacting health
- To lay down specific standards and norms for safety and quality assurance of all aspects of Health care including Patient Safety, Hospital acquired infection and Antimicrobial Resistance development.
- To facilitate management of digital information related to health status of the population, health• infrastructure and health Services.
- To comply with the provisions of International Health Regulations
- To strengthen Regional Offices of Health & Family Welfare, for ensuring implementation of National Health Programs in the States, and liaison between the Centre and States for all activities related to Health.
- To promote and undertake Operational Research for better understanding and implementation of National Health Programs and other health Care activities.

2.6 Strengths

- There are too many determents under the super vision of the general manager which can casuse large span of supervision.
- Things your medical business does well
- Qualities that differentiate you
- Internal resources such as skilled staff
- Intangible assets such as brand loyalty followers

2.7 Weakness

- Lacks
- Things your competitors do better
- Resource limitation
- Unclear unique selling proposition or lacks of an established brand There are too many determents under the super vision of the general manager which can causes large span of supervision.
- Things your business

2.8 Opportunities

- Undeserved markets for specific service
- Few competitors in your area
- Emerging need for a service line
- Press/media coverage of your practice

2.8 Threats

- Rising competitors Changing regulatory environment
- Negative press /media coverage
- Changing patient attitudes towards your practice

2.9 Product

Since Health Fair Bangladesh Ltd. Is a service organization, it does not have special products. Its purpose is to provide services. However, only one product is issued for advanced service purposes, that is the HEALTH CARD. This card has many benefits.



Picture of Health Card

All the benefits that the customers will get in the Health Card

- Doctor visit is free for the first time
- 20% to 40% discount on medical test
- 5% to 10% discount on medicine
- Up to 30% discount on home services
- Assistance in Ambulance service and 10% discount on far
- Assistance in blood donation in urgent need
- A health checkup opportunity at almost half cost of the health checkup package
- Access to doctor serials, health advice and any heath related information by calling customer care

Chapter: Three Literature Review& Theoretical Discussion

3.1 Literature Review

A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business A literature review is a systematical analysis of the existing research on a topic ,which help to identify the gaps ,strengths and limitation of the current knowledge .In this blog post ,we will present the top ten literature review on performance management system based on their relevance ,quality ,impact

PMS is also defined according to Pulakos (2004), revealed that, as a continuous and holistic process in which organizations bring together other elements of organizational factors in order to achievethe set organizational desires. As such, the topic of performance management systems is necessary among the current organizations and helps in effective management of the organizational factors with the aim of maximizing organizational performance. Although organizational performance management systems have been heavily researched in the literature, most of the existing scholarly work is somewhat skewed towards the larger organizations leavingthe smaller and upcoming organizations at a limbo..

In a similar way, Chowdhury (2011), reported that, Performance management systems are only effective when they are linked with effective human resource management and that firms in Bangladesh have not effectively adopted the situation. In this regard, therefore, this research will be of importance in recommending better strategies that can be used in salvaging on the dwindling state of affairs with regards to Bangladesh companies.

According to Chowdhury (2011), explored that A performance management system is a tool used in guiding the behavior of performance and aligning the organizational strategies to the set standards. Armstrong and Baron, (1998) Performance Management System (PMS) is explained as a strategic and cohesive approach of carrying continued success to organizations by developing the people in a way that improves group and personal performance.

McAdam, Hazlett, Casey, (2005) found out that, It is also known as the system where all the employees are not only aware of the expected level of performance commitment from them in specific role but also conscious of completion of individual objectives that will lead to accomplishment of overall organizational objectives along with vision. This can be clearly defined as the process for managing people which will result in success for both the individual and the organization. Furthermore, Performance Management System is a calculated and integrated process which delivers sustainable success to organizations by improving the performance of the people who works there and also by developing the calibers of individual contributions and fears.

Ali, Akter, (2011) reiterated that, Currently, the practices of Performance Management System are held mostlyϖ in local private organizations in Bangladesh but there are differences in methods, frequency and also the parties involved. According to Ghorpadeϖ & Chen 1995; Golhar & Deshpande 1997; Lublin 1994; Storey & Sisson 1993). Based on evidences it shows that strategic PMS eventually makes a significant contribution to the growth level of organization

Islam, (2006).explain that, Annual Performance Agreement is the new Performance Management Systemϖ adopted by the public sector. The purpose of this is to make the public organization more result oriented and it also falls under provision of Medium Term Budget Framework (MTBF) to relate it with this system. Moreover, out of 252 surveyed organizations, 200 were local private organizations and 52 were MNCs. In a developing country like Bangladesh where a little emphasis is given on practicing HRM by the local enterprises, MNCs are pioneering in managing performance management system.

Shafiullah, Alam, Quader, (2011) report that, However, in the context of Bangladesh, some evidence alsoϖ shows that the concepts of Performance Management System are not working or are not being executed properly. It is not more than checking off boxes on a form where the concept of Performance Management is neither sufficiently accepted nor well defined in most of the organizations. Current management practice includes inadequate management expertise along with being highly bureaucratic as well as hierarchical system.

Tabassum (2012), explain that, most of the non-governmental organizations in Bangladesh overrely on the use of traditional and obsolete performance management systems which cannotϖ effectively be used in the current state of the environment to give desired outcomes.

3.2 Theoretical Discussion

3.2.1 Concept of PMS

A performance management system is a continuous methodical process by which the human resources arm of a company makes personnel participatory in advancing the effectiveness of the company, by achieving the stated vision, mission, and objectives of the organization. Performance management encapsulates key human resource functions like frequent communication, employee training for improved performance, acknowledgment of good work, presentation of benefits for improved performance, goal-setting, continuous progress review, and real-time feedback.

3.2.2 An effective PMS is one in which the following are done:

- The performance management cycle is continuous and not annual
- Leadership, executive, and upper-level management buy-in to performance management has been secured
- Making certain verbal performance exchanges and reviews are significant and not just routine
- Verifying your managers, are both willing and capable of delivering result-oriented performance management on a daily basis
- Utilizing user-friendly performance management software that grants you visibility of performance management activity

3.2.3 Purpose of a Performance Management System

- To improve the company profit margin: Performance management improves business performance by reducing staff turnover which helps to boost the company profit margin thus generating great business results.
- To guide personnel along a suitable career path: In line with best practices worldwide for performance management, personnel in a supervisory role are expected to guide the staff under them along a clearly defined and progressive career route.
- To furnish staff with valuable progressive feedback: Prompt real-time feedback makes performance management systems run by HR more engaging and proactive.
- To ensure staff attains their SMART goals: Company staff can only attain goals set for them and surpass expectations when they are absolutely clear about what exactly is expected of them. Goals that are regularly set, that are short-term, and which are frequently discussed are often more effective.
- To ensure employee goals relate to and advance organizational objectives: Human resources employ performance management systems to aid staff in seeing the nexus between their individually assigned goals and the overall organizational strategy. This gives the meaning and purpose employees seek in their careers.

3.2.4 Types of a Performance Management System

- **General Appraisal:** A constant interaction between the manager and employee all year round.
- **360-Degree Appraisal:** Feedback from employees about other employees.
- **Technological Performance Appraisal:** Evaluation of an employee's technical proficiency.
- **Employee Self-Assessment:** Employee's self-appraisal as compared with that of his direct line manager.
- **Manager Performance Appraisal:** Evaluation of the manager involving feedback from both the team and clientele.
- **Project Evaluation Review:** Appraisal to ascertain the level of an employee's expertise on the job.
- **Sales Performance Appraisal:** Judgment of a salesperson's goals versus results obtained via targets met.

3.2.5 Performance Management System Stages

Plan:

1. Reach a consensus on SMART goals
2. Generate a private development plan
3. Re-assess personnel's job description and revise the role profile where required

Act:

1. Attain set objectives
2. Execute role
3. Put into effect personal development plans

Track:

1. Frequently monitor progress made
2. Get regular feedback
3. Counter obstacles
4. Instruct and guide

Review:

1. Re-evaluate accomplishments
2. Pinpoint lessons learned
3. Deliberate on career objectives
4. Concur on future action steps

3.2.6 Implementing a Performance Management System

Undoubtedly, a modern performance management system helps to improve the individual productivity of a team. However, the key to achieving that is proper implementation. These are ways you can implement a performance management system:

- **Clarify expectations:** Clearly state in specific terms the output and attitudes expected of employees.
- **Observe and Assist Performance:** Watch attentively as the plan is put into action and intervene where and when necessary to ensure compliance.
- **Evaluate Performance:** Assess outcomes and/or behavior in the process of task execution.
- **Interact and Positively Review:** Discuss performance, share observations, request for employee feedback, and jointly innovate on how to improve in the future.

3.2.7 Advantages of a Performance Management System

- **Improved consistency:** A performance management system is designed with a carefully selected set of parameters suited to the company's stated objectives. This system is equally applicable to and cuts across all departments giving rise to a consistent set of expectations required to be met on the part of the employee.
- **High performers and training:** It is a versatile means of objectively recognizing great talent and determining training requirements per time.
- **Effectiveness of training:** A training program's degree of effectiveness can easily be ascertained from the level of growth and development in organizational staff.

- **Motivation boost for employees:** It is an avenue to encourage staff by celebrating their wins.

- **Employee retention:** A key metric of a performance management system is seeing to the satisfaction and fulfillment of employees which automatically results in retention.

- **Saving time:** The process which is procedural and has stages gives rise to feedback which can lead to a mid-course correction. This saves both management and the company precious time which could have been lost due to errors only discovered at an advanced stage.

- **Full performance reviews:** This gives an overall impression which is often very accurate, about the true position of things on the ground with respect to employee interpersonal relationships.

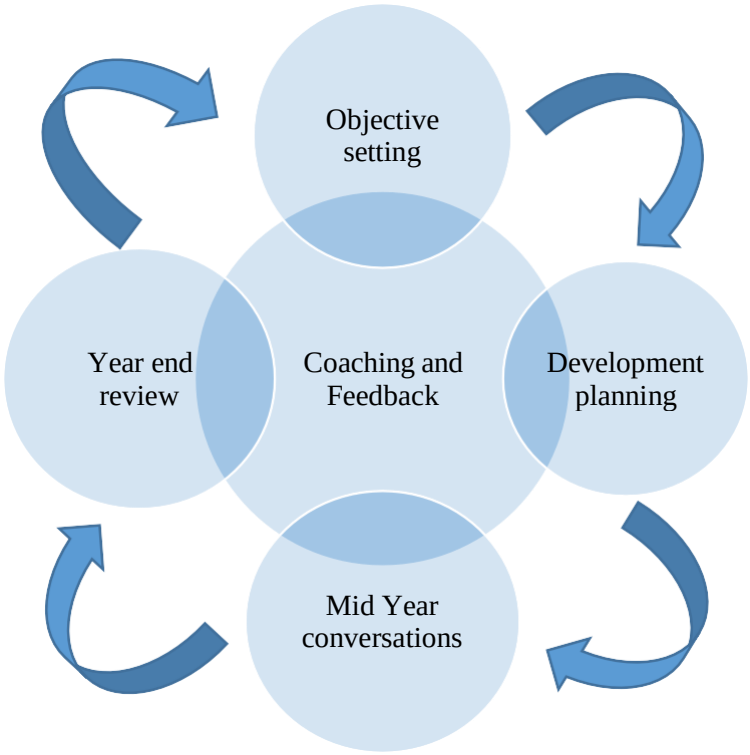
- **Performance appraisal fairness:** The objective and structured manner in which an appraisal document is prepared to serve to create a level playing field for all staff as numerous factors are taken into consideration.

- **Automated performance reviews:** The advent of human resource-related software has greatly helped to automate the process.

Chapter:Four
Analysis of the Study

4.1 Performance Management System of Health fair Bangladesh ltd.

Health Fair Bangladesh ltd is dedicated to create and maintain a performance culture. Health fair's interventions aim to achieve large scale, positive changes through health and social programmers that enable all their employees to find out their potential. The PMS cycle shown below is the reflection of achieving those objectives through continuously evolving and supporting their employees.



Health fair 's Performance Management approach includes SMART objectives that are being flown from the top, clear focus on an individual's continuous learning and development, Midyear Conversations between employee and supervisor, and a Year End Review for assessment of the employee's whole year's performance. All these important elements will be on a strong Performance Management System of Health fair foundation of continuous coaching, mentoringand feedback, as well as driven by it's strong values and objectives based culture.

4.1.1 Types of Objectives of PMS

On the basis of the level, role and responsibilities, there are three types of objectives covering

Strategic, Operation Management and People which are identified in this process.

- **Strategic Objectives** It is basically for senior management employees who assist and shape the organization or program's strategies.
- **Operational Objectives** These objectives are applicable for all employees and focus on implementation of the strategy with the help of small achievable goals.
- **People Objectives** These are relevant for all employees, however in various ways. For managers, it relates to how well they manage and motivate their teams and units; for non-managers it relates to how employees work within the unit set and interact with other colleagues.

4.1.2. Development Planning

When the employee finalize and discuss his objectives with his Supervisor, it is also equally important to focus on his development and learning opportunities for the year. The following 3 steps will help the employee and supervisor to make a decision on what the employee's development and growth plan will look like.

Step -1	Step-2	Step-3
Focus on 1-2 key development areas that will help the employee to achieve his objectives and bring him closer to his career aspirations.	Develop work activities for each development areas.	Identify clear measures of success for each key development area and work on it.
-What skill and competencies are critical in achieving objectives? -Reflect on feedback received from his supervisor in the year-end review - Identify any skill or gap that might prevent him from achieving his objective - Find opportunities within his development areas to come closer to his career aspirations	-Seek development activities that are part of his daily job - Think about new assignments and opportunities - Identify networks and relationships that can help in his development ,e.g. mentor, coach, boss - Attend training offered by HR & Learning Division or external programmes	-What will improvement and success look like? -What will you be doing differently? - What will the impact be?

4.1.3 Midyear Conversations

Mid-year conversation is a part of continuous focus which will be on coaching and development. It's a time when employees review performance against objectives and development along withimprovement plans mid-way through the year. This discussion should outlined to accomplishments to date, identify what objectives have been added, eliminated or modified, review priorities and progress on development plans so far, and clarify performance expectationsgoing forward. There will be no rating or marks given in mid-year.

4.1.4 Year-End Review

Year-end process is the final step of the Performance Management process. It is an opportunity for Managers to assess how the employees have performed against their year-long objectives as well as an opportunity for the employee to showcase their accomplishments throughout the year.

4.2 Roles of Supervisor and Employees

Both supervisors and employees play a role to make this work

The Supervisor's Role

Supervisors need to ensure that the process is implemented fairly and effectively to motivate employees for achieving Program Objectives and Values including their career goals under a continuous feedback and improvement process.

The Employee's Role

All the employees need to know how their individual performance and contribution is linked directly to the overall program Objectives and Values, which in return will help achieving Healthfair Mission. The PMS process is for employee's own learning and career development.

4.3 General guidelines

These guidelines are for all Health fair employees undergoing the Performance Management System
(PMS). They are -

- All Health fair employees will be assessed by the Performance Management form and processeach year.
- All employees are expected to setting their objectives and values in their PMS form at the beginning of each year and submit to HR at the end of the year within the given time, or as otherwise notified by HRD.

- Mid-year conversation and year-end review will be done through calibration discussions andfeedback between employee and supervisor.
- All employees will be notified by HRD in case of any modification or progression regarding Performance Management form and process.

Key timelines for the annual performance process cycle are:

Process	Objective Setting	Development Planning	Mid-Year Conversation	Year – End Review
Timeline	15 Dec to 31 January (next year)	15 Dec to 31 January (next year)	1 July-31 July	1 Dec–31 Dec
Accountability	Programme, Employee, Supervisor	Employee, Supervisor, HR & Learning Division	Employee, Supervisor	HR, Employee, Supervisor

The employees will set clear objectives against which their performance will be assessed aligning with supervisor as well as programme overall objective and values for achieving Health Fair's mission.

4.4 Alignment with the value of Health Fair Bangladesh ltd.

As an employee finalize his Objectives, it is equally important for him to carry out his daily work by showing the right health fairs values. Employees are expected to maintain the highest standard of behavior and values at all times. Performance Management System of its At the endof the year, employees' assessment will be done on achievement of their objectives as well as display of the right behaviors and values.

The Core values of Health Fair Bangladesh ltd.:

- Integrity
- Innovation
- Inclusiveness
- Effectiveness

4.5 Assess and Rate

At the end of year, Supervisors will evaluate and rate their employees on two rating scales. This is called a dual rating scale. A dual rating scale takes into consideration—

Job Competence - "what" gets done - objective achievement, job responsibilities, skills and goals, and Behaviors - "how" employees have achieved their objectives by displaying the right Health fair value based behaviors. When all the sections in the form have been completed and feedback discussions done, both the supervisor and employee must sign the form. If the employee is dissatisfied about any part of the form, this must be discussed for clarification. If an agreement is not reachable by both the parties, they need to contact HRD who can help resolve the issue.

4.6 New roles for Supervisors and Employees

4.6.1 Role of Supervisor

As a supervisor set and cascade objectives to his employees, consider the principles below. In addition to achieving Health fair's Mission and Objectives, it should also empower and engage his employees.

- Thinks for Long Term: Use objective setting discussions to articulate the long term vision for the team and for its
- Connect Objectives: Link Performance Objectives along with Program objectives, which in return will help Health fair's to achieve its mission
- Create Clarity: Work with employees to create a few, important and high impact measurable objectives. Clearly set expectations so that your employees know what success looks like.
- Show How: Assist employees to understand how they can achieve their objectives and whatresources are available for helping them. Example of resources includes people, tools, technologies, budget, additional training etc
- Be Collaborative & Inclusive: Increase collaboration within the team to increase engagement between everyone. Provide opportunities for development while creating an environment for innovative thinking and creativity

4.6.2 Role of Employee

- Employee's supervisor will share objectives for the year with him. During the first meeting, understand the objectives and finalize them through a discussion with the current supervisor.
- It is important that an employee is clear about his duties for the year. It is important to clarify any questions he might have at the time when the supervisor set objectives for him.

- Understand how an employee's performance contribute to Health fair's overall Mission.
- Ask any questions to clarify information and understanding.

4.7 Recognition System

- Performance Type: Regular, High Performer, Low Performer
- Recommendation type: Promotion, Slab Change/ Increment, Performance Bonus
- PMSAT (Performance Management System Advisory Team) Meeting
- Receive and Process the assessments within allocated Time
- Reward finalization by Approval Board
- Letter Disbursement & salary update

4.8 Recommendation for Reward by Supervisor

- Recommendation for Increment or Slab change may be provided if an employee has showed significant contribution and participation through performance in compare to other employees.
- Recommendation for Promotion to next grade may be provided considering the following in addition to performance, they are –

  - ❖ If an employee is nominated for next grade for change to an enhanced role, the nominated grade must be aligned to the approved grade for the enhanced role
  - ❖ If an employee is recommended for next grade within same role, employee's current portfolio should be larger or job tenure should be higher in comparison to others within the same role and nominated grade must be within approved grade for employee's current role
  - ❖ Proper justification must be provided by the first Supervisor in the comment box of the form for any recommendation for reward.

4.9 Performance Improvement Plan (PIP)

PIP of Health Fair Bangladesh ltd. has been established for the low performing employees in order to improve their performance. Employees who are categorized as low performers will be given a PIP form and a signed letter from the concerned authority. The goals and objectives will be set by the supervisor and evaluated after a certain time. The action plan has to be specific, measurable, attainable, and realistic and time specific. The timeline for this improvement plan will be 3-6 months for the employees of all grades. This improvement program differs from person to person according to their needs and grades. The timeline of the improvement program

will be decided by the authority before the program starts. According to the approved PMS, the objectives will be Performance Management System of Health Fair measured and the PIP will be continued simultaneously. In a nutshell, this PMS is the evaluation of productivity and PIP is the improvement plan.

During the period of PIP, the supervisor will provide necessary coaching and directions to the low performing employee, after the observation period the 3rd or 2nd supervisor and local HR official will conduct an interview with the employee and attested recommendation will be provided by him. After analyzing the achievement of the employee through this program along with the recommendations of the supervisor and HR official, it will be decided whether the employee will be retained or terminated. Under the process of PIP, the suspended employee will be provided a notice on this issue. In this case, according to the section **5.04 of the act of HR Policy and Procedure**, suspended employee through PIP will not be provided any further notice or salary. The PIP form will be preserved by the supervisor and a copy of the form will be provided to the employee after the PIP program. After the evaluation period, the PIP form will be sent to the concerned authority.

The activities taken by the employees, observer and the concerned authorities in the PIP program are given below:

4.9.1 Activities Taken by the employees

- In section 1, the employee will provide his personal details.
- In section 2, the employee will set own goals and objectives and an action plan after discussing with his supervisor. The core values of Health Fair will be reflected on established objectives and goals.
- In section 3, the employee will acknowledge the established goals and objectives of section 2 are determined by his consent and will sign on the form. 34 Performance Management System of Health Fair
- In section 5, the second supervisor will match the attained goals and objectives with the rating.
- The employee will mention his name, pin, sign and date in the specific section comment about his own achievement.
- After the evaluation period the employee will have to give interview to the third observer and HR department.

4.9.2 Activities taken by supervisor

- In section 2, the supervisor will discuss with the employee in order to determine the goals and objectives and ensure the reflection of core values of Health Fair among the goals and objectives.
- As it is a short termed improvement program the objectives can be set as “Stressed Objectives”.
- The supervisor will provide necessary coaching and directions to the employee and monitorhis performance
- In section 3, the supervisor will provide consent on that the established goals and objectives of section 2 are determined properly and will sign on the form
- In section 5, the supervisor will evaluate the total goal attainment of the employee and expose it by percentage.
- In the box specified for supervisor the supervisor will indicate the productivity of theemployee. It can be total achievement, partial achievement or failure to achieve.
- In the last stage he will mention his name, pin and will sign in the form

4.9.3 Activities of official

- In section 4, official will check whether the goals are achieved by the employees or not in accordance with the employee and supervisor. Before this official will check the file of that employee properly and mention his name, pin and sign on the form
- Official will also take part in the interview of the employee with the supervisor.
- Official will check the file of the employee before taking the interview and verify about his affiliation with the core values of Health. He will also verify the rating given by the supervisoron the form.
- Official will mention his observation about the employee on the specified space of the form.
- Official can attach extra copy with the form to write comments about the employees. In this case he will mention his name, pin and sign on that copy.

4.10 Incentives in Health Fair Bangladesh Ltd.

Compensation fluctuates according to:

- A pre-established formula.
- Individual or group goals because group goals are different from individual goals.
- Company earnings.

An incentive adds to base pay. It controls costs because the employee is being paid for his/her extra effort and for the benefits brought to the organization. It motivates employees.

Incentive Pay Categories

- Individual
- Group
- Company-wide.

Individual Incentive Plans

- Monthly sales (How much sales were generated)
- Work safety record
- Work attendance (If the absent is reduced or attendance is good)
- Company-wide Incentive Plans
- Company profits
- Sales revenue

Chapter: Five
Findings

5.1 Findings

Some of the major limitations of performance management System of Employees are :

Getting biased being biased is kind of lopsided too: a biased person favors one side or issue over another.

Comparing among subordinates placed in or occupying a lower class, rank, or position inferior. a subordinate o submissive to or controlled by authority.

Time Constraint is a term that defines various factors that limit projects in terms of time. This includes deadlines, workload management, and resource allocation

Valuation manual means *the manual of valuation instructions adopted by the NAIC as* specified in this section or as subsequently amended

A negative is a word or phrase that shows you reject or disagree with something. We use negatives all the time in regular conversation, so a lot of these words should be familiar to you. Can't, don't, and won't are all common negatives

Considering any personal issues in practice, personal issues can be defined as any personal problem that affects a certain individual. Typical personal issues could relate, among others, to family, finance, addiction, disability or health.

Being stereotyped while assessing staff stereotyping is a prevalent way of thinking that exists in nearly every aspect of daily life. Stereotypes are over generalized perceptions and beliefs about how an individual in a certain group should or shouldn't act

Time Consuming The transition will involve issuing debt, acquiring assets, and establishing an organizational structure, which will be costly and *time-consuming*.

Chapter: Six Recommendations and Conclusion.

6.1 Recommendation

- Supervisors should be fair in rating subordinates at Health Fair Bangladesh ltd.
- PMS process should be more automatic rather than manual
- An employee should be rated not only by his supervisor but also by his colleagues and other supervisors as well for more fairness
- This process should be done online to reduce time consumption
- A special modified software should be used at the time of Performance Appraisal
- Managers should act more like coaches and mentors
- There should be a continuous feedback loop where employees will be always in touch with the supervisors and assess their work frequently

6.2 Conclusion

To wrap up, I would like to say that there is a huge difference between the theoretical and practical knowledge in life. However, I have learnt a lot from the Performance Management Unit of Health Fair Ltd. as an intern. Again I would like to mention that working with the world's largest was a great opportunity and experience for me to learn outside of the box, they try to maintain a smooth and fair Performance Management System within the allotted time. Needless to say, the HR Performance Management Unit team is one of the most efficient and effective team of health fair Ltd While writing the report, I realized that during my internship time, I though PMS was the main thing I did, yet apart from this, my other learning's were never ending. I have learnt a lot from Health fair Ltd. HR. I really have enjoyed working with the PMS team where I got to see the real life experience along with wonderful human beings

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