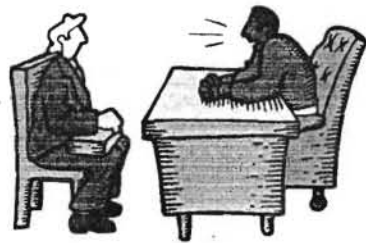


00133
BBA

PERFORMANCE MANAGEMENT SYSTEM OF AKTEL

Report - 230





PROJECT PAPER

**PERFORMANCE MANAGEMENT SYSTEM
OF
AKTEL**

**COURSE NO – BUS 498
PROJECT WORK**

PREPARED FOR,

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**18 DECEMBER, 2007.
FALL 2007.**



EAST WEST UNIVERSITY

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01 November 2007

Lutfun Nahar Lita
ID – 2003-2-10-165
BUS 498, Fall 2007
Department of Business Administration
East West University, Dhaka

Subject: Letter of Authorization

Dear Student;

As a course requirement of Project Management (BUS 498), you have to prepare a detailed report and the topic is – 'Performance Management System of Aktel Telecommunication'.

This report must have an overview of the Performance Management System of Aktel Telecommunication. The report is to be submitted to me on or before December 18, 2007 in my office.

Please feel free to consult me on the working days during my office hours regarding any further clarification and/or guidance.

Best regards

.....
Taskina Ali
Senior Lecturer,
Department of Business Administration
East West University

December 18, 2007.

Taskina Ali
Senior Lecturer
Department of Business Administration
East West University
45-46, Mohakhali C/A
Dhaka-1212

Subject: Letter of Transmittal

Dear Mdam,

As per your authorization on 01 November 2007, I am happy to submit my report on 'Performance Management System of Aktel Telecommunication'.

I have done an extensive survey for this project and did it as per as your instructions. I am encouraged and enthusiastic by collecting the details for the preparation of this report. Taking the direct assistance of the primary and secondary source, I have prepared my project. Undoubtedly, I have learned a lot and have gained remarkable experience.

I strongly believe that the report contains comprehensive information that is required and asked by you. I will be very happy to provide any further clarification you need on this report whenever necessary.

Sincerely

.....
Lutfun Nahar Lita
ID – 2003-2-10-165
BUS 498, Fall 2007
Department of Business Administration
East West University, Dhaka

ACKNOWLEDGEMENT

At first, I am grateful to Almighty Allah for the patience and dedication in finishing the report in time. Researching and analyzing data and clearly structuring the raw data into a report format have been a tiring at the same time exciting and challenging task. The project has finally been completed. However this would not have been possible without the help of the company itself, various personnel of the company, and other secondary data sources.

First, I would like to take this opportunity to express my heartfelt gratitude to my respected and honorable instructor **Taskina Ali** for giving me proper guideline. Her relentless support helped me a lot in having a base of Human Resource Management and understanding about how HRM i.e. HRD works in real life scenario. It is worthy to that I have preciously done Human Resources Planning and Compensation Management courses with him. I would also like to thank the employees and the management team of AKTEL for their grant to me to have limited access to the HR information of the company. Without their helps, I could not have completed the report properly. I want to give special thanks to Mr. Nazrul Islam Kollol, Executive in Operations Department and Mr. Ferdous Al Kaium, Executive in Customer Care Department for their persistent help and time.

EXECUTIVE SUMMARY

Since the commencement of its operation, AKTEL has been a force to be reckoned with in the telecommunication industry of Bangladesh, being one of the fastest growing mobile communication companies offering comprehensive GSM mobile solutions to more than six million subscribers. Today, AKTEL boast the widest International Roaming service in the market connecting 375 operators across 185 countries.

Keeping pace with the changing need of the time, AKTEL has recognized Performance Management System (PMS) as the key management process for reviewing the past and planning for the future in a positive and constructive way.

AKTEL's existing PMS is more than just filling in a few forms, but an essential management tool. Success of the system depends on the effort and skill with which managers apply the process in reviewing the performance of their staff. In concerning itself with both business objectives and employee development, the PMS process constitutes an ambitious and challenging agenda for managers in rewarding and developing their staffs.

Assessment of performance will take into account task achievement and performance against essential result areas and objectives.

But according to the employees, they face problem in setting performance objectives, management, and development of functional skills and identifying major result areas. Moreover, the employees want the objectivity of the existing Performance Management System (PMS) of AKTEL to be increased.

1.0 INTRODUCTION:

1.1 Origin of the report:

This program is a precondition for the completion of the Bachelor of Business Administration Program of East West University. Each student has to work on a research project over the period of three months. My assigned project is 'Performance Management System of AKTEL Telecommunication Company.' The project has been assigned and approved by the organization's supervisor.

1.2 Background:

Performance management is an ongoing process to attain and enhance organizational success. To be effective, a performance management system should be a continuing route that is value adding and integrated with other organizational system. At the same time, today performance management systems are critical for organizational success because of global competition, push for productivity, demand for knowledge workers and rapidly changing workforce demographics. My project report is focused on the Performance Management System of AKTEL Telecommunication Company. In Bangladesh perspective, Human Resource Management concepts are new and not an easy stuff to implement. Since it is a new area of organizational practice, original and significant tasks could be discovered.

1.3 Objective of the study:

General Objective:

- ❖ To identify and experience with the organizational tools and practices are used to conduct Performance Management System.

Specific Objectives:

- ❖ To know in depth, what processes are utilized to evaluate the performance of the employees at AKTEL.
- ❖ To study whether performance appraisal systems used in the AKTEL reflect the performance of the employees.

- ❖ To study whether the appraisal ratings are linked to the reward system.
- ❖ To find out and recommend what performance appraisal system(s) is nearly appropriate for AKTEL.

1.4 Scope:

The outcome of this research provides a clear concept whether AKTEL needs to include any extra tools in their performance management system. The study also formulates the following significant contribution to AKTEL. (a) Identify the factors that influence employees to develop their performance level. (b) Help the management to utilize the full potentiality of their workforce to achieve the organizational goals. Thereby making the company aware of those so that they might take more steps rather than their planned ones, to improve efficiency and successfully implement the decision they would make.

1.5 Limitations:

The overall study was conducted considering a number of limitations. The major limitation factor for this report was primarily the reluctance and strict adherence to confidentiality maintenance attitude shown by the officials of AKTEL. Most of the relevant literature and study materials on the PMS were not available, and no comprehensive in-depth study on the PMS could be found. At the very beginning, it was quite difficult for me to find out the relevant information about AKTEL. They were reluctant in providing with any HR related information. But after I have found some acquaintance in AKTEL, they were ready to provide me the basic information about the history and the organogram. Yet gathering HR information still was troublesome as the company maintains **secrecy of information policy**. I mainly had to reply on the various articles, journals, manuals, annual reports and few workers of AKTEL who provided basic information about the HR department.

1.6 Methodology of the Study:

The data obtained from primary sources is analyzed by various statistical techniques to reach the conclusion. The report is prepared on the basis of the information obtained from both primary and secondary sources. Primary data analysis provides the existing situation of the current system as described by the data source or respondents. Secondary data analysis is a review of data collected for another purpose to clarify issues in the early stages of the research effort.

1.7 Report Preview:

The report consists of two parts- Literature part and Empirical part. The Literature Part starts with the formal definition of performance management and then moves on to discuss the pros and cons of PMS like purpose, benefits, appraisal processes, appraisal methods and factors etc. The empirical part focuses on how the aspects of appraisal systems work in real world by taking AKTEL as the model of the telecommunication sector.

1.8 Sources of Information:

The information of this report is collected from the following sources:

- a) Primary
- b) Secondary

To get the primary information the following sources will be contacted:

- i) Personal interviews with the concerned persons of the Human Resource Department.
- ii) A questionnaire survey of employees who are affected by the existing Performance Appraisal Systems.

Secondary information is collected from different books, business journals, seminar proceedings and Internet browsing to make the report more comprehensive.

1.9 Data Processing and Data Analysis:

Data will be processed and maintained systematically. For analyzing data, SPSS and Microsoft Excel will be used. Average, Standard Deviation, Mean, Median will be used as statistical tools. To make it more effective, graphical presentation will be introduced.

1.10 Benefits / Output of the Study:

This study can help following organizations and persons...

- Organizations that practice and want to practice modern HR concepts.
- All level of managers of both modern and traditional business organizations.
- All the telecommunication companies.
- Students, majoring in HRM and Management.

2.1 Performance Management System:

January 25 2007 - A recent survey conducted by the Institute for Corporate Productivity (i4cp, formerly the Human Resource Institute) in conjunction with HR.com suggests that it is futile for an organization to seek the 'one silver bullet' that will revitalize its performance management (PM) system.

Mark Vickers, senior analyst with i4cp said:

"That bullet doesn't exist. That is, there is no single PM practice that can transform an ineffective system into a good one. Performance management systems are just that - systems. They require the coordination of multiple key practices. The more of these practices that are in place, the more likely a performance management system is to be seen as effective."

Based on data from 1031 respondents, The 2006 Performance Management Survey indicates that there is significant scope for improvement in the performance management systems of many companies. Only 8 per cent said that their PM process contributes to individual performance in a significant way, 45 per cent said that it does contribute but requires improving, while 47 per cent were not sure if their PM process makes any contribution. While most companies are facing serious challenges with regard to their PM systems, many seem aware of which aspects are under-performing.

Correlating performance management processes and the overall perceived effectiveness of their systems produced a list of nine key practices. The survey concludes that PM systems are more likely to be seen as effective when they include the following:

1. Plans for helping employees develop in the work period after the appraisal
2. Ongoing goal review and feedback from managers
3. Training for managers on how to conduct a performance appraisal meeting

4. Metrics of the quality of performance appraisals
5. Ways of addressing and resolving poor performance
6. Appraisal information that isn't limited to the judgment of supervisors
7. A PM system that is consistent across the whole organization
8. Some form of multi-rater feedback
9. Employees can expect feedback on their performance more often than once a year.

Kevin Oakes, i4cp's CEO, commented:

"Performance management tends to be a work in progress. PM technology is increasing in popularity, but without a solid process already in place it's not going to make a significant difference. The good news is that the data shows that many companies today are getting more serious about implementing tighter performance management processes."

2.2 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 60 years ago.

Yet in a broader sense, the practice of appraisal is a very ancient art. In the scale of things historical, it might well lay claim to being the world's second oldest profession!

There is, says Dulewicz (1989), "... a basic human tendency to make judgments about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily.

The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate.

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. If 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.

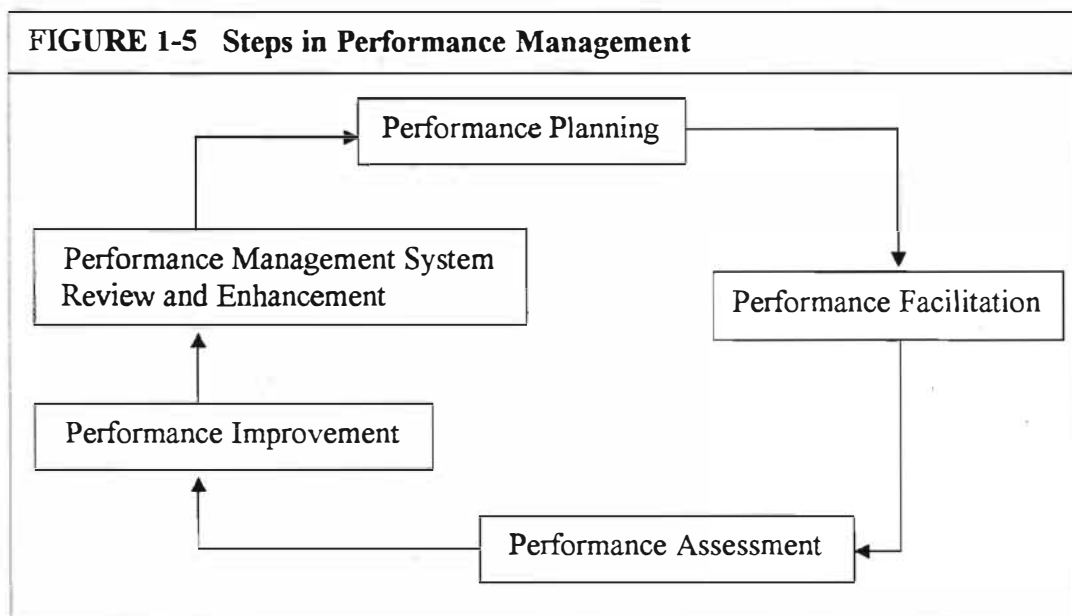
Sometimes this basic system succeeded in getting the results that were intended; but more often than not, it failed.

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.

2.3 Steps in Performance Management



1. Performance Planning

It starts with a clear definition of what the organization is attempting to do, how it plans to get there, and the time frame in which it has to work.

2. Performance Facilitation

Even the most competent hire will not perform well unless the internal reward systems and work climate are motivating. Establishing performance-reward linkage is, thus, a critical aspect of performance management.

3. Performance Assessment

Performance appraisals not only provide feedback to employees but also are critical for identifying training needs and compensating employees. In measuring performance, all critical dimensions of job performance must be measured validly and frequently. Most organizations use a variety of devices to measure employee performance including budgets, variance reports, performance appraisals reports, personal policies and audits.

4. Performance Improvement

When performance is below standard, there are two major options available to an organization: it can change the standards or it can improve performance. Strategies for adjusting standards include revising output goals, revising timelines and allocating more resources.

There are three steps that underlie all performance improvement attempts, namely:

- Assessing the magnitude of performance deficiency,
- Identifying reasons for the deficiency, and
- Removing obstacles to high performance.

2.5 Benefits of a Performance Management System:

Individual Employee Level

- Clarity of performance standards
- Improved awareness of performance linkage
- More focused career development
- Greater autonomy and better quality of work life
- Improved job satisfaction from valid performance feedback
- Clearer understanding of competencies needed for career growth

Organizational Level

- Higher employee productivity and efficiency
- Improved creativity
- Timely compliance with legal requirements
- Better alignment of performance goals with organizational strategy
- Better integration among various HR systems, procedures, and decisions
- Reduced employee turnover and absenteeism

2.6 Uses of Performance Appraisal:

1. Performance Improvement
2. Compensation Adjustments
3. Training and Development
4. Avoidance Discriminatin
5. Coaching and Guidance
6. Termination Documentation
7. Eliminate Job Design Errors
8. Staffing Decisions

2.7 Characteristics of Effective Appraisal Systems:

Validity: Validity refers to the legitimacy or correctness of the inferences that are drawn from a set of measurements or other specific procedures.

Involvement: Employee participation in the development of performance criteria, appraisal instruments, and the appraisal system increases significantly the probability of acceptance of the system by both supervisors and employees.

Training: Raters need to be trained in observation techniques and categorization skills (e.g. the use of diaries or critical incidents).

Acceptable standards and targets: If the supervisors unilaterally set performance standards, then they become "management standards" and receive little employee commitment. The standards should be set in consultation with the employees to gain their commitment.

Linked to other systems: For appraisals to be motivating, everyone concerned has to see that appraisal results are taken seriously and are followed up by management.

Input into appraisals: Allowing job incumbents a high level of participation in the appraisal (and not merely in appraisal system design and goal setting) increases employee satisfaction and morale.

Sources of information: Using multiple sources of information acts as a check on the reliability of the measures used.

Employee feedback: Most organizations still conduct annually. Ideally, performance feedback would be given by the supervisor immediately after effective or ineffective behavior was observed.

6.3 Appraisal Errors and Biases:

1. **Leniency Error:** It denotes the tendency the tendency to give very generous ratings to everyone. Most likely to occur when performance standards are very vague and organization has a highly political climate (the supervisors wants his or her people to advance).
2. **Severity or Strictness Error:** It is the opposite of leniency error and occurs when the raters are too harsh on the ratees.
3. **Halo Error:** It denotes the tendency to carry over the rater's overall favorable or unfavorable opinion about the job incumbent on one dimension of perfromacne to other dimensions.
4. **Central tendency or range restriction error:** It reflects a predisposition to cluster most job incumbets in the middle point of a rating scale.
5. **Recency Error:** It occurs when the ratings are unduly biased by the most recent actions – good or bad – of the ratee concerned.
6. **Streotypes:** These are rater's prejudices against specific groups who share one or more common attributes.
7. **Attribution Errors:** These occur because of the human tendency to attribute favorable outcomes to ourselves and unfasavorable outcomes to external froces or working conditions.
8. **Personal Prejudices:** These are the rater's personal like or dislike for the job incumbents which influence his or her assessment of that person's perfoamcne.
9. **Self-serving Errors:** These are biases which encourages raters to inflate ratings to make themselves look good.

2.9 Methods of Performance Appraisal:

Past-Oriented Approaches

1. **Rating Scale:** It requires raters to provide a subjective evaluation of an employee on a number of job related dimensions along a scale from low to high.
2. **Checklists:** It requires raters to select statements and adjectives describing an employee's job related behaviors and performance or other characteristics.
3. **Critical Incident Method:** It requires the raters to record statements that describe extremely good or bad employee behavior related to job performance.
4. **Behaviorally Anchored Rating Scales (BARS):** It attempts to reduce subjectivity and biases of performance measures by focusing on specific and critical work behaviors rather on traits or personality characteristics.

Present-Oriented Approaches

1. **Field Review:** It is process where a skilled representative of the performance management department goes to the actual job situation and either assists the immediate supervisor with ratings or does the ratings alone.
2. **Performance Tests:** it assesses the knowledge or skills possessed by the job incumbents.

Future-Oriented Approaches

1. **Self-appraisal:** It involves evaluating one's own past and present performance and knowledge, accompanied by an identification of future performance standards, skill repertoire, and areas for self-development.
2. **Management by Objectives Approach:** It is a goal directed approach in which each employee and superior jointly establish performance goals for

supervisor. When subordinates have an input into their supervisor's evaluation, supervisors have been known to improve their interpersonal relations and reduce management by intimidation. Issues of anonymity and adequate sampling of subordinates may be important in traditional appraisals.

Outside the organization. Evaluations by outside clientele may be useful in instances when there is much personal contact with outsiders or when the person being evaluated knows more about aspects of the job than the former or supervisor.

3.0 ORGANIZATION

3.1 HISTORICAL BACKGROUND:

TM is Malaysia's Number One information communication technologies provider. TM International Sdn Bhd (TM International) is the vehicle overseeing and managing the overseas ventures of Telekom Malaysia Berhad (TM), Malaysia's largest and leading telecommunications group. Operating as an investment holding company, TM International was activated in 2001 as a wholly owned subsidiary of TM.

Having had its origins in the international ventures division, TM International has today made the successful transition from an operating division to a wholly owned subsidiary. It has operations and financial interests in nine countries, namely Sri Lanka, Bangladesh, Pakistan, India, Indonesia, Singapore, Cambodia, Thailand, Malawi and Guinea.



TM Corporate headquarters in Kuala Lumpur

Since the commencement of its operation, AKTEL has been a force to be reckoned with in the telecommunication industry of Bangladesh, being one of the fastest growing mobile communication companies offering comprehensive GSM mobile solutions to more than two million subscribers. Today, AKTEL boast the widest International Roaming service in the market connecting 315 operators across 170 countries. In addition, AKTEL is the first mobile operator to connect Tetulia and Teknaf, the northern and southern most points of Bangladesh. AKTEL was also the first to provide seamless coverage along the Dhaka-Chittagong highway. With a network covering all 61 (allowable) districts of Bangladesh, coupled with the first Intelligent Network (IN) Prepaid Platform in the country, AKTEL is geared to provide a wide range of products

and services to customers all over Bangladesh. At the heart of all of AKTEL's success today, is a young dynamic workforce comprising of over 600 highly motivated and skilled professionals.

Today, AKTEL is recognized as a leading brand in Bangladesh and this is driven by our persistent pursuit of quality and technology, putting it clearly ahead of the rest. The future with AKTEL is promised to be exciting as we strive to employ the best resources and latest technology in offering many more innovative and exciting products and services.

- 1996 AKTEL received the license
- 1997 Official launch in Dhaka
- 1999 First to launch Mobile plus BTTB incoming
- 2000 Dhaka Chittagong Backbone connectivity
- 2001 Launch of One Prepaid
- 2002 Launch of SMS service
- 2003 First to launch Prepaid Mobile Standard
- 2004 All 61 Districts covered
- 2004 Established 1 million customer base
- 2004 Established inter-operator SMS
- 2004 Launched International Roaming
- 2005 Established 2 million customer base
- 2005 Independent unit for Corporate Care
- 2005 First to launch e-fill
- 2005 First to launch GPRS
- 2005 First to launch 1-second pulse on Postpaid
- 2005 First to launch 10-second pulse on Prepaid
- 2005 Established customer base of 3 million
- 2005 Only telecom operator to receive ISO 9001:2000 certification
- 2006 Recognized and Awarded the "Telelink Telecommunication Award 2006"

3.2 Vision and Mission:

Vision:

To be the leading Telecommunications service provider in Bangladesh.

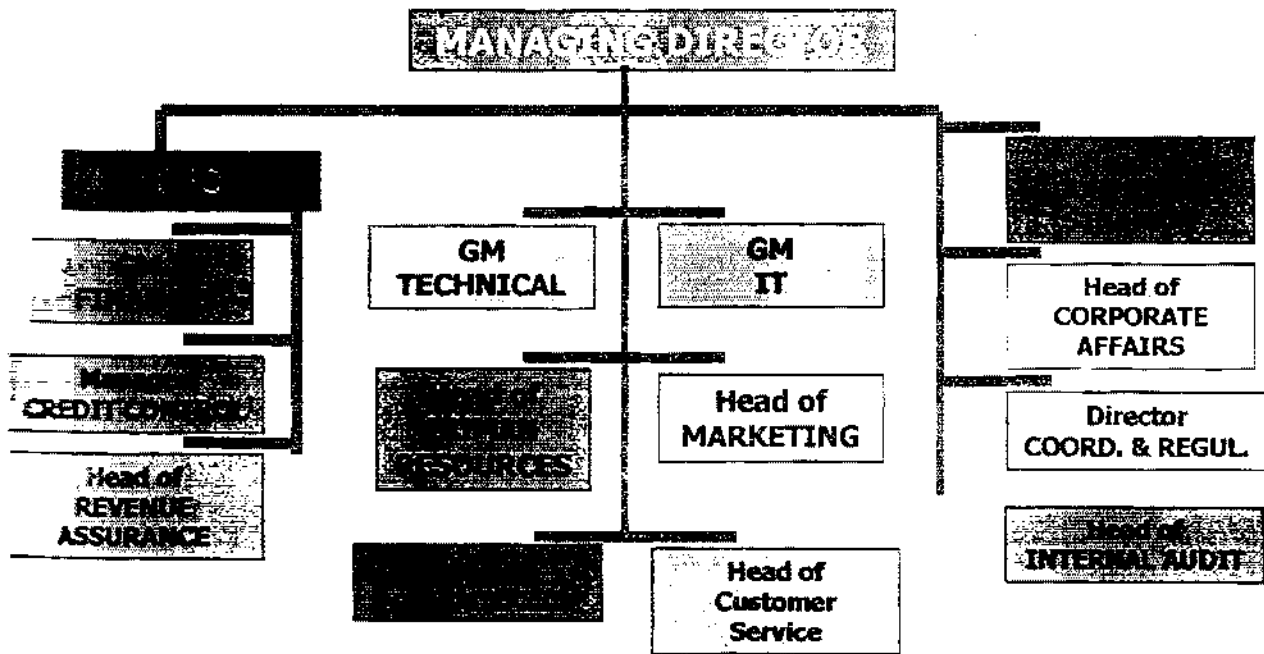
Mission:

To be the leading Telecommunications service provider in Bangladesh. We will achieve this through developing people, products and services of the highest quality and meeting the needs of our nation, customers, employees and shareholders.

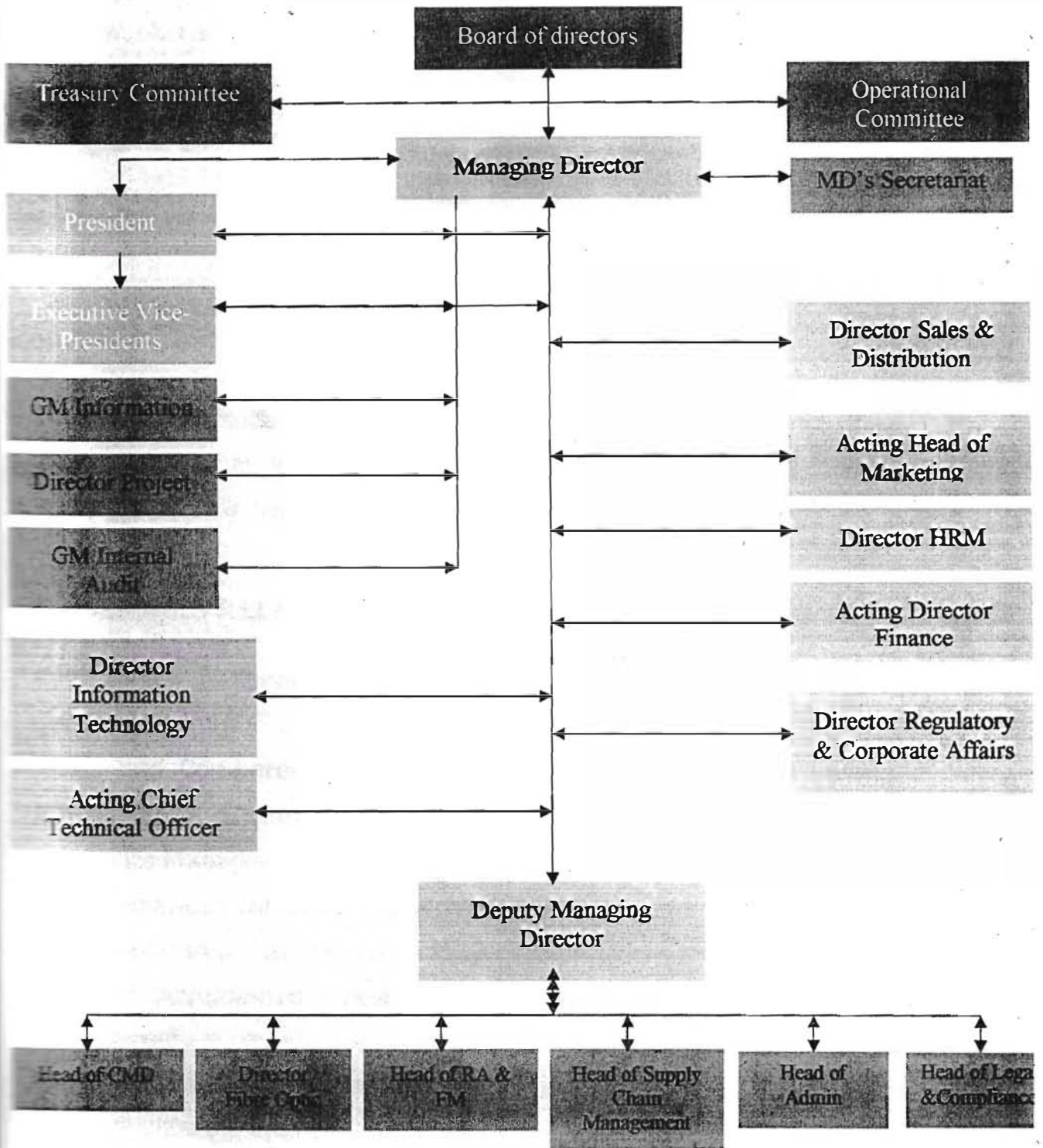
Corporate Focus

Our vision, our mission and our objectives are to emphasize on the quality process and services leading to growth of the company imbued with good governance practices.

3.3 Management team:



3.4 ORGANOGRAM:



Represents Members of Management Team

Figure: The Organogram of AKTEL

3.5 Human Resource Department:

The Mission and Vision of Human Resource Department: Aktel

The mission and vision of HR are -

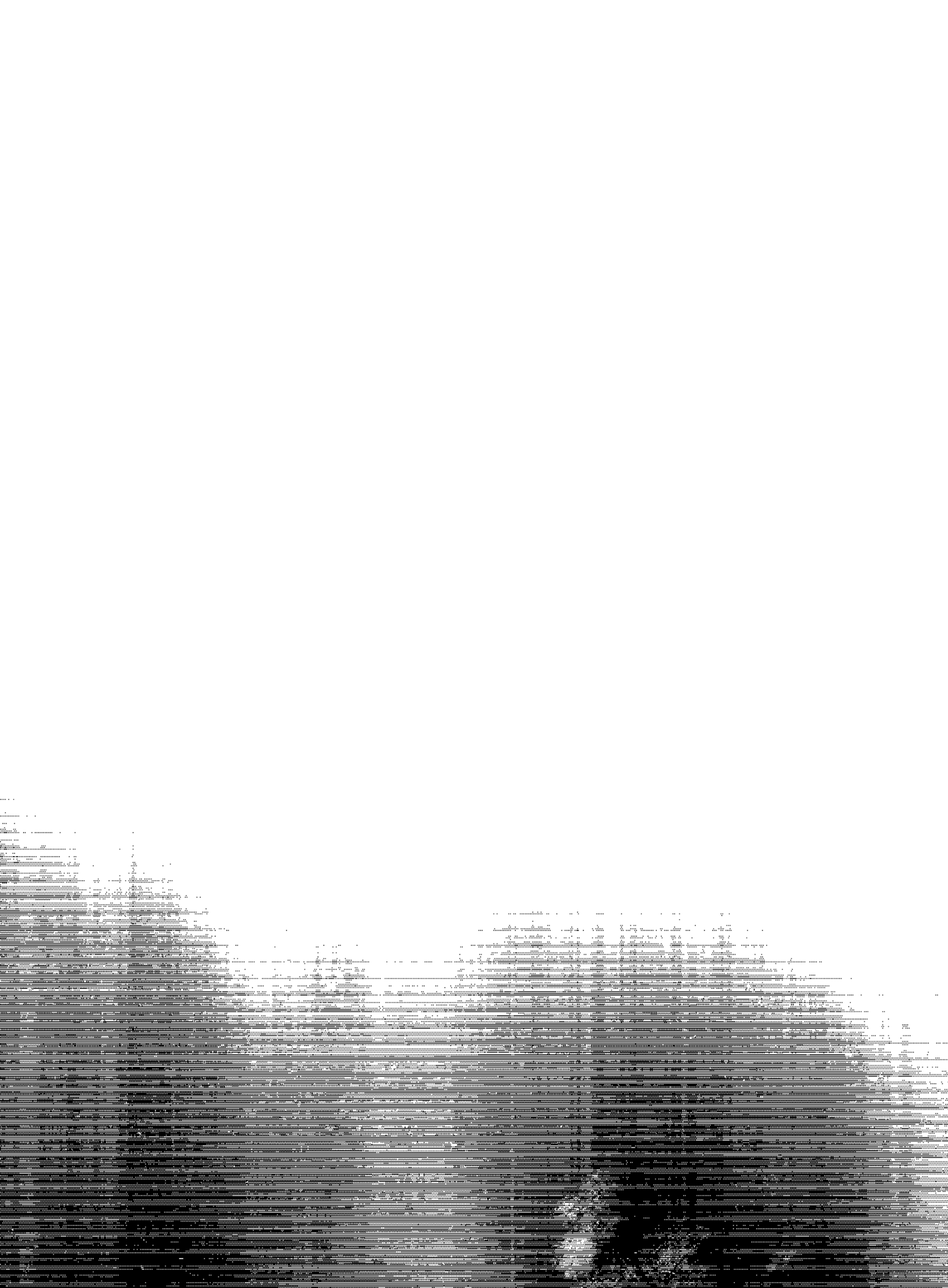
- ◆ The company has the competencies required for a strong, sustainable and profitable growth.
- ◆ Advising and supporting their managers with expertise while adapting to local cultures and to each function's specificity

They want their social performance to lead the economic performance, they all be recognized as audacious and creative professionals, displaying courage and solidarity while being respectful of the individuals.

KEY ISSUES RELATED TO HR IN AKTEL

- **HR Policy & Guidelines**– include recruitment, promotion, training & development
- **Skill and Competency Training**– involve proper & structured training program for all; require competency assessment
- **Benefits Management**– include medical & car allowance
- **Performance Evaluation**– issue on the process of performance evaluation
- **HR Leadership**– gap between employees' expectations and HR capabilities
- **Career Development**– need clear guideline on career development & enhancement
- **HR Information & Communication**– need to establish an effective communication channel

The Basic Human Resource Flow Chart:



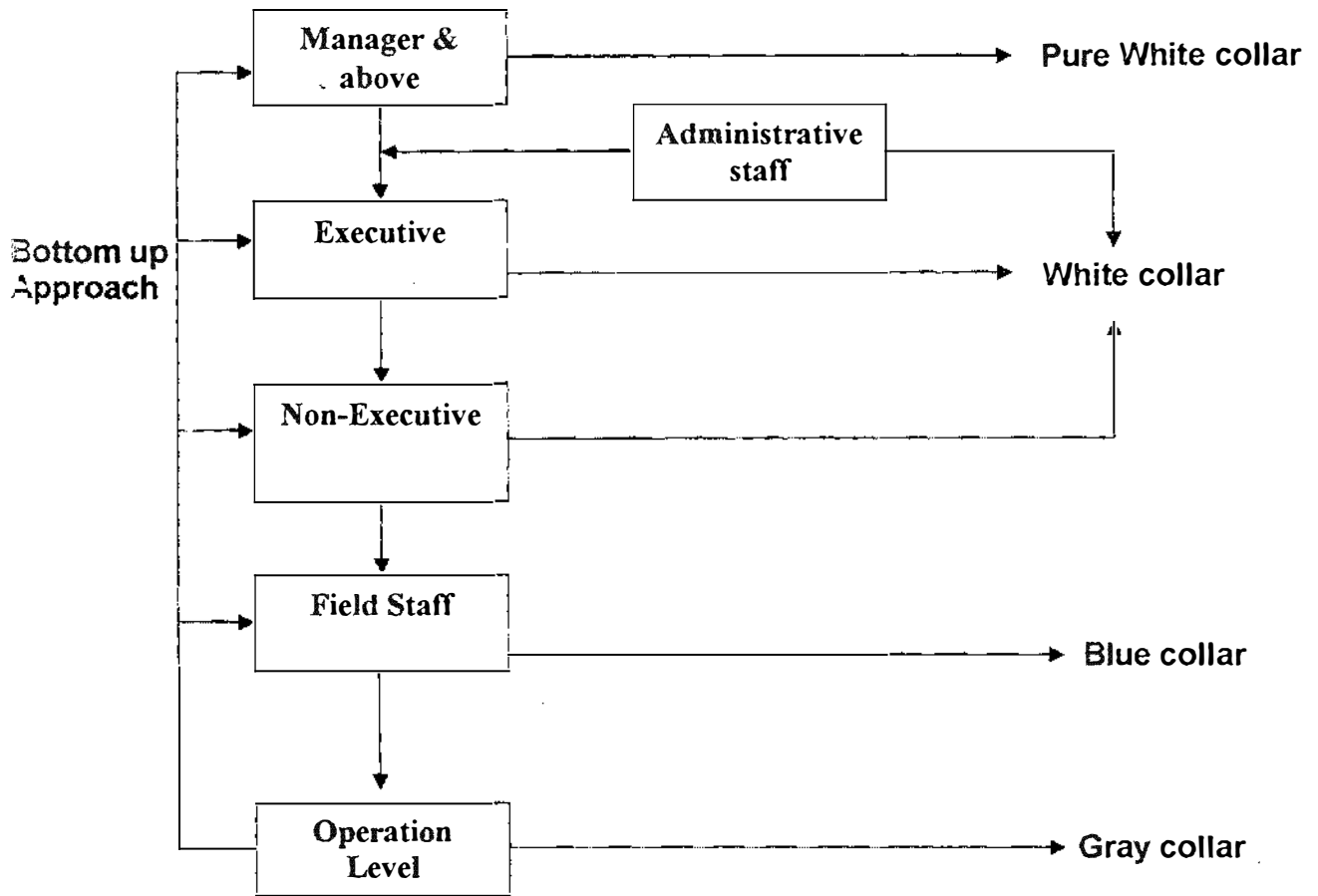


Figure: The basic Departmental flowchart of AKTEL

Top level

Make long-range strategic decisions about products and services. Senior management is generally a team of individuals at the highest level of organizational management who have the day-to-day responsibilities of managing a corporation. There are most often higher levels of responsibility, such as a board of directors and those who own the company (shareholders), but they focus on managing the senior management instead of the day-to-day activities of the business. They are sometimes referred to, within corporations, as top management or simply seniors. In the above diagram top managers, Administrative staff, and various Executive and Non Executive personnel are the White collar people.

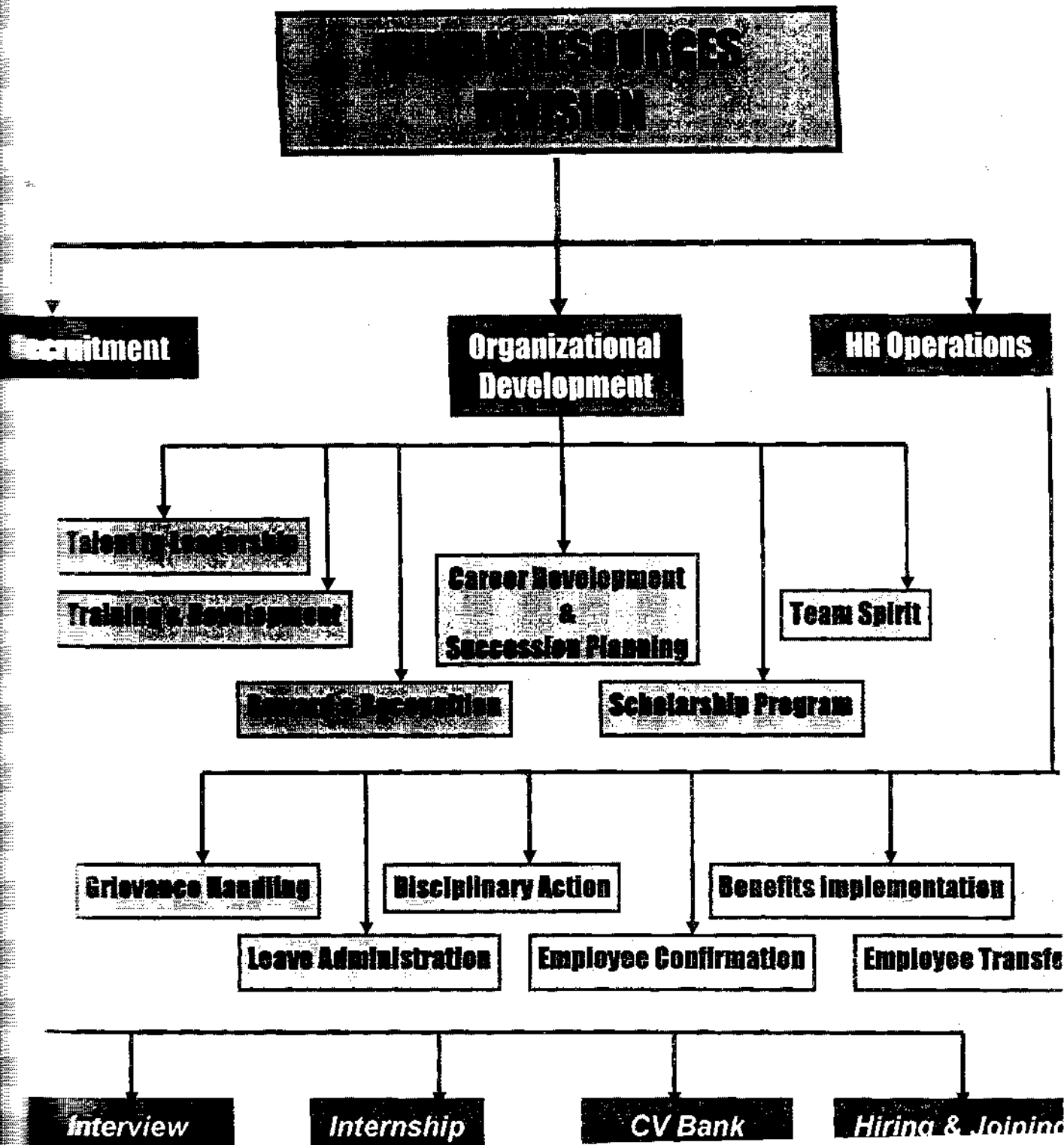
Mid level Management

Carry out the programs and plans of senior management. Mid level management is a layer of management in an organization whose primary job responsibility is to monitor activities of subordinates and to generate reports for upper management. Mid level managers translate the enterprise strategy into action and results. They are responsible for execution and are the link between strategic plans and results. Great mid level managers help the workforce stay focused on the most important work by communicating what's expected and why it's important, provide constant feedback on the work not only to the workers but to senior management as well. Effective midlevel leaders develop others by creating environments that foster and support continuous learning through the work being done; clarify performance expectations beginning with understanding how the tasks support the strategic goals and mission; and connect individuals and teams with the mission to build enthusiasm and motivation for high performance.

Operational level

Monitor the firm's daily activities i.e. production and manufacturing. They are the ones directly related with the production of Aktel.

3.6 HR MANAGEMENT ACTIVITIES IN AKTEL:



3.7 Performance Appraisal of AKTEL

AKTEL breaks down the entire trading year into **four quarters**. The employees set up goals and tasks for each quarter through discussion with the immediate supervisor. At the beginning of the year the supervisor identify the **standard performance level/ Criteria** to the employee. Then through out the year they execute their duties to achieve the goals. The employees time to time check out their performance with the standard performance and goals. At the end of the year their performance are appraised by the direct supervisor. The top managers are appraised by two appraisers. For example, in case of the Head of Human Resource, an internal appraisal takes place with his or her immediate boss, the Managing Director of Bangladesh. After that the documents are sent to his or her foreign boss, the Regional Head in Paris, to be appraised twice. Once the written documents procedures are done an appraisal interview is arranged if necessary which may lasts from 2 to 30 minutes. The appraisal information is kept as records for future use.

ANNUAL PERFORMANCE REVIEW

Year 2006

Name of Appraisee	MD MOHSIN UDDIN PRODHANIA		
Designation	Customer Care Executive (Contact Center)	Since	21 st Nov, 2004
Division/Department	Contact Center, Customer Service	Location	9 th Silver Tower

Name of Appraiser	BARNA AHMAD		
Designation	Manager, Customer Care	Since	Sep '04
Division/Department	Contact Center, Customer Service	Location	9 th Silver Tower

Name of Reviewer	Segufta Yesmin Samad		
Designation	Head of Customer Services	Since	Jun 06
Division/Department	Customer Services	Location	8 th Silver Tower

Target Setting (for coming year)	Steps to be completed by December – January
✓ Performance Review and Evaluation (current year)	December – January
Copy to be returned to Human Resources	January

Appraisee's Signature	Date
Appraiser's Signature	Date
Reviewer's Signature	Date

Key Performance Indicators

Rating Scale	Definition
Level 5	<ul style="list-style-type: none"> ▪ Consistently exceed all job requirements. ▪ Contributes outstanding achievements that significantly impact the total job and Telecom Malaysia. ▪ Consistently achieved more than or equal to 120% of the business targets ascertained. ▪ World class standard performance.
Level 4	<ul style="list-style-type: none"> ▪ Exceed most job requirements. ▪ Achievements beyond normal expectations of the job and gives significant impact to the division. ▪ Best in class or industry standard performance. ▪ Consistently achieved 105% - 119% of the business targets ascertained.
Level 3	<ul style="list-style-type: none"> ▪ Meets all job requirements ▪ Achievement clearly meets the job demand ▪ Consistently achieved 95% - 104% of the business targets ascertained.
Level 2	<ul style="list-style-type: none"> ▪ Only meets some of the job requirements ▪ Requires significant performance improvement in other areas ▪ Consistently achieved 80% - 94% of the business targets ascertained
Level 1	<ul style="list-style-type: none"> ▪ Fails to meet most job requirements ▪ Consistently fails to meet expectations and standards ▪ Consistently achieved less than 80% of the business targets ascertained.

ANNUAL PERFORMANCE REVIEW

Year

2006

Key Behavioral Indicators

Rating Scale	Definition
5	<ul style="list-style-type: none"> ▪ Consistently exceed all behavioral requirements. ▪ Fulfills self driven responsibilities to achieve the greatest benefit at an acceptable cost. ▪ Consistently achieved more than what was expected as shared mindset ▪ Presents an exemplary image of TMIB through professional appearance and behavior.
	<ul style="list-style-type: none"> ▪ Exceed most behavioral requirements. ▪ Demonstrates positive behavioral qualities beyond normal expectations of the job and gives significant impact to the division as well as to TMIB as a whole ▪ Strives for continuous improvement in behavior and aptitude
3	<ul style="list-style-type: none"> ▪ Meets all behavioral requirements as per TMIB standard ▪ Core behavioral competencies clearly meets the organizational demand ▪ Presents a positive image of TMIB through professional appearance and behavior.
2	<ul style="list-style-type: none"> ▪ Only meets some of the behavioral requirements ▪ Requires significant behavioral improvement and aptitude development training in other areas ▪ Consistently fluctuates between satisfactory & unsatisfactory level.
1	<ul style="list-style-type: none"> ▪ Fails to meet most of the behavioral requirements ▪ Consistently fails to demonstrate image of TMIB ▪ Consistently fails to demonstrate positive attitude towards own job and the organization as a whole.



ANNUAL PERFORMANCE REVIEW		Objectives		Year	2006
Appraisee	MD MOHSIN UDDIN PRODHANIA	Appraiser	BARNA AHMAD	Department: CONTACT CENTER	
Designation	CUSTOMER CARE EXECUTIVE, Contact Center	Designation	MANAGER, CUSTOMER CARE	DIVISION: CUSTOMER SERVICE	

Performance Review: Key Responsibilities/Tasks (Based on TMIB Balance Score Card Perspective)

OBJECTIVES	Evaluation Criteria; Measurements/Perf. Standards	Date	Priority No./ Weightage %	Self-Appraisal with Rating in 5point scale*
Handling customer calls received at 124, efficiently by maintaining quality of service & accuracy of information	<ul style="list-style-type: none"> a. Handling (on an average) 180 or more calls per day b. Receiving calls within 2 rings (Average response time of 2 secs.) c. Maintaining AHT of 2 mins. per call d. Maintaining call evaluation score of 100% 	25.12.06	25%	3.00
Analyze & rectify customer concerns, using established procedures (and SOPs), while logging all complaints and queries received	<ul style="list-style-type: none"> a. Accurate and timely logging, routing / escalating complaints through relevant units (through the CMS, e-mail and through the TL) – CMS scoring to be used as reference b. Accurate preparation of the Daily Tracking Sheet and timely submission to the Team Leader c. Update the Contact Center Management if there any issues on customer care (such as major complaints etc) 	25.12.06	25%	3.00

<p>Ensuring availability to attend to the duties and responsibilities of the Contact Center</p>	<p>a. Attendance to be more than 96% b. Maintaining 82% or above occupancy on average (daily and hourly) c. Having an average duration of 8 hrs. 35 minutes of log-in hours d. Maintaining and adhering to eWFM rosters for more than 95%</p>	<p>25.12.06</p>	<p>25%</p>	<p>3.50</p>	<p>(A o go c</p>
<p>Responding to messages received at EVD Helpdesk or 8123 messages</p>	<p>a. Responding to EVD or 8123 as per target of the day or week b. Maintaining a EVD and 8123 evaluation score of 95%</p>	<p>25.12.06</p>	<p>10%</p>	<p>3.00</p>	<p>res be a</p>
<p>Being update at all times regarding products and services and other policies and information of the company</p>	<p>a. Monthly test score of 85% or more b. Einstein quiz score (if any) c. Participation as well as timely and regular attendance in monthly tests and quizzes, training programs, weekly team briefings and information sessions.</p>	<p>25.12.06</p>	<p>10%</p>	<p>3.00</p>	<p>(M sc imp</p>
<p>Additional assignments given by the management (responding to IVR Messages or making Outbound Calls)</p>	<p>a. Number of files listened to every month or outbound calls made. b. Timely and accurate preparation & submission of reports, logging and action taken as required.</p>	<p>25.12.06</p>	<p></p>	<p>4.90</p>	<p>(as te cc :</p>
<p>Any other special assignment by Management</p>	<p></p>	<p></p>	<p>5%</p>	<p></p>	<p></p>



Appraisee	MD MOHSIN UDDIN PRODHANIA	Appraisee	3.1	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
Appraiser	Barna Ahmad	Appraiser	3.075	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
Reviewer	Scgufta Yesmin Samad	Reviewer		1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
				* Key Performance Indicator Table

Performance Review: Core Values & Behavioral Competencies

Aktel's core values & behavioral competencies	Self-Appraisal with Rating in 5 point scale*		Manager Appraisal with Rating in 5 point scale*	
	Rating	Comments (specific examples)	Rating	Comments (specific examples)
Self-motivation	4.00	Continuously communicate with the superiors about new service ideas regarding service development.	3	Motivated to perform well and meet targets. Shares ideas for improvement. Took on additional assignment like outbound calling.
Customer service orientation	4.00	No call has been complete until the subscriber get response on his query through out the year.	2.8	Deals with customer queries efficiently. Needs to work on improving sense of urgency and CMS performance.
Results orientation	4.00	Always trying to exceed my own boundary, i.e. achieved consistent OME response throughout the year.	3.25	Have met with EVD targets consistently. Need to ensure that these are also applicable for other KRAs.
Innovation / continuous improvement	3.00	Attention all the new ideas of call center management efficiency and efficiency.	3	Needs to seek more feedback on self-improvement. Shares ideas and customer feedback to initiate change.

Integrity	3.50	Always keeping commitment at same level at any circumstances. e.g. log in at right time even in the extremely risky political environment.	3	Dedicated and committed assigned responsibilities additional assignment like
Teamwork	3.50	Not get the opportunity yet to help people of other department but have an endless desire to do so. Become an intra department team man.	3	Overall team work interpersonal skills.
Respect and care	3.50	Showing due respect to every individual of the company. Assist newcomers' for their socialization with the call center working environment.	3.25	Respectful and courteous formal professional approach

Overall Self Appraisal (Rating)*

3.14

Overall Manager Appraisal (Rating)*

3.04

*** Key Behavioral Indicator**



ANNUAL PERFORMANCE REVIEW

Year 2006

Name: **MD MOHSIN UDDIN PRODHANIA** Position: Customer Care Executive, Contact Center

5	5.1 Unsatisfactory Performer	5.2 Superior Result Poor Behavior	5.3 Superior Result	5.4 Exceptional Performer	5.5 Exceptional Performer
	4.1 Unsatisfactory Performer	4.2 Strong Result Poor Behavior	4.3 Strong Result	4.4 Superior Performer	4.5 Exceptional Performer
	3.1 Unsatisfactory Performer	3.2 Acceptable Result Poor Behavior	3.3 Strong Performer	3.4 Strong Behavior	3.5 Superior Behavior
	2.1 Unsatisfactory Performer	2.2 Poor performer	2.3 Acceptable Behavior Poor Result	2.4 Strong Behavior Poor Result	2.5 Superior Behavior Poor Result
	1.1 Unsatisfactory Performer	1.2 Unsatisfactory Performer	1.3 Unsatisfactory Performer	1.4 Unsatisfactory Performer	1.5 Unsatisfactory Performer
	1	2	3	4	5
AKTEL's core values & behavioral competencies →					



ANNUAL PERFORMANCE REVIEW

Year 2006

Performance Summary

Overall performance has been satisfactory. Has the potential to display outstanding performance. Sincere and dedicated. Also, has a very pleasant personality and positive attitude. Would like him to be more involved with the improvement of the Contact Center and in the team building activities of the Contact Center.

Can be a better performer by developing sense of urgency and assertiveness.

Key Strengths (current and future assignments)

- Strong performer (works towards targets)
- Polite and courteous
- Positive Attitude
- Interested in self improvement
- Motivated

Key Developmental Needs (current and future assignments)

- Need to develop leadership and team motivating skills and capacity to manage / lead a team.
- Need to work on sense of urgency and building in-dept product / service knowledge
- Need to proactively take on additional responsibilities

Appraisee's Comments

Dear Madam, Thank you for my valuable PA, 2006. It's a great pleasure to know my performance at the end of year. I am Agree with your appraisal. I am confident enough to provide my best effort in every aspect- strong performer, polite & positive attitude motivated and Interested in self improvement for my future betterment.

Date Signed Appraisee*

Date Signed Appraiser

Date Signed Reviewer

* Signature by employee does not necessarily indicate agreement, only review and notification.
If need be, use a blank sheet of paper for additional comments on the appraisal.



ANNUAL PERFORMANCE REVIEW - Reviewer

Year **2006**

Name: **SEGUFITA YESMIN SAMAD**

Designation **HEAD OF CUSTOMER SERVICE**

Recommended Performance Evaluation

Key Responsibilities	5	5.1 Unsatisfactory Performer	5.2 Superior Result Unsatisfactory Behavior	5.3 Superior Result	5.4 Exceptional Performer	5.5 Exceptional Performer
	4	4.1 Unsatisfactory Performer	4.2 Superior Result Unsatisfactory Behavior	4.3 Superior Result	4.4 Superior Performer	4.5 Exceptional Performer
	3	3.1 Unsatisfactory Performer	3.2 Acceptable Result unsatisfactory Behavior	3.3 Strong Performer	3.4 Superior Behavior	3.5 Superior Behavior
	2	2.1 Unsatisfactory Performer	2.2 Acceptable performer	2.3 Acceptable Behavior unsatisfactory Result	2.4 Superior Behavior Unsatisfactory Result	2.5 Superior Behavior Unsatisfactory Result
	1	1.1 Unsatisfactory Performer	1.2 Unsatisfactory Performer	1.3 Unsatisfactory Performer	1.4 Unsatisfactory Performer	1.5 Unsatisfactory Performer
			1	2	3	4

AKTEL's core values & behavioral competencies

Comment

Signature: _____ Reviewer

Please, use a blank sheet of paper for additional comments on the appraisal

AKTEL's Core Values & Behavioral Competencies

No	Competency	Sample Behavior
1	Self-motivation	<ul style="list-style-type: none"> ▪ Gives new ideas & ▪ Seeks additional responsibility ▪ Persistent in getting things done ▪ Sets career goals
2	Customer / service orientation	<ul style="list-style-type: none"> ▪ Obtains customer feedback ▪ Has intimate customer knowledge ▪ Has good customer recovery skills ▪ Responsive and does more for customers
3	Results orientation	<ul style="list-style-type: none"> ▪ Shows sense of urgency ▪ Takes ownership and accountability ▪ Seeks feedback on own performance ▪ Sets challenging goals and develops action plans
4	Innovation / continuous improvement	<ul style="list-style-type: none"> ▪ Continuously learns new ideas ▪ Shares knowledge ▪ Applies new knowledge acquired ▪ Experiments new ideas ▪ Learn from own experience and from others
5	Integrity	<ul style="list-style-type: none"> ▪ Leads by example ▪ Admits mistakes ▪ Speaks the truth ▪ Keeps to commitments ▪ Gives credit to the team
6	Teamwork	<ul style="list-style-type: none"> ▪ Helps people from other department ▪ Participates in company activities
7	Respect and care	<ul style="list-style-type: none"> ▪ Treat people fairly ▪ Assist employees in times of need ▪ Teamwork

4.0 Findings and Analysis:

4.1 Data analysis:

In order to conduct this study, I distributed 25 questionnaires among the employees of Aktel, of which 20 questionnaires were returned giving the response rate of 80%. The analysis reported in this report is based on those returned 20 questionnaires.

Question_1 I always set a performance goal in the beginning of the year.

	Frequency	Percent
Valid Strongly Disagree	2	10.0
Undecided	2	10.0
Agree	11	55.0
Strongly Agree	5	25.0
Total	20	100.0

Question_2 My supervisor tells me his or her expectations clearly.

	Frequency	Percent
Valid Undecided	2	10.0
Agree	12	60.0
Strongly Agree	6	30.0
Total	20	100.0

Question_3 I get feedback about how well I am doing on a regular and timely basis.

	Frequency	Percent
Valid Disagree	2	10.0
Undecided	2	10.0
Agree	12	60.0
Strongly Agree	4	20.0
Total	20	100.0

Question_4 The feedback I get on my performance helps me to improve my Performance.

		Frequency	Percent
Valid	Strongly Disagree	1	5.0
	Disagree	1	5.0
	Undecided	1	5.0
	Agree	12	60.0
	Strongly Agree	5	25.0
	Total	20	100.0

Question_5 My suggestions are taken seriously by the management.

		Frequency	Percent
Valid	Disagree	2	10.0
	Undecided	8	40.0
	Agree	7	35.0
	Strongly Agree	3	15.0
	Total	20	100.0

Question_6 I am rewarded according to the performance appraisal.

		Frequency	Percent
Valid	Disagree	3	15.0
	Undecided	4	20.0
	Agree	8	40.0
	Strongly Agree	5	25.0
	Total	20	100.0

Question_7 I believe that the performance standards for my job are fair.

		Frequency	Percent
Valid	Strongly Disagree	1	5.0
	Disagree	2	10.0
	Undecided	7	35.0
	Agree	8	40.0
	Strongly Agree	2	10.0
	Total	20	100.0

Question_8 The job description for my position is accurate.

		Frequency	Percent
Valid	Strongly Disagree	1	5.0
	Disagree	1	5.0
	Undecided	7	35.0
	Agree	10	50.0
	Strongly Agree	1	5.0
	Total	20	100.0

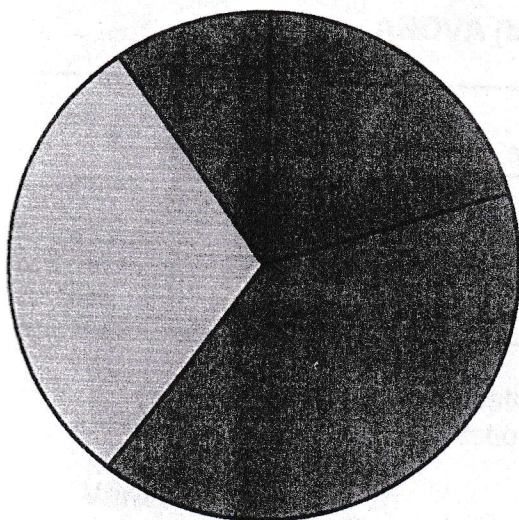
Question_9 My performance is fully reflected in the Performance Management Systems.

		Frequency	Percent
Valid	Strongly Disagree	1	5.0
	Disagree	3	15.0
	Undecided	7	35.0
	Agree	7	35.0
	Strongly Agree	2	10.0
	Total	20	100.0

Question_10 Considering everything, I believe that the performance management procedures, as they relate to my job, are appropriate.

		Frequency	Percent
Valid	Disagree	4	20.0
	Undecided	8	40.0
	Agree	6	30.0
	Strongly Agree	2	10.0
	Total	20	100.0

Question_10



- Disagree
- Undecided
- Agree
- Strongly Agree

4.2 Regression Analysis:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774(a)	.600	.240	.805

a Predictors: (Constant), Question_9, Question_6, Question_3, Question_8, Question_4, Question_2, Question_5, Question_7, Question_1

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.716	9	1.080	1.665	.219(a)
	Residual	6.484	10	.648		
	Total	16.200	19			

a Predictors: (Constant), Question_9, Question_6, Question_3, Question_8, Question_4, Question_2, Question_5, Question_7, Question_1

b Dependent Variable: Question_10

REGRESSION

Regression		
R Square	F	Sig.
.600	1.665	.219

The above Table indicates that Questions 1 to 9 are the significant predictors of Question 10 ($r^2 = .600$ and $F=1.665$; $F > r^2$).

4.3 Problems in setting Performance Objectives:

Subjectivity is one of the major problems in setting the performance objectives or the different skills in PAS. According to the employees, I have got a few points to consider:

- There may be differences in the objectives of the employees of the same department, so common objectives should not be set in PAS.
- There may be situations when the objective of finishing one task may be hampered by some unavoidable circumstances. Such situations resist proper evaluation in PAS.
- There is seen that colleagues from different departments have the same objectives that hamper proper evaluation.
- Individual skill may differ among the employees that creates problem during evaluation.

4.4 Problems in the existing Performance Management System:

Aktel's existing PMS is not fully accepted in all levels of employees. According to the respondents, they think the existing performance appraisal system has the following problems:

- Setting major result areas i.e. employees of the same department have different major result areas but grading system is same.
- Grading system in all departments is same but employees think that grading system for all the departments should not be same and it should vary department to department.
- It should be consistently done unlike at present it is being done sometime quarterly and sometime semi-annually.

- In grading still there is huge subjectivity – but employees want to reduce subjectivity.

5.0 SUGGESTIONS AND RECOMMENDATION:

- 1) Performance evaluation system should be on the basis of job nature. Different criteria can be set for individual department since job nature varies. Currently, PMS in Aktel is done on the basis of some commonly set criteria for all departments. The job nature based evaluation will increase the acceptance of PMS.
- 2) Objectivity should be preferred rather than subjectivity that is not currently found in PAS of Aktel. They need to reduce the subjectivity of its present performance evaluation system and increase its objectivity for more accurate evaluation of employee performance.
- 3) At present, the different criteria are set in such a way that supervisors play key role in the evaluation process, sometimes more than the works done. Thus changes of supervisor affect the performance evaluation of the employees. So, evaluation criteria should be set such that whoever evaluates an employee will be objective and employees' performance evaluation should not be affected by the changes of supervisor.
- 4) Work pressure and stress is different in different departments. Therefore, in selecting the performance criteria – different weights should be given to the performance criteria of the different departments.
- 5) It has been observed that in Aktel the monetary rewards are given according to the grading in the PAS but non-monetary rewards such as promotion and other benefits are not given according to the performance in the PAS. Therefore, we would like to suggest that the management should re-design

the PAS in such a way so that the non-monetary rewards will also be directly provided according to the grading in the PAS.

- 6) Job rotation can be done according to the performance in the PAS. Suppose during PAS it is observed, that one employee is better at sales related activities than research related activities then he may be transferred to sale department for his better performance.
- 7) It has been found from the study that common criterion for all departments for evaluating employees' performance are not being accepted by the employees. So, Aktel should think of designing a different performance evaluation system in which performance of employees of different department will be evaluated according to different criteria depending on the job nature.
- 8) It has been observed that changes of supervisor affects the performance evaluation of the employees. But evaluation criteria should be set such a way so that whoever evaluates an employee will be objective and employees' performance evaluation should not be affected by the changes of supervisor.
- 9) Aktel needs to reduce the subjectivity of its present performance evaluation system and increase its objectivity so that employees' performance can be more accurately evaluated.
- 10) It has been observed that many employees are saying, they don't understand the Performance Appraisal. They demand more clear and transparent Performance Appraisal.

6.0 CONCLUSION:

Performance Appraisal is a crucial step for competent organization. Performance appraisal is a method of evaluating employee's effort, ability and skill; which encourage the employee to repeat the appraised performance to get reward and not to repeat the undesirable performance. Performance Appraisal develops individuals as well as organizational performance. AKTEL believes that performance appraisals are positive opportunities in order to get the best out of their employees and the company. Performance appraisals initiate management to set goals and identify standard performance according to the objectives and delegation of responsibilities.

Since the introduction of the Performance Appraisal System (PAS) in Aktel in 1997, it has been used effectively and efficiently in the evaluation of employee performance. I conducted a study through personal interview and questionnaire and I have tried for a thorough understanding of the process with its benefits as well as shortcomings. It has been found that there are some positive and negative sides of this PMS. Positive is that it almost reflects the performance of the employees and the rewards particularly the monetary rewards are given to the employees according to the grading of the PAS. On the other hand, the negative sides are: sometimes the frequency of evaluation is not quarterly as it was mentioned in the Performance Management System; still there is a chance of subjectivity, which the employees want to be reduced. But overall, the employees are satisfied, although not highly satisfied with the existing Performance Appraisal System (PAS). Hopefully, HR department will work with the PMS and make it more modern and appropriate time to time.

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A Survey on Performance Management Systems

Dear Madam,

Conducting a survey on the Performance Management Systems of AKTEL Telecommunication. Your kind cooperation and guidance is important for the success of this study and will be very much appreciated. All the information will be considered as highly confidential.

✦ Designation: _____

✦ Department: _____

✦ Length of service in AKTEL: _____

Please indicate (✓) the degree of your agreement or disagreement with each statement by checking the appropriate boxes (□).

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I always set a performance goal in the beginning of the year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor tells me his or her expectations clearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get feedback about how well I am doing on a regular and timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The feedback I get on my performance helps me to improve my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My suggestions are taken seriously by the management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am rewarded according to the performance appraisal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe that the performance standards for my position are fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job description for my position is accurate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My performance is fully reflected in the Performance Management Systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considering everything, I believe that the performance management procedures, as they relate to my job, are appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you think there are problems with the existing Performance Management Systems, please specify...
