

PERFORMANCE APPRAISAL SYSTEM FOR CLASS I
OFFICERS IN BANGLADESH

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ABBREVIATION USED

ACR	-	Annual Confidential Report
ADMN	-	Administration
AMO	-	Authorised Medical Officer
AR	-	Annual Report
BARS	-	Behaviourally Anchored Rating Scale
BCS	-	Bangladesh Civil Service
BES	-	Behavioural Expectation Scale
CSO	-	Counter Signing Officer
CSP	-	Civil Service of Pakistan
DC	-	Deputy Commissioner
CSS	-	Central Secretariat Service
EPCS	-	East Pakistan Civil Service
EPSS	-	East Pakistan Secretariat Service
GAO	-	General Accounting Officer
GOB	-	Government of Bangladesh
IMS	-	Industrial Management Service
MNPS	-	Modified New Pay Scale
ORU	-	Officer Reported Upon
PA	-	Performance Appraisal
PAAS	-	Pakistan Audit & Accounts Service
PMAS	-	Pakistan Military Accounts Service
PSC	-	Public Service Commission
RIO	-	Report Initiating Officer
RO	-	Reporting Officer
SSP	-	Senior Service Pool
TSP	-	Trade Service of Pakistan

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CHAPTER-- I

INTRODUCTION

The failure of developing countries to attain self-sustained economic growth cannot be attributed to resource gap alone. Very often the problems of economic development are compounded by a management crisis which is both a cause as well as a consequence of poverty. As the World Development Report, 1983 rightly emphasized: "Administrative capacity is limited in every country; in some developing countries it is the ¹scarcest resource of all".

At the root of the management crisis in most of the developing countries lies an inefficient and outmoded personnel administration that fails to motivate the public employees to face the challenges of economic development. The linking of incentives more closely to performance is, therefore, one of the urgent priorities of development administration. The first step towards toning up the administration in a developing country is the enforcement of a system of performance appraisal that can assess accurately the relative worth of its employees.

Effective performance appraisal is an essential management tool not only in developing countries but also in the developed world. Studies on characteristics of successful business companies in the USA suggest the importance of "productivity through people" approach which recommends the creation in all employees the awareness that their best efforts are essential and that they will share in the rewards of the company's success. ² However, effective performance appraisal is an extremely complicated task. The quest for an ideal performance appraisal system has often been compared to a "search for the Holy Grail". ³ As a recent publication rightly points out:

"Few areas of management are replete with as many contradictions and misunderstandings. The varieties of practice and results are staggering. Many reasons account for this, among them the complexity of human interaction on the job, along with the wide range of goals and methodologies"⁴. The frontiers of the subject are rapidly expanding. In performance appraisal, as Ronald Wraith observes,⁵ "today's heresy is tomorrow's orthodoxy". Consequently performance appraisal system in industrial countries are continuously refined and updated in the light of experience and advances in knowledge. Unfortunately, they have become virtually sterile and routine processes in most of the developing countries.

This study analyses and evaluates the performance appraisal system of Bangladesh Government. The subject is important for several reasons. First, no empirical study on the performance appraisal system of Bangladesh Government has been undertaken as yet.⁶ The decisions on performance appraisal system in Bangladesh are, therefore, taken on either theoretical considerations or educated guesses. Secondly, the challenges of development administration in Bangladesh are colossal. Bangladesh - the most populous Least Development Country in the world,⁷ "contains an unprecedented concentration of extreme poverty" and offers the most challenging test case for development. Unfortunately, there has been an inverse relationship between the efficiency and the size of the bureaucracy in post-independence Bangladesh. At the time of independence, about 650 thousand people were working for the Government; in 1985 the number of government employees stood at 1194 thousand. Qualitative evidence indicates a significant fall

in efficiency despite an increase of 83 percent in Government employment between 1972 and 1985.⁸ An efficient performance appraisal system is a sine qua non for enhancing administrative efficiency in Bangladesh. Finally, in recent years the Government itself is emphasizing the need for streamlining the performance appraisal system. The urgency for reforming the performance appraisal system in the Government was stressed by the Administrative and Services Reorganization Committee 1973 and the Pay and Services Commission, 1977.

This study is based on the analysis of Annual Confidential Reports (ACRs) of three hundred class I officers of the Government of Bangladesh. Non-class I employees were excluded from this study for two reasons. First, non-class I employees in Bangladesh perform support functions whereas Class I officers who account for about 6 percent of total employees monopolize all management posts. Secondly, the recent experiments on performance appraisal are limited to class I officers only. Thus streamlining the appraisal system of Class I officers is more urgent than that of other employees.

Though this study deals generally with the problems of performance appraisal of all types of class I officers, quantitative evidence was collected on performance appraisal of three (out of 31) cadres only. There are about 52 thousand Class I officers in Bangladesh of which about 30 thousand are encadred in 31 cadres and the rest are non-cadred. Data for this study were collected exclusively from the following three cadres; (i) Senior Services Pool, (ii) BCS (Administration) & III BCS (Secretariat). These three cadres comprise about 5 percent of all class I posts and about 9

percent of encadred class I posts. There are three reasons for confining this study to three cadres only. First, the Annual Confidential Reports (ACRs) of these three cadres have been handled by a central personnel agency (S & G.A. Department in the erstwhile East Pakistan Government and Establishment Ministry in Bangladesh) for over three decades. Thus the records for these cadres are more well-organized. Secondly, some of the cadres are new and time series data on these cadres are not available. Finally, the three selected cadres are generalist services. The assessment of the performance of the generalist officers is usually more complicated than that of the specialists.

The total strength of three selected cadres for this study is about 2800. Data on ACRs of about 300 officers (about 10 percent of the selected cadres) were collected through a stratified random sampling. At the time of sampling care was taken to ensure that officers with varying service lengths are included and samples are not confined to any particular category (such as new recruits, old officers or officers at middle level). In order to obtain meaningful comparison with pre-independence period, one third of the sample was restricted to officers who were recruited before 1971. The officers with less than three year's service were excluded from the sample because time series data on their records would not be available. In order to collect data from the filled in appraisal forms, a single format was used (See Appendix-I), Data were collected primarily on the following issues:

- Trends of rating since 1966 and changes over time
- Consistency of rating

- Timeliness of the report
- Checking of the report
- Impact of openness of the appraisal system.

Data on performance appraisal in four distinct periods were collected. The first period relating to pre-independence period was confined to 1966, 1967, 1968 and 1969. The years previous to 1966 were excluded because the officers who had less than 21 years service did not join before 1966. The ACRs of the years 1970 and 1971 were excluded because the entire administration was paralysed by the war of liberation. These unsettled conditions in personnel administration continued till 1975. The second period extends from 1975 to 1981. In 1982 the appraisal report was made open. The third period consists of three years (1982, 1983 and 1984) when the open appraisal system was in operation. The fourth period commenced in 1985 when the open system of appraisal was abolished. At the time of this study, the appraisal reports upto 1986 were available. The reports of last two years were influenced by the reintroduction of confidential appraisal system.

An analysis of performance appraisal reports does not provide sufficient data on how the appraisers or appraisees feel about the appraisal system. It was, therefore, ^{decided} ~~felt~~ that senior officers of the Government should be interviewed in order to assess their reactions on the system. A detailed questionnaire was drawn up for this purpose (See Appendix -2). Responses were received from 50 officers of the level of Joint Secretary and above. This sample constitutes about 20 percent of the senior most officers of three selected cadres for this study. The

questionnaire, was circulated to the senior most officers of the cadres for three reasons. First, these officers act in three capacities of officers reported upon (appraisee) reporting officers (appraiser) and countersigning officers (final approver of appraisal). Thus they have a much clearer perception of the process. Secondly, the officers in this category have at least fifteen year's experience in the Government and had varied experience. Thus their response is likely to be more mature than others. Finally, as top managers they are concerned about the improvements in the performance appraisal systems.

This study is divided into seven chapters. The first chapter sets out the introductory comments and the methodology. The second chapter offers a theoretical overview of objectives and methods of performance appraisal. The third chapter analyses the evaluation of performance appraisal system in Bangladesh and summarizes the main features of the present system. The fourth chapter reviews the trends and effectiveness of appraisal ratings in Bangladesh. The fifth chapter reviews the monitoring of administrative issues relating to performance appraisal such as timeliness, openness versus confidentiality, adverse remarks etc. The sixth chapter examines various options for improvement of performance appraisal system in Bangladesh. The final section summarizes the main findings and recommendations of this study.

C H A P T E R - II

OBJECTIVES AND METHODS OF PERFORMANCE APPRAISAL.

The Encyclopedia of Management defined performance appraisal as "the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed for purposes of administration, including placement, selection for promotion, providing financial rewards, and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally".⁹ The process is also described as "merit rating", "performance evaluation", "rating of employees" and "staff appraisal".

The essence of the whole process lies in the assessment of the relative worth of its employees. The purpose of appraisal will be largely frustrated if the rating does not succeed in differentiating the performance of each employee from others. What Pascal said on human character assessment in the seventeenth century is still valid about performance appraisal today; "The more intelligence one has the more people one finds original. Common place people see no difference between men".¹⁰ No organisation can escape differentiating among its employees with respect to assignment, advancement, reward and discipline. This differentiation is likely to be more equitable and effective where the merit rating system functions well. The relative worth of an employee can be assessed either directly (comparing one employee's performance with other co-employees) or indirectly (comparing the performance of each employee with an established standard).

The performance rating of employees can be used for a wide variety of purposes. Kenneth J. Pratt identified the following potential uses of performance appraisal:¹¹

- Manpower Planning. Data on performance are useful for assessing the strengths and weaknesses of the organization's human resources. These will be useful for forecasting the manpower needs of the organization.
- Feedback to staff. The staff receives a specific indication of "how he is doing". This is also useful for counselling of employees.
- Assessment of training and staff development needs. The performance appraisal process may be helpful for finding assignment for each according to his ability and for identifying training needs of individual employees.
- Assessment of potentials for advancement and promotion. The relative ratings of the employees are useful for taking decisions on advancement and promotion.
- Salary review. Some organizations link staff appraisal to salary review or merit increases.
- Morale. Since differentiation among employees for promotion and advancement are inescapable, the morale of employees will suffer if the appraisal process is not fair.
- Objective setting. Where evaluation is done by using the "Management by Objective" technique the process may be used for setting and revising the objectives of the organization.
- Validation of recruitment procedures: By comparing the performance of the employees in their actual work with the performance in recruitment examination, the recruitment procedures can be refined and improved.

- Legal protection. Appraisal records furnish valuable evidence in courts of law in cases relating to promotion, advancement and disciplinary matters.
- Improvement of procedures and practices. Problems with existing practices or work processes are likely to be raised in connection with the evaluation of performance.
- Continuity in case of change of supervisors. Performance appraisal records provide valuable information to new supervisors who are not acquainted with the employees.

As Pratt's analysis shows, the potentials of performance appraisal would vary according to type and objectives of the organization. The potentials are not automatically realized. The actual benefits of the process depends on the leadership in the organization. From the theoretical point of view, the objectives of performance appraisal may be divided into four categories:

- (i) Administrative objectives which consist of (a) validation of recruitment procedures (b) assignment and transfer (c) promotion (d) incentives including salary review (e) disciplinary action.
- (2) Work-related objectives which comprise (a) supervisory control of work done (b) motivation (c) morale (d) improvement of efficiency of the employees (e) improvement of procedures (f) job evaluation.
- (3) Career development objectives such as (a) training (b) planning career goals (c) planning future assignments (d) determining career potential of an employee (e) manpower planning in the organization.
- (4) Communication objectives which include (1) defining organizational goals (b) feed back to the employees on their performance (c) counselling.

On the face of it, the potentials of performance appraisal seem to be enormous. However, these potentials are not automatically attained and there are also inherent pitfalls in the process. Two caveats to the potentials enumerated above should be mentioned here. First, it is not possible to achieve the multiple objectives of performance appraisal simultaneously through one particular process. As O. Glenn Stahl¹² rightly points out: "The typical annual performance rating, stretched and contorted to be useable for future promotion comparison, for diagnosing training needs, for salary advancement, and for order of lay-off, to serve as a stimulus for better performance and, above all to represent an honest and valid appraisal, has naturally been found wanting. No known method of ordering judgement or recording them has been able to satisfy such diverse purposes all/ ^{at} the same time. Consequently, current thinking has been directed toward the use of special method each tailored to suit a particular purpose".

Secondly, the potentials of performance appraisal have often been exaggerated. It is apprehended that performance appraisal often may be counterproductive. There is a school of opinion which thinks that to associate appraisal with reward is to kill the possibility of constructive discussion between appraiser and appraised. Some scholars are of the opinion that critical appraisal/ ^{of} performance never results in improvement but only in resistance and hardening of attitude. Doubts are also expressed as to the usefulness of past performance as a predictor for the future. Two arguments are put forward against the use

of performance appraisal for promotion purposes. First, good performance in one job is not necessarily an indicator of equally good potential for different and higher responsibilities. For example, the use of performance appraisal has limited use for selection from among non-supervisory employees to fill supervisory jobs. Secondly, it is argued that while performance can be assessed factually and objectively, the assessment of potential is speculative. There is difference of opinion whether performance and potential should be assessed simultaneously or separately.

The efficacy of performance appraisal in an organization depends on three factors. First, each organization must define its goals of performance appraisal and tailor the methods of appraisal according to its objectives. Secondly, the usefulness of performance appraisal depends on the scale of resources devoted to staff appraisal. The main problem here is that the benefits of appraisal can never be as accurately quantified as its costs. The investment in performance appraisal in the absence of the proof of its benefits is "an act of faith". Finally, performance appraisal cannot function in isolation, it has to be related to the wider context of career and management development.

Appraisal methods have undergone continuous changes over the years in line with prevailing fashions and fads of management techniques. The methods of appraisal are, therefore varied. In a recent survey, Deirdre Gill identified the following methods of performance appraisal:

1) Traditional methods. Most of these methods were in vogue in the 50s and early 60s. They may be divided into following ten categories:

i) Ranking: This method results in the arrangement of subordinates in order of merit from the best to the worst by the superior.

ii) Paired comparison: a form of ranking which requires a comparison of each person in the group with each other person and the recording of a judgement of "Superior" (or sometime of Equal).

iii) Alphabetical or Numerical rating: The appraiser is required to rate the employees on a number of different work qualities using a simple rating scale ranging from high to low performance (e.g. 1 to 5 or A to F).

iv) Personality trait rating: In this method the appraiser uses a highly structured form to rate each employee on a numerical scale (say four, five or six point scale) with regard to a variety of personality characteristics (such as judgement initiative, reliability etc.). In some cases personality characteristics are explicitly defined, in others they are not. In recent years experiments were made with Behavioral Anchored Rating Scale (BARS) and the Behavioral Expectation Scale (BES). The number of dimensions to be rated vary according to the job. The process is, however, difficult and time-consuming.

v) Forced choice rating: There are two steps in the forced choice rating. In the first step, the appraiser makes a series of groups or clusters of statements about job behaviour or

personal qualifications, some being relatively favourable and others relatively unfavourable. In the second stage, the appraiser is required to choose the item most characteristic of the appraisee (and, sometimes, that which is least characteristic). Statements for each group of employees is selected on the basis of extensive preliminary research to determine the degree to which each statement is considered by raters to be favourable or unfavourable and the extent to which the statement tends to discriminate between above and below average individuals.

vi) Forced distribution: By this method the appraiser is required to assign a certain proportion of his appraisees each of several categories on a variety of factors. For example on a five point scale, he must rate 10% as best performers 20% above average, 40% average, 20% below average and 10% worst.

vii) Graphic rating scales: In this method the appraiser rates the appraisees in terms of a number of defined qualities by categorizing somewhere along a scale from very "high to very low".

viii) Critical incident technique: The appraiser records various critical incidents perceived in the appraisee's job performance.

ix) Free written report or essay method. The appraiser is asked to produce a free pen picture of the person appraised on a completely Unstructured form.

x) Controlled written report. This is a written report in a prescribed form that contains certain set headings as guidelines.

xi) Results-oriented methods. The results-oriented methods can be divided into three categories:

1) Management by Objective (MBO) or appraisal by objectives. This method was popularized by Drucker, Douglass McGregor and George Odiorne. This evaluation method compares actual performance against previously agreed goals or targets. Employee participation is essential for this process because the goals or targets are jointly agreed by superior and subordinates.

2) Performance Standard: Performance is appraised against standards prescribed earlier.

3) Field review. In this method a specialist in appraisal meets with supervisors and staff personnel and observes the person to be appraised. Following discussions with all concerned, the appraiser prepares an analytical appraisal and submits it to the supervisor for certification.

A survey of appraisal forms of the U.K. commercial firms in 1977 showed that 56.7 percent companies used results-oriented
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methods of appraisal. The share of other methods were as follows: Personality - trait rating method, 10.6 percent; controlled written report method, 5 - 6 percent; free-written report method, 1.1 percent and other methods - 13.3 percent. In most of the industrial countries and international organizations, stress is being laid down on results-oriented methods. However, the traditional methods have not been wholly discarded as yet. This suggests that each method has its strengths and weaknesses and their effectiveness varies from organisation to organization.

There is as yet no ideal method for performance appraisal.

The traditional ranking or rating methods suffer from two major drawbacks. First, the appraisal is vitiated by a number of biases of the appraisers. The literature on performance appraisal highlights the following types of biases:

- Halo effect: An excellent rating in one quality of any employee may influence the rater to give the employee a similar rating or higher-than-deserved rating on other qualities.
- Horn effect: Rating a person unsatisfactory in one quality may influence the rater to give that person a similar rating or a lower-than-deserved rating in other qualities.
- Central tendency error. Providing a rating of average or around the midpoint for all qualities. This is the most common and serious kind of error.
- Strict Rating Bias. Rating consistently lower than the normal or average being constantly harsh in rating performance qualities.
- Lenient rating Bias. Rating consistently higher than the norm or average, being overly loose in rating performance quality.
- Latest behaviour bias. Rating is often influenced by the most recent behaviour failing to recognise the most commonly demonstrated behaviours during the entire appraisal period.
- Initial Impression Bias. Rating is often based on "first impressions" failing to recognize most consistently demonstrated behaviours during the entire appraisal period.
- Spillover effect. Sometimes past performance ratings unjustly influence current ratings.

- Status effect. There are often tendencies of overrating employees in higher level jobs or jobs held in high esteem and underrating employees in lower level jobs or jobs held in low esteem.
- Same As Me Effect. Giving the appraisee a rating higher than the deserved because the employee has qualities or characteristics similar to those of the rater. Sometimes ratings are influenced by territorial loyalties and gender bias.
- Different From Me Effect: Giving the appraiser a rating lower than deserved because the person has qualities or characteristics dissimilar to the appraiser.

Secondly, the traditional methods of appraisal concentrate on personality of the employees rather than on their performance. Thus traditional methods are of limited use in providing feedback to the employees for improvement of their performance.

Attempts were made to eliminate the appraisal biases in traditional methods. The forced choice technique claims to overcome biases since it is so designed that the rater has no way of knowing which of the statements is related to success on the job or which is associated with poor performance. This system has, however, two disadvantages. First, it involves considerable resources for background research and development effort. Secondly, this system is resented and distrusted by the appraiser because the appraiser does not (or should not) know how the final rating values are derived. Similarly, problem arises with forced distribution technique when merging incumbents in various work-units into one overall ranking for the whole organization. The merger of ranking by different work units by different raters may not reflect accurately relative standings between members of

different groups. These problems cannot be solved by essay methods which has two additional drawbacks. First, it is difficult to compare different pen pictures with each other. Secondly, all appraisers are not equally good in writing pen pictures. It has, therefore, been rightly suggested¹⁵ that written reports often tell you more about the reporter than the person reported upon". Similarly, the graphic rating scale which gives the illusion of objectivity fails to eliminate the bias of raters. In fact, the chances of bias may be higher in this method. As Stahl points out, this method "relies on translation of qualitative judgements into quantitative terms under circumstances in which the factors evaluated are too complex or general to permit genuine standardization"¹⁶.

The results-oriented methods are claimed to be superior to traditional methods on three grounds. First, these methods emphasize performance results rather than personality traits. They are, therefore, ideally suited for feedback to and counselling of the employees. Secondly, these methods are considered to be less susceptible to rater bias. Lastly, they result in simplicity of paperwork in a form readily understandable by and acceptable to managers. There are, however, inherent limitations of these methods. First, the performance of employees is often influenced by factors external to the organization. The role of external factors is difficult to segregate and consequently there is a tendency to attribute all poor performance to external factors. Secondly, it is argued that achieving results in one job is not necessarily a good prediction of ability to perform well at a higher level of responsibility. Thus personality traits should

not be overlooked altogether. Finally, results-oriented method in most cases consume much more time and resources than traditional methods and very often involve much more paper-work.

Experiments have also been made with different types of appraisers. Broadly speaking, four types of appraisers have been tried:

a) Appraisal by the supervisor.

b) Multiple or group appraisal: it usually consists of appraisal of the manager's performance and potential by a panel of superiors acquainted with his work from different vantage points.

c) Self-appraisal. In this method, performance appraisal becomes the joint responsibility of the employee and his chief.

d) Appraisal of peers and superiors. Sometimes referred to as mutual rating, this participative approach entails evaluation of each member of a work unit by all of his colleagues, subordinates as well as his supervisors.

It is argued that group appraisal and peer appraisal reduce bias in appraisal process. Both these processes are time-consuming and unless the appraisers are trained well, the process is not likely to be very efficient. It is very difficult to ensure objectivity in self-appraisal though this method ensures maximum participation of employees. Thus each system of appraiser selection has its own strengths and weaknesses.

The performance appraisal system is a very complex process. While the results of the process are uncertain, the costs of the process are high. The direct costs involve the

the expenditures for running an unit for collecting, analysing and perserving the appraisal records. The indirect costs include the opportunity cost of time of concerned employees which are required for completing the formalities of performance appraisal. Supervisor's time is a critical element in performance appraisal. In personnel administration, there are other branches such as recruitment, pay or superannuation where there are full-time employees for handling the tasks. Performance appraisal is, however, a part time activity of all supervisors who are mostly untrained in the matter. This is why, elaborate procedures of performance appraisal often do not work. As Ronald Wraith argues, "as elaboration grows, so does the time demanded of line managers, their training and their paper work. But the inescapable fact is that appraisal must always be a subsidiary activity for line managers - otherwise they would cease to be managers - and any system that is going to work must recognise this limitation".¹⁷

The performance appraisal is a delicate the difficult process because it involves the complexity of human interaction on the job along with the wide range of goals and methodologies. This is why, it is often observed that "a bad appraisal system is worse than ¹⁸no system at all". If handled improperly, performance appraisal may be counterproductive. Irrelevant and ritualistic performance appraisal instead of encouraging good performance inhibits it. The constant harping on unsatisfactory performance of an employee may tear down his ego to the point where he loses all self-respect. Similarly, periodic

reminders as to how good an employee is may lead to
slackening up because of over-confidence. Stahl rightly
warned:

"Employee performance to say nothing of the subtleties
of the on-going supervisor-employee relationship-is a
delicate and sensitive issue. Wholesale handling of infinite
varieties of situations without regard to human differences
and the sundry emotional needs of employees is almost
certain to precipitate anything from disappointment to
disaster".

CHAPTER III

EVOLUTION OF THE PERFORMANCE APPRAISAL SYSTEM IN BANGLADESH.

Formal evaluation of the public employees was introduced in South Asia by the British rulers. The annual evaluation of employees was styled as "Annual Confidential Report" (ACR). The main objective of this evaluation was not appraisal of performance but assessment of personality traits such as loyalty and trustworthiness which were essential for imperial rule. It was useful for alien rulers in identifying suitable collaborators. The ACR form was refined during the Pakistan period and it contained elements of a graphic rating scale and a free written report (pen picture). However, the system did not work satisfactorily for evaluation of performance. The Administrative and Services Reorganization Committee, 1973 evaluated the existing ACR system²⁰ which was inherited from Pakistan in the following manner.

"It is complained that the Confidential Reports are not written accurately and comprehensively. These reports are not specific and less objective. The confidential report merely records the superficial impression of the reporting officer. Again the confidential Reports on the manner and spirit in which they are being written tend to emphasize the man and his qualities than his performance. These reports are often laconic and vague and there is no positive assessment of intelligence and other qualities". The committee, therefore, recommended that performance appraisal report should use similar form for all types of employees should be based as far as possible on a common standard of

judgement and should give the fullest account of present performance and suitability for promotion. The committee also emphasized that the appraisal should be accepted as fair and reliable by the persons appraised. The importance of staff assessment was also stressed by the Pay and Services Commission, 1977. The committee recommended that a suitable assessment form should be devised.²¹ It also warned that in seeking information on the quality of an employee's performance it should be remembered that for advancement to a higher position it is important to find out his attainments and suitability for the prospective job than the degree of excellence of what he has done in the lower job. However, no discernible measure was taken to improve the ACR system until 1982 when the government constituted a Martial Law Committee to review the performance appraisal system. The Committee observed that the existing system was strictly secret and there was no scope for knowing about good performance. It²² was observed that the system had no "encouraging effect". The Committee recommended that the ACR form should be revised in the light of ACR form used in the Army. Accordingly the ACR form was reviewed and the system of confidentiality of performance appraisal was discontinued.

There are significant differences in the objectives of the old (pre-1982) and new (Post-1982) ACR forms in Bangladesh. There were two main objectives of the old ACR system. First, it was an useful instrument of supervision. The confidentiality of the report strengthened the hands of

supervising officers in controlling and guiding the activities of subordinates. Secondly, the ACR was a screening device for promotion. The objectives of the new ACR form are more comprehensive. Apart from strengthening supervisory control and testing the suitability for promotion, the new ACR system attempted to identify training needs of individual employees, provide inputs for placement decisions and to provide feedback to employees for increasing productivity. A detailed comparison between two ACR forms may be seen at Table I.

The old and new ACR forms may be seen in Appendices III and IV. The major changes introduced by the new form are as follows:

- annual medical check-up report was made a part of the ACR
- detailed job description of the officer reported upon has been included.
- In the old form the overall rating was not based on the grading of individual traits and performance. In the new form, the overall grading is based on separate gradings of twenty characteristics.
- In the new form, pen picture has been changed from a free written report to a structured written report.

The new ACR form is obviously an improvement on the old form. However it suffers from inherent limitations of "graphic rating scales". Superficially viewed, the overall grading in the new form appears to be more scientific than the previous system because in the previous form overall rating was not based on grading of personality traits and in the new

TABLE 1

A COMPARISON OF OLD AND NEW FORMS.

Part	Categories of information		Filled up by		Comments
	Old form	New form	Old form	New form	
Old form (before 1982)	New form (since 1982)	Old form	New form	Old form	New form
Part I	Part I	Bio-data of the ORU	Bio-data of the ORU	ORU	ORU
					The new form contains 13 columns as against 8 columns in the old form.
Part II	Part II	-	Medical check-up Report	-	Authorised Medical Officer.
					In the old system Medical check-up was not a prerequisite.
Part III	Part III	-	Job description	-	R.I.O.
					Detailed job description could not be found in the old system although in Part I, there was provision for mentioning the posting of the ORU.
Part IV	Part IV	Rating of performance & personality trait	Rating of personality traits	R.I.O.	R.I.O.

In the old form distinction is not made between performance & potentialities. In it some rating are made in 5 scales A1, A,B,C & D(very good,good,average below average and worst category and some rating are made in predetermined descriptive criteria.The RIO could also add new criteria(at least 4) by which it could evaluate the ORU.There was no system for addition of the grades achieved.Overall impression had to be achieved from the grading.The new form in Part-IV describes the personality traits in 5 point scales.

Part V	Rating of performance	-	R.I.O.
Part VI	Pen picture	-	R.I.O.
Part III	Recommendation for promotion	R.I.O.	The new form gives detailed information regarding the recommendation made although specific recommendation for promotion has been categorized in the same fashion in both the forms i.e. 1) Recommended for accelerated promotion. 2) Fit for promotion. 3) Recently promoted; time not yet ripe for consideration of the next promotion. 4) Not yet fit for promotion; but may be fit in due course of time. 5) Not fit for further promotion; has reached the highest achievement/grade.
Part IV	Part VIII	Countersigning Superior Officer- (Superior Officer's remarks)	CSO (Superior Officer's remarks)
Part IX	Additional remarks.	Other superior officers.	
Part X	Comments of administrative department.	Authorised officer of the Ministry/ Division.	

form it is calculated on gradings of twenty characteristics. This is not, however, correct. It has been rightly observed ; "Another implicit error has been to assume that we can analyse all of the faults and strengths of an employe , add them up in some fashion, and came to some neat overall conclusion expressed by an adjective, a percentage of numerical value, a letter category or some other device - that makes it possible to compare him as a whole with someone else. This is a most doubtful, if not actually a dangerous, procedure".²³ Specifically, the overall rating procedures in the new form can be criticised on three grounds. First, more emphasis is placed on personality traits than on performance. In the new ACR form total rating for personality traits is ninety. Theoretically even if an employee scores zero for quality and quantity of work done he may be rated as a very good officer if he possesses certain personal traits such as cooperation, obedience, discipline and good public relations. The assignment of ten percent weight to quality and quantity of work done in overall grading is arbitrary. Even in this new form the emphasis is primarily on the personality and not on performance. Secondly, some of the personality traits which are graded are highly correlated and the justification for separate gradings for those characteristics can be questioned. For example, if a person is highly disciplined, he should be punctual. There is no justification for separate gradings for sense of discipline and punctuality. If an employee is good in public relations he is likely to be cooperative (with whom it is not specified in column 6) and have good relations with colleagues. There is no justification for three

separate items for ratings for this purpose. Similarly it is impossible to differentiate between the sense of responsibility and sense of discipline of employees. These two traits are, however, measured separately. The sense of responsibility is also highly correlated with the promptness to carry out orders and punctuality. The list of such duplications can easily be multiplied. There is hardly any justification for separate evaluation of traits which are highly correlated. Thirdly, there is no scientific basis for weightage given to various traits in the new ACR form. There are two issues here. First, the importance of personality traits vary from job to job. For example, the security consciousness is an important qualification for a police officer, but this may not be so important for an educationist. Secondly, the overall grading is vitiated by illegitimacy of aggregating qualities whose relative weight cannot be quantified. This is also a dangerous procedure. As Stahl observes,²⁴ "Individuals on similar work may differ from each other in such a way that the strength of one are in the very areas in which the other is weak. One employee may be good at meeting and dealing with people but not so good in expressing himself in writing, the other may be just the opposite facile at paper - and - pencil articulation but shy and dull when it comes to face-to-face communication. If the job requires both skills in some measure, who is to say which employee is the better of the two? Together, with a deft organization of the work, they may make a pretty good team, even though individually they have shortcoming".

The basic problem in rating of personal traits is that appraisal very often tends to be biased. This is not the fault of the appraiser alone, it is an inherent limitation

of the process itself. Trait evaluation fails to be objective, serious and fair. The problem is aggravated by the fact that evaluation of personal traits tends to be outside of or separated from a manager's normal operations . "Trait appraisal substitutes the opinion of an individual for what the person really does".

Apart from methodological difficulties, the use of trait appraisal is also open to question. The connection between performance and possession of specific traits is often doubtful.

There are however certain built-in protections against the inherent limitations of the graphic rating scales in the new ACR form. First, the system of countersignature by a senior officer may partially reduce the bias of reporting officers. Secondly, a structured written report gives opportunity to reporting officers to mention personality traits which are not included in the graphic rating scale but which may be relevant for a particular employee.

The new ACR form has been prescribed for Class I officers only who constitute about six percent of employees in the public sector (see table -2). The old form has been retained for class II and class III employees who constitute 2.75 percent and 55.15 percent respectively of all public employees. About 36.1 percent employees who are classified as class IV employees and others are not evaluated at all. Some critics maintain that instead of following different appraisal procedures for different types of employees the government should use the same procedure

TABLE 2

CLASS AND CATEGORYWISE CLASSIFICATION OF PUBLIC
EMPLOYEES IN BANGLADESH, 1983

Category of Class	Secretariat	Departments/ Directorates/ Subordinate Offices	Public statutory Corporations	Total	% of all employees
1	2	3	4	5	6
Class I	1509	31341	30299	63,149	6.00
Class II	82	8169	20571	28,822	2.75
Class III	5111	465409	109390	5,79,910	55.15
Class IV	2571	121636	75639	1,99,846	19.00
Others	-	-	179766	1,79,766	17.10
Total	9273	626555	415665	10,51,493	100.00

Source: Bangladesh Bureau of Statistics, Statistical Year Book,
1987, P. 108

for all types of employees. Similar recommendation was made by the Administrative and Service Reorganization Committee, 1973. However the present system of performance appraisal can be justified on several grounds. First, performance appraisal is not a costless process. It involves supervisor's time and costs for maintaining the records. The costs for appraising the performance of more than a million employees would be colossal. The appraisal should be limited to management jobs only. Secondly, the prospects of promotion for class IV employees is limited. Thus the performance evaluation of class IV employees is not likely to be cost-effective. Finally, the new appraisal form which is more detailed and involves more supervisory time for appraisal has been introduced on an experimental basis. It should not be extended to all employees until it is improved by subsequent evaluations. Thus in the initial stage it may be exclusively used for class I officers only.

The new ACR form is used by 31 cadres of Bangladesh Civil Service (see table-3). The functions of various cadres are dissimilar. It is, therefore, doubtful whether the same appraisal form is useful for managers, teachers, doctors, research scientists & planners. Obviously, it is advantageous to standardize procedures, but it is unrealistic to do so beyond a certain point. In Britain, three patterns of appraisal schemes can be discerned. First, in some organization, the same form is used for all types of employees. Second, in a few organizations different appraisal forms are prescribed for different types of jobs. Finally, in some organizations, two

TABLE 3

CADRE WISE STRENGTH OF B.C.S. CADRES

Sl. No.	Name of Cadre	Sanctioned strength upto '82	Sanctioned strength after '82	Existing strength
1	2	3	4	5
1.	BCS (Administrative:Administrative)	2334	3097	2097
2.	BCS (Administrative:Food)	129	219	204
3.	BCS (Administrative: Cooperatives)		163	119
4.	BCS (Agriculture: Agriculture)	260	2049	1558
5.	PCS (Agriculture:Forest)	135	103	75
6.	BCS (Agriculture: Fisheries)	191	599	303
7.	BCS (Agriculture:Livestock)	572	1210	849
8.	BCS (Education:General Education)	1018	7791	6669
9.	BCS (Education:Technical Education)	194	924	891
10.	BCS (Economic and Trade:Economic)	269	504	410
11.	BCS (Economic and Trade:Trade)	100	112	98
12.	BCS (Economic and Trade:Statistics)	61	110	110
13.	BCS (Engineering:Public Works)	463	577	494
14.	BCS (Engineering:Public Health)	33	112	112
15.	BCS (Engineering:Roads & Highways)	256	337	309
16.	BCS (Engineering:Telecommunication)	476	480	395
17.	BCS (Finance:Audit & Accounts)	131	266	90
18.	BCS (Finance:Customs & Excise)	163	129	113
19.	BCS (Finance:Taxation)	253	328	293
20.	BCS (Foreign Affairs)	252	192	177
21.	BCS (Health & Family Planning:Health)	765	7175	
22.	BCS (Health & Family Planning: Family Planning)		322	4789

1	2	3	4	5
23.	BCS (Information)	481	717	574
24.	BCS (Judicial)	213	615	569
25.	BCS (Postal)	159	182	139
26.	BCS (Enforcement:Police)	263	595	354
27.	BCS (Enforcement:Ansar)	89	205	143
28.	BCS (Railway: Transportation and Commercial)	61	64	47
29.	BCS (Railway:Engineering)	222	211	152
30.	BCS (Secretariat)	556	562	323
31.	BCS (Senior Service Pool)			
	TOTAL:	10037	29940	22454

Source: D.S.Yusuf Hyder, Structure of Service in Bangladesh, Dhaka ,1985 (Mimeo) .

forms are used - one form is common for all employees and another form is specifically designed appropriate to the particular type of job to be appraised. Theoretically, the desirability of same appraisal form for all types of employees remains one of the unresolved questions. However, empirical research on the subject in the context of Bangladesh is necessary to determine whether the use of same form for 31 cadres is justified.

Another shortcoming of the new ACR system is that it tries to achieve too many ends with a single evaluation tool. This is not possible for two reasons. First, there are inherent limitations of these evaluations. Secondly, the Government does not allocate enough resources for analysing the data generated by these evaluations. Thus the actual use of ACRs is very limited. In this connection, an evaluation of the effectiveness of the ACR forms in the following areas would be in order:

- placement and reward
- promotion
- training needs
- Feedback on performance.

There is no system of reward for merit performance in Bangladesh. The ACRs are often used for placement decisions specially for sensitive postings. There is, however, no routine mechanism for using ACR for posting. An opinion survey of 50 senior officers conducted for this study indicated that 54 percent of the officers are of the view that performance appraisal does

not play any significant role in placement decisions. There are, however, inherent risks in linking postings to performance. The Government legally considers all posts in the same scale as equally important. If postings have to be varied according to performance, a differentiation of posts in the same scale would be necessary. However, it is very difficult to formulate principles for differentiating the posts at the same grade or level. For example from the employee's point of view, they would prefer to be posted in big cities whereas from the administrative point of view, posts in the far-flung rural areas may be considered to be more important.

In Bangladesh the ACRs are routinely consulted for promotion. However the usefulness of ACR in promoting employees to higher posts depends on several factors. First, performance evaluation is important where merit is the sole criterion for promotion. Unfortunately, in Bangladesh promotion is determined by seniority - cum-merit. Consequently the courts have ruled that seniors should not be superseded if their records are not unfavourable. Thus the system favours mediocrity. Secondly, even if the principle of merit is accepted as the only determinant of merit the appraisal system must be able to assess merit accurately. It often turns out that most of the employees get same type of grades. In such cases it is not possible to screen out candidates for promotion on the basis of appraisal report alone.

The appraisal system can also provide useful input for training of the employees. Unfortunately, training in Bangladesh is organized in a haphazard and adhoc manner. Unless training is integrated with a career development plan, the ACR will have limited value for training purposes.

Initially, the new ACR form introduced an open appraisal system in Bangladesh. This system is useful for providing feedback to the employees on their performance. Unfortunately, the open ACR system discourages the superiors to make a candid assessment in fear of embittered personal relationship with employees who are rated unfavourably. The open system has now been discontinued. However, the effectiveness of the new system cannot be appraised on a priori and theoretical grounds. The empirical evidence on ACR in Bangladesh will, therefore, be reviewed in the next chapters.

CHAPTER - IV

TRENDS OF PERFORMANCE APPRAISAL IN BANGLADESH.

An analysis of trends of ratings is useful for the evaluation of performance appraisal system in several ways. First, the degree of dispersion of ratings would indicate whether the ACRs could be used effectively for differentiating the relative worth of the employees in a meaningful way. Secondly, the consistency of ratings can be tested by analysing the overall ratings of the employees over time. Finally, the rating trends can be used to test hypotheses regarding recruitment and training.

The overall ratings of about 300 class I officers of ²⁶ three cadres for twelve years were collected for this study. Data were not collected for continuous twelve years; they were collected for four clusters of years (i.e. 1966-69, 1979-81, 1982-84 and 1970-86) over a twenty year period. Data for eight years (1970-78) were excluded because the ACRs were not properly collected during the turbulent years of liberation war and the initial years of independence. One difficulty was, however, experienced in making the data from the old and new ACR forms comparable. In the old ACR form there were five categories of overall ratings whereas in the new ACR form there are six categories (see table - 4). To make them comparable, the last two categories of the new ACR were combined. Thus the "below average" and not satisfactory" categories of new ACR were considered to be equivalent to worst category in the old ACR form and the "average category" of new ACR form was considered

to be equivalent to "below average category" in the new form. A comparison of the categories in the new and old ACR forms may be seen in table- 4.

TABLE - 4

EQUIVALENCE OF OVERALL RATINGS IN OLD AND NEW ACR FORMS USED IN THE STUDY.

Evaluation category of old Form	Evaluation Category new form	Category (Weightage given) in this report
1. Very Good	outstanding	5
2. Good	Very good	4
3. Average	Good	3
4. Below Average	Average	2
4. Worst Category	Below Average	1
6. -	Not satisfactory	1

This chapter is divided into five sections. The first section examines the dispersion of ratings. The second section explores the impact of political and administrative as well as changes in the ACR forms on ratings of employees. The third section examines the consistency of ratings over time. The fifth section examines the relationship between performance and recruitment procedures.

Distribution of Ratings.

The primary objective of performance appraisal is to assess the relative worth of the employees in an organization. If most of the employees in an organization gets same or similar rating, the purpose of appraisal will be largely negated.

Unfortunately, the graphic rating scale method used in Bangladesh often leads to such ratings. Several factors may account for this. First, a rater may give little time, attention or effort to rating process. He would, therefore, like to avoid significant differentiation in the rating of his subordinates. Second, a rater has inadequate information. If the appraisal system is open, he will avoid sticking his neck out giving poor ratings to some of his subordinates. Finally, many raters commit the "central tendency error" by providing a rating of average or mid point for all elements in the appraisal form. Since many employees do perform somewhere around an average, it is an easy escape from harsh realities of rating.

Ideally the distribution of employees according to Overall rating should approximate the bell-shaped curve or normal distribution. If the overall rating is grouped into five categories, the normal distribution for each category should correspond to Table 5. Five percent will fall in each of the top and bottom categories, 15 percent in each of the next two and 60 percent in the middle category (see table 5).

TABLE - 5.

EXPECTED NORMAL DISTRIBUTION OF EMPLOYEE'S RATINGS

Overall category	Corresponding categories in this report.	Percentage of employee as per normal distribution
Superior	5	5
Above average	4	15
Average	3	60
Below Average	2	15
Unacceptable	1	5
Total:		100

Source: Richard I Henderson, Performance Appraisal (Reston Reson Publishing House Inc. 1984) P.- 162

The distribution of ratings of class I officers in Bangladesh for four different periods may be seen at Table-6.

TABLE - 6.

ACTUAL DISTRIBUTION OF RATING OF CLASS I OFFICERS IN BANGLADESH.
(in terms of percentage of officers).

Period	Category 5 (Excellent)	Category 4 (very good)	Category 3 (good)	Category 2 (Average)	Category 1 (Below Average)
1966-69	15.2	54.9	29.0	0.9	0.0
1979-81	23.5	60.3	11.8	0.3	4.1
1982-84	25.7	49.7	21.7	1.7	1.2
1985-86	25.2	37.1	35.1	2.6	0.0

A comparison of tables 5 and 6 shows significant differences between actual distribution of overall rating in Bangladesh and what should have been according to normal distribution. The following conclusions are evident from this comparison:

- a) The overall ratings in Bangladesh are much more lenient and skewed than the ideal ratings. Normally, at least five percent officers should have been graded in the lowest category. Actually in two periods, none of the officers in our sample was graded unacceptable. 4.1 percent officers were graded unacceptable in the period 1979-81 and 1.2 percent officers received similar rating during 1982-84. Normally 5 percent officers should be fall in this category. About 15 percent officers should be normally graded in next to lowest category. The share of officers in this category in Bangladesh varied between 0.3 percent to 2.6 percent. The unwillingness of the officers to write adverse ACRs has lead to inflation in overall ratings.
- b) The overall ratings in Bangladesh do not serve any useful

purpose for identifying the superior and above average officers. Normally 5 percent officers should be given topgrade. In Bangladesh, the share of officers in the top category varied between 15.2 percent to 25.2 percent. Ideally, 15 percent of the officers are categorized in the category next to top. In Bangladesh, the percentage in this category varied between 37.1 percent and 60.3. Thus it is obvious that ratings are highly inflated.

c) The overall ratings of class I officers in Bangladesh are highly unrealistic. In 1985-86, 62.3 percent officers were classified in the top two categories, in 1979-81, 83.8 percent officers were rated in these categories. If these ratings were realistic, the performance of Bangladesh administration should have been much better.

d) This type of performance appraisal is likely to discourage outstanding performance and encourage the shirkers. No award or punishment can be given on the basis of such biased and indifferent appraisals.

These results are not, however, surprising. The fault lies not with the appraisers alone but with the system itself. In the seventies, similar graphic rating scales were used for Federal employees in the USA. A survey undertaken by the General Accounting Office (GAO) in 1978 showed similar pattern of appraisal in the USA (see table-7)

TABLE 7

SUMMARY OF PERFORMANCE RATINGS OF US FEDERAL EMPLOYEES, 1973-75.

Category	Calendar Year		
	1973	1974	1975
Outstanding	1%	1%	1%
Satisfactory	99%	99%	99%
Unsatisfactory	-	-	-

Source: US GAO, Federal Employee Performance Rating Systems
Need Fundamental Changes (Washington D.C. GAO, 1978), P-6

99 percent of U.S. federal employees were graded in one category. However, the proportion of outstanding employees was limited to one percent because Section 4304 (c) of Title I of U.S. Code laid down that "a performance rating of outstanding may be given when all aspects of performance not only exceed normal requirements but are outstanding and deserve special commendation". In a subsequent report, the GAO summarized the problems of ratings of U.S. Federal Employees in the following manner:

- "A rating system that gives about 95 percent of the employees the same satisfactory rating for not only fully satisfactory and superior performance but also for marginal performance. This neither lets employees know the true quality of their work nor gives management information on which to base personnel action.
- Performance standards and measurement systems are generally inadequate or non-existent. Measure of quantity, quality and timing and the level of achievement as well as honest appraisals are needed to identify marginal or unsatisfactory

performance, to serve as a basis for assistance, and then if necessary, to take removal action.

- Incentives are lacking for managers and supervisors to deal with problem employees".

The ratings in the U.S. Army are similar, Henderson reports that it is not unusual in a military unit to find 95 percent of all officers rated in a category identified to include the top 5 percent of those being rated, a mathematical impossibility.²⁸ Such ratings are attributed to the fact that in the military if an officer is not rated among the top five percent, the likelihood of promotion is severely limited.

Similar skewed distribution of rating with graphic rating scale is reported from the U.K. Table - 8 presents the performance ratings in one organization in the U.K. in 1970s.

TABLE - 8

DISTRIBUTION OF RATINGS IN AN ORGANIZATION IN U.K.

Category	Percentage of employees
Outstanding	4
Very good	50.5
Good	39
Fair	6.5
Not quite satisfactory	0.5
Unsatisfactory	.0

Source: Quoted in Clive Fletcher and Richard Williams,
Performance Appraisal and Career Development
(London : Hutchinon, 1985) P.11

A comparison of tables 6 and 7 suggests that the overall ratings in performance appraisal reports of the BCS officers in Bangladesh are more dispersed than the Federal employees of the USA. The ratings in Bangladesh civil service and in the U.K. organizations are more alike except the fact the percentage of outstanding officers in Bangladesh are much higher. However, judged by the expected standard of normal distribution, the ratings in Bangladesh are highly unrealistic. As table 6 shows the basic pattern of ratings in Bangladesh did not vary significantly during last ten years. The fact that similar type of unrealistic ratings persisted for such a long time suggests that the system itself is defective. This hypothesis is supported by the experience of industrialized countries like the USA and U.K.

Trends of Ratings

During the last twenty years, Bangladesh experienced significant political and administrative changes. It is often hypothesized that these changes influenced the actual appraisal. For convenience, data for four distinct periods were collected in this study. These periods are: Pakistan (1966-69), Post-independence with old Pakistani ACR form (1979-81). Open appraisal with new form (1982-84) and closed appraisal system (1984-86). Year-wise variations of ratings may be seen at table-9. As table - 9 indicates fewer officers were rated in top category in Pakistan period than in later periods. In Pakistan period the percentage of officers in the top category varied between 10.29 and 18.87.

Since 1979 the share of the top category officers have varied between 22.52 and 27.55. There might be two explanations for this. First, it may be argued that the quality of new recruits in Bangladesh is better. This hypothesis not borne out by qualitative evidence. Recruitment in the initial years after Bangladesh period was adhoc, unsystematic irregular and chaotic. Secondly, it may be argued that the appraisers in post Bangladesh period has become more liberal. This hypothesis seems to be more plausible.

Another difference between Pakistan and post-Independence rating is that in Pakistan period nobody in our sample got below average ratings whereas in 1979-81 and 1982 - 84 periods the percentage of officers in the lowest category varied between 0.79 and 4.50. This difference may not, however, be significant. Most of the officers of Pakistani period whose records were sampled for this study belong to Senior Services Pool. Since the officers with unsatisfactory ratings were not inducted in the Senior Services Pool, most of the officers with unfavourable ratings were excluded from our sample. Thus the average ratings of the officers in Pakistan period are likely to be biased upwards, whereas the sample in Bangladesh period is likely to be more representative. Thus the existing data very strongly suggest that the overall ratings have been significantly liberalized since 1971.

It is often hypothesized that the introduction of the open system of ACR in 1982 led to unusual inflation in overall ratings. If this hypothesis is correct, there should be a significant increase in ratings after its introduction in

1982 and a significant fall in ratings after the abolition of the open system of ACR in 1984. This hypothesis is not, however, supported by evidence in Table 9. The percentage of officers rated in the top category in the confidential system of appraisal was 23.5 percent during the period 1979-81. The share of ratings in this category increased to 25.7 percent during the period 1982-84 when the open system of appraisal was in vogue. It, however, did not decline significantly during the period 1985-86 when the confidential system was reintroduced. It declined from 25.7 percent in 1982-84 to 25.2 percent in 1985-86 a statistically insignificant decline. On the otherhand, the proportion of officers in second highest category declined from 60.3 percent during 1979-81 to 49.7 percent during 1982-84 after the introduction of the open system. It is true that the proportion of officers in the lowest category declined from 4.1 percent to 1.2 percent after the introduction of the open system. This cannot be attributed to openness of appraisal for two reasons. First, even before the introduction of open system of ACR, the ratings in the lowest category were communicated to officers reported upon as adverse comments. Thus the ratings of this category are not likely to be influenced by open appraisal system. Secondly, the proportion of officers rated in lowest category was zero after the reintroduction of the confidential system of appraisal. If the open system discourages unfavourable ratings, the share of officers rated in the lowest category would have increased after the reintroduction of confidential system of appraisal.

Available evidence therefore, indicates that the open system of appraisal did not significantly influence the overall ratings. On the other hand, data in table 6 suggest following broad trends in the ratings in spite of the variations in forms of appraisal and the openness of appraisal:

- a) There has been a secular increase in the percentage of officers rated as "top category".
- b) The proportion of officers rated in the second highest category is falling and the proportion of officers rated in the third category is increasing. Ideally, 60 percent of officers should be rated in third category.
- c) There is no definite trend in last two categories.

Consistency of ratings over time.

An appraisal system which is not consistent is not likely to be accepted as fair by the appraisees. First, the appraisal should be internally consistent. For example, there are two separate parts in the appraisal form for overall rating and recommendation for promotion. The ratings in these two parts should be consistent. Secondly, the reports should be consistent over-time. If the ratings of employees vary widely from year to year, the inescapable conclusion is that the standards of appraisal vary significantly from appraiser to appraiser.

As table 10 indicates, there is a strong correlation between the overall ratings and recommendations for promotion. There are five categories of recommendation.

- Recommended for accelerated promotion
- Fit for promotion
- Not yet mature for promotion.

TABLE 10

RELATIONSHIP BETWEEN OVERALL CATEGORY OF GRADING AND
RECOMMENDATION FOR PROMOTION.

Period	Category appraisal	Category of Recommendation				
		Accelerated Promotion	Fit for Promotion	Not mature for promo- tion	Not yet fit for Promo- tion	Unfit for further Promotion
1966-69	Excellent	18.2	51.2	18.2	12.4	-
1979-81	Excellent	43.5	49.7	4.9	1.9	-
1982-84	Excellent	70.6	23.6	3.7	2.1	-
1985-86	Excellent	80.0	14.7	4.0	1.3	-
1966-69	Very Good	.8	24.6	20.0	54.6	-
1979-81	Very Good	1.9	70.0	16.6	11.5	
1982-84	Very Good	2.7	76.2	12.6	8.5	
1985-86	Very Good	5.4	86.6	4.5	3.5	
1966-69	Good	0.0	6.2	9.4	84.4	
1979-81	Good	1.2	32.6	20.9	43.2	2.7
1982-84	Good	1.2	59.2	20.4	18.5	0.7
1985-86	Good	-	57.0	17.8	24.3	0.9
1966-69	Average	-	-	50.0	50.0	-
1979-81	Average	-	100.00	-	-	-
1982-84	Average	-	46.1	23.0	30.9	-
1985-86	Average	-	25.0	12.5	62.5	-

- Unfit for further promotion.

Ordinarily the employees who get overall ratings in the first two categories should either be recommended for accelerated promotion or be found fit for promotion. There might a fraction of officers who are newly recruited or newly promoted who may be classified in the third category. But the officers with high overall ratings should not be found "either unfit for further promotion " or " not yet fit for Promotion." However, there is a small percentage of cases where such inconsistency may be noted. But example, 1.3% to 12.4% officers who were given excellent ratings were pronounced not yet fit for promotion. However, the proportion of such inconsistencies is gradually falling.

An analysis of the types of recommendations for promotion in table 11 reveals two interesting trends. First in Pakistan period the proportion of officers recommended for accelerated promotion varied between 3.6 to 4.4 percent. Such ratings would be consistent with normal distribution. But there has been an alarming increase in the proportion of officers recommended for accelerated promotion in recent years. In 1986, 25 percent officers were recommended for accelerated promotion. This is totally unrealistic and contrary to standing instructions which lay down "that an outstanding grading is received only in very exceptional cases and such officers will be amongst the top 5% gazetted officers in an organization. It has also been stipulated that an officers will be considered outstanding only when he/she sets an unique example of dedication to duty or an

TABLE 11

PERCENTAGE OF EMPLOYEES IN EACH CATEGORY OF RECOMMENDATION
FOR PROMOTION

Year	Accelerated for promotion	Fit for promotion	Not yet mature for promotion	Not yet fit for promotion	Unfit for promotion
1966	0	27.3	15.9	56.8	0
1967	4.3	17.4	28.3	50.8	0
1968	3.6	28.6	16.0	51.8	0
1969	4.4	17.6	14.7	12.9	0
1979	7.7	61.5	17.3	12.9	0.6
1980	13.9	60.7	12.2	13.2	0
1981	13.4	58.4	16.0	12.2	0
1982	18.6	62.6	11.4	7.4	0
1983	21.5	56.5	14.2	7.8	0
1984	19.3	56.00	10.8	13.3	0.6
1985	20.3	58.7	7.3	13.2	0.5
1986	25.0	52.0	13.5	9.5	0

extraordinary service that results in remarkable achievements²⁹ for the organization". Similar unusual trends may be noticed in the category of "fit for promotion" also. In 1966, 27.3 percent officers were found^{fit}/for promotion; in 1986, 52 percent. On the other hand, in most of the years none of the officers were rated "unfit for promotion". Such appraisal is utterly useless for promotion on the basis of merit alone. Secondly, in recent years there is stronger correlation between the overall rating and category of recommendation for promotion. In Pakistan period this correlation was much weaker. For example during the period 1966-69 only 18.2 percent of the officer who were given the highest overall rating was recommended for accelerated promotion, whereas 80 percent of officers with similar overall rating was recommended for accelerated promotion. It appears that in post independence period appraisers in Pakistan times did not attach much importance to overall rating but they were more careful about their recommendation for promotion. Thus despite inconsistencies between the overall ratings and the category of recommendations for promotion, the assessment for promotion in Pakistan period was more realistic. In recent years both the overall ratings and recommendations for promotions are unrealistic.

An analysis of the appraisal reports of 250 officers who had experience of more than three years was undertaken to examine variations in the ratings of the same officer from year to year.

TABLE - 12.

DEGREE OF VARIATION IN THE OVERALL RATINGS OF CLASS I OFFICERS FOR BANGLADESH 1966-1986.

Degree of variation	No. of cases	%of cases
No variation	45	18.00
upto 5% variation	0	0.00
10-15%variation	128	51.2
15-20% variation	55	22.0
20-25% variation	19	7.6
25-30 variation	3	1.2
	255	100.00

As table 12 indicates, the variations in the overall ratings of the same officer over years is surprisingly minimal. There was no variation at all in 18% cases. In case of 51.20 percent officers, the variation was insignificant. There was significant variations in case of 8.8% officers. Appraisal ratings were similar in at least 8 out of ten reports of about 91 percent officers. The actual variation will be less because table 12 is likely to overestimate variations in ratings owing to the fact that appraisals of two distinct periods with different systems of ratings were assembled in the same table. This significant consistency in rating may be attributed to the fact that most of the officers get same type of rating.

Cadre-wise variations in ratings.

It is interesting to compare the cadre-wise variations in overall ratings. Table-13 indicates, the officers of the SSP had always higher overall ratings than the BCS (Admn) and

TABLE 13

YEARWISE CLASSIFICATION OF AVERAGE RATING OF OFFICERS OF DIFFERENT CADRES

Year	ADMN			SSF			SECRETARIAT		
	No. of Officers	No. of ACRs	Average Marks	No. of Officers	No. of ACRs	Average Marks.	No. of Officers	No. of ACRs	Average Marks.
1966	2	2	3.50	32	42	3.67	0	0	
1967	7	7	3.86	37	46	4.02	0	0	
1968	9	9	3.56	45	50	4.00	0	0	
1969	10	10	3.50	51	58	3.81	0	0	
1979	52	56	3.98	84	94	4.29	72	72	4.03
1980	53	62	3.97	89	100	4.32	73	80	3.96
1981	53	58	3.86	85	96	4.20	84	92	4.07
1982	48	52	3.96	86	107	4.27	86	93	3.95
1983	74	80	3.80	79	86	4.27	79	84	4.04
1984	83	88	3.64	65	71	4.07	88	94	3.95
1985	76	80	3.58	55	61	4.05	62	66	3.94
1986	39	40	3.75	29	29	4.14	29	29	3.83
All yr. 97	544	544	3.79	96	840	4.21	100	610	3.98

BCS (Secretariat) Officers. This may be attributed to the fact that best officers of the BCS (Admn) and BCS (Secretariat) officers were inducted in the SSP. The average ratings of BCS (Secretariat) officers is higher than BCS (Admn). However, the BCS (Secretariat) Officers who were included in the sample for this study were recruited after 1978 whereas the sample of BCS (Admn) included the EPCS officers who were recruited in Pakistan period. Since the ratings are more liberal since 1979, the average ratings of the BCS (Secretariat) officers might have been biased upwards. Moreover, the officers with best ratings of the erstwhile EPCS cadre were inducted in the SSP. The ratings of the erstwhile EPCS officers who continued in the BCS (Admn) is lower than the average. Thus the ratings of the BCS (Admn) officers in this sample is likely to be biased downwards. If these biases are eliminated, the difference in ratings of BCS (Admn) and BCS (Secretariat) officers may not be statistically significant.

The officers of the Senior Service Pool were recruited from various erstwhile central and Provincial cadres. Data were further desegregated in table-14. The main trends from these data may be summarized as follows:

(1) The highest average rating was received by the members of the erstwhile CSP (Average 4.47 out of maximum 5). The second highest average rating went to members of the erstwhile PAAS cadres (average 4.27) whereas the third highest average rating belong to the erstwhile CSS (4.18). The lowest average ratings went to Non-cadre officers (3.67 average), BCS (Administration).

TABLE 14

YEARWISE CLAFICATION OF RATING OF OFFICERS ACCORDING TO THEIR ORIGINAL
CADRES.

Year	SECRETARIAT		ADMN		CSP		CSS		EPCS	
	No. of ACR	Ave. Marks.	No. of ACR	Ave. Mark.	No. of ACR	Ave. Mark.	No. of ACR	Ave. Mark.	No. of ACR	Ave. Mark.
1966	0	0.00	0	0.00	7	4.14	0	0.00	35	3.57
1967	0	0.00	0	0.00	11	4.27	0	0.00	38	3.95
1968	0	0.00	0	0.00	10	4.50	0	0.00	43	3.75
1969	0	0.00	0	0.00	10	4.00	0	0.00	50	3.60
1979	31	3.58	19	4.00	13	4.46	16	3.94	77	4.19
1980	34	3.65	22	4.14	13	4.46	13	4.54	85	4.13
1981	44	3.80	23	4.00	16	4.56	13	4.23	75	4.00
1982	43	3.93	20	4.05	13	4.77	17	3.35	80	4.10
1983	38	4.00	41	3.88	13	4.77	12	4.17	70	4.00
1984	54	3.83	55	3.64	8	4.00	13	4.00	59	3.85
1985	43	3.95	49	3.49	7	4.71	13	4.15	52	3.79
1986	21	3.81	21	3.62	3	5.00	3	3.67	30	3.83
All Yr.	308	3.83	251	3.77	124	4.47	100	4.18	694	3.95

Yearwise classification of rating of the officers according to the original cadres

EPSS		TSP		LATER MAGISTRATE		NON-CADRE (PROMOTION)		PMS		PMAS	
No. of ACR	Avg. Mark	No. of ACR	Avg. Mark	No. of ACR	Avg. Mark	No. of ACR	Avg. Mark	No. of ACR	Avg. Mark	No. of ACR	Avg. Mark
0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	3.00
0	0.00	1	4.00	0	0.00	0	0.00	0	0.00	1	4.00
0	0.00	1	4.00	3	4.00	0	0.00	0	0.00	1	4.00
0	0.00	1	4.00	4	4.25	0	0.00	0	0.00	1	4.00
12	4.00	2	4.50	5	3.80	28	3.57	3	4.33	1	4.00
13	3.85	3	3.67	8	4.25	32	3.44	3	4.33	1	4.00
13	4.00	3	3.67	5	4.00	33	3.70	3	4.67	1	4.00
14	3.71	4	4.00	7	3.86	34	3.79	4	4.25	2	4.00
13	4.08	2	4.00	6	4.17	33	3.67	3	3.67	1	4.00
12	4.00	2	5.00	4	4.25	27	3.59	2	4.50	1	5.00
9	3.67	2	4.50	4	3.75	14	4.14	2	4.50	1	5.00
3	4.00	2	4.50	1	5.00	5	3.80	2	4.00	0	0.00
89	3.91	23	4.13	47	4.06	206	3.67	22	4.27	12	4.08

TABLE 15

YEARWISE CLASSIFICATION OF RATING OF OFFICERS
RECRUITED THROUGH DIFFERENT PROCESS

Year	PSC		PROMOTION		LETTERAL ENTRY	
	No. of ACRs	Avg. Mark	No. of ACRs	Avg. Mark	No. of ACRs	Avg. Mark
1966	43	3.67	1	3.00		
1967	49	4.02	4	3.75		
1968	55	4.00	4	3.00		
1969	64	3.80	4	3.25		
1979	171	4.05	39	3.69	10	3.20
1980	183	4.11	46	3.57	10	3.20
1981	189	4.04	44	3.64	11	3.27
1982	193	4.12	47	3.74	10	4.20
1983	191	4.05	44	3.70	13	4.00
1984	197	3.88	38	3.47	13	4.00
1985	171	3.84	24	3.83	10	3.60
1986	76	3.91	13	3.54	7	4.14
All Yr.	1583	3.99	306	3.64	85	3.66

(average 3.77) and BCS (Secretariat) officers (average rating 3.83)

2. The ratings of the newly recruited BCS (Admn) officers is lower than that of the erstwhile EPCS officers. Similarly, the performance of newly recruited BCS (Secretariat) officers was rated to be lower than that of the erstwhile CSS officers. These data suggest a fall in the quality of new recruits in BCS (Admn) and BCS (Secretariat) cadres.

Validation of Recruitment Procedures.

Available data may be used to compare the performance of officers recruited through different procedures. For the purpose of this study, recruitment procedures may be divided into three categories:

- competitive examination conducted by the PSC
- promotion from lower rank
- lateral entry without competitive examination.

Table 15 presents the year-wise average ratings of officers recruited through different processes. An analysis of the data indicates that the performance of officers recruited through competitive examination is better than those of promotees or lateral recruits. However, the performance of lateral recruits is better than those of the promotees. These data suggest that promotee officers do not ordinarily perform as well as the direct recruits. However, since most of the appraisers are recruited through competitive examinations there might be bias against the promotee officers. Further research in this area is necessary for reaching firm conclusions.

CHAPTER - V

MONITORING AND ADMINISTRATION OF THE APPRAISAL SYSTEM IN BANGLADESH.

The improvement in the methods is not a sufficient condition for the success of an appraisal system. The actual operation of the appraisal system is equally important. There are three operational issues which deserve special attention. First, appraisal must be made at regular intervals and the appraisal should be completed in time. Secondly, the appraisal should be fair and the biases of the appraisers should be eliminated. This is usually done by an officer who is one step higher than the reporting officer. Finally, the employees who are adversely affected by unfair appraisal should be given an opportunity to appeal against unfair ratings. This chapter examines these operational issues in the context of Bangladesh. It is divided into three sections. The first section examines whether the reports are prepared in time and identifies the bottlenecks to timely completion of reports. The second section analyses the extent and types of checking done by the counter-signing officers. The last section reviews the actual operation of the process of communicating adverse comments.

Timeliness of the report

An appraisal report should be timely for three reasons. First, the most recent appraisal of performance is necessary for taking important personnel decisions such as promotion and placement. Secondly, the accuracy of appraisal is likely to diminish if the appraisal is delayed. Usually, the supervisors tend to forget about the past performance and the lapse of

YEARWISE CLASSIFICATION OF AVERAGE TIME NEEDED AT THE
STAGES OF RIO, CSO, MINISTRY TO FILL IN REPORTS

Year	RIO		CSO		MINISTRY	
	Avg. time (days)	No. of ACR	Avg. time (days)	No. of ACR	Avg. time (days)	No. of ACR
1966	69.43	35	72.49	39	0	0
1967	72.26	39	79.2	50	0	0
1968	87.51	51	81.42	55	0	0
1969	95.27	59	77.69	64	0	0
1979	213.87	193	100.04	169	8	1
1980	184.67	213	93.63	202	0	0
1981	171.66	211	53.75	195	0	0
1982	181.7	201	106.55	204	0	0
1983	184.37	215	114.86	204	54	4
1984	154.2	225	95.68	209	29.5	6
1985	127.68	180	71.23	180	63.02	41
1986	75.93	91	32.16	86	33.39	41
All Yr.	159.13	1715	86.37	1659	46.06	96

memory vitiates the appraisal. Finally, the supervisors and countersigning officers often retire or die if the appraisal is not completed in time.

Table 16 shows the trends of average time required for the completion of appraisal reports. The following trends may be discerned from this table:

- 1) There was a steady increase in the average time taken by reporting officers from 1966 to 1979. It has gradually declined since 1979 and there was a significant reduction in the reporting time in 1986.

- 2) The average time taken by the countersigning officer increased from 1966 to 1983. It has started falling since 1983.

- 3) In most of the years, countersigning officers took unusually long time. On an average, the countersigning officers took about 3 months whereas the reporting officers needed about 5 months to complete appraisal.

The recent reductions in the average time for completing appraisal may be attributed to three reasons. First, the Establishment Division had decided to identify officers who do not complete appraisal in time. This has discouraged the delaying of appraisal. Secondly, the Establishment Division has promulgated an Activity calendar for appraisal (Please see table 17). It is, however, interesting to note that the new appraisal system initially contributed to a delay in appraisal. As table 18 indicates about 65.71 percent appraisals were completed in 1966 within first two months of the calendar year. In 1983, only 27.44% appraisal reports were completed in

TABLE 17

ACR COMMUNICATION CHANNEL AND ACTIVITY CALENDAR

Sl.No.	Time	Agency	Activity
ACTIVITY BEGINS			
1.	15th October	Ministry/Division/ Department	Remind each RIO to submit ACRs within 31 January next
2	-do-	Same as above serial	Notify RIO/CSO name and designation of the officers to whom ACR will sent
II 1	1st November	RIO	Requests AMO to draw up programmes for medical checkup of ORU. Copy to Civil Surgeon.
2	-do-	RIO	Initiates ACR Form in respect of ORU
3	15th November	ORU	Fill in Part I.
4.	21st November	AMO	Communicates to RIO pro- gramme for medical check- up.
5.	31st December	AMO	Completes medical check up fill up Part II and hands over to ORU
III 1	31st December	RIO	Submits particulars of ORU to CSO
2.	31st January	RIO	Completes Parts III-VII
3	15th February	ORU	ORU files representation to RIO
4	Last day of Feb.	RIO	Submits to CSO along with the representation if any and RIO's comments on the representation.

5.	15th March	CSO	(i)	Fills up Part VIII and submit to Ministry/Division/Department.
	31st March		(ii)	Sends tp a senior officer (may be technical superior officer of the ORU) for his remark. This step is not obligatory.
6.	30th April	Ministry/Division/ Department	(i)	Fills up part X
			(ii)	Communicates adverse remarks of CSO through DO to ORU.
7.	21st May	ORU		Submits representation against adverse remarks of CSO.
8.	21st July	CSO		Sends comments on representation of ORU within 15 days of receipt of communications.
9.	31st August	Ministry/Division/ Department		Disposes of representation and takes final decision on ACR.

TABLE 18

YEARWISE DATA ON TIME TAKEN AT THE STAGE OF RIO FOR FILLING UP PERFORMANCE
REPORTS : IN TIME SLABS

Year	WITHIN 2 MON.		2-4 MONTHS		4-6 MONTHS		6-8 MONTHS		BEYOND 8 MONTHS	
	No.	%	No.	%	No.	%	No.	%	No.	%
1966	23	65.71	5	14.29	4	21.43	2	5.71	1	2.86
1967	28	71.79	5	12.82	0	0.00	3	7.69	3	7.69
1968	30	58.82	9	17.65	3	5.88	1	1.96	8	15.69
1969	30	50.85	14	23.73	5	8.47	2	3.39	8	13.56
1979	94	48.70	30	15.54	16	8.29	11	5.70	42	21.76
1980	91	42.72	43	20.19	23	10.80	16	7.51	40	18.78
1981	97	45.97	40	18.96	30	14.22	12	5.69	32	15.17
1982	76	37.81	46	22.89	31	15.42	9	4.48	39	19.40
1983	59	27.44	62	28.84	28	13.02	13	6.05	53	24.65
1984	78	34.67	48	21.33	28	12.44	23	10.22	48	21.33
1985	40	22.22	64	25.66	35	19.44	22	12.22	19	10.55
1986	43	47.25	23	25.27	24	26.37	1	1.10	0	0.00
All Yr.	689	40.22	389	22.71	227	13.25	115	6.71	293	17.10

two months. However, in the last year of the sample, there has been considerable improvement in timeliness of appraisal. Despite these improvements the actual achievement still falls short of the activity calendar laid down by the Ministry of Establishment. The senior officers were interviewed on the probable causes of the delay in completing reports. Table 19 lists five main reasons for the delay in appraisal. 26.8% percent senior officers singled out the delay made by officer reported upon in filling up the form. Delay in medical checking was cited another reason for delay. In some cases delay was caused by the Ministry's inability to supply appraisal forms in time.

Checking of reports

Legally, the checking of the ratings in the appraisal is the responsibility of the countersigning officers. They are required to eliminate the biases of the reporting officers from the appraisal. Though on an average a countersigning officer takes three month's time, it is doubtful whether they take their responsibilities seriously. If checking is done properly, a significant portion of ratings are likely to be changed by countersigning officers. As table 20 indicates, countersigning officers differed with reporting officers in only 4.36 appraisal reports. In other words, the reporting and countersigning officers agreed in 95 percent cases. This may be interpreted in two ways. First, the standards of evaluation of both countersigning and reporting officers are similar. Thus, there is little disagreement on the ratings. Secondly, it may be argued that this remarkable agreement on ratings has resulted from the unwillingness and reluctance of countersigning officers to check the reports

TABLE 19

CAUSES OF DELAY FOR COMPLETION OF PERFORMANCE REPORTS

	No. Of responses	Weightage in respect of number of responses and their order of preference
Delay made by ORU in filling up the form	43	26.81%
Delay in medical check-up	41	23.51%
Delay made by RIO	40	25.49%
Delay made by CSO	34	22.41%
Delay in supply of ACR form	27	17.80%

TABLE 20

YEARWISE DATA ON DIFFERENCES BETWEEN RIO AND CSO

Year	No.of officers	Total No.of performance reports	DIFFERENCE WITH RIOS	
			No.of reports	%
1966	34	44	2	4.55
1967	44	53	2	3.77
1968	54	59	5	8.47
1969	61	68	4	5.88
1979	208	222	7	3.15
1980	215	242	11	4.55
1981	222	246	9	3.66
1982	220	252	13	5.16
1983	232	250	10	4.00
1984	236	253	7	2.77
1985	193	207	13	6.28
1986	97	98	4	4.08
All Yr. 293		1994	87	4.36

thoroughly. Available evidence supports the second hypothesis. In chapter IV, we have already noted that there is internal inconsistency in overall ratings and category of recommendations for promotion in a few cases. These inconsistencies would have been removed if the countersigning officers were more careful.

An analysis of the cases where the reporting and countersigning officers disagreed were undertaken. It appears that in about 51 percent cases disagreement occurred because the reporting officers overrated the appraisee (see table 21). In about 44 percent cases the countersigning officer raised the overall rating because the reporting officer underrated the potential of the appraisee, only in about 5 percent cases the countersigning officer disagreed with the reporting officer because a particular trait of the appraise was not mentioned.

TABLE - 21

REASONS FOR THE DIFFERENCE IN ASSESSMENT BETWEEN THE REPORTING AND COUNTERSIGNING OFFICER.

Remark of the countersigning officer	No. of reports	Percentage
RO overrated the ORU	44	50.57
RO underrated the ORU	38	43.68
RO did not rate a particular trait/ performance of the ORU duly.	5	5.75
	87	100

TABLE 22

NATURE OF BIASES OF THE RIOS AS REPORTED IN THE SURVEY

	No. of responses.	Weightage given in respect of number of responses and preference.
1. Over-rating in cases where ORU and RIO belong/ belonged to the same cadre.	32	14.80%
2. The ORU and RIO belonged to the same geographical locality/region and over-rated the ORU.	30	14.04%
3. During the period of the open ACR system RIO over rated the ORU to avoid unpleasantness.	36	18.73%
4. The RIO under-rated the ORU because the RIO was usually very conservative in his evaluation.	35	21.30%
5. RIO under-rated the ORU because the ORU was very different from him.	27	16.46
6. The RIO over-rated the ORU because the RIO was male & ORU was female.	18	10.57%
7. Under-rated the ORU when there was misunderstanding between the RIO and ORU on some cases.	6	4.08%

Available evidence indicates that there is considerable scope for more checking of the initial appraisal of the employees. First, as table 22 indicates that the reporting officers suffer from a number of biases. About 10 percent raters are influenced by gender bias. Territorial loyalties influence the rating of about 15 percent officers. Some times, the reporting officers are influenced by just one criterion. As table 23 shows that about 25 percent appraisers base their ratings on their impression about the integrity of the appraisees. In 94 percent cases, the assessment is based on the memory of performance. Thus memory may play tricks with appraisal.

TABLE - 23

PRACTICES IN WRITING OF PERFORMANCE REPORTED
IN OPINION SURVEY

<u>Methods followed.</u>	<u>No. of responses</u>	<u>Percentage of response</u>
Memory	47	94%
Integrity of ORU	13	26%
Opinions of colleagues and subordinates	4	2%
Opinion of the beneficiaries	1	0.5%
On the basis of records of performance Impression.	3	10.5%
Impression formed during the period reported upon	2	1%
<u>Adverse Rating and Remarks.</u>		

Adverse ratings and remarks in the performance appraisal reports may seriously influence the career prospects of an employee. This is why an employee is usually given an

TABLE 24

TRENDS OF ADVERSE PERFORMANCE RATINGS & REMARKS

Year	No.of ACRs	No. of Adverse ACRs	Adverse ACRs as % of total ACRs
1966	44	6	13.64
1967	53	3	5.66
1968	59	11	18.64
1969	68	9	13.24
1979	222	6	2.70
1980	242	7	2.89
1981	246	6	2.44
1982	252	1	0.40
1983	250	1	0.40
1984	253	0	0.00
1985	207	2	0.97
1986	98	1	1.02
All Yr.	1994	53	2.66

opportunity to appeal against such ratings and remarks. This is considered to be a constitutional right of the employees. On the other hand, adverse ratings and remarks in the performance appraisal reports are essential instruments for maintaining discipline in any organization. Since liberation, there has been a sharp decline in the share of adverse reports. In 1968, 18.64 percent class I officers received adverse rating or report; in 1986 only 1.02 percent officers received such reports. (see table-24). This has resulted from gradual liberalization of rating and ^{adverse} remarks became less frequent when the open appraisal system was introduced in 1982. In 1981, 2.44 percent officers were given adverse ratings or remark. The share of such adverse ACRs fell to 0.40 percent in 1982. When the confidential system of appraisal was reintroduced in 1985, there was an increase in share of adverse ACRs. However, despite an increase in the proportion of adverse ACRs since 1985, the share of adverse ACRs in 1985 and 1986 remained much below than that of the late 1970s. (see table-20).

In the sample for this study, 53 adverse ACRs were found. Since the same officers got more than one adverse ACR, the number of officers affected by adverse ACR in this sample was 34. The cadre-wise distribution of these officers according to original cadres and reorganized cadres may be seen in tables 25 and 26. It appears that more than 80 percent of adverse ACRs were received by officers working in the field administration. The members of the erstwhile EPCS cadre constituted 82.36 percent of officers affected by adverse remarks and comments in the sample for this study. This may be explained by

TABLE 25

CADREWISE (ORIGINAL) DISTRIBUTION OF ADVERSE RATINGS

	No.of officers	%
Secretariat	1	2.94
Agriculture	1	2.94
EPCS	28	82.36
Lawyer Magistrate	2	5.88
IMS	1	2.94
BCS (Admn)	1	2.94
	34	100%

TABLE 26

CADREWISE (PRESENT) DISTRIBUTION OF ADVERSE RATINGS

	No. of officers	%
SSP	19	55.88
BCS (ADMN.)	11	32.36
Secretariat	4	11.76
	34	100%

several factors. First, misunderstandings occur more frequently among field officers who have to take very quick decisions under demanding circumstances. Differences of opinion tend to be much less in staff jobs of the Secretariat and directorates. Secondly, in the field jobs, officers reported upon, reporting officers and countersigning officers stay in different stations and very often the impressions of reporting and countersigning officers are formed on the basis of hearsay and public reputation. A field officer gets less opportunity to explain his position to superiors. Finally the field officers have to work in direct contact with the public and public representatives whereas staff officers are usually secluded from the public. Consequently, the failures and omissions of field officers attract much more public attention than those of others.

An analysis of the adverse remarks may be seen in table 27 . Lack of initiative in the officers reported upon was the most frequent adverse comment in the unfavourable ACRs. In some cases lack of special traits were highlighted. Some officers were identified as unfit for judicial work. Arrogance in behaviour was mentioned in some case. However, none of these reports suggested how these shortcomings of the officers could be removed.

TABLE 27

AN ANALYSIS OF ADVERSE REMARKS

	<u>No. of Adverse Reports</u>
(1) Arrogant in behaviour	9
(2) Sense of responsibility not upto the marks.	4
(3) Not fit for judicial work	10
(4) Used to routine function; lack of initiative/lazy.	21
(5) Unsystematic in job	7
(6) Lack of financial integrity	3
(7) Quality is below the standard	2
(8) Unpunctual	3
(9) Inexperienced	3
(10) Lack of devotion to duty	2

TABLE 28

OPINIONS REGARDING ADVERSE REMARKS

(Total respondents - 50)

	No. of responses	% of responses with respect to total no.of respondents	
Adverse remarks are not communicated	16	32%	
Adverse remarks are communicated and action taken in time.	2	4%	*There is scope for multiple answer; so the percentage do not make 100.
An unusually long time is taken for disposal of cases.	35	70%	
Adverse remarks are used subjectively against with ORUs.	1	2%	

It was also found that there 53 adverse remarks were made in respect of 34 officers; that means some of these 34 officers have got adverse remarks in more than one year.

The communication of the adverse comments to officers reported against is one of the functions of the central personnel agency. Legally all adverse remarks and ratings should be communicated to officers concerned. However, there is a feeling among the officers that adverse comments are not communicated to officers at all. As table-28 indicates that 32 percent officers interviewed for this study feel that adverse comments are not communicated at all. 70 percent of respondents are of the opinion that an unusually long time is taken for disposal of such cases. Only 4 percent of the respondents were satisfied with the performance of the central personnel agency.

Available data support the opinions of the officers interviewed for this study. It was found that out of 53 unfavourable ACRs, adverse comments were not communicated to the officers reported upon in ten cases. Even in cases where adverse ratings were communicated, the decisions of the central personnel agency are not clear. In about 30 percent cases the decisions on adverse remarks were kept pending. (see table 29)

TABLE - 29.

ACTIONS ON THE ADVERSE REMARK

<u>Action on adverse remarks</u>	<u>No. of ACRs</u>	<u>%</u>
Retained	17	32.06
Expunged	18	33.96
No action taken or action taken could not be clearly identified from the report.	16	30.18

Table - 27 indicates the following trends of adverse ratings:

a) Adverse remarks were expunged in about 34 percent cases. This suggests that assessments in some cases tend to be biased, prejudiced and unjustified.

b) Adverse remarks were retained in about 32 percent cases. The proportion of unfavourable ratings would be much lower if the ACRs where adverse comments were expunged are excluded from the sample.

The communication of the adverse remarks ensures the fairness of the appraisal system. It, however, also leads to misunderstandings in the organization. As the Pay and Services Reorganizations Commission 1977 observed.³⁰

"That the communication of adverse remarks has raised as many problems as it has solved. Several witnesses including senior and junior officers have expressed serious doubts as to the wisdom of communicating adverse remarks. It has been argued that it results in misunderstanding, ill-will and even deep-seated rancour between officials. What is worse particularly in our social set-up, the communication of adverse remarks is almost invariably answered by a personal attack on the reporting officer's character, integrity and impartiality. Some senior officers have held the view that many well-meaning and fair-minded officer prefers to steer clear of rather unpleasant personnel feud with the subordinate officers by non-committal and vague remarks when a positive adverse finding is called for".

CHAPTER VI.

ISSUES AND OPTIONS

The steady expansion of frontiers of the literature on performance appraisal has not as yet led to a convergence of views on most of the issues. While the problems are well known, the solutions are not. In most of the cases there is no unique solution. This is why, the foregoing chapters highlighted only the problems of performance appraisal but did not examine the likely solutions. This chapter examines various options for improving the performance appraisal system in Bangladesh. Specifically, the following issues will be examined in details:

- uniformity of appraisal
- methods of appraisal.
- openness versus confidentiality
- procedure for handling adverse comments
- reward and punishment on the basis of appraisal
- monitoring and administration of performance appraisal

Uniformity of appraisal.

The Administrative and Services Reorganization Committee, in its report submitted to the Government in May 1975, recommended that the performance appraisal report should use similar form for all types of employees. There are obvious advantages of an uniform appraisal system. First, if the same form is used for all employees, it will be cheaper to print the forms and to maintain the appraisal records.

Secondly, common standard of appraisal will be used throughout the Government and these standards will be respected and understood by all employees.

This recommendation was never accepted/by the Government. At present, there are three broad policies regarding appraisal:-

- a) The performance of Class IV employees is not formally appraised. However, in case of extraordinary or unsatisfactory performance, comments may be recorded in their service books.
- b) The performance of class III and class II employees are appraised on the basis of old ACR forms which were prescribed before the birth of Bangladesh.
- c) Class I officers are appraised on the basis of new forms prescribed in 1982.

There are three options before the Government:

- introduce uniform appraisal system for all employees
- continue with the existing appraisal system without any modifications
- continue... existing appraisal systems with modification

Administratively, the first option is convenient and easy to administer. However, this option has major drawbacks. First, performance appraisal involves management time and administrative costs. The introduction of an uniform appraisal system will considerably enhance the administrative costs. Secondly, similar appraisal method for all employees may not at all be useful and effective. It is unrealistic to prescribe the

same standard of appraisal for different types of skills employed at various levels in the entire government system.

There are several limitations of the existing system. First, the performance of class IV employees is not appraised at all. Secondly, the form for class II and III employees leaves much to be desired. However, there are several equally strong arguments in favour of the continuance of the existing system. First, the scope for promotion of class IV employees is severely restricted. So it will be unjustified to devote scarce resources for appraisal of the employees of this category. Secondly, no appraisal system is perfect. It is not sufficient to introduce a new form for class II and class III employees. It is also essential that new forms should be evaluated at regular intervals. Such evaluation has not been completed as yet for class I officers. It will not therefore, be justified to change the appraisal forms for class II and III employees unless the appraisal form for Class I officers is evaluated and finalized. Because of scarcity of resources and administrative talents, the Government should initially concentrate on the improvement of appraisal system of Class I officers only.

There is, however, scope for improvement of the appraisal of class I officers. First, the performance appraisal system is not often properly monitored in cases of non-cadred class I officers and the cadred class I officers who are not controlled by the Establishment Ministry. The performance appraisal cell in the controlling ministries should be strengthened. Secondly,

the desirability of using the same appraisal form for 31 Class I Cadres consisting of varieties of specializations should be reexamined. Experimental projects should be undertaken to design appropriate appraisal forms for specialists like doctors, teachers, research scientists etc.

To sum up, the following measures may be taken for improvement of appraisal system:

a) Performance appraisal systems should be streamlined in two stages. In the first stage, the appraisal system of Class I officers only should be reviewed and improved. If the targets of the first stage are attained, the Government may undertake the necessary measures for the improvement of appraisal of class II, III and IV employees.

b) Specialized cells should be created in controlling ministries for monitoring the appraisal system.

c) Experimental projects should be undertaken for designing separate appraisal forms in accordance with the nature of job and specialization. These experiments should be carefully reviewed once in a year and should be continuously improved until desired goals are reached.

Methods for Appraisal.

The analysis in chapters III and IV indicates two major weaknesses of the appraisal system in Bangladesh:

- The existing appraisal system evaluates personality traits and largely ignores actual performance. Such appraisal tends to favour "the extrovert" "the thruster" or "the crony" and ignores hidden talents and silent workers.

- Most of the employees get similar rating. Consequently it is not possible to differentiate the relative worth of the appraisees.

Thus the existing appraisal system is useless for either rewarding the meritorious or punishing the shirker. Through the drawbacks of the existing system are evident, there is no unanimity on how these shortcomings may be removed. The following options are suggested in this connection:

- Organize training courses for appraisers
- Introduce forced distribution ranking
- Discard graphic rating scale in favour of results - oriented rating.
- Give additional weightage to performance in the existing appraisal form.
- Appraisee both personality traits and performance by using two separate forms.

Training Courses for appraisers. The failure of the existing appraisal system may be largely attributed to the failure of the appraisers to assess the relative worth of the employees. They fail to differentiate between absolute and relative worth. As a result most of the employees get similar ratings. The appraisers must understand that such ratings negate the very purpose of appraisal. If most of the employees get similar ratings, it will not be possible either to reward or punish any employee on the basis of such appraisals. Thus such ratings do not help the meritorious in the organization. The proponents of this option argue that appraisal in pre-independence Bangladesh on the basis of a less sophisticated form was more realistic

because the appraisers realized the goals of appraisal better than their counterparts today. Apart from goals of appraisal, training should also be imparted on how to make more realistic assessment and how to defend adverse ratings where necessary. The critics of this option, however, maintain that training would serve only limited purpose because the graphic rating scale used in Bangladesh has inherent limitations and these limitations cannot be removed by training of appraisers alone. It is rightly argued that there will be no significant improvement in the appraisal system unless the rating method is changed. Nevertheless training of the appraisers would be a useful step in the right direction. Two types of training may be organized for the improvement of performance appraisal. First, performance appraisal should be a topic in all training courses for class I officers in Bangladesh. Secondly, specialized training course on performance appraisal should be organized by the BPATC for employees who are responsible for administering the appraisal system (such as the specialized cells in the ministries and departments).

Where the appraisers are [^] lenient or lazy to differentiate the relative worth of employees, forced distribution ranking may play a useful role in making the assessment realistic. This method requires the rater to allocate a certain percentage of work group members to certain categories (such as exceptional, good, average, below average and unacceptable performance). Usually the distribution of employees to be placed in each category approximates the bell-shaped curve or normal distribution. Forced distribution ranking may be made either by the reporting officer or by the countersigning officer. The following problems

will be encountered in forced distribution ranking by the reporting officer:

i) It is not unlikely that actual worth of employees may vary from work-unit to work-unit. For example, the officers in a metropolitan Deputy Commissioner's office may be superior to those of an outlying D.C.'s office. Forced distribution ranking will force the rater to give similar rating to a superior officer in a better -staffed work-unit to an average officer in work-unit staffed by inferior officers.

ii) Sometimes, there are one or two officers under a reporting officer. Unless he knows the standard used by other reporting officers, he will not be able to make realistic assessment.

iii) Finally, forced distribution ranking is often misunderstood and resented by reporting officers.

It is easier for countersigning officers who supervise the reporting officers to make a realistic ranking. However, the standards may vary from rater to rater. It is therefore, suggested that forced distribution ranking be made by a board of countersigning officers. Similar procedure was followed in the case of preparing "Fit List" of EPCS officers in the erstwhile East Pakistan. There are two serious drawbacks of this system. First, the counter signing officers often do not have first hand knowledge about the performance of the appraisees. They often do not at all know the officers. Thus their assessment may not be accurate. Secondly, such a lengthy process may lead to delay in appraisal. Thus forced distribution ranking should not be introduced if other appropriate means for the improvement of appraisal system can be introduced.

Results-oriented Appraisal.

The existing graphic rating scale may be replaced by either performance standards or appraisal by objectives. There are three main arguments in favour of this proposal. First, the existing appraisal system is incapable of discriminating meaningfully the performance of employees. Because of inherent limitations this system cannot successfully assess the relative worth of employees anywhere. Secondly, the existing rating system cannot contribute to organisation development. Finally, the existing appraisal system emphasizes personality traits rather than actual performance.

Of late there has been a trend toward discarding the linear rating scale and introduction of different forms of management by objective. In the World Bank, for example performance is appraised within a systematic Performance Planning Review which plans and evaluates the performance of individual employees, of the units in which they work as well as of the entire organisation itself. This process has five elements;³¹

i) Unit Performance Planning. The first step is setting out the goals of the entire unit in consultation with the supervisor, the next-in-line manager and sometimes with other members of the unit.

ii) Individual Performance Planning. The individual employee in consultation with his supervisor defines results-oriented goals for his work in the coming year.

iii) Interim reviews: These reviews are brief and may take place whenever either a staff member or a supervisor feels that a stock-taking is necessary.

iv) Year-end review. At the end of the year, the employee and his supervisor discusses accomplishments of the past year focusing on employees strengths as well as areas for improvement.

v) Management review: At this level individual and unit achievements are reviewed and the supervisor's next-in-[^]line manager may accept or revise the evaluation and recommendations of the supervisor. The format for such evaluation may be seen in Appendix - 5. Similar system has also been introduced in government agencies in the U.S.A. The office of performance Management in the U.S.A. identifies six basic steps of performance appraisal:
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- setting goals
- Defining objectives
- Developing work-plans
- Tracking progress (Interim Review)
- Reviewing Progress
- Providing Feedback

While there are obvious advantages of management by objective, it will be difficult to implement such appraisal systems in the existing social and cultural climate of developing countries. As the World Development Report, 1983 emphasizes:
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".....public bureaucracies are expected to serve social and political objectives that are inherently hard to quantify. In addition, informal social relations between managers and their

subordinates are often so strong that, even when "output" can be measured supervisors are reluctant to jeopardise loyalties and friendships". Specifically, the following problems will be encountered in introducing results-oriented appraisal system in Bangladesh. First, in Bangladesh jobs actually performed very often vary from jobs legally assigned. For example a magistrate whose formal assignment is to dispose of criminal cases may have to spend more time in protocol work for VIPs than in judicial work. A cooperative officer may be drafted for disaster relief. As the actual work is determined by the exigencies of the moment, it is very difficult to prepare a quantifiable work plan. Field administration in Bangladesh is based on a philosophy which significantly differs from modern administrative practice. In Bangladesh "tact" of the public servants is considered to be more important than actual achievement. For example, a revenue officer who contributes to political discontent by successful collection of land revenue is considered to be inferior to a revenue officer who succeeds in maintaining status quo but fails miserably in collection of land revenue. This attitude was inherited from the colonial administrators who followed a policy of night-watchman and whose sole aim was to let the sleeping dogs lie. However, the *raison de etre* of this attitude is not often understood. The field administrator in Bangladesh is still permeated by "hikmatamali" approach which is based on a "judicious mixture of coercion and tact" not because the administrators do not want development but because the Government never provides adequate resources for what it wants to be done. Faced with acute constraints of manpower and resources,

the field administrators try to concentrate on politically sensitive areas and tend to neglect other vital functions. In such an environment characterized by a dichotomy between the legal mandates for administrator and unwritten expectations of the political leadership, results-oriented performance appraisal will be an exercise in futility. In Bangladesh administration the goals of many work-units cannot be defined in terms of results-oriented work plan. Secondly, Management of objective is a time-consuming process. Such an appraisal system is likely to be resented by both appraisers and appraisees. This system cannot be introduced overnight. A phased plan will have to be drawn for introducing a new appraisal system in Bangladesh. Finally, management by objective is difficult to implement where the achievements of employees are very often affected by factors external to the organization in which they work. For example, the goal of an Upazila Agriculture Officer may be to increase the area under HYV crops. However, his success will depend on weather conditions. Floods, cyclones or drought will affect the cropping pattern which the officer concerned cannot control. Similarly, the extension efforts of Agriculture Officer may fail if the irrigation agency does not provide water or concerned agencies fail to give credit. Thus in many jobs an individual officer shall not be able to attain his goals unless he gets the cooperation of employees of other organizations.

Despite these obvious impediments, the benefits of gradual switching from trait appraisal to results-oriented appraisal cannot be denied. This can be done in either of the ways:

- Modify the existing system to give more weightage to performance.
- Introduce a new appraisal form for performance simultaneously with the existing form.

Modification of the existing system to give more weightage to performance.

The main argument in favour of this measure is that appraisal on the basis of performance is not likely to be very reliable in the context of Bangladesh administration. Since the prevailing administrative culture favours certain traits of administrators it will not be safe to discard the evaluation of personality traits. Thus the present appraisal form may be revised to give more weightage to performance. There are however serious shortcomings of this proposal. First, it is very difficult to determine the ideal weightage for personality traits and performance. Secondly, the tools of appraisal of performance are significantly different from the tools used at present. The formats of performance appraisal should vary from job to job. The same criteria cannot be used for appraising the performance of a magistrate, a research scientist, a teacher and a physician. Thus no meaningful appraisal of performance is possible within the existing framework of uniform appraisal format for all class I employees.

Use of two separate forms for evaluating personality traits and performance.

This proposal is likely to be criticized on the ground that it will involve more administrative work and cost. This may be resisted by both appraisers and appraisees. However, there are precedents of such practices in the administrative system

of Bangladesh. For example, there used to be two separate evaluation reports for magistrates in the erstwhile East Pakistan. First, these officers were evaluated on the basis of standard ACR forms. Secondly, there used to be an annual judicial report which was signed by the SDO and countersigned by the district judge.

If two forms were practicable for erstwhile EPCS officers there is no reason why it cannot be introduced to appraise officers of different cadres in Bangladesh. However, we recommend that before introducing this system for all cadres, a pilot scheme for two simultaneous evaluations should be undertaken for the cadres controlled by the Ministry of Establishment.

The pilot experiment should be conducted for at least three years and a decision on the extension of this proposed system should be taken after careful evaluation of the pilot experiment.

The advantages of the proposed system will be as follows:

- 1) It will not lead to a discontinuity in the existing system. Even if the pilot experiment fails there will be no void.

- 2) The pilot experiment will help to overcome the impediments to appraisal on the basis of management by objectives. This will serve two purposes. First, it will underscore to all concerned the need for improving performance. Secondly, it will ensure the increased participation of the employees in the appraisal process.

3) In the foreseeable future, it will not possible to dispense with the evaluation of personality traits altogether in the appraisal process of Bangladesh for two reasons. First, in many jobs in Bangladesh, the excellent performance in the present assignment may neither be a necessary not a sufficient condition for success in the next higher assignment. For example an excellent teacher of philosophy may not necessarily be an excellent principal of college. Thus the evaluation of personality traits in many jobs will be necessary to find out attainments and suitability for the prospective job and it may be unwise to rely on the degree of excellence of the employee in the lower job. Secondly the field administrators in Bangladesh are often requested to maintain status quo in the face of severe resource constraints and hostile environment. The success of administrators in such an environment depends on personality traits.

4) This system will provide simultaneous assessment on personality traits and performance. This will give wider option to decision-making authority. Moreover, this will facilitate the gradual transition from assessment of personality traits to evaluation of jobs done.

Form of Appraisal.

The existing form for performance appraisal in Bangladesh is criticised on the following grounds. First, annual medical examination contributes to a delay in the submission of forms. Second, the form is too lengthy. Third, the pen picture in most of the cases does not serve any useful purpose. Fourth, the appraisers are not required to cite specific achievements for

giving the highest ratings. In view of these criticisms, the following measures may be undertaken to improve the existing form:

i) A separate form for medical examination may be prescribed. Those who suffer from any special disability should undertake medical examination annually. Other employees may be required to have medical examination once in two year.

ii) Four elements of appraisal form may be deleted from the existing appraisal form because they are strongly correlated with other elements in the form. For example, item 8 of Part IV relates to security consciousness. It is strongly correlated with sense of responsibility (item 3 of Part V). Cooperation (item 6 of Part IV) is also strikingly related to public relations and relationships with colleagues. Similarly, item 9 of Part V (relationship with colleagues) is strongly correlated with capability to supervise and with public relations. Lastly, item 10 of Part V (capacity to implement decisions) is correlated with the promptness in implementing orders and the capacity to supervise. It is therefore recommended that items 6 and 8 of Part IV (Cooperation and security consciousness) and items 9 and 10 of Part V (i.e. relationship with colleagues and the capacity to implement decisions) may be deleted and the total grades for quality and quantity of work (items 2 and 3 of Part V) may be increased from 5 to 15 for each and all remaining items except items 2 and 3 of Part V should be transferred to Part IV.

iii) Experience shows that most of the penpictures tend to be vague and reflect the appraiser's personal biases. It is very

difficult to compare narratives from one individual to another. It is, therefore, recommended that pen picture in part 6 (the whole of part 6) and item 2 of Part VIII of the existing ACR form may be deleted. However, 9th part of ACR may be retained so that if the reporting of countersigning officer feels that any special comment should be recorded, he can do so.

Part 6 in the modified form should prescribe that the reporting officer should cite at least one specific achievement of the appraisee concerned where overall rating is very good or excellent. He should also record at least one specific omission, mistake or failure where the appraisee is given the grade of below satisfactory.

Openness versus Confidential

There is considerable difference of opinion on whether the appraisal process should be open or confidential. In Bangladesh the Government introduced open appraisal system in 1982 and discontinued the open system only after three years. The main criticism of the open system of appraisal is that appraisers faced with the prospect of showing their comments to the appraisees tend to be over generous rather than honest in their appraisal. Thus the open system leads to inflation of ratings. In case of Bangladesh, inflation in ratings started long before the introduction of the open system and the reintroduction of the confidential system did not lead to any significant deflation of exaggerated ratings. (see chapter IV). Thus it is very difficult to single out the open system of evaluation as the main reason for too liberal ratings.

However, the argument that the appraisers are not as frank in open reports as they are in confidential reports is not wholly convincing and is not a sufficient justification for re-introduction of the confidential system for two reasons. First, the unwillingness about writing an adverse report is symptomatic of a deep malaise in the administration. It has been rightly observed,³⁴ "Report writing is only part of the continuous process of management, including encouragement, guidance and criticism. The manager who jibs at writing an adverse report may also be failing to come to grips with the needs for day-to-day criticism. Thus a system which does not require communication of reports for fear of blandness, may possibly be evading the problem rather than solving it." Secondly, the introduction of the open system leads to some teething problems which are solved with the passage of time. A study on the open appraisal system in the U.K. notes that the introduction of an open appraisal system leads at first to a deterioration of standard and this phase is followed by³⁵ improvement after training and counselling of appraisers. The general impression is that the open system of appraisal may lead to a deterioration in the quality of appraisal in some cases but it certainly does not do so in the majority of cases.

The main argument in favour of openness is that it ensures the participation of the appraisers in the appraisal process. Studies on performance appraisal system emphasize that openness contributes to higher satisfaction of both appraisers and appraisees; openness leads to greater motivation and more spontaneous acceptance of appraisal. Moreover, the feedback from appraisal helps the employee to improve his performance by

identifying his strengths and weaknesses. However, in Bangladesh today the system of appraisal evaluates not the performance but the personality and potential of the appraisee. Such evaluation is not very helpful for providing feedback for improvement. If the personality or intelligence of an officer is considered unsatisfactory, it will be very difficult for the concerned employee to remedy his defects. Similarly, power of expression, oral or written cannot be improved overnight.

Nothing is gained by telling a man of a deficiency that he cannot remedy. Openness of appraisal in this case only leads to embarrassment. On the otherhand, the communication of the assessment of an individual may motivate him to do better in the future. It is, therefore, recommended that the trait rating which is done on the basis of the existing form may be kept confidential. The appraisers should be given an opportunity to participate in performance appraisal which will compare the performance of the employee with his target. A separate form for performance appraisal will have to be prescribed for each job in consultation with the appraisees concerned.

Communication of Adverse comments.

"Most people approach the task of communicating an adverse comment with feeling ranging from distaste to dread".³⁶ In most cases, the communication of adverse remarks leads to embarrassing situations. Very often adverse comments are misconstrued by appraisees who level counter charges against appraisers. This is why most appraisers want to avoid adverse

remarks. It is, therefore, often suggested that the appraisal is likely to be more accurate if the requirement of communicating the adverse comments is abolished. This suggestion should not be accepted for two reasons. First, legally it will be difficult to punish the appraisees on the basis of adverse appraisal reports unless they are given an opportunity to defend themselves. This will undermine the legal basis of appraisal. Secondly, the appraisers often tend to be biased and prejudiced. If the adverse remarks are kept confidential, the ratings may be prejudiced.

We, therefore, recommend that the existing requirement for communicating adverse comments to concerned officers should continue. However, the following measures may be taken for improving the existing procedures:

i) The deletion of pen picture from the existing form will eliminate the scope for subjective comments which may adversely affect the appraisees.

ii) A new rule may be prescribed requiring the supervisor to state the grounds for adverse assessment at the time of writing this report. The existing form may be modified accordingly. If the reporting officer does not state the reasons for adverse assessment, the controlling Ministry should ask the reporting officer to do so. If the reporting officer fails to furnish the grounds within a month, the adverse remarks will be deleted by the Ministry itself. Where adequate grounds are furnished, these should be communicated to the officer concerned for his reply.

iii) If the officer reported upon in his representation against adverse remarks insinuates or levels counter-allegations against his supervisor, the representation should be summarily rejected and the adverse remarks shall be retained. In this case, the representation shall not be at all be sent to the supervisor for his comments.

N) A representation against adverse comments shall be considered only if two conditions are fulfilled. First, the representation must contain a prima-facie case for revision of ratings (such as citing positive achievements of the affected employee). Secondly, the representation must not contain personal attack or criticism of the appraiser. Representations which fails to meet these two conditions should be summarily rejected. The representations which are accepted for review should be sent to both reporting and countersigning officers for their comments.

Reward and Punishment and Counselling on the basis of appraisal.

Studies indicate that rewarding performance is often an effective way of motivating staff. Such rewards are likely to contribute to what has been described as "Pygmalion effects"³⁷ in the management literature. Pygmalion effects refer to effects of manager's high expectations on the productivity of subordinates. Experience shows that the performance of those who are rated as superior improves dramatically if he is made aware of expectations about him. This is specially true for young employees. As Livingstone observes, Managerial expectations³⁸ have their most magical influence on young people".

Thus rewards on the basis of performance may play a crucial role in galvanizing the administration in Bangladesh. Similarly, the punishment and counselling of laggards would be helpful for raising the morale of the employees. Unfortunately, the appraisal system in Bangladesh is not used either for reward or for punishment. The system has, therefore, degenerated into a lifeless ritual.

It is often suggested that all promotions should be based on ratings of the employees. Some developing countries (including India, Kenya and the Philippines) are trying to devise appraisal systems that link promotion and pay increases to individual performance. Reviewing the experience of developing countries, World Development Report, 1983 came to the conclusion. "Performance appraisal systems are difficult to implement objectively. In view of this, developing countries should install them only gradually." ³⁹ The analysis of the working of the appraisal system in Bangladesh also supports this recommendations. It has already been indicated in chapter IV that the existing appraisal system in Bangladesh which fails to differentiate efficiently the performance of employees cannot be an adequate basis for singling out the high fliers for promotion. The existing system will have to be changed radically to select the meritorious employees on the basis of appraisal. This cannot be done overnight.

Three types of rewards may be given on the basis of appraisal:

- Non-pecuniary rewards
- Pecuniary rewards
- Promotion.

In our view, Bangladesh Government should first start with non-pecuniary rewards for two reasons. First, research shows that non-pecuniary rewards is often an effective way of motivating staff. Secondly, if pecuniary rewards and promotions are not administered properly there might be increased hostility towards the appraisal process which may lead to lower productivity and employee dissatisfaction. It is therefore recommended that the government should start with non-pecuniary rewards on the basis of appraisal. When the system is accepted by and large as fair and equitable, the Government may gradually introduce pecuniary rewards and accelerated promotion on the basis of appraisal. In the first phase, the following non-pecuniary rewards may be introduced:

a) All officers in each category should be graded on the basis of performance. Initially, this may be undertaken for a few selected cadres. The best five offices (ten officers if the cadre is too large) should be given a letter of commendation from the head of the Ministry.

b) At least thirty percent of foreign scholarships should be reserved for top performers in each grade.

c) Any officer who is rated among the top five performers in a grade consecutively for two years should be given the option to provide a list of three chosen postings and he should be given a posting from his chosen list.

The following measures may be undertaken to improve the performance of poor performers:

a) Explanation for poor performance should be sought from those whose performance is rated in the lowest five percent category.

b) Special training courses should be organized for the poor performers (such as lowest ten percent) and their performance over the years should be closely monitored by the central personnel agency.

Monitoring and Administration of Performance Appraisal.

No appraisal system can succeed without continuous review and monitoring. First it is not sufficient to introduce an appraisal system. It is essential that the inputs provided by appraisal are used by management. This cannot be ensured without careful monitoring. Secondly, any change in the appraisal system is likely to lead to teething problems. Unless there is a feedback mechanism for removing these problems, the whole system is likely to be discredited. Performance appraisal is not an one-shot affair it is a continuous process which has to be carefully nurtured. Specifically the following measures may be taken for the improvement of performance appraisal system in Bangladesh.

i) The P.A. cell in each Ministry should publish an Annual Report which should show inter alia the distribution of ratings, average time taken for the preparation of appraisal reports, disposal of representation against adverse comments and follow-up

action in rewarding the best performers and counselling and training of problem officers.

ii) No appraisal system is perfect. Therefore experiments for preparing the system should be undertaken. These experiments should be carefully evaluated and only the successful experiments should be replicated.

iii) The performance appraisal system will have to be linked to a realistic career development plan. Steps should be taken for organisation development rather than relying solely on reward or punishment.

There should be continuous research on improvement of performance appraisal in Bangladesh. This study is restricted to only three class I cadres only. Data on performance appraisal of all class I officers (cadre and non-cadre) should be collected and analysed. There is also scope for research on performance appraisal of class II and III employees. Research on performance appraisal in Bangladesh should be an ongoing and not an episodic activity.

What Edmund Burke said about a state is also true⁴⁰ about performance appraisal." A state without the means of change is without its means of conservation."

An appraisal system that does not respond to changes in organizations and society cannot also survive. A personnel manager should not, therefore, be afraid of change not only for adjusting to new environment but also for improving the present system. However, it is not sufficient to introduce

change, it is also necessary to make the change meaningful. This is not likely to be an easy process. As a sixteenth century philosopher rightly said "change is not made without inconvenience, even from worse to better".

CHAPTER - VII.

SUMMARY AND RECOMMENDATIONS

The improvement of performance appraisal is one of the urgent priorities in development administration to-day. This is specially important for a country like Bangladesh which in recent years has witnessed an inverse relationship between the efficiency of the public sector and the size of bureaucracy. Qualitative evidence in Bangladesh indicates a significant fall in efficiency despite an increase of 83 percent in Government employment between 1972 and 1985.

There is considerable difference of opinion on the methods of performance appraisal. In the past the emphasis was on the evaluation on personality traits; in recent years there has been an increased shift to results-oriented methods. It is increasingly realized that the performance appraisal is a complex process. It involves the complexity of human interaction on the job along with the wide range of goals and methodologies. While considerable experiments were made on performance appraisal in developed countries, performance appraisal in Bangladesh degenerated into a sterile and routine exercise. No major change in performance appraisal was introduced in Bangladesh prior to 1982 when the old form of appraisal was revised, an open system appraisal was introduced and annual medical check-up was prescribed for Class-I Officers. However, these reforms were restricted to Class-I officers only and no attempt was made to modify

the appraisal systems for other classes of public servants. Subsequently the open system of appraisal was discontinued and the confidential system of appraisal was reintroduced.

An analysis of the trends of ratings in three selected Class-I cadres in Bangladesh indicates the following major trends :

(1) The distribution of rating was positively skewed and most of the employees were rated very favourably. The overall ratings in Bangladesh do not serve any useful purpose for identifying the superior and above average officers. Normally 5 percent officers should be given rating in the top grade. In Bangladesh ,the share of officers in the top category varied between 15.2 to 25.2 percent. The percentage of officers in the next category varied between 37.1 and 60.3 percent. Such ratings are likely to discourage outstanding performance and encourage the shirkers.

(2) There has been a secular increase in the ratings of Class-I officers in Bangladesh. The inflation in ratings accelerated since independence and continued unabated even after the introduction of new forms.

These trends are not confined to Bangladesh. Similar trends are noticed where the graphic rating scales are used. Thus there is a need for a shift from traditional methods of appraisal to results-oriented methods. However, the transition from trait appraisal to appraisal of performance will not be very easy in a country like Bangladesh for two reasons.

First, the formal and actual functions of work-units in Bangladesh vary considerably. Because of acute constraint of manpower and resources the actual functions of a work-unit are often determined by the exigencies of the moment. It is, therefore, extremely difficult to prepare a quantifiable work-plan. Secondly, results-oriented methods demand more time and attention of the supervisors who would be unwilling to carry this burden. It is, therefore, suggested that the performance appraisal system in Bangladesh will have to be reformed gradually.

Bangladesh experimented with an open system of appraisal for three years only. It was alleged that faced with the prospect of showing their comments to the appraisees, the appraisers in the open system of appraisal tend to be over-generous in their ratings. This hypothesis is not, however, supported by empirical evidence. While the introduction of the open system of appraisal led to a liberalization of ratings, the reintroduction of the confidential system did not result in any significant reduction of ratings. Where appraisal is based on assessment of personality traits rather than actual performance, the open appraisal system does not contribute to significant participation of the appraisees. Nothing is gained by telling a man of a deficiency that he cannot remedy easily (such as ineffective personality or poor power of expression). Openness in this case only leads to embarrassment. This is why, open appraisal system should not be introduced till results-oriented appraisal is introduced.

There is also scope for improvement in monitoring and administration of the appraisal system in Bangladesh. First, better checking

of appraisal may reduce the inconsistencies in appraisal. Secondly, the form of appraisal can be improved. Thirdly, there is scope for streamlining the appeals against adverse comments.

While there are obvious compulsion for changing the appraisal system in Bangladesh, an analysis of realities of Bangladesh suggested that the changes in the appraisal system of Bangladesh should be phased and gradual for two reasons. First, a new performance appraisal system may be counter-productive unless it is accepted by the majority of employees. Any sudden change without regard to emotional needs of the employees and their cultural context may provoke disappointment. Secondly, both administrative talents and resources in Bangladesh are extremely limited. So it will be very difficult to introduce radical changes.

Taking into account the constraints of Bangladesh administration, the following recommendations may be considered for the gradual improvement of performance appraisal system in Bangladesh :

- (a) Performance appraisal system in Bangladesh should be strengthened in phases. In the first stage, the appraisal system of only Class-I officers should be streamlined. The performance of appraisal system of other classes of employees should be reviewed after the first phase is successfully completed.
- (b) Specialized cells should be created in all controlling ministries for monitoring the appraisal system.
- (c) Experimental projects should be undertaken for designing separate appraisal form in accordance with nature of jobs or specialization. These

experiments should be carefully reviewed and should be continuously improved until desired goals are reached.

(d) Performance appraisal should be introduced in the curricula of all training courses for Class-I officers in Bangladesh.

(e) Specialized training courses on performance appraisal should be organized by the BPATC for those who are responsible for administering the appraisal system.

(f) Results-oriented method of appraisal should be introduced gradually and on an experimental basis. The existing form of appraisal with minor changes may continue for all Class-I officers. However, an additional form for evaluation of actual performance may be introduced in selected cadres.

(g) The existing form for appraisal may be modified in the following manner :

(i) Items 6 and 8 of Part IV and items 9 and 10 of Part V of the existing appraisal form may be deleted and the total grades for quality and quantity of work may be increased from 5 to 15 for each.

(ii) Pen picture in Part 6 and item 2 of Part VIII may be deleted. However, 9th part of ACR may be retained so that if the reporting and countersigning officers feel that any special comment should be recorded, he can do so.

(iii) Part 6 of the modified form should prescribe that the reporting officer should cite at least one specific achievement of the appraisee concerned where the overall rating is very good or excellent. He should also record at least one specific omission, mistake or failure where the appraisee is given the grade of below satisfactory.

(h) Confidential appraisal may continue till results-oriented appraisal method is introduced.

(i) The appraisee should be given the right to appeal against adverse comments subject to two conditions. First, if the appraisee in his representation insinuates or levels counter allegations against his supervisor, the representation should be summarily rejected. Secondly, the appraiser must make a prima-facie case in his favour on the basis of positive achievements (such as disposal of cases, collection of revenue etc.).

(j) Bangladesh Government should introduce non-pecuniary rewards (such as foreign scholarship, letter of congratulation for performance and preferential posting) on the basis of appraisal. Pecuniary awards and promotions on the basis of appraisal may be introduced in later stages when results-oriented methods of appraisal are introduced.

(k) Explanation for poor performance should be sought from those whose performance is rated in the lowest five percent category. Special training courses should be organised for the poor performers.

(l) The P.A. cell in each ministry should publish an annual report which should show the distribution of ratings, timeliness in the preparation of report, disposal of representation against adverse comments and the follow-up action on appraisal.

(m) The performance appraisal system will have to be linked to a realistic career development plan. Steps should also be taken for organization development rather than relying on reward or punishment.

(n) Experiments for improving the appraisal system should be taken. These experiments should be carefully evaluated and the successful experiments should be replicated.

This study on performance appraisal in Bangladesh is exploratory in nature. It indicates there is scope for more research in this area. This study is restricted to three cadres of Class-I officers only. Further studies should be undertaken on other cadres and classes of public employees. Continuous research is needed for the improvement of appraisal system in Bangladesh. Performance evaluation in Bangladesh cannot be improved overnight by episodic activities. The system has to be carefully monitored and evaluated. The strengthening of the system should be an on-going activity of the Government.

Footnotes

1. World Bank, World Development Report 1983, (New York: Oxford University Press, 1983), p. 5.
2. Thomas J. Peters and Robert H. Waterman Jr., In Search of Excellence: Lessons from America's Best Run Companies (New York: Warner Books, 1982), pp 235-278.
3. Edwin H. Flippo, Personnel Management (Singapore: McGraw Hill Book Company, 1987), p. 227.
4. Ronald Fischer Olson, Performance Appraisal: A guide to Greater Productivity. (New York: John Wiley and Sons Inc., 1981), p. 4
5. Ronald Warith, Appraisal for Staff Development. (London: Royal Institute of Public Administration, 1975), p. 11
6. The only article (mimieo) available on the subject is Shahabuddin Ahmed and Dabiruddin Ahmed, "Performance Appraisal in Bangladesh and its role on Personnel Management (Dhaka, COTA, 1984). However, no empirical analysis was presented in the study.
7. ILO, Poverty and Landlessness in Rural Asia (Geneva; ILO, 1977), p. 147
8. For a description of the administrative problems in Bangladesh, see World Bank, Bangladesh: Economic Trends and development Administration, Vol. 1 (Washington D.C. World Bank, 1984), pp 117-169 and World Bank, Bangladesh Promoting Higher Growth and Human Development (Washington DC: World Bank, 1987), pp 101-105.
9. Carl Heyel (ed.), The Encyclopedia of Management (New York: Reinhold Publishing Corporation, 1965), p 654
10. Quoted in "The Penguin Dictionary of Quotations" (London: English Language Bank Society, 1964), p. 278
11. Kenneth J. Pratt, Effective Staff Appraisal: A Practical Guide (London: Van Nostrand Reinhold (UK) Co. Ltd., 1985), pp 2-8
12. O. Glenn Stahl, Public Personnel Administration (New York: Harper and Row, 1976) (Seventh Edition), p. 208

13. Deirdre Gill, Appraising Performance: Present Trends and the Next Decade (London, Institute of Personnel Management, 1977), pp. 32-37
14. Ibid, p. 35
15. O. Glenn Stahl, op. cit. p. 218
16. O. Glen Stahl, op. cit.
17. Ronald Wraith, op.cit., p. 72
18. Deirdre Gill, op. cit. p. 69
19. O. Glenn Stahl, op. cit. p. 214
20. Government of People's Republic of Bangladesh, Report of the Administrative and Services Reorganization Committee, 1973 (Dhaka: Government Press, 1975), p. 109
21. Government of the People's Republic of Bangladesh, Report of the Pay and Services Commission, 1977, (Dhaka: Government Press, 1977).
22. Government of the People's Republic of Bangladesh: Report of the Martial Law Committee for examining organization set-up of the Ministries/Division/Departments/Directorates and other organization under them, (Dhaka: Government Press, 1982)
23. O. Glenn Stahl, op. cit., p. 210
24. O. Glen Stahl, op. cit., p. 210
25. Ronald Wraith, op. cit., pp. 40-42
26. The actual size of the sample is 293. However, the member of actual ACRs varied from year to year for the following Reasons: (1) the length of service of officer varied. Only 30 percent officers in the sample were recruited before 1971, (ii) ACRs for some years of some officers may be missing owing to retirement or death of RIOs, and (iii) there may be more than one ACR for the same officer in a year.
27. US General Accounting Office, A Management Concern: How to deal with Non-productive Federal Employees (Washington: GAO, 1978) (mimeo).

Stahl, O. Gleen , Public Personnel Administration , (New York: Harper and Row, 1976).

U.S. Congress, General Accounting Office, Federal Employees Performance Rating Systems Need Fundamental Changes, (Washington D.C.: GAO, 1978).

- A Management Concern: How to deal with Non-productive Government Employees (Washington D.C.: GAO, 1978).

U.S. Government, Office of Performance Management, Management by Objectives in Performance Appraisal System (Washington D.C.: Office of Performance Management, 1985).

World Bank, Bangladesh Economic Trends and Development Administration (Washington D.C.: World Bank, 1984) (Mimeo).

- Bangladesh Promoting Higher Growth and Human Development (Washington D.C.: World Bank, 1985).

- PRR: Staff Guide to Performance Planning (Washington : World Bank Staff Training Division) (Mimeo).

- World Development Report, 1983. (New York: Oxford University Press, 1983).

Wraith, Ronald, Appraisal for Staff Development (London: Royal Institute of Public Administration, 1970).

1. Sample No.:

2.

(a) Present cadre of the officer:

(b) Original cadre (Name of service)

3. Educational qualifications:

4. Recruitment procedure:

[illegible]

[illegible]

QUESTIONNAIRE REGARDING FOR FORMS AND PERFORMANCE
APPRAISAL SYSTEM

1. Please tick the relevant box/boxes
2. Please fill in question No. 5 & 17 according to the special guide lines mentioned against them.

RIO - Report Initiating Officer

ORU - Officer Reported Upon

1. Present ACR form is A ☐ too long
B ☐ short
C ☐ appropriate
2. Marking system in the ACR form in different categories such as, outstanding, very good, good, average, below average, and not satisfactory is A ☐ appropriate
B ☐ not appropriate
C ☐ somewhat appropriate
3. Present system of confidentiality of ACR writing should be A ☐ continued
B ☐ replaced by open system
C ☐ replaced by partially confidential and partially open system
4. Open system of ACR writing A ☐ leads to biased rating
B ☐ generates ill-feeling between RIO & ORU
C ☐ ensures fairness and impartial judgement

5. Delay in writing ACR occurs due to:

1. Delay made by the ORU in filling up the form ☐
2. Delay in medical check up ☐
3. Delay made by the RIO ☐
4. Delay made by the countersigning officer ☐
5. Due to delay in supply of ACR forms ☐

(Please mention the relevant numbers in the right side of the boxes according to weightage e.g. the reason as mentioned against Sl.No. 5, for instance, may be reflected in any of the boxes. So you may write just 5 in any of the boxes according to weightage. Similarly you may write 1,2,3, or 4 in any of the boxes reflecting the weightage given by you).

6. To ensure the timely submission of ACR to the controlling Ministry please give your suggestions/recommendations

- a.
- b.
- c.
- d.

7. Present performance appraisal system

- A ☐ contributes much in the career development of an officer
- B ☐ does not contribute at all
- C ☐ contributes to some extent

8. Government has recently introduced examination (to be conducted by PSC) for promotion to higher posts. Do you think this decision will -

- A ☐ make ACR writing less important?
- B ☐ make ACR writing meaningless?
- C ☐ not lessen the importance of ACR writing?

9. What is your personal experience regarding adverse remarks in ACRs?
- A ☐ remarks are not communicated to the ORU at all
- B ☐ an unusually long time is taken for the disposal of cases by the government
- C ☐ remarks are communicated in time & action is taken in time
- ☐ any other (please mention)
10. Do you think the yearly performance appraisal system
- A ☐ is appropriate
- B ☐ is not appropriate
- C ☐ should be changed to a half-yearly performance evaluation system (writing of ACRs twice in June and December)
11. How many ACR forms do you usually need to complete in a year as RIO ☐ number
12. How much time do you usually take to complete an ACR form ☐ minutes/hours
13. How many ACR forms do you need to countersign in a year ☐ number
14. Please mention the percentage of cases in which you need to revise the remarks/comments of the RIO ☐ %
15. Which of the system do you usually follow in writing an ACR?
- A ☐ decide first the total marks to be given and then fill in the columns to match the total marks
- B ☐ give adequate thought to each column before giving marks without caring for the total marks

- C ☐ give special weightage to a specific quality, trait or deficiency of the ORU and determine the overall performance rate
- D ☐ any other (please write)

16. In writing an ACR on which A ☐ memory of these do you depend

- B ☐ the diary maintained regarding the performance of officers
- C ☐ opinions of colleagues/subordinates
- D ☐ Opinions of beneficiaries
- E ☐ any other

17. While revision/countersigning ACRs what general traits/biases do you generally come across? Please mention the relevant number(s) according to weightage in the right side boxes e.g. the incident as mentioned against Sl.No. 6 for instance may be reflected in any of the boxes. So you may write just 6 in any of the boxes according to weightage. Similarly you may write 1,2,3,4,5 or 7 in any of the boxes according to the weightage given by you

1. Over-rating in cases where ORU and RIO belong/belonged to the same cadre ☐
2. The ORU & RIO belong to the same geographical locality/region ☐
3. During the period of the open ACR system RIO over rated the ORU to avoid unpleasantness ☐
4. The RIO under-rated the ORU because the RIO was usually very conservative in this evaluation ☐
5. The RIO under-rated the ORU because the ORU was very different from him ☐
6. The RIO over-rated the ORU because the RIO was male & ORU was female ☐
7. Any other(please state) ☐

18. Please mention the appropriateness of the present ACR form in assessing the special traits deficiencies of the officer

- A ☐ very appropriate
B ☐ not at all appropriate
C ☐ some what appropriate

19. Do you think the present performance appraisal system by ACR has any relation with reward & punishment of the officers

- ☐ Yes
☐ No

20. If the answer in question No. 19 is 'NO' do you find any of events happen? Please tick more than one box, if you want to

- ☐ an officer with outstanding performance do not get a good posting
☐ an officer with average performance gets a good posting due to Tadbir
☐ Some times outstanding officers get bad posting due to lack of Tadbir
☐ in case of promotion adverse ACRs do not act as bar
☐ outstanding ACRs are not considered for accelerated promotion

Name:-

Designation:

Date:-

স্বাক্ষরিত করণ নং ২১০(ঘ)

গোপনীয়

বার্ষিক গোপনীয় প্রতিবেদন ৬৪৯-১



গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

নিম্নোল্লিখিত কর্মকর্তার বিষয়ে

বার্ষিক গোপনীয় প্রতিবেদন

বৎসর.....

নাম.....

পদবী.....

চাকুরী/ক্যাডার/পদ.....

চাকুরীর জ্যেষ্ঠতার তালিকায় ক্রমিক সংখ্যা.....

আই ডি নম্বর.....

গোপনীয়

বার্ষিক গোপনীয় প্রতিবেদন পূরণের ক্ষেত্রে কিছু মূল্য বিষয়

(যদিও সচরাচর বার্ষিক গোপনীয় প্রতিবেদন পূরণের ক্ষেত্রে নির্দেশাবলী অবশ্য পাঠ করাতে হবে)

বার্ষিক গোপনীয় প্রতিবেদনের বিভাগ অংশ

১। বার্ষিক গোপনীয় প্রতিবেদনের বিভিন্ন অংশ প্রতিবেদনকারী কর্মকর্তার বিষয়ে নিম্নোক্ত তথ্যাদি যত্ন সহকারে পূরণ করা হবে:

- | | | | |
|---|----|----|---|
| (ক) ১ম অংশ—কর্মকর্তার পদবী | .. | .. | প্রতিবেদনকারী কর্মকর্তার নামে পূরণ করিয়া অনুসন্ধান দিবেন। |
| (খ) ২য় অংশ—স্বাক্ষর পত্রিকা প্রতিবেদন | .. | .. | অনুসন্ধানিত স্বাক্ষর কর্মকর্তা (এ, এম, ড) পূরণ ও অনুসন্ধান দিবেন। |
| (গ) ৩য় অংশ—কার্যের বিবরণ | .. | .. | প্রতিবেদনকারী কর্মকর্তা (স্বাক্ষর, এম, ড) পূরণ করিবেন। |
| (ঘ) ৪র্থ অংশ—চাৰিত্ৰিক বৈশিষ্ট্য | .. | .. | প্রতিবেদনকারী কর্মকর্তা পূরণ ও অনুসন্ধান দিবেন। |
| (ঙ) ৫ম অংশ—কর্ম সম্পাদন | .. | .. | প্রতিবেদনকারী কর্মকর্তা পূরণ ও অনুসন্ধান দিবেন। |
| (চ) ৬ষ্ঠ অংশ—নেতৃত্ব | .. | .. | প্রতিবেদনকারী কর্মকর্তা পূরণ ও অনুসন্ধান দিবেন। |
| (ছ) ৭ম অংশ—অপারেশনাল | .. | .. | প্রতিবেদনকারী কর্মকর্তা পূরণ ও অনুসন্ধান দিবেন। |
| (জ) ৮ম অংশ—প্রতিবেদনকারী কর্মকর্তার মন্তব্য | .. | .. | প্রতিবেদনকারী কর্মকর্তা পূরণ ও স্বাক্ষর দিবেন। |
| (ঝ) ৯ম অংশ—অতিরিক্ত মন্তব্য | .. | .. | নির্দিষ্ট ক্ষেত্রে উত্তরন কর্তৃপক্ষ পূরণ করিবেন। |
| (ঞ) ১০ অংশ—মন্তব্য/বিভাগের মন্তব্য | .. | .. | মন্তব্য/বিভাগ পূরণ করিবেন। |

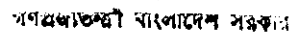
সাধারণ অনসরণীয় বিষয়সমূহ

- ২। সাধারণতঃ বার্ষিক গোপনীয় প্রতিবেদন একজন কর্মকর্তার ক্ষেত্রে সংশ্লিষ্ট একবার তৈরী করা হবে।
- ৩। বিশেষ বার্ষিক গোপনীয় প্রতিবেদন উত্তরন কর্তৃপক্ষের নির্দেশে বিশেষ প্রয়োজনীয়ভাবে কোন সময় তৈরী করা হবে, অন্যত্র এই ক্ষেত্রে প্রতিবেদনকারী কর্মকর্তার প্রত্যেক কর্মকর্তার অধীনে পূরণপত্র ও মাসিক চাকুরী কার্য মাসিক হবে।
- ৪। প্রতিবেদনকারী কর্মকর্তার ৭ম অংশে ১০ম অংশ দেখানো থাকবে না। এই অংশে যদি কোন দায়িত্ব পূরণ করা থাকে, তাহলে তাহলে মাসিক মন্তব্য/বিভাগ প্রতিবেদনের কোনদিকে সংশ্লিষ্ট ৭ম অংশে উল্লেখ করা হবে। (প্রতিবেদনকারী কর্মকর্তার আলাদা করে) অন্য প্রতিবেদনকারী কর্মকর্তার নিকট প্রেরণ করিবেন।
- ৫। বার্ষিক গোপনীয় প্রতিবেদন কোন অবস্থাতেই তৈরী করা যাবে না। পূরণ করা প্রতিবেদন এক দফার মধ্যে অন্য দফায় প্রেরণ করিবার সময় অবশ্যই স্বাক্ষর করে 'গোপনীয়' কথাটি চিহ্নিত করিতে হবে।

কর্তৃপক্ষের অন্য নির্দেশাবলী

- ৬। মন্তব্য/বিভাগ/কর্তৃপক্ষের তৈরীকৃত প্রাথমিক নিয়ন্ত্রণের ক্ষেত্রে প্রতিবেদনকারী কর্মকর্তা (স্বাক্ষর, এম, ড) এবং প্রতিবেদনকারী কর্মকর্তা (স্বাক্ষর, এম, ড) কে তাহা নিয়ন্ত্রণ করিবেন। গোপনীয় প্রতিবেদন পূরণ করার পর নিয়ন্ত্রণ করিবেন।
- ৭। এই কর্ম একজন কর্মকর্তার মৌখিক তথ্যের উপর নির্ভর করে নিয়ন্ত্রণ করা প্রয়োজন তৈরী করা হয়। প্রয়োজন-যেবে অন্যদিকে গোপনীয় পূরণ নিয়ন্ত্রণ তৈরী করিয়া এবং নির্দিষ্ট কোন দায়িত্ব নিয়ন্ত্রণ কর্মকর্তার অন্য মন্তব্য বা, এম, ড, কর্ম ১-এম ২ম অংশে লিখতে হবে। গোপনীয় প্রতিবেদনসমূহ কোন বিশেষ চাকুরী বা পদের অন্য প্রয়োজনীয় নির্দিষ্ট তথ্যের উপর নির্ভর করে প্রয়োজনীয় ক্ষেত্রে মন্তব্য/বিভাগ/কর্তৃপক্ষের তৈরীকৃত প্রতিবেদনকারী কর্মকর্তার অন্তর্ভুক্ত প্রাথমিক নির্দেশ প্রদান করিবেন। এইজন্য তথ্যের পূরণে উপরুক্ত নিয়ন্ত্রণসমূহ তৈরীকৃত নিয়ন্ত্রণ করিতে হবে।
- ৮। নিকটস্থ উত্তরন কর্মকর্তা প্রতিবেদনের মতন করিবেন এবং প্রতিবেদনকারী কর্মকর্তার উপর কর্মকর্তা হওয়াতে প্রতিবেদনকারী করিবেন। প্রতিবেদনকারী কর্মকর্তার ক্ষেত্রে সংশ্লিষ্ট থাকিতে হবে।

গোপনীয়



গোপনীয় প্রতিবেদন

পথের কালের জন্য বার্ষিক/বিশেষ প্রতিবেদন

ଏକ ଅଂଶ—ଅଂଶ ବା ୧/୩

(ଆଜିବେଳେନାହିଁ କର୍ମକଣ୍ଠୀ କୃଷିକ ମୁକ୍ତମାନଙ୍କର କାମରେ ସହଯୋଗ)

- ১। নাম (শব্দ/কথ)
- ২। পদবী
- ৩। জন্ম তারিখ
- ৪। শি্ষার নাম
- ৫। সার্বজন/জাতীয়ত্ব নাম (যদি থাকে)
- ৬। ১০—এর চাকরীর খোঁজের তারিখ (যদি থাকে)
কোন সংস্থা।
- ৭। চাকরিতে প্রবেশের তারিখ।
(ক) বর্তমান চাকরিতে
(খ) বেসামরিক পক্ষে
(গ) কনজারে
- ৮। বর্তমান পক্ষে কোম্পানীর নাম
- ৯। (ক) বেতন তেব
(খ) বর্তমান বেতন
- ১০। বিবাহের তারিখ
- ১১। প্রতিজন (চাকরীর মধ্যে):
(ক) মনে
(খ) দিবনে
- ১২। ইংরেজী ছাড়া অন্য যিহেদী ভাষার কখন/কিহনে/কিহনে
- ১৩। প্রতিবেশকারী কর্মচারীর মধ্যে চাকরীর বর্তমান

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निश्चयः _____

_____ ସଂଖ୍ୟା _____ ମସିହା _____

প্রাচীন - - - - -

ଶ୍ରୀବେଦନାବୀନ କଳାକାରଙ୍କ ସଂକଳନ

RESEARCH

গোপনীয়

নাম: _____ পদবী: _____

২য় অংশ—স্বাস্থ্য পরীক্ষা প্রতিবেদন
(অনুমোদিত স্বাস্থ্য কর্মকর্তা কর্তৃক পূরণ করিতে হইবে)

- ১। উচ্চতা _____ ওজন _____ (_____ ভেঁ/নিম্নে)
 দৃষ্টি শক্তি _____ রক্ত বিভাগ _____
 রক্ত চাপ _____ এক্স-রে প্রতিবেদন _____
 ইতিমধ্যে প্রতিবেদন _____
- ২। চিকিৎসাগত কোনো বিভাগ _____
- ৩। স্বাস্থ্যগত দুর্বলতা/অসামর্থ্য প্রকৃতি (সংক্ষেপে) _____

তারিখ _____

স্বাস্থ্য কর্মকর্তার স্বাক্ষর
(নাম ও পদবীসহ)

৩য় অংশ—কার্যের বিবরণ
(প্রতিবেদনকারী কর্মকর্তা কর্তৃক পূরণ করিতে হইবে)

প্রতিবেদনে বিবরণ্য কর্মের প্রাপ্ততা কায় বিবরণ :

(ক) _____

(খ) _____

(গ) _____

(ঘ) _____

(ঙ) _____

(চ) প্রত্যেকেটা দাখিল বোপনীয় প্রতিবেদন থাকবে ও
.....টা প্রতিবেদন প্রতিবাহক করিতে হয়।

তারিখ _____

প্রতিবেদনকারী কর্মকর্তার অনুস্বাক্ষর।

গোপনীয়

গোপনীয়

নাম

পদবী

ঊর্ধ্ব অংশ—ব্যক্তিগত বৈশিষ্ট্য

(প্রতিবেদনকারী কর্মকর্তা কর্তৃক পূরণ করিতে হইবে)

দ্রষ্টব্য—অপ্রয়োজনীয় মানদণ্ডের কার্যের প্রাপ্ত মানের বিপরীত ঘরে অনুস্বাক্ষর দিন।

১। দৃশ্যমাপ্যবোধঃ

(ক) সর্বোচ্চ স্তরের/মানের

মূল্যায়ন

অনুস্বাক্ষর

(খ) উচ্চমান সম্পন্ন

(গ) শৃঙ্খলাপূরণ

(ঘ) শৃঙ্খল বৈশিষ্ট্য সত্যক নহেন

(ঙ) উদাসীন

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২। বিচার ও মাত্রাজ্ঞানঃ

(ক) সর্বোচ্চ মানের

(খ) উচ্চমানের

(গ) ন্যায়মত আধিকার্য ক্ষেত্রে যুক্তিসংগত

(ঘ) ন্যায়মত প্রতিপূর্ণ ও পক্ষপাত প্রবণ

(ঙ) নিম্নমান সম্পন্ন

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৩। বুদ্ধিমত্তাঃ

(ক) অসাধারণ ধী-শক্তি সম্পন্ন

(খ) উচ্চ ধী-শক্তি সম্পন্ন

(গ) বুদ্ধিমান

(ঘ) প্রত্যাশিত মানের নিম্নে

(ঙ) নিম্নমান সম্পন্ন

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৪। উদ্যোগ ও উদ্যমঃ

(ক) অসাধারণ উদ্যোগী

(খ) প্রশংসনীয়ভাবে উদ্যোগী

(গ) যথেষ্ট উদ্যোগী

(ঘ) প্রতি বিষয়ে নির্দেশ প্রাপ্তির অপেক্ষায় থাকেন এবং সার্বজনিক উদ্যোগীয় প্রয়োজন।

(ঙ) কিছুটা অসহযোগ

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প্রতিবেদনকারী কর্মকর্তার অনুস্বাক্ষর।

গোপনীয়

নাম: পদবী:

৫। গণসংযোগ:

- (ক) অসাধারণভাবে কার্যকর
- (খ) বিবেচক ও দৃঢ়
- (গ) জনগণের সাথে সম্পর্ক রক্ষা করেন
- (ঘ) অবশ্যসূচক আচরণ প্রবণ
- (ঙ) নিম্নমান সম্পন্ন

অসাধারণ

অবশ্যসূচক

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৬। সহযোগিতা:

- (ক) অসাধারণভাবে সহযোগী
- (খ) উচ্চমানের সহযোগী
- (গ) সাধারণভাবে সহযোগী
- (ঘ) কখনো কখনো সহযোগী
- (ঙ) কদাচিৎ সহযোগী

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৭। ব্যক্তিত্ব:

- (ক) অতিশয় মর্যাদাবান ও কার্যকরী
- (খ) আনুগত্যপাশে সংকম
- (গ) সাধারণ ব্যক্তিত্ব সম্পন্ন
- (ঘ) আংশিক কার্যকরী
- (ঙ) দুর্বল

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৮। নিরাপত্তা সচেতনতা:

- (ক) অতিমাত্রায় সচেতন
- (খ) ধীর সচেতন
- (গ) সাধারণভাবে নিরাপত্তা রক্ষা করেন
- (ঘ) নিরাপত্তা বিষয়ে ওত সতর্ক নছেন
- (ঙ) নিরাপত্তা নিয়ম ও বিধি সম্পর্কে অজ্ঞ

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৪০-এর নম্বর মোট প্রাপ্ত নম্বর

আদর্শ:

প্রতিবেদনকারী কর্মচারীর অনুমোদন:

গোপনীয়

মান: _____ পদবা: _____

৫ম অংশ—কার্য সম্পাদন

(প্রতিবেদনকারী কর্মকর্তা কর্তৃক পূরণ করিতে হইবে)

স্মৃতিবা—অপ্রয়োজনীয় মানগুলি কাটিয়া প্রাপ্ত মানের বিপরীত ঘরে অনুস্বাক্ষর দিন।

১। পেশাগত জ্ঞান:

(ক) উল্লেখযোগ্য গভীর জ্ঞানসম্পন্ন

মূল্যায়ন

অনুস্বাক্ষর

(খ) যথেষ্ট গভীর জ্ঞানসম্পন্ন

(গ) মোটামুটি ভাল জ্ঞানসম্পন্ন

(ঘ) অপরিণত

(ঙ) নিম্নমান সম্পন্ন

২। কাজের মান:

(ক) সঠিক এবং শুদ্ধানুপুঙ্খ কার্য সম্পাদনের জন্য বিশিষ্ট

(খ) উৎকর্ষমান কল্পায় রাখেন

(গ) সামান্যভাবে ভাল মান সম্পন্ন

(ঘ) কার্য সম্পাদনের মান অসম

(ঙ) নিম্নমান সম্পন্ন

৩। সম্পাদিত কার্যের পরিমাণ:

(ক) সম্পাদিত কার্যের পরিমাণ অত্যধিক

(খ) সম্পাদিত কার্যের পরিমাণ পর্যাপ্ত

(গ) সন্তোষজনক

(ঘ) আশানুতুল নর

(ঙ) নিম্নমিতভাবে অপ্রতুল

৪। সমমানদ্বিত্বতা:

(ক) হ্যাঁ/না হইতে কখনো বিলম্ব করেন না

(খ) কদাচিৎ বিলম্ব করেন

(গ) সামান্যতঃ সমমানদ্বিত্বতা

(ঘ) কখনও কখনও বিলম্বে হ্যাঁ/না হন

(ঙ) অভ্যাসবশেই বিলম্বে আসেন

প্রতিবেদনকারী কর্মকর্তার অনুস্বাক্ষর

গোপনীয়

গোপনীয়

নাম: _____ পদবি: _____

৩। দায়িত্ববোধ ও কতাবানিতা:

- (ক) স্বেচ্ছায় দায়িত্ব গ্রহণে সদা প্রস্তুত
(খ) দায়িত্ব গ্রহণে অত্যন্ত ইচ্ছুক
(গ) দায়িত্ব গতানুগতিকভাবে গ্রহণ করেন
(ঘ) সম্মানিত গ্রহণে সক্ষম হওয়া সত্ত্বেও উচ্চতর কর্মকর্তার নিকট উপস্থাপনের প্রবণতা।
(ঙ) দায়িত্ব এড়াইরা চলেন

মূল্যায়ন

অনুসংখ্যক

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৪। ব্যবস্থা গ্রহণে ও আদেশ শালনে তৎপরতা:

- (ক) অসাধারণ
(খ) অত্যন্ত তৎপর
(গ) তৎপরতা প্রয়াসী
(ঘ) মৃদু
(ঙ) উদাসীন

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৫। কাজে আগ্রহ:

- (ক) অসাধারণ আগ্রহ প্রদর্শন করেন
(খ) আগ্রহ প্রদর্শনে আবণ্ণ
(গ) যুক্তিসঙ্গত আগ্রহ
(ঘ) আগ্রহ পযাপ্ত নহে
(ঙ) প্রয়োজনীয় আগ্রহের অভাব

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৬। তদারকী ও পরিচালনার সামর্থ্য:

- (ক) অধীনস্থদের অনুপ্রেরণার উৎস
(খ) ব্যবস্থাপনার ক্ষমতাসহ উত্তম
(গ) সাধারণতঃ অধীনস্থদের সহায়ক
(ঘ) অধীনস্থদের নিয়ন্ত্রণে অক্ষম
(ঙ) নিকৃষ্ট

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৪	
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প্রতিবেদনকারী কর্মকর্তার অনুসংখ্যক।

গোপনীয়

গোপনীয়

নাম: _____ পদবি: _____

৯। সহকর্মীদের সাহিত্য সম্পর্ক:

	মূল্যায়ন	অনুসন্ধান
(ক) সকলের সর্বোচ্চ প্রশংসা অর্জন ও অক্ষম রাখেন	৫	
(খ) উচ্চ সম্মান ও পছন্দের পাও	৪	
(গ) আন্তরিক	৩	
(ঘ) সহকর্মীদের এড়াইয়া চলার প্রবণতা	২	
(ঙ) আচরণ অসংগতিপূর্ণ মনে হয়	১	

১০। নিম্নলিখিত বাস্তবায়নে সামর্থ্য:

(ক) অসাধারণ	৫	
(খ) অতি উত্তম	৪	
(গ) উত্তম	৩	
(ঘ) কখনও কখনও স্খিয়গ্রস্ত	২	
(ঙ) দুর্বল	১	

১১। প্রকাশ ক্ষমতা (গিবন):

(ক) অতীব চমৎকার	৫	
(খ) সুস্পষ্ট, অকটা ও সুবিন্যস্ত	৪	
(গ) সাধারণত: সুস্পষ্ট ও সংক্ষেপে প্রকাশিত চোঁটা করেন	৩	
(ঘ) কাজ চলার মত তত ভাল নয়	২	
(ঙ) ভাব স্পষ্ট নয়	১	

প্রতিবেদনকারী কর্মকর্তার অনুসন্ধান:

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গোপনীয়

নাম

পদবি

১২। প্রকাশ ক্ষমতা (বার্চনিক):

	মূল্যায়ন	অনুস্বাক্ষর
(ক) অতীত কার্যক্রম	৫	
(খ) আস্থাজনক ও জোরালো	৪	
(গ) পর্যাপ্ত	৩	
(ঘ) বক্তব্য সব সময় পরিষ্কার নহে	২	
(ঙ) অকার্যকর ও অস্পষ্ট	১	
১৩। ৫ম অংশে ৬০-এর মধ্যে মোট প্রাপ্ত নম্বর		
১৪। ৪র্থ ও ৫ম অংশে ১০০-এর মধ্যে মোট প্রাপ্ত নম্বর		

১৫। সামগ্রিকভাবে মূল্যায়ন (অপ্রয়োজনীয় মূল্যায়ন কাট করা দিয়া প্রাপ্ত/মূল্যায়নের বিপরীত ধরে অনুস্বাক্ষর করবেন):

	মূল্যায়ন	অনুস্বাক্ষর
(ক) অসাধারণ	(৯১-১০০)	
(খ) অত্যন্তম	(৮১- ৯০)	
(গ) উত্তম	(৬৫- ৮০)	
(ঘ) চলতিমান	(৪৫- ৬৪)	
(ঙ) চলতিমানের নিম্নে	(৩১- ৪৪)	
(চ) সন্তোষজনক নহে	(২০- ৩০)	

গোপনীয়

নাম _____ পদবী _____

৬ষ্ঠ অংশ—লেন্সচিত্র

১। ব্যক্তিগত বৈশিষ্ট্য :

২। পেশাগত কার্যক্ষমতা :

৩। আনুগত্য ও নিষ্ঠুরবোধাতা :

৪। অন্য কোন বিষয় :

বার্ষিক গোপনীয় প্রতিবেদন লিখুন ও
প্রতিস্বাক্ষর করণে তৎপরতা। :

৫। কর্মকর্তার প্রতি উপদেশ :

৬। বাংলা ভাষা ব্যবহারে
কর্মকর্তার দক্ষতা ও আগ্রহ। :

.....
প্রতিবেদনকারী কর্মকর্তার স্বাক্ষর।

নাম _____

পদবী _____

তারিখ _____

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গোপনীয়

নাম

পদবী

৭ম অংশ—সুপারিশ

(প্রতিবেদনাদীন কর্মকর্তাকে দেখানো যাইবে না)

১। সংক্ষিপ্ত মন্তব্যঃ

- (ক) বিশেষ প্রবণতা (প্রশাসনিক/সচিবালয়/বহিরাঙ্গন/কুটনৈতিক অন্যান্য)। :
- (খ) পরবর্তী নিয়োগের জন্য উপযোগিতা :
- (গ) চাকরীকালীন প্রশিক্ষণের জন্য আরও সুপারিশ :
- (ঘ) সততা ও সন্মান :

২। পদোন্নতির যোগ্যতা (অগ্রয়োজনীয় পর কাটরা দিয়া অগ্রয়োজনীয় ঘরে অনুস্থান্য দিন):

- (ক) দ্রুত পদোন্নতির সুপারিশ করা হইল
(কর্মকর্তা যদি অসামর্থ্য মান অর্জন করেন)
- (খ) পদোন্নতি যোগ্য
- (গ) সংশ্লিষ্ট পদোন্নতি প্রাপ্ত; পরবর্তী পদোন্নতি বিবেচনার সময় হয় নাই
- (ঘ) এখনও পদোন্নতির যোগ্য হন নাই; কিন্তু ক্রমান্বয়ে যোগ্য হইতে পারেন
- (ঙ) বর্ষিকতর পদোন্নতির যোগ্যতা নাই; যোগ্যতার সর্বোচ্চ সীমায় পৌঁছিয়াছেন

৩। অন্যান্য সুপারিশসমূহ

তারিখ

প্রতিবেদনকারী কর্মকর্তার স্বাক্ষর।

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গোপনীয়

নাম.....পদবী.....

১ম অংশ—প্রতিশ্রুতিস্বাক্ষরকারী কর্মকর্তার মন্তব্য

১। আপনার অবদান চাকুরীর পক্ষে মোরাদ.....হইতে.....পর্যন্ত।

২। লেখচিত্র

৩। সামগ্রিকভাবে মূল্যায়ন

৪। সুপারিশসমূহ

তারিখ.....

প্রতিশ্রুতিস্বাক্ষরকারী কর্মকর্তার স্বাক্ষর।
(নাম ও পদবীসহ)

২ম অংশ—অতিরিক্ত মন্তব্য (যদি থাকে)

তারিখ.....

মন্তব্য প্রতিবেদনী কর্মকর্তার স্বাক্ষর
(নাম ও পদবীসহ)

গোপনীয়

নাম

পদবী

১০ম অংশ—মন্ত্রণালয়/বিভাগ কৃত্বক ব্যবহারের জন্য

১। পূরণ করা ফরম প্রাপ্তির তারিখ:

২। অস্বাভাবিক বিনম্বের কারণ:

৩। পরবর্তী সম্পাদন (যদি থাকে):

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- ৯। স্বাস্থ্য মন্ত্রণালয় বার্ষিক গোপনীয় প্রতিবেদন নির্দেশিকার ৩'৩ সংখ্যক অনুচ্ছেদের নির্দেশ অনুসারে ক্ষমতাপ্রাপ্ত স্বাস্থ্য কর্মকর্তা (Authorised Medical Officer) নিয়োগ করিবেন।
- ১০। যখন কোন কর্মকর্তার গোপনীয় প্রতিবেদন প্রতিবাক্ষককারী কর্মকর্তা/অন্য কোন উর্বতন কর্মকর্তা কর্তৃক বিরূপ মতব্য লেখা হয়, তখন যথাশীঘ্র নতুন, অথবা যে কোন অবস্থাতেই প্রতিবেদন প্রাক্কবিত হওয়ার তারিখ হইতে ১ মাসের মধ্যে উপানুষ্ঠানিক (Demi-Official) চিঠিগত প্রতিবেদনের এই অংশের উদ্ধৃতি প্রতিবেদনকারী কর্মকর্তার নিকট সরবরাহ করিতে হইবে। প্রতি বর্নাবান কর্মকর্তা উপানুষ্ঠানিক (D. O.) চিঠি ও সংশ্লিষ্ট অনুমোদিত অনুমোদন প্রাপ্তি-স্বীকার ও স্বাক্ষর করিয়া ফেরৎ দিবেন।
- ১১। প্রতিবেদনকারী ও প্রতিবাক্ষককারী কর্মকর্তার পৃথক পৃথক মতামতের ভিত্তিতে প্রতিবেদন তৈরী হইলে প্রতিবাক্ষককারী কর্মকর্তার (উর্বতন কর্তৃপক্ষ) কর্তৃক গৃহীত অতিরিক্ত বহাল থাকিবে।
- ১২। বিরূপ মতব্যসম্বন্ধিত গোপনীয় প্রতিবেদন, প্রতিবেদনকারী কর্মকর্তার নিবেদন সম্পর্কে গুরুত্ব গৃহীত বা হওয়া পর্যন্ত বিবেচনার জন্য গৃহীত হইবে না।

প্রতিবেদনকারী কর্মকর্তার অন্য নির্দেশাবলী

- ১৩। বার্ষিক গোপনীয় প্রতিবেদনের ১ম অংশ দুই প্রস্তর পূরণ করিয়া উত্তর কপিতে যথাযানে তারিখসহ স্বাক্ষর দান করিবেন।
- ১৪। এই ব্যাপারে নিশ্চিত হোন যে, এই অংশে লিখিত ব্যক্তিগত বিবরণ আপনাদের দ্বারা পূরণকৃত সর্বশেষ চাকরীর বৃত্তান্ত ফর্ম (O.S.R. Form)-এর মাধ্যমে সংশ্লিষ্টপূর্ণ এবং গভ্য হয়।
- ১৫। ক্ষমতাপ্রাপ্ত স্বাস্থ্য কর্মকর্তা (এ, এম, ড) কর্তৃক আপনার স্বাস্থ্য পরীক্ষা করান। কর্মটি প্রতিবেদনকারী কর্মকর্তার নিকট প্রেরণ করান যাহাতে সর্বশেষ ৩১শে ডিসেম্বরের মধ্যে পৌঁছে।
- ১৬। ক্ষমতাপ্রাপ্ত স্বাস্থ্য কর্মকর্তা (এ, এম, ড) মতামতের সহিত যদি আপনি একমত না হন, তাহা হইলে আপনার স্বাস্থ্যমত বিষয়ে নিশ্চিত হওয়ার জন্য একটি স্বাস্থ্য বোর্ড (Medical Board) ডাকার আদেশ করিতে পারেন।
- ১৭। বাদ—
- ১৮। বাদ—

প্রতিবেদনকারী কর্মকর্তার (আম,আই,ড) অন্য নির্দেশ

- ১৯। আপনার অবসরপ্রাপ্তির সম্মুখে প্রতিবেদন লিখিবার সময়—
(ক) যথাগত বস্তুনিষ্ঠ হউন,
(খ) যথাগত সত্যকতা অবলম্বন করুন,
(গ) ক্ষমিক বা কৌশলে এড়াইয়া বাওয়ার জন্য মতব্য না করিয়া সুস্পষ্ট ও সরাসরি মতব্য করুন,
(ঘ) অতিরিক্ত ও বৃথা অবলম্বন পরিহার করুন।
- ২০। সংশ্লিষ্ট কর্মকর্তাদের কার্যতা ও দুর্বলতা মূল্যায়ন করিয়া ইহা যথাশীঘ্র তাহাদের গোচরীভূত করিবেন এবং প্রতিবেদনকারী কর্মকর্তার বার্ষিক গোপনীয় প্রতিবেদনে তাহা লিপিবদ্ধ করার পূর্বে সংশোধনের জন্য তাহাকে এইভাবে সুযোগ দিবেন।
- ২১। মূল ও প্রতিলিপির সংশ্লিষ্ট যদগুলি অনুসন্ধান করিয়া এই কর্ম দুই প্রস্তর পূরণ করিবেন।
- ২২। প্রতিবেদনকারী কর্মকর্তার লেখচিত্রের জন্য নির্ধারিত স্থান পূরণ করার সময় তাঁহার উদ্ভূতি সাধনের জন্য কোন পরামর্শ থাকিলে তৎসহ তাহার সবল ও দুর্বল দিক উল্লেখ করিবেন যাহাতে সেই কর্মকর্তার ব্যক্তিগত, কর্মসম্পাদনা ও চারিত্র্যগুণের সুস্পষ্ট চিত্র ফুটিয়া উঠে।
- ২৩। ৩য়—৭ম অংশ পূরণ করার পর কর্মটি প্রতিবাক্ষককারী কর্মকর্তার নিকট প্রেরণ করিবেন। প্রতিবেদনকারী কর্মকর্তা যদি বিরূপ মতব্যের ক্ষেত্রে কোন আবেদন করিতে চান, তাহা হইলে বার্ষিক গোপনীয় প্রতিবেদনের সংশ্লিষ্ট অংশের একটি উদ্ধৃতি তাহাকে সরবরাহ করিবেন। আবেদন প্রাপ্তির পর এই আবেদন ও আপনার মতব্যসহ বার্ষিক গোপনীয় প্রতিবেদনটি প্রতিবাক্ষককারী কর্মকর্তার নিকট প্রেরণ করিবেন।
- ২৪। আপনার খবর নান্যতম তিন মাসকাল চাকরী করিয়াছেন এমন প্রত্যেক কর্মকর্তার প্রতিবেদন পেশ করিবেন।

প্রতিবাক্ষককারী কর্মকর্তার অন্য নির্দেশ

- ২৫। প্রতিবেদনকারী কর্মকর্তার বিয়ে আপনার ব্যক্তিগত আদানোনার আলোকে প্রতিবেদনকারী কর্মকর্তার বক্তব্যসমূহ মূল্যায়ন করিয়া ৮ম অংশে আপনার নিজস্ব মতামত লিখিবেন।
- ২৬। আপনি যদি মনে করেন প্রতিবেদনকারী কর্মকর্তার কোন বিশেষ মতব্য ভুল এবং তাহা বাতিল করা দরকার তাহা হইলে আপনার বিবেচনার যথোপযুক্ত অন্য কোন মতব্য লিপিবদ্ধ করিবেন। আপনি যদি কোন মতব্যের বিষয়ে সম্পূর্ণ একমত না হন, তাহা হইলে ৮ম অংশে প্রতিবাক্ষককারী কর্মকর্তার মতব্য শীর্ষক স্থানে আপনার নিজস্ব মতামত লিখিবেন।
- ২৭। আপনার মতব্য লিখিয়া প্রতিবাক্ষকের পর কর্মটি সংশ্লিষ্ট মন্ত্রণালয়ে/বিভাগে/দপ্তরে বার্ষিক গোপনীয় প্রতিবেদন হেফাজতের জন্য দায়ী কর্মকর্তার নিকট প্রেরণ করুন।

গোপনীয়

নূতন প্রণীত সম (পি এও এস)-৯৫/৮৪-৬৩৪, তার ১৪-১১-৮৪
 বাস:মু-৮৫/৮৬-১০০৪২৫ ১,৩০,০০০ কপি, (৭৮/৮৫-৮৬)

সঠিক কলাম বা বাক্যে অনুসূচকের দ্বারা মূল্যায়ন বিসিদ্ধ করিতে হইবে।
অক্ষর দ্বারা যে মূল্যায়ন প্রকাশ করা হইল তাহা নিম্নরূপ :—
‘ক-১’ অগ্রগতি, ‘ক’ উন্নয়ন, ‘খ’ চলতি মান, ‘গ’ চলতি মানের নিম্নে ‘ঘ’ নিকট।

	ক-১	ক	খ	গ	ঘ	মন্তব্য
১। বীজজি ও মানসিক তৎপরতা ..						
২। বিচার ক্ষমতা ও মাজাজান ..						
৩। উদ্যোগ ও প্রচেষ্টা ..						
৪। প্রকাশ ক্ষমতা :						
(ক) লিখন ..						
(খ) বচন ..						
৫। কাজের পরিকল্পনা, সংগঠন ও						
উদ্যোগ ক্ষমতা ..						
৬। কাজের মান ও পরিমাণ ..						
৭। অধ্যবসায় ও কর্তব্যনিষ্ঠা ..						
৮। অধীনস্থদিগকে পরিচালনা ও প্রশিক্ষণ						
দানের ক্ষমতা ..						
৯। সহযোগিতা ও বিচক্ষণতা ..						
১০। সত্যতা :						
(ক) বুদ্ধিবৃত্তিক ..						
(খ) নৈতিক ..						
১১। দায়িত্বজ্ঞানঃ ..						
(ক) যাবাবণ ..						
(খ) আর্থিক বিষয়ে ..						
১২। ব্যক্তিগত ..						
**১৩। আদেশ পালনে তৎপরতা ..						
**১৪।						
**১৫।						
**১৬।						
**১৭।						

*১৮। সমালোচনামূলক আশ্রয় ..	সমালোচনামূলক কার্যক্রমে		তাঁহার কর্তব্যের এই দিগাঙ্গে	নিয়মিত	
*১৯। অর্থনৈতিক উন্নয়নে আশ্রয় ..	উন্নয়ন প্রকল্পসমূহের পরি- কল্পনা প্রণয়ন ও কার্যকরী- করণে আশ্রয়		তাঁহার কর্তব্যের এই দিগাঙ্গে	নিয়মিত	
*২০। অনুসরণের সহিত	বিনয় ও সহায়ক ..		উন্নয়নের প্রবণতা	হিসাব	
২১। জীবনযাত্রার মান ..	আয়ের জাত সামর্থের মধ্যে		আয়ের জাত সামর্থের বাহিরে	আর্থিক	
২২। নিরাপত্তা বিধি প্রতিপালন	যুক্তিসংগতভাবে সতর্কতামূলক		অবজ্ঞার প্রবণতা	হিসাব	
২৩। সমন্বয়িতা ..	সমন্বয়িত ..		সমন্বয়িত	হিসাব	
২৪। স্রবণ ..	পরিষ্কার ও বাস্তবসম্মত		অপরিষ্কার বা বাস্তববিরূদ্ধ	হিসাব	

*ফর্মুলার প্রযোজ্য ক্ষেত্রেই অনুসূচক করিতে হইবে।

**চতুর্থ পৃষ্ঠার ক-১ নির্দেশ দ্রষ্টব্য।

৩য় খণ্ড

সমশ্রেণীর অন্যান্য অফিসারের সাথে তুলনাক্রমে নিম্নের সঠিক কলামে অনুস্বাক্ষর করিয়া এই অফিসার সম্পর্কে আপনার সাধারণ মূল্যায়ন লিপিবদ্ধ করুন :—

অত্যুত্তম	উত্তম	চরতিমান	চলতিমানের নিম্নে।	নিকৃষ্ট	বিশেষ প্রাধান্য থাকলে উহার উপর যতবা বেশন - যাচিবাধার, প্রশংসন, বিচার বিভাগ, উন্নয়ন বা কৃতিত্ব সম্পর্কিত কাহি।

পদোন্নতির যোগ্যতা (নিম্নের সঠিক বাক্যে অনুস্বাক্ষর করুন)

কত পদোন্নতির সুপারিশ করা হইল	..	..	..	
পদোন্নতির বোধ্য	..	..	..	
সম্প্রতি পদোন্নতি হইয়াছে, আরো পদোন্নতি সম্পর্কে মূল্যায়নের সময় হয় নাই..				
এখনো পদোন্নতির বোধ্য নহেন, কিন্তু ক্রমক্রমে বোধ্য হইতে পারেন	..			
আরো পদোন্নতির অবোধ্য, সর্বোচ্চ সীমায় পৌঁছিয়াছেন	..	..	..	

লেন্সচিত্র

তারিখ.....১৯৮

*বিপোর্ট প্রদানকারী অফিসারের স্বাক্ষর।

৪র্থ খণ্ড

প্রতিস্বাক্ষরকারী অফিসারের মন্তব্য

আমি মনে করি যে, বিপোর্ট প্রদানকারী অফিসারের মূল্যায়ন অত্যুত্তম/যুক্তিসংগতভাবে উত্তম/কঠোর/নমনীয়/সম্প্রতিপূর্ণ।
অন্যকল্পে নিম্নে আমার মতের বোধ্য করিতেছি:

তারিখ.....১৯৮

*স্বাক্ষর।

স্বাক্ষরের নীচে বিপোর্ট প্রদানকারী/প্রতিস্বাক্ষরকারী
অফিসারের নাম ও পদবী টাইপ করিতে বা স্পষ্টাক্ষরে
লিখিতে হইবে নিন্দা প্রকাশের ঘট্যাপের ছাপ মারিতে হইবে।

নং গ ও ব (বি)-ক-২০৭/৭৫-১৯৭ তারিখ ২৭-১২-৭৫।

বাঃসঃমুঃ-৮২/৮৩-১০১৮১থ্রে-২০,০০০ কপি, ৭-২-৮৪।

† অপ্রযোজ্য মূল্যায়ন অংশাদিন্ কটিকা দিন।

(ক) মন্ত্রণালয়/বিভাগ/পরিদপ্তর ইত্যাদির অন্য নির্দেশ।

[illegible]

২১. মাননীয় উত্তর অধিনায়ক রিপোর্টে অনুসন্ধান করিবেন এবং রিপোর্ট প্রদানকারী অধিনায়কের উপস্থাপিত তথ্যের প্রতীতিসহ করিবেন। তা অধিনায়ক যখন রিপোর্ট প্রদান করা হয়তাহে তখন তাহার কাগজের সাহায্যে উক্তকর্তৃক গঠিত হইতে হইবে। উদাহরণ-কলম :-

রিপোর্ট প্রদানকারী অধিনায়ক	সাহায্যকারী অধিনায়ক
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শাচিব	মহা/মহাশালয়ের প্রধান অফিসার।	প্রতিবাহককারী অফিসার।
বিভাগীয় কনিষ্ঠশাল	মহা/মহাশালয়ের নিয়ন্ত্রণ কতৃপক্ষ।	প্রতিবাহককারী অফিসার।
অতিরিক্ত শাচিব/মুগ্ধা-শাচিব।	মহা/মহাশালয়ের শাচিব।	প্রতিবাহককারী অফিসার।
ভিগুট কনিষ্ঠশাল।	কনিষ্ঠশাল।	প্রতিবাহককারী অফিসার।
উপ-শাচিব	মুগ্ধা-শাচিব/অতিরিক্ত শাচিব (কেবল বিশেষত্বে)।	প্রতিবাহককারী অফিসার।
সেকশন অফিসার।	উপ-শাচিব।	প্রতিবাহককারী অফিসার।
বিভাগীয়/শালসত্তর প্রধান অফিসার/পরিচালক।	মহা/মহাশালয়ের শাচিব।	প্রতিবাহককারী অফিসার।
বিভাগীয় অফিসার।	পরিচালক।	প্রতিবাহককারী অফিসার।
জেনার অফিসার।	বিভাগীয় অফিসার।	প্রতিবাহককারী অফিসার।
সহকর্মী অফিসার।	জেনার অফিসার।	প্রতিবাহককারী অফিসার।

স্বাভাৱগত সংস্ৰাৱনমূহৰ চেয়াৰম্যান।

ପ୍ରଶାମନିକ୍ ମହାଜାଲଦେଶ ଗଚିବ (ସଂଶ୍ଳିଷ୍ଟ ଚେଷ୍ଟାବଦ୍ୟାନ ମହାଜା)

ନାଟିବେର ନିମ୍ନ ପଦନବାଦାସମ୍ପନ୍ନ ହେଉଯାଉ ଦେବେ।

সংশ্লিষ্ট চেয়ারম্যান গণিতের গননমীমাংসায় সহন

মদ্রা/নিয়ন্ত্রণ কর্তৃপক্ষ রিপোর্ট জিবিবেন।

গংশিষ্টে স্বয়ংস্ফাতিত গংস্ফাতি চেষ্টারনাম ।

गरीशुद्धे मधुना गन्धर्व गच्छिष्य ।

লেখার/পরিচালনা :

২. বাগের নদে ডি. ড. চিহ্নিহাং যোগেশ রিপোন্টের লম্পি ডাকার নিকট সরবরাহ করিতে হইবে। তিনি রিপোন্ট শুমারি আকারসমূহ ডি. ও চিহ্নিহাং বাগের কাছাকাছি দিবে। যে অঞ্চল যোগেশ রিপোন্ট শ্রুত হইয়াছে, তাহার নিকট বিকল্প মতায় সংশ্লিষ্ট রিপোন্টের অনুমিলিত সংকলন করিতে যোগেশি কনকতা বার্মা হইবে।

৪। রিপোর্ট প্রদানকারী ও প্রতিবাক্ষককারী অফিসারগণের পৃথক পৃথক অভিন্নত অনুযায়ী রিপোর্ট তৈয়ার করা হয়েছে, প্রতিবাক্ষককারী অফিসার (উদত. কতৃপক্ষ) কর্তৃক প্রত্যত অভিন্নত করার থাকিবে।

১০. যে আফিলার সম্পর্কে বিপ্লোট প্রণত হইয়াছে, তিনি পূর্ববর্তী বঙ্গের তৎকালকে উল্লিখিত দোষাকট প্রতিকারের জন্য ব্যবস্থা অবলম্বন করিয়াছেন কিনা।
এই নর্মে কোন মন্তব্য থাকিবে তাহাত জানাযতে হইবে।

৩। প্রবান শ্রেণীর অফিসারদের ক্ষেত্রে পরিদপ্তর/অফিস প্রবান এবং অন্যান্য অফিসারদের ক্ষেত্রে সংস্থাপন সংক্রান্ত বিষয়ের ভারপ্রাপ্ত দিগিদা বাক্যসমূহ বিকল্প মন্তব্যসহ অন্তর্ভুক্ত।

৭। বিদ্রূপ দত্তবালবুধ নামবিহীনভাবে বংশগতি অফিলারকে না জানানো পর্যন্ত এবং উভারই কোন নিবেদন থাকলেও তত্ত্বাবধকে শিক্ষার সূত্রিত না হওয়া পর্যন্ত, বিদ্রূপ দত্তবা প্রযুক্তি গোপন রিপোর্ট বিবেচনার অন্য প্রযুক্তি হবেন না। বিদ্রূপ দত্তবোর বিরুদ্ধে যেহেতু নিবেদন অসম্পূর্ণ, দুই প্রাপ্তি সংগত হবেন।

(খ) বনচাঁরিত সম্পর্কিত গোপন রিপোর্ট হেফাজতের জন্য দামাও আফিসারদের জন্য নির্দেশনা।

১৮. আগামী জাম্বুজাতক সন্মিলনটি গবেষণা ত্রিগোটিগম্বু পোশ করিবার দিন। প্রতিবাক্যকামা অফিসারগণকেও একই সঙ্গে জাম্বুজাতক সন্মিলন।

[illegible]

৩। কোর্সজেনেটিক ক্যান্সার রোগ নির্ণয় এবং নিবেদন প্রাপ্তির শ্রুতি অক্ষা রাখুন। কোন নিবেদন থাকিলে তৎক্ষণাত্ সিদ্ধান্ত গ্রহণের ব্যাপকতা অবগত হন এবং এক মাসের মধ্যে পর্যাপ্ত আবিষ্কারের উক্ত সিদ্ধান্ত অবগত করুন। সিদ্ধান্তের অনতিদীর্ঘ সময়ের মধ্যে সিদ্ধান্ত গ্রহণের ব্যাপকতা অবগত হন।

৪। প্রথম শ্রেণীর অফিসারদের ক্ষেত্রে, পোশাক রিপোর্টের অনুলিপি সংশ্লিষ্ট বিভাগে প্রেরণ করণ, যদিও এ অফিসারকে চান্সরী করণে তদারকি করা হয়, তাহলেও অফিসারদের ক্ষেত্রে, পোশাক রিপোর্টের অনুলিপি যম্বর গার্মেন্ট প্রমাণাদিক পারদর্শকে প্রেরণ করণ। যদি অফিসার এ পারদর্শকে চান্সরী করণ, তবে হলেও এ অনুলিপি আসার নিমিত্তে অফিসে রাখণ।

[illegible]

৬। যদি কোন আফগার উপস্থাপিত দুই বছর ব্যয় করা এবং রিপোর্ট প্রদানকারী অফিসারের নির্ধৃত হইতে বিরাম নথ্য পাইতে নাহক, তাহা হইলে গ্রাহক অন্য একজন রিপোর্ট প্রদানকারী আফগারের অধানে ন্যস্ত করার বিষয়টি উদ্ভাসন করুন।

(গ) নিনোট অদানকারী অফিসের অন্য নিম্ন।

૨૧. આપનાર અવાગચરદેવ મળ્પદેકે નિપોઠે લિખિયાર મુદ્રા :-

(੪) ਸਥਾਪਤੀ ਵਰਤਨਿਭਿ ਸੰਨਿ ।

(গ) ঘাটদিক বা কোশলে এড়ানো যাবে না এবং না কাঁটের জালপট্টা ও সরাসরি মৃত্যু ঘটবে।

(ঘ) অতিরিক্ত এবং স্বল্প বিদ্যুতি পরিহার স্বাক্ষর।

২। সংশ্লিষ্ট অফিসারদের বার্ষিক ও দু

৩। মূল কবর ও অনুসিঁগিল গম্বুস্ত বাদ্যভিজে অনুস্বাক্ষর করিয়া এই ফরম দুই প্রস্তে গুপ্ত করুন। প্রত্যেকগণযোগে লেখচিত্র-এর নীচে স্বাক্ষর করুন।

৪। যে আদিশার সম্পর্কে রিপোর্ট প্রদত্ত হয়েছে তৎসম্পর্কিত লেখচিত্রের জন্য নির্দিষ্ট স্থান পূরণ করবার জন্য, তাহার উদ্ভূতি সারসংক্ষেপে অন্য কোন প্রস্তাব আদিলে তৎসহ তাহার সনদ ও দুই দিকভিত্তি উত্তের করণ-সম্বন্ধে সংশ্লিষ্ট আদিশারের ব্যক্তি, কার্যাবলী এবং তাৎপর্ভবের সংশ্লিষ্ট বিবরণ লিপ্য

৩। দুই বা ততোধিক গুণাবলী যেরূপে একত্রণে উল্লিখিত হইয়াছে—যত বাস্তবিক বিষয়ের কোন উপস্থাপন করা হয় নাই—ততগুলি বিষয়ই একত্রণের অধীনস্থ থাকিবে।

৭। আপনার অবশ্যে মূলতঃ তিন মাসের টাকুরা কমিটিতেই এসময় প্রচেষ্টা চালিয়ে যেতে হবে।

(ঘ) প্রতিস্থানায়নকারী আফিলারের অন্য নির্দেশ।

(ঘ) প্রতিস্থাপনকারী আবেদনের অন্য নির্দেশ।

১। যে আফগান নগরকে চিপোট প্রাচীর ঘেরাচ্ছে তৎসম্পর্কে আপনার ব্যক্তিগত কোনো মন্তব্যকে চিপোট প্রাচীরবাসী আফগানের মতবাদমূলের মূল্যায়ন করেন।
 উত্তরঃ- তাই না। আপনাদের নিজস্ব মতবাদ নির্ণয়।

[illegible]

৩। যে মহত্ব আপনি বিদ্রূপ বলিয়া বিবেচনা করেন তাহার নামে ছাল বেঁধে রাখিয়া দিন।

৪। করন প্রতিবন্ধকতা বর্ণনা পর গোপন রিপোর্ট ফেডারেলের জন্য দাখিল অনিশ্চয়ের নিষিদ্ধ হবে তের দিন।

(৬) সংস্থাপন বিভাগের জন্য নির্দেশ।

২৭. মূল সিগন্যাল সংকেত কোন দলিলভুক্ত হওয়ার ব্যতীত বাতায়ন অবস্থা ভুলকভাবে অন্য স্থানে রাখার ক্ষেত্রে ব্যবহারের জন্য বাতায়ন কেবলমাত্র প্রাথমিক যাত্রা, তদন্তের সময় অধিকারীদের দলিলভুক্তের অনাবিষ্কৃত সতর্কতা সঠিক রাখা।

২৭. প্রতি বছর মালয়েশিয়ায় অনুষ্ঠিত হয় একটি বড় বড় সাপের দল।
 যদি পাওয়া না যায়, তবে সাপটি মহানগর বিভাগ/পরিদপ্তর/অফিস/স্বাক্ষর প্রদান করা হয়। নমুনা

৩। নবমিলাজ পল্লিগু, কাশায়ে মাতিয়াগেদ, যখনই রিপোর্টটি পড়িয়া দেখুন, উৎসাহে কোন বিশাল মতল থাকিলে তাহা নান্দুই আশ্চর্যকর অবস্থিত হইয়াছে কিনা, অন্য-দে নিম্নে তদন্ত কোন নিমিত্তে থাকিলে তাহাও তাৎক্ষণিক কোন সিদ্ধান্ত প্রদীত হইয়াছে কিনা তাহা দেখুন, অন্যথায় প্রয়োজনীয় কার্য সম্পন্ন করিয়া ফেলা হইবে।

৪। চাপুরী জীবনের গতিবিধা যথেষ্ট পার্থক্যবশতঃ এবং এর লক্ষণগত বৈশিষ্ট্যও ভিন্ন।

