DEVELOPMENT OF SERVICE LEVEL BASED PERFORMANCE APPRAISAL SYSTEM IN TECHNICAL OPERATION OF GRAMEENPHONE
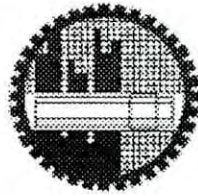
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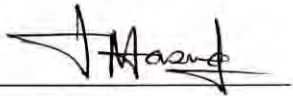# DEVELOPMENT OF SERVICE LEVEL BASED PERFORMANCE APPRAISAL SYSTEM IN TECHNICAL OPERATION OF GRAMEENPHONE

BY

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A THESIS PRESENTED TO THE INDUSTRIAL AND PRODUCTION ENGINEERING DEPARTMENT IN THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ENGINEERING IN ADVANCED ENGINEERING MANAGEMENT

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It is hereby declared that this thesis or any part of this has not been submitted elsewhere for the award of any degree or diploma.

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Abstract

Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about staff that lead to decisions. Among the various process of evaluation, the right one should be selected depending up on the organizational type & goal.

In this project effort was given to analyze the present Performance Appraisal System to develop a more efficient & day-to-day job dependent system in the largest Telecommunication Provider Company of Bangladesh GrameenPhone Ltd.

Presently the appraisal is almost a rating based process which is not a perfect system for a service oriented company. Here uninterrupted & quality service is the prime concern. The activities of Technical Operation are more time dependent in the sense of fault detection & removal. And this is also directly related to the revenue assurance which is the ultimate goal for any organization. Here, after discussion of the present system of appraisal, the weaknesses & disadvantages were pointed out. On that basis, a more efficient & service level based appraisal process was developed which is a time-frame oriented system. For this, the organizational structure, faults & their effect on service was categorized. The SWOT (Strength, Weakness, Opportunity and Threat) analysis was also done in this project. It was showed that the implementation of the process can contribute in reducing network outage & ensuring revenue gain.

In short, the intention of the analysis was to develop some process which may be justified in terms of company benefits as well as uplift employee motivation level.

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Chapter 1
Introduction

GrameenPhone is the largest mobile operator in Bangladesh with market share of above 60%. The company started its operation on 26th March, 1997. Though it's not an old company, it's an organized & well structured company.

As GrameenPhone is basically a service providing organization, the success of the company is dependent on customer satisfaction which is again dependent on the quality & efficiency of the service. Besides direct customer support & care (which is taken care by Customer Relation Management), Technical Division is the concerned division which is responsible for the quality & efficiency of the overall service. Technical Division in GrameenPhone is divided into 3 departments: 1. Planning, 2. Implementation & 3. Operation. Planning & implementation do the job of network expansion. When a network element come into on-air status, the responsibility to maintain the network by ensuring proper quality & efficiency goes to Technical Operation department. So it can be said that the Technical Operation is the bottom-line for the quality & service of the network.

The objective of the study is to propose a more realistic, more efficient & more performance oriented appraisal system which will not only establish dynamicity in the whole Technical Operation but also ensure employee satisfaction & performance improvement.

To achieve the desired output of the project, the theory behind the Performance appraisal is discussed. Here the definition, the benefits, the classifications are presented. Then the present appraisal process which is now followed in GrameenPhone is discussed along with its weaknesses. Basically the process is an rating based appraisal system which has many limitations to be a perfect process for a service oriented organization like GrameenPhone Ltd. The scope & objective of the project is then presented.

As the focus of the project is to develop a customized appraisal system, the activities of different group under Technical Operation is presented in brief. Then various types of faults are defined & categorized. The next step is to develop Service Level Agreement for different Network element depending up on fault categories. A rating system for achieving the SLA is developed. After development of the whole process, the justification is showed in details. The justification part focuses on 2 major issues: company objective & employee satisfaction. Achieving the company objective in term of revenue saving is analyzed also. Employee satisfaction is discussed in term of motivation & performance achievement.

As the SLA based appraisal system is not a universally applicable system for all the organizations, there are some limitations of the developed system also. The SWOT analysis is done in the later part of the project.

Chapter 2
Theory of Performance Appraisal

2.1 Back-ground

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources management.

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified.

The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, a pay rise was in order.

Little consideration, if any, was given to the developmental possibilities of appraisal. If was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well.

The traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

2.2   What is Performance Appraisal?

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions.

By the same token, appraisal results are used to identify the poorer performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay. (Organizations need to be aware of laws in their country that might restrict their capacity to dismiss employees or decrease pay.) Whether this is an appropriate use of performance appraisal - the assignment and justification of rewards and penalties - is a very uncertain and contentious matter.

2.3   Benefits of Appraisal

Perhaps the most significant benefit of appraisal is that, in the rush and bustle of daily working life, it offers a rare chance for a supervisor and subordinate to have "time out" for a one-on-one discussion of important work issues that might not otherwise be addressed.

Almost universally, where performance appraisal is conducted properly, both supervisors and subordinates have reported the experience as beneficial and

positive.

Appraisal offers a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. Thus the performance of the whole organization is enhanced.

The value of this intense and purposeful interaction between a supervisors and subordinate should not be underestimated.

2.3.1   Motivation and Satisfaction

Performance appraisal can have a profound effect on levels of employee motivation and satisfaction - for better as well as for worse.

Performance appraisal provides employees with recognition for their work efforts. The power of social recognition as an incentive has been long noted. In fact, there is evidence that human beings will even prefer negative recognition in preference to no recognition at all.

The strength and prevalence of this natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organizations might be greatly reduced if more attention were paid to it. Regular performance appraisal, at least, is a good start.

2.3.2   Training and Development

Performance appraisal offers an excellent opportunity - perhaps the best that will ever occur - for a supervisor and subordinate to recognize and agree upon individual training and development needs. Performance appraisal can make the need for training more pressing and relevant by linking it clearly to performance outcomes and future career aspirations.

From the point of view of the organization as a whole, consolidated appraisal data can form a picture of the overall demand for training. This data may be analyzed by variables such as sex, department, etc. In this respect, performance appraisal can provide a regular and efficient training needs audit for the entire organization.

2.3.3   Recruitment and Induction

Appraisal data can be used to monitor the success of the organization's recruitment and induction practices. For example, how well are the employees performing who were hired in the past two years?

Appraisal data can also be used to monitor the effectiveness of changes in recruitment strategies. By following the yearly data related to new hires (and given sufficient numbers on which to base the analysis) it is possible to assess whether the general quality of the workforce is improving, staying steady, or declining.

2.3.4   Employee Evaluation

Though often understated or even denied, evaluation is a legitimate and major objective of performance appraisal.

But the need to evaluate (i.e., to judge) is also an ongoing source of tension, since evaluative and developmental priorities appear to frequently clash. Yet at its most basic level, performance appraisal is the process of examining and evaluating the performance of an individual.

It is been said by some that appraisal cannot serve the needs of evaluation and development at the same time; it must be one or the other.

But there may be an acceptable middle ground, where the need to evaluate employees objectively, and the need to encourage and develop them, can be balanced.

2.4 Appraisal Methods

In a landmark study, it was found that the three most common appraisal methods in general use are rating scales (56%), essay methods (25%) and results- oriented or MBO methods (13%) [1].

In a more elaborate study the following methods were found:

2.4.1 Essay appraisal

In its simplest form, this technique asks the rater to write a paragraph or more covering an individual's strengths, weaknesses, potential, and so on. In most selection situations, particularly those involving professional, sales, or managerial positions, essay appraisals from former employers, teachers, or associates carry significant weight. The assumption seems to be that an honest and informed statement -either by word of mouth or in writing- from someone who knows a man well, is fully as valid as more formal and more complicated methods.

The techniques greatest advantage - freedom of expression - is also its greatest handicap. The varying writing skills of appraisers can upset and distort the whole process.

The biggest drawback to essay appraisals is their variability in length and content. Moreover, since different essays touch on different aspects of a man's performance or personal qualifications, essay ratings are difficult to combine or

compare. For comparability, some type of more formal method, like the graphic rating scale, is desirable.

2.4.2   Rating scales

The rating scale method offers a high degree of structure for appraisals. Each employee trait or characteristic is rated on a bipolar scale that usually has several points ranging from "poor" to "excellent" (or some similar arrangement).

The traits assessed on these scales include employee attributes such as cooperation, communications ability, initiative, punctuality and technical (work skills) competence. The nature and scope of the traits selected for inclusion is limited only by the imagination of the scale's designer, or by the organization's need to know.

The greatest advantage of rating scales is that they are structured and standardized. This allows ratings to be easily compared and contrasted - even for entire workforces.

Each employee is subjected to the same basic appraisal process and rating criteria, with the same range of responses. This encourages equality in treatment for all appraisees and imposes standard measures of performance across all parts of the organization.

Rating scale methods are easy to use and understand. The concept of the rating scale makes obvious sense; both appraisers and appraisees have an intuitive appreciation for the simple and efficient logic of the bipolar scale. The result is widespread acceptance and popularity for this approach.

Some disadvantages of this method are:

> Trait Relevance

- ➢ Systemic Disadvantage
- ➢ Perceptual Errors
- ➢ Perceived Meaning
- ➢ Rating Errors

2.4.3   Graphic rating scale

This technique may not yield the depth of an essay appraisal, but it is more consistent and reliable. Typically, a graphic scale assesses a person on the quality and quantity of his work (is he outstanding, above average, average, or unsatisfactory?) and on a variety of other factors that vary with the job but usually include personal traits like reliability and cooperation. It may also include specific performance items like oral and written communication.

The graphic scale has come under frequent attack, but remains the most widely used rating method. In a classic comparison between the "old-fashioned" graphic scale and the much more sophisticated forced-choice technique, the former proved to be fully as valid as the best of the forced-choice forms, and better than most of them [2]. It is also cheaper to develop and more acceptable to raters than the forced-choice form. For many purposes there is no need to use anything more complicated than a graphic scale supplemented by a few essay questions.

2.4.4   Field review

When there is reason to suspect rater bias, when some raters appear to be using higher standards than others, or when comparability of ratings is essential, essay or graphic ratings are often combined with a systematic review process. The field review is one of several techniques for doing this. A member of the personnel or central administrative staff meets with small groups of raters from each supervisory unit and goes over each employee's rating with them to (a) identify

areas of inter-rater disagreement, (b) help the group arrive at a consensus, and (c) determine that each rater conceives the standards similarly.

This group-judgment technique tends to be fairer and more valid than individual ratings and permits the central staff to develop an awareness of the varying degrees of leniency or severity -as well as bias- exhibited by raters in different departments. On the negative side, the process is very time consuming.

2.4.5   Forced-choice rating

Like the field review, this technique was developed to reduce bias and establish objective standards of comparison between individuals, but it does not involve the intervention of a third party. Although there are many variations of this method, the most common one asks raters to choose from among groups of statements those which *best* fit the individual being rated and those which *least* fit him. The statements are then weighted or scored, very much the way a psychological test is scored. People with high scores are, by definition, the better employees; those with low scores are the poorer ones. Since the rater does not know what the scoring weights for each statement are, in theory at least, he cannot play favorites. He simply describes his people, and someone in the personnel department applies the scoring weights to determine who gets the best rating.

Finally, forced-choice forms tend to be of little value- and probably have a negative effect- when used in performance appraisal interviews.

2.4.6   Critical incident appraisal

The critical incident technique looks like a natural to some people for performance review interviews, because it gives a supervisor actual, factual incidents to discuss with an employee. Supervisors are asked to keep a record, a

"little black book," on each employee and to record actual incidents of positive or negative behavior. For example:

There are, however, several drawbacks to this approach. It requires that supervisors jot down incidents on a daily or, at the very least, a weekly basis. This can become a chore. Furthermore, the critical incident rating technique need not, but may, cause a supervisor to delay feedback to employees. And it is hardly desirable to wait six months or a year to confront an employee with a misdeed or mistake.

Finally, the supervisor sets the standards. If they seem unfair to a subordinate, might he not be more motivated if he at least has some say in setting, or at least agreeing to, the standards against which he is judged?

2.4.7   Management by objectives

This method is also called the Results Method. To avoid, or to deal with, the feeling that they are being judged by unfairly high standards, employees in some organizations are being asked to set - or help set - their own performance goals.

The MBO approach overcomes some of the problems that arise as a result of assuming that the employee traits needed for job success can be reliably identified and measured. Instead of assuming traits, the MBO method concentrates on actual outcomes.

MBO methods of performance appraisal can give employees a satisfying sense of autonomy and achievement. But on the downside, they can lead to unrealistic expectations about what can and cannot be reasonably accomplished.

Supervisors and subordinates must have very good "reality checking" skills to use MBO appraisal methods. They will need these skills during the initial stage of objective setting, and for the purposes of self-auditing and self-monitoring.

One of the strengths of the MBO method is the clarity of purpose that flows from a set of well-articulated objectives. But this can be a source of weakness also. It has become very apparent that the modern organization must be flexible to survive. Objectives, by their very nature, tend to impose a certain rigidity.

2.4.8   Work-standards approach

Instead of asking employees to set their own performance goals, many organizations set measured daily work standards. In short, the workstandards technique establishes work and staffing targets aimed at improving productivity. When realistically used, it can make possible an objective and accurate appraisal of the work of employees and supervisors.

To be effective, the standards must be visible and fair. Hence a good deal of time is spent observing employees on the job, simplifying and improving the job where possible, and attempting to arrive at realistic output standards.

The most serious drawback appears to be the problem of comparability. If people are evaluated on different standards, how can the ratings be brought together for comparison purposes when decisions have to be made on promotions or on salary increases? For these purposes some form of ranking is necessary.

2.4.9   Ranking methods

For comparative purposes, particularly when it is necessary to compare people who work for different supervisors, individual statements, ratings, or appraisal forms are not particularly useful. Instead, it is necessary to recognize that comparisons involve an overall subjective judgment to which a host of additional facts and impressions must somehow be added. There is no single form or way to do this.

Comparing people in different units for the purpose of, say, choosing a service supervisor or determining the relative size of salary increases for different supervisors, requires subjective judgment, not statistics. The best approach appears to be a ranking technique involving pooled judgment. The two most effective methods are alternation ranking and paired comparison ranking.

There are mainly 2 types of ranking:

- Alternation ranking
- Paired-comparison ranking

2.4.10   Assessment centers

So far, we have been talking about assessing past performance. What about the assessment of future performance or potential? In any placement decision and even more so in promotion decisions, some prediction of future performance is necessary. How can this kind of prediction be made most validly and most fairly? One widely used rule of thumb is that "what a man has done is the best predictor of what he will do in the future." But suppose you are picking a man to be a supervisor and this person has never held supervisory responsibility? Or suppose you are selecting a man for a job from among a group of candidates, none of whom has done the job or one like it? In these situations, many organizations use assessment centers to predict future performance more accurately.

Typically, individuals from different departments are brought together to spend two or three days working on individual and group assignments similar to the ones they will be handling if they are promoted. The pooled judgment of observers - sometimes derived by paired comparison or alternation ranking - leads to an order-of-merit ranking for each participant. Less structured, subjective judgments are also made.

2.5 Techniques in performance appraisal

Certain techniques in performance appraisal have been thoroughly investigated, and some have been found to yield better results than others.

2.5.1 Encourage Discussion

Research studies show that employees are likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. It is also more likely that such employees will be better able to meet future performance goals [3].

Employees are also more likely to feel that the appraisal process is fair if they are given a chance to talk about their performance. This is especially so when they are permitted to challenge and appeal against their evaluation [4].

2.5.2 Constructive Intention

It is very important that employees recognize that negative appraisal feedback is provided with a constructive intention, i.e., to help them overcome present difficulties and to improve their future performance. Employees will be less anxious about criticism, and more likely to find it useful, when the believe that the appraiser's intentions are helpful and constructive [5].

In contrast, other studies [6] have reported that "destructive criticism" - which is vague, ill-informed, unfair or harshly presented - will lead to problems such as anger, resentment, tension and workplace conflict, as well as increased resistance to improvement, denial of problems, and poorer performance.

2.5.3   Set Performance Goals

It has been shown in numerous studies that goal-setting is an important element in employee motivation. Goals can stimulate employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work [7].

The useful of goals as a stimulus to human motivation is one of the best supported theories in management. It is also quite clear that goals which are specific, difficult and accepted by employees will lead to higher levels of performance than easy, vague goals (such as do your best) or no goals at all [8].

2.5.4   Appraiser Credibility

It is important that the appraiser (usually the employee's supervisor) be well-informed and credible. Appraisers should feel comfortable with the techniques of appraisal, and should be knowledgeable about the employee's job and performance.

When these conditions exist, employees are more likely to view the appraisal process as accurate and fair. They also express more acceptance of the appraiser's feedback and a greater willingness to change [9].

2.6   Some points that affect Performance Appraisal

2.6.1   Conflict and Confrontation

Invariably the need arises during a performance appraisal to provide an employee with less than flattering feedback.

The skill and sensitivity used to handle these often difficult sessions is critical. If the appraisee accepts the negative feedback and resolves to improve, all is well. But if the result is an angry or hurt employee, then the process of correction has failed. The performance of an employee in such cases is unlikely to improve and may deteriorate even further.

2.6.2   Common Mistakes

Where performance appraisal fails to work as well as it should, lack of support from the top levels of management is often cited as a major contributing reason. Opposition may be based on political motives, or more simply, on ignorance or disbelief in the effectiveness of the appraisal process.

It is crucial that top management believe in the value of appraisal and express their visible commitment to it. Top managers are powerful role models for other managers and employees.

Those attempting to introduce performance appraisal, or even to reform an existing system, must be acutely aware of the importance of political issues and symbolism in the success of such projects.

The common mistakes generally occur from:
- Fear of Failure [10]
- Judgment Aversion
- Feedback-Seeking [11]
- Appraiser Preparation
- Employee Participation
- Performance Management

2.6.3 Bias Effects

In performance appraisal the Matthew Effect [12] is said to occur where employees tend to keep receiving the same appraisal results, year in and year out. That is, their appraisal results tend to become self-fulfilling: if they have done well, they will continue to do well; if they have done poorly, they will continue to do poorly. The Matthew Effect suggests that no matter how hard an employee strives, their past appraisal records will prejudice their future attempts to improve.

There is other research [13] to support the theory that poor performers might not be given a fair chance to improve. A study of supervisors in nearly 40 different organizations found that subordinates tend to be divided into two groups: in-groupers and out-groupers.

It is not clear how supervisors make the distinction between in groupers and out groupers. Whatever the criteria, it is clearly not objective, equitable or reliable.

This bias must inevitably lead to a distortion of the appraisal process. It must also be a source of frustration for those employees who are discriminated against.

There are some other points which also affect performance appraisal such as:

- Frustration
- Awareness Training
- Developing Poor Performers
- Counseling, Transfer, Termination

Chapter 3

Present Appraisal Process in GrameenPhone

3.1   Present scenario

Though GrameenPhone is not an old company, it's an organized & well structured company. It has an overall organogram which is split into several small organograms. The HR in GrameenPhone is a well-organized division directed by a director. It has 4 sections:

1) HR Operations,
2) Recruitment & Selection,
3) Health, safety & environment &
4) HR Development.

Presently HR Operations conducts a Performance Evaluation Program (appraisal) which is done in yearly basis. There are some defined process, form, timeframe for the appraisal. The appraisal is done in a quite fair way in which the inputs are given after having feedback from both the parties: the appraiser & the appraisee. The appraiser & the appraisee sit in a meeting & exchange their views about the performance related issues. There are some parts in the appraisal form such as:

a. Personal Information,
b. Achievement against agreed target,
c. Achievement/ accomplishments (other than agreed targets, if any),
d. Level of performance as per job description for current job,
e. Business Competency,
f. Perceived Development needs,
g. Objectives for next year,
h. Immediate supervisor's comments,

i. Second level supervisor's comments,

j. Performance as a whole,

k. Employee's comments,

l. Director's assessment & Approval (if applicable).

Here is a brief description of the above mentioned points:

3.1.1 Personal Information

This is a Summary Sheet for filling personal information part.

3.1.2 Achievement against Agreed Targets

An integral part of the employee appraisal system emphasizes that employees are evaluated on performance against agreed targets. As a first step the appraisee completes self-assessment of performance against targets. Targets are usually expressed in a statement which also includes specific performance indicators agreed previously with the appraiser that has to be achieved or accomplished within a specified period of time. The achievement against each target is evaluated in part B through discussion between appraiser and appraisee and agreement is reached on appraisee's achievement against targets (e.g. High, Medium or Low in terms of specific performance criteria agreed during last review).

3.1.3 Achievement/accomplishments

In case an employee has achievements/accomplishments other than set targets mentioned in Part-B, it will be mentioned in Part C.

3.1.4   Performance as per job description

Appraisee's level of performance as per job description for current job (e.g. Highly Satisfactory, Satisfactory or Unsatisfactory during current year) will be assessed here.

3.1.5   Business Competencies

Business competencies are specifically relevant to GrameenPhone and represent the core skills needed by all management staff. Competencies are clearly defined skills and behaviors which underpin effective performance. To aid observation and assessment, examples of the results of effective and poor competency are given. These are referred to as POSITIVE and CONTRA indicators.

Positive indicators: These are examples of expected results of when a competency is employed effectively thus indicating good performance. For example, an indicator of someone who effectively manages their work is the ability to break work down into manageable tasks.

Contra indicators: These are examples of expected results of a poor competency, which indicates areas for improvement. For example, an indicator of a poor competency level in managing work is someone who fails to prioritize work effectively.

There are 8 competencies in this part. Appraiser will evaluate each of the competencies by ticking performance rating as applicable.

Rating system against competencies

Table 3.1: Criteria for rating system against competencies

Rating	Criteria
Excellent	Always demonstrates exceptional performance, far exceeds job requirements, initiative and outputs are of high quality, significantly contributes to Company growth. Is performing at the highest standards expected in the role
High	Performance better than normally expected, producing good results that exceed requirements of the job, accomplishments exceeds requirements, very competent and knowledgeable individual. There are some relatively minor skill areas to develop.
Average	Performance consistently meets the requirements of the position, maintains acceptable performance standard, meets objectives and demonstrates desired performance level. There are still some areas to develop.
Marginal	Performance requires improvement in some of the important areas critical to current position, partially meets job requirements, some gap in achieving desired output, needs further improvements/training in some areas.
Low	Inadequate performance, does not meet job requirements, quality of output significantly below standard, performance extremely unsatisfactory, needs to resolve performance gap/problems immediately.

The positive and the contra indicators of each of the competency are mentioned in the following sections:

3.1.5.1　Team Approach

Positive indicators:

- Treats all members of the team even-handedly and impartially.
- Openly and visibly supportive of company initiatives.
- Individual differences are welcomed rather than tolerated.
- People enjoy working in the team; they are involved and listened to and become fired up with enthusiasm.
- The team has a clearly understood agenda and set of accountabilities for operating.
- Prepared to bring "outsiders" into the team to add value with fresh ideas.
- Effective networking and information exchange across functions for overall benefit of company.

Contra indicators:

- Breaks team spirit by breaking confidence which results in the creation of a blame culture.
- Concern for own image and status at the expense of others in team. Puts self and own agenda before that of the team.
- Withdraws from areas of conflict in order to pursue own agenda.
- Not trusted outside of own function. Scores points at the expense of others.
- Trust and honesty are optional in the team.
- Creates unwarranted politics which causes confusion for the team in terms of which agenda to follow.
- Lacks the courage needed to deal effectively with under performers and becomes surrounded by mediocrity.
- Prefers the comfort zone of operating on a one-to-one basis.

3.1.5.2 Interpersonal relationship

Positive indicators:

- Able to build and maintain relationships with people at all levels
- Develops a network of contacts
- Is friendly whilst behaving in a business–like way
- Works well with others and in a team environment
- Will offer help and support to others
- Is open and approachable
- Is aware that different people may need to be approached in different ways
- Has an appreciation of people's needs
- Able to persuade and convince others
- Deals with problems as they arise
- Is able to be assertive
- Prepared to say 'no' when necessary
- Admits to problems and mistakes
- Prepared to ask for help if in difficulty
- Is able to take constructive criticism

Contra indicators:

- Has problems in gaining other's commitment
- Doesn't changes their approach according to the audience
- Has an unprofessional image to others
- Takes constructive criticism personally
- Is not assertive when required – tends not to stand up to people, gets walked over
- Avoids confronting/dealing with problems
- Lets problems go rather than confronts them
- Unprofessional in their approach/the way they come across to others

- Unwilling to admit to problems/mistakes
- Will not ask others for help
- Allows problems to escalate without confronting them
- Unconvincing in discussion with others

3.1.5.3 Planning

Positive indicators:

- Thinks ahead
- Is able to develop short and long range plans which are comprehensive, realistic and effective in meeting goals
- Breaks work down into manageable tasks
- Develops work plan
- Prioritizes work – distinguishing between importance an urgency
- Is aware of deadlines and resources
- Identifies and uses appropriate resources for the task (systems, information, people, etc.)
- Is conscious of costs and financial constraints
- Manages own time effectively – anticipates requirements
- Prepares well in advance
- Is able to organize own workload

Contra indicators:

- Approaches tasks feet first without planning ahead, works on tasks as they come along
- Fails to prioritize effectively, unaware of the difference between urgency and importance
- Does not mange own time effectively
- Fails to have appropriate materials/documents to hand when needed
- Disorganized approach, lacks structure and planning

- Fails to distinguish between different elements of the task
- Chooses tasks on the basis of preference (rather than the demands of the work)
- Devises unrealistic/unworkable plans
- Lack of awareness of available resources
- Inappropriate/inefficient use of resources
- Overlooks opportunities to cut costs
- Forgets things

3.1.5.4 Problem solving and decision making

Positive indicators:

- Can identify potential problems, their causes, symptoms and their solutions
- Has foresight and can anticipate potential problems, causal factors
- Considers a broad range of factors when solving problems
- Has courage and is able to make decision in any circumstances even with inadequate information
- Considers and evaluates available alternatives before making any decision and is capable of choosing rational alternative
- Sets objectives, selects strategy, establishes procedures for achieving results
- Provides accurate and reliable analysis
- Fully evaluates alternatives
- Doesn't get bogged down in detail
- Analyses trends and variance in financial data
- Adopts a more probing style when presented with information
- Balances intuition with rational judgment
- Produces practical solutions to work problems

- Confidence to justify decision with relevant argument and takes decision within level of authority
- Logical decision making process
- Can make tough decisions in difficult situations
- Can take commercial risk

Contra Indicators:

- Weak analytical capacity
- Gets bogged down in the detail
- Is subjective and operates on unfounded opinion
- Fails to recognize trends in financial data
- More accepting, less critical of others ideas/proposals
- Makes assessments based on flawed assumptions
- Tends not to make definite decisions
- Procrastinates doesn't bring things to a conclusion
- Finds it difficult to justify a decision
- Relies on the direction of others
- Not prepared to take any kind of commercial risk

3.1.5.5 Business Commitment

Positive Indicators:

- Understands Company objectives and is aware of his/her role in the Company
- Gives maximum effort to improve own contribution for the Company
- Sets challenging goals in line with business goals and works hard to achieve them
- Seeks every opportunities to satisfy customers
- Maintains business secrecy

- Prioritizes and focuses on the minimum number of areas which have maximum impact.
- Doesn't compromise short term quick wins at the expense of long term goals.
- Totally clear about what not to focus on and why.
- Creates the strategic framework and articulates this clearly and vividly by aligning plans to the Business Vision.
- Ability to creatively shape the business by considering different vantage points.
- Establishes a clear roadmap demonstrating the key components and stages of the plan and involves others in process.
- Demonstrates vigorous discipline in the pursuit of strategic priorities, and is not side-tracked or distracted by secondary considerations

Contra indicators:

- Makes sacrifices to plans for tactical short term gains and delivers the numbers for number's sake.
- Loses sight of long term goals in responding to short term problems.
- No transparent documentation or evolution of ideas which build off a solid foundation from the past.
- Inability to think out of the box or to change conventional wisdom.
- Fails to take into account cross functional impact of plans.
- Ivory tower mentality with over elaboration of concepts and ideas.

3.1.5.6 Communication

Positive indicators:

- Expresses themselves clearly and is to the point
- Is articulate – able to convey their needs to others – purpose, importance and consequences

- Is courteous, tactful, helpful and shows sensitivity
- Actively listens
- Has a confident manner and projects credibility both face to face and over the telephone
- Keeps others informed
- Able to write memos and draft letters as appropriate
- Presents arguments clearly
- Adjusts communication style to suit audience
- Sensitive to cultural factors in communication
- Structures arguments well, has a logical approach
- Style enables others to see the key points quickly and clearly
- Actively informs upward and downwards
- Gives comprehensive coverage without getting bogged down in details
- Recommendations clearly stated

Contra indicators:

- Unclear in communication
- Talks around the subject
- Written communication can be too lengthy or ambiguous
- Drafts letters that are not appropriate or are not well written (grammar, punctuation etc.)
- Lacks confidence in communication
- Poor written communication skills
- Tends not to listen to what others have to say
- Fails to give others the information they need
- Fails to adjust style to the audience
- Too theoretical or over simplistic
- Lacks structure and clarity
- Statements or recommendations ambiguous
- Over detailed, fails to give the whole picture
- Doesn't actively communicate, waits to be asked

- Lacks confidence while communicating
- Impatient if others don't understand immediately
- Presents irrelevant detail

3.1.5.7 Leadership

Positive indicators:

- Provides clear and complete direction, has vision and is able to effectively communicate that vision among subordinates
- Leads courageously, addresses critical issues confidently, acts decisively and takes actions to move the Company forward
- Sets realistic objectives, motivates others to maximize output and achieve goals providing managerial examples
- Fosters teamwork and drives for results in line with Company objectives
- Is adaptable, tactful, good communicator and decision-maker
- Uses authority of own position judiciously to achieve Company's goals
- Excellence in implementation and business executional skills
- Delivers what is promised and continually striving to out- perform expectations.
- Never satisfied and persistently looking for ways of doing things better.
- Continually drives self and others and consistently monitors progress against the strategy, milestones and targets.
- Street fighter mentality who is never afraid to take the gloves off when necessary.

Contra indicators:

- Incremental mentality and is prepared to accept second best.
- Over analytical becoming paralyzed by a plan which overlooks the reality of the market place.
- Shies away from problems. Stops at the wall rather than try to bypass it.

- Initiative overload to the extent there is never sufficient time to pause and reflect.
- Things that don't get noticed don't get done.
- Low energy and level of drive and tries to disguise this by procrastination.

3.1.5.8 Creativity

Positive indicators:

- Is able to look at things from different perspectives
- Comes up with new ideas, new thoughts to maximize end results
- Suggest new approaches, methods for maximizing output
- Tries to create a good working environment that encourages innovation
- Questions and challenges the quality of conventional work methodology
- Thinks laterally to identify new solutions
- Innovative and creative when generating solutions
- Is open to new ideas
- Will consider the radical or unconventional
- Is prepared to look beyond the data for solutions
- Generates varied solutions to problems
- Prepared to try out different solutions
- Adapts to changes in the external environment

Contra Indicators:

- Is risk averse
- Will block more radical ideas from others
- Will stick to conventional methodology
- Will be critical of the unorthodox without giving it a full hearing
- Is cautious
- Prefers the safe option regardless of its merit

- Finds limited solutions to problems
- Is rigid when the external environment poses new constraints

3.1.6 Perceived Development Needs

The Performance Appraisal Report should also be best utilized as an employee development tool by supervisors. In this part of the appraisal form, supervisors are required to identify the areas needing improvements by the appraisee. Employee development needs are 2 types, 1) immediate or short-term need 2) intermediate or long term need.

The deficient areas may be improved by on-the-job-training, self initiatives, practice, counselling, coaching and mentoring by supervisor as well as by off-the-job- training. In this part of the appraisal, action required for each of the deficient area will be mentioned.

Table 3.2: Development need in different area

Areas to be improved	Action required for improvement	Person Responsible & Deadline
Improve communication skills/ Customer dealing	- Take initiatives - Practice - Training on communication skills/customer dealings	- Self - Self - Supervisor (Mr./Ms. ---) By September 30, 2005

Training needs (if any)

In this part, employee's priority training need will be mentioned that will be determined by supervisor in consultation with employee concerned. Supervisor may discuss with next level supervisor in this regard. Too many training needs may not be mentioned in appraisal form, therefore we request you to mention two most priority training along with timeline in this part. Training may be on general management training as well as on position specific/job related training.

3.1.7 Objectives for next year

Following the review of current year achievements against agreed objectives, the next year's objectives are set in the appraisal discussion.

An employee should have 3 to 4 (or more in some cases) objectives throughout the year. An effective performance review is partially dependant on the clarity and validity of the objectives set for the review period.

Objectives should be defined by the appraiser specifically and unambiguously. They should be expressed in terms of PERFORMANCE INDICATORS leading to required results within agreed timescales.

Specific performance indicators should be included under each objective. The need on the clarity in defining objectives and relevant performance indicators is highly recommended as it will minimize ambiguity and lead to precision in specifying expected results. The required support and deadline for completion of each target will also be determined in this part.

Appraisal discussion

Appraisal discussion is a dialogue between appraiser and appraisee to evaluate targeted (and non-targeted) accomplishments (reference Part B, C, D, E), what has to be achieved in future and in which area employee should improve and how (Reference Part F). Importantly, next year target will be determined after mutual discussion (Part-G).

Both the parties will set a schedule in advance for the discussion before appraisal is finalized and signed by them. The main purpose of appraisal discussion is to provide for frank, honest communication and feedback regarding measuring progress in the current year, determining objectives for the next year, as well as identifying development needs for future. An effective appraisal discussion begins with positive aspects of employee performance followed by developmental needs of the employee. In this session a consensus is necessary between them.

3.1.8 Immediate Supervisors Comments:

In this part, immediate supervisor will highlight qualitative aspects on the overall performance of the employee in brief. The comments made in this part will have correspondence with the evaluation in Part-B, C, D & E.

3.1.9 Second level supervisor's Comments

In this part, second level supervisor will give comments on the basis of his/her impression of the employee's accomplishments of targets, job performance throughout the year.

3.1.10 Performance as a whole

On the basis of appraisal in part B, C, D & E and narrative comments in Part H & Part – I, the immediate supervisor will apply qualitative judgment and determine

overall rating in the Appraisal Form. For determination of performance as a whole, the immediate supervisor will consult with next level of supervisor. In case of outstanding or poor rating, a separate note is required in support of the rating.

Table 3.3: Overall rating scale description

Rating	Description
OUTSTANDING	Has far exceeded all performance objectives and standards by a wide margin. Exceptional Performance.
VERY GOOD	Has exceeded overall performance objectives and standards. Excellent Performance.
GOOD	Has successfully achieved expected performance objectives and standards. On Target Performance.
ACCEPTABLE	Has adequately performed. Met most of the objectives and missed some; but on the balance has performed satisfactorily. Acceptable Performance.
POOR	Has constantly failed to meet the performance criteria in all key result areas. Unacceptable Performance.

3.1.11 Employee's comments

Employee will write his/her overall comments based on the appraisal contents. She/he may agree or disagree (fully or partially), however, the employees are open to write their comments in this part.

3.1.12 Director's comments and approval (if applicable)

The Director will go through the appraisal content and will give his/her final comments/approval in the appraisal form, if applicable.

Action:

- The approved appraisal form will be sent to HR by divisional office for action.
- Respective departments will preserve all appraisal forms in a file for future reference.

3.2 Drawbacks of the present rating based appraisal process

Formal systems for appraising performance are neither worthless nor evil, as some critics have implied; nor are they panaceas, as many managers might wish. A formal appraisal system is, at the very least, a commendable attempt to make visible, and hence improvable, a set of essential organization activities. Personal judgments about employee performance are inescapable, and subjective values and fallible human perception are always involved. Formal appraisal systems, to the degree that they bring these perceptions and values into the open, make it possible for at least some of the inherent bias and error to be recognized and remedied.

But the question is: can the current system be modified to as better one which will ensure a better service for a telecom operator. It's apparent that the present appraisal process followed in GrameenPhone is a rating based system. Though Rating based systems are used in a huge number of organizations, there are some drawbacks in this system.

3.3 Some unfavorable issues

3.3.1 Appearance of Objectivity

One manager's idea of "self-starting ability" can be quite different than another's idea. How does one objectively evaluate "creativity"?

This wouldn't be a major problem except that often we act as if the ratings ARE objective. We make pay and promotion decisions on information that is at best quite subjective. We forget that any rating is only an indication of how one person (the manager) applies a fuzzy criterion. In terms of legal consequences, a poorly and badly designed set of criterion is probably not sufficient to protect an employer. Dismissing an employee based on, let's say, a low ranking on creativity is going to be really problematic unless one can justify that rating in terms of hard, concrete events (failed to create a new product between January and December). But if we use the criterion above, we don't need rankings.

Ratings systems give people a false sense of security, protection and objectivity.

3.3.2 Development Issues

One function of performance appraisals is to help employees develop so they can contribute more effectively. Do rating systems, in and of themselves, contribute to employee development? The answer is No.

In order for staff to develop and learn they need to know what they need to change, where (specifically) they have fallen short, and what they need to do. If a manager assigns a 1 (unsatisfactory) on a scale of 5 to the dependability criterion, what information does that convey (by itself) to the employee? Not much. It just says the manager is dissatisfied with something. In order to make it meaningful and promote growth, far more information must be added to the appraisal process. When were they undependable? In what very specific ways? What changes need to occur? Those are the critical growth questions.

One argument offered by ratings proponents that the manager can use the rating scale as a springboard to discuss those details. That's true. However, why do the ratings. A manager dealing with an employee who is habitually late can simply document the lateness, and discuss with the employee what needs to be done for remediation of the problem. No numbers and no very rough, subjective

categories. Simply put, ratings, on their own, do not convey sufficient information for people to improve. And since they don't do that, why use them?

3.3.3 Fairness Issues

If, as we suggest, ratings systems are too subjective (but appear objective) and ratings do not help employees get better, there are some serious problems from the position of the employee.

First, since the criteria for ratings are so often loose, most employees are going to resist being classified at the low end of the scale. Employees who are low rated are more likely to resist the subjective evaluation of the boss, argue, claim personal vendettas, etc. Simply put, they are easy to argue with, just because performance compared to vague criteria are immeasurable. So, the manager says performance is unsatisfactory and the employee believes it is excellent. Where may one go from there?

It is far more sensible to eliminate the rating completely, and use critical incident reports or firm, measurable objectives where there is less possibility for interpretation. Which is less likely to cause resistance on the part of an employee? Telling someone you think they rate an unsatisfactory classification for dependability, or providing employees with an attendance sheet that documents that they were late eight times in the month?

3.4 Weaknesses from the managers' scope point of view

Performance appraisals aren't fun. But a lot of the time they are agonizing because managers do really dumb things, ending up destroying a process that is important to everyone (or should be).

3.4.1 Spending more time on performance appraisal than performance planning, or ongoing performance communication

Performance appraisal is the end of a process that goes on all the time - a process that is based on good communication between manager and employee. So, more time should be spent preventing performance problems than evaluating at the end of the year. When managers do good things during the year, the appraisal is easy to do and comfortable, because there won't be any surprises.

3.4.2 Comparing employees with each other

Want to create bad feelings, damage morale, get staff to compete so badly they will not work as a team? Then rank staff or compare staff. A guaranteed technique. And heck, not only can a manager create friction among staff, but the manager can become a great target for that hostility too. A bonus!

3.4.3 Forgetting appraisal is about improvement, not blame

We do appraisal to improve performance, not find a donkey to pin a tail on or blame. Managers who forget this end up developing staff who don't trust them, or even can't stand them. That's because the blaming process if pointless, and doesn't help anyone. If there is to be a point to performance appraisal it should be getting manager and employee working together to have everyone get better.

3.4.4 Thinking a rating form is an objective, impartial tool

Many companies use rating forms to evaluate employees (you know, the 1-5 ratings?). They do that because it's faster than doing it right. The problem comes when managers believe that those ratings are in some way "real", or anything but subjective, often vague judgments that are bound to be subjective and inaccurate.

process, then they shouldn't do it at all. Employees are too smart not to notice the low priority placed on appraisals.

3.4.8 Measuring or appraising the trivial

This is fact of life. The easiest things to measure or evaluate are the least important things with respect to doing a job. Managers are quick to define customer service as "answering the phone within three rings", or some such thing. That's easy to measure if you want to. What's NOT easy to measure is the overall quality of service that will get and keep customers. Measuring overall customer service is hard, so many managers don't do it. But they will measure the trivial.

3.4.9 Surprising employees during appraisal

Want to really waste your time and create bad performance? This is a guaranteed technique. Don't talk to staff during the year. When they mess up, don't deal with it at the time but SAVE it up. Then, at the appraisal meeting, there may be a tendency to truck out everything saved up in the bank and dump it in the employee's lap.

3.4.10 Thinking all employees and all jobs should be assessed in exactly the same way using the same procedures

All employees don't need the same things to improve their performance. Some need specific feedback. Some don't. Some need more communication than others. And of course jobs are all different The CEO of an organization can't be evaluated using the same approach as for the person who cleans the factory floor. So, the same tools can't be used for all of the employees in an organization. One size does

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manager or employee. Employees can prepare by reviewing their work beforehand, identifying any barriers they faced in doing their jobs, and re-familiarizing themselves with their job descriptions, job responsibilities, and any job performance expectations set with the manager.

3.5.3 Defensiveness

We tend to take our jobs seriously and personally, making it more difficult to hear others' comments about our work, particularly when they are critical. Even constructive criticism is often hard to hear. If employees enter into the discussion with an attitude of "defending", then it's almost impossible to create the dialogue necessary for performance improvement. That doesn't mean employees can't present their own opinions and perceptions, but it does mean that they should be presented in a calm, factual manner, rather than a defensive, emotional way. Of course, if managers are inept in the appraisal process, it makes it very difficult to avoid this defensiveness.

3.5.4 Not communicating during the year

Employees need to know how they are doing all year round, not just at appraisal time. Generally it is primarily management's responsibility to ensure that there are no surprises at appraisal time. Often managers discuss both positives and negatives of employee performance throughout the year, but this is unfortunately, not a universal practice. It's in the employees' interests to open up discussion about performance during the year, even if the manager does not initiate it. The sooner employees know where they are at, and what they need to change (or keep doing), the sooner problems can be fixed. In fact many problems can be prevented if they are caught early enough. Even if managers aren't creating that communication, employees can and should. It's a shared responsibility.

3.5.5 Not clarifying enough

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3.5.5 Not clarifying enough

employees' main purpose is to squeeze as much of an increase out of the company, and the managers try to keep increases as small as possible, it becomes totally impossible to focus on what ultimately matters over the long term, which is continuous performance improvement and success for everyone.

Pay is important, but it is not the only issue related to the appraisal focus. If employees enter into the process willing to defend their own positions in factual and fair ways, and to work with managers, the process can become much more pleasant. If not, it can become a war.

Chapter 4
Proposed New Appraisal Process

4.1 Back-ground

As GrameenPhone is basically a service providing organization, the success of the company is dependent on customer satisfaction which is again dependent on the quality & efficiency of the service. Besides direct customer support & care (which is taken care by Customer Relation Division), Technical Division is the concerned division which is responsible for the quality & efficiency of the overall service. Technical Division in GrameenPhone is divided into 3 departments: 1. Planning, 2. Implementation & 3. Operation. Planning & implementation do the job of network expansion. When a network element come into on-air status, the responsibility to maintain the network by ensuring proper quality & efficiency goes to Technical Operation department. So it can be said that the Technical Operation is the bottom-line for the quality & service of the network.

Though the present performance appraisal is conducted yearly all over the organization, there is a scope to think in an alternate way. Especially the appraisal process of Technical Operation may be conducted in a different way. As the day-to-day activities of the employees of Technical Operation affect directly the quality, efficiency of the network, the appraisal may be conducted according to their day-to-day activities. There may be a defined service level agreement & defined rating procedure for meeting the SLA. The overall yearly performance may be rated by accumulating the regular ratings of the whole year. If this process can be introduced in Technical Operation & Maintenance department, it'll surely enhance the employee performance which will also contribute to achieve company goal.

4.2 Activities of different group under Technical Operation

Technical Operation in GrameenPhone is a structured & organized department. To have a trouble-free & smooth network, different groups were formed to handle different types of activities. The organization of Technical Operation can be presented as in the block diagram below:
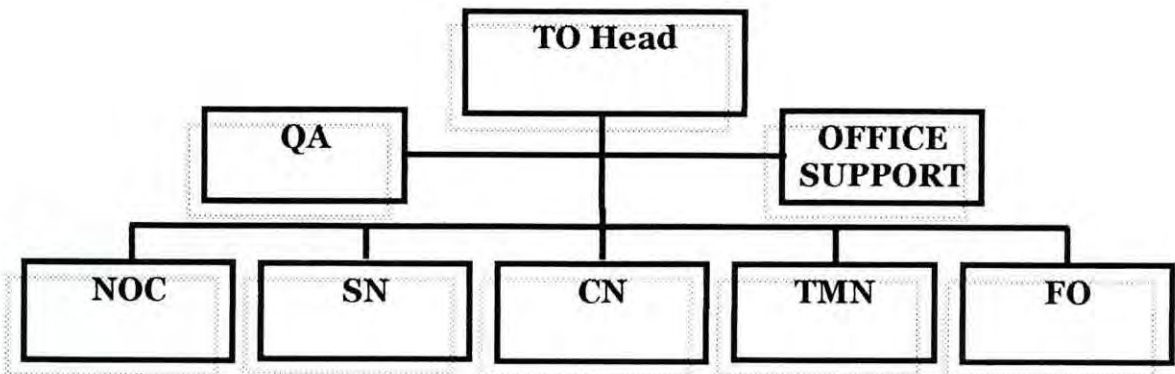
Figure 4.1: Block diagram of Technical Operation organogram

The responsibilities/ activities of different units are described briefly below:

A. Line units:

4.2.1 Quality Assurance (QA)

- Standard development
- Preventive maintenance
- Evaluation of new & changed technology
- Auditing of improvement

4.2.2 Office Support

- This unit is for normal Admin & office support as an AIDE of Operation Head.

B. Functional units:

4.2.3 Network Operation Support (NOC)

NOC is formed by 2 separate units:

4.2.3.1 Network Management (NM)

- The Network Management (NM) is responsible for 24x7x365 alarm monitoring and 1st line fault handling.
- NM is also GP's core information and coordination point with regard to network status and network related activities.

4.2.3.2 Network Integration & Configuration (NIC)

- The Network Integration and Configuration (NIC) is responsible for the major part of terminal based expansion/deletion/change work in the GSM network.
- NIC also handles backup activities in the GSM nodes.

4.2.4 Field Operation (FO)

There are mainly 3 units in this section:

4.2.4.1 Regional units (DHK/CTG/RAJ/KHL/SYL)

- BSC/MSC HW maintenance.

- Field Level maintenance of BTS, L/H Capacity MW.
- OF Network maintenance.
- Power element including A/C, Generator mainte. & cleaning of B/S.
- Support in maintaining Exchange Data for daily Operation and Quality.
- Payment of Electric Bill.
- Drive Testing.
- Maintenance of BRTS network logistics.
- Preventive maintenance of all Network elements.
- Tower Maintenance

4.2.4.2 Power Systems (2nd line) (PS)

- To ensure smooth 2nd level support to the regional engineers
- Exchange related activities for preparing all necessary power work and to fault handling with the BTS like rectifier, battery, generator, etc.
- To analysis and planning the network situation more effectively with power system
- To analysis the equipment spare stock , needs and to provide equipment support.

4.2.4.3 Acceptance, Spare & Support (AS&S)

- Responsible for Acceptance of all new nodes
- Support & co-ordination with the vendors
- Spare parts management

4.2.5 Core Network (CN)

This section consists of mainly 3 units:

4.2.5.1 Core System (CS)

- Operation & Maintenance of MSC/GMSC, HLR, TSC, STP.
- Analysis & Optimization of Core network, Trouble shooting and optimization of Signaling Network & Configuration, Trouble shooting and maintaining the Database of international Roaming
- Participation in all project works related to above nodes & development works

4.2.5.2 Base Station Sub-system (BSS)

- Superior operational responsibility of all BSC/TRC node in entire network
- Responsible for H/W and S/W upgrading of the BSC/TRC node.
- Develop the required competence in other part of TO to ensure the smooth operation of BSC/TRC.
- Maintenance of support contract with the vendor to ensure the required operation support.
- Radio parameter configuration and new feature implementation.

4.2.5.3 Back-bone (BB)

- To ensure 2nd line maintenance support of high capacity transmission network.
- Responsible for optimization, performance analysis, quality & development's of high capacity trans. Network.
- Develop the competence level of FO engineer and other part of TO by conducting training program on regular basis.
- Responsible for software up gradation, ensure spare parts and the required operational support conducting with vendor.

4.2.6 Service Network

4.2.6.1 Intelligent Network (IN)

- Operation and Maintenance of IN platform (SDP, PPAS, SCP, PSP, IVR, USSDgw, SSF, SMAS)
- Tariff management (Prepaid)
- Subscriber & Voucher management (Prepaid)

4.2.6.2 Value Added Service (VAS) Network

- Operation and Maintenance of SMSC, VMS, PSA, WSMS, OCR and other application servers.
- Develop tools for automization and data analysis.
- Generate usage report of VMS, SMSC, PSA, WSMS and OCR.

4.2.7 Telecom Management Network

The responsibilities of this section is divided into the following main units:

4.2.7.1 GSM/EDGE-OSS

- Maintaining 60+ applications for Ericsson OSS
- Maintaining 99.9% up time and SLA with NOC for providing 24X7X365 support

4.2.7.2 Transmission EMS

- They are maintaining 99.9% uptime as well as maintaining SLA with NOC.

4.2.7.3 CDN & Security

- This group is maintaining the entire nationwide data network and its uptime up to 99.9%. They also have a critical SLA with NOC.

4.2.7.4 NMS & Architecture

- Performing all the analysis regarding NMS and its underlying architecture.

4.3 Different fault categories

There may be different types of fault in a GSM network. These faults may be grouped in different ways. One of the most effective ways is to differentiate the faults according to the severity level of the faults. We can define 3 different severity levels:

1. Critical faults
2. Major faults
3. Minor faults

We may group different faults as follows:

4.3.1 Critical faults

This type of critical faults can affect the network in severe level. So these faults should be removed as soon as possible. We may set a deadline of 4 hours for handling such faults. Here is a list of such type of faults:

4.3.1.1 Critical fault List for Core NE

a. CCITT7 Destination Inaccessible

b. 2.Common Charging Output Error

c. Infinite File End Warning (TTFILE)

d. Infinite Sequential File Not Open (TTFILE)

e. Group Switch Traffic Restrictions

f. Many Regional Processors Blocked

g. System Restart

h. AP Not Redundant

i. AP Process Stopped

j. Backup Access Speed Reduction

k. External Alarm (Power Failure, Fire Alarm, Temperature high in Switch premises)

l. Recharging Problem either IVR or USSD due to Fault in IVR or USSD (for subs >50)

m. SMS Failed for Prepaid Subs due to Problem in PSA

n. SMSC Down

o. SDP Lost Redundancy(i.e.; SDP1A down while SDP1B serves)

p. PPAS Down.

q. Calling Problem due to B no. Analysis Fault. (>100 subs).

r. Network Synchronization Fault

s. Software Error (A1 alarm)

t. Volume Limit Exceeded (Call Volume)

u. SP unit fault.

4.3.1.2 Critical fault for Access Network

a. Faults in the Access Network for which service is unavailable or traffic is interrupted.

4.3.1.3 Critical fault List for EMS

a. Complete EMS outage

b. FM applications totally not working.

c. NE can not be connected through EMS.

d. STS hampering alarm

4.3.2 Major faults

This type of major faults can affect the network in such a way that huge traffic may be hampered. So these faults should also be removed in priority basis. A time period of 24 hours may be allowed to handle such faults. Here is a list of such type of faults:

4.3.2.1 Major fault List for Core NE

a. Ali Fault

b. Audit Function Threshold Supervision

c. Backup Information Fault

d. Blocking Supervision

e. Signaling Link Failure

f. CP Fault

g. EM Fault

h. RP Fault

i. Infinite File End Warning (Not TTFILE)

j. Infinite Sequential File Not Open(Not TTFILE)

k. Group Switch Fault

l. Software Error (A2 alarm)

m. Volume Limit Exceeded (Exchange Volume)

n. SP Node Fault

o. SP Link Fault

p. CPT Fault

q. Size Alteration of Data Files Size Change Required

r. Money Not Added in PPAS

s. SDP Bar

t. PPAS User Hanged

u. Recharging Problem through IVR or USSD Due to Problematic Process in PPAS (for subs hampered <=50)

v. Calling Problem due to B no. Analysis Fault(if dependent on Other Operator)

w. Exchange Input Load Supervision

x. File Process Utility Automatic Transfer Failure

y. Calling Problem due to B no. Analysis Fault.(<100 Subs

4.3.2.2 Major fault for Access Network

a. Faults in the Access Network for which service is not unavailable or traffic is not interrupted, but there is high risk of such event and off traffic hours needed to rectify the fault.

4.3.2.3 Major fault List for EMS

a. FM applications partially hampered. (e.g. Alarm hanging issues, FMX not working, Auto acknowledgement not working etc)

b. Any of the X-Terminal in NM premises is down.

c. Data not dumping in ATR systems.

4.3.3 Minor faults

These types of faults are not that much traffic hampering. So these are less priority faults. A larger time span of 96 hours may be allowed to handle such faults. Some of this type of faults are:

4.3.3.1 Minor fault List for Core NE

a. Application Detected Software Error

b. Volume Limit Exceeded (Stat Volume)

c. Calling Problem due to B no. Analysis Fault (If dependent on Other Operator)

4.3.3.2   Minor fault for Access Network

a. Faults in the Access Network for which there is no big risk of mass traffic/service interruption.

4.3.3.3   Minor fault List for EMS

a. Removing unwanted alarms from OSS side.

4.4   Service Level Agreement

Important Notes:

o *NE Out of Service:* Network Element is completely DOWN and is not carrying any traffic.
o *NE with Reduced Capacity:* Network Element is NOT fully DOWN. Due to Fault, Traffic Carrying Capacity is reduced.
o *Near Site:* Travel time from nearest GP technical office to the site is less than 1 hrs.
o *Far Site:* Travel time from nearest GP technical office to the site is more than 1 hrs.
o *Class A Site (Critical Site):* Critical Site (site that carry more than 3 BTS), NO relaxed time applicable.
o *Class B Site (Non Critical Site):* Non Critical Site (site that carry 0-2 BTS), relaxed time from 2300hr-0700hr.
o *BS Fault:* BS Fault with TRX related VSWR Faults.
o *TR:* Trouble Report for Fault Handling, issued by Network Management.

4.4.1   Basis of defining time-frame for SLA

The services & activities in Technical operation are mainly time dependent. In an analysis, Mean Time To Recovery (MTTR) status of Technical Operation for 2005:

Table 4.1: Mean Time To Recovery status of Technical Operation for 2005

Fault category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	MTTR
Critical	7.93	2.34	8.00	6.76	4.78	3.96	6.57	5.29	6.49	6.10	9.06	4.13	5.95
Major	64.57	42.08	14.69	67.91	39.28	32.25	8.94	11.86	8.61	7.54	11.69	6.51	26.33
Minor	267.47	129.77	105.95	146.32	103.72	76.32	67.64	43.95	34.62	38.86	38.17	56.72	92.46

We've followed the input for defining the Service level agreement for different nodes.

4.4.2   SLA for Core Network Element

Table 4.2: Definition of Service Level Agreement for Core Network Element

Network Element (NE)	100% repaired or escalated by NM			100% repaired or escalated by 2nd level		
	Critical Fault	Major Fault	Minor Fault	Critical Fault	Major Fault	Minor Fault
MSC/BSC/HLR/SCP/SDP/ VMS/SMSC/PSA/STP/TSC/ PPAS etc.	30 min	4 hrs	24 hrs	4 hrs	24 hrs	96 hrs

4.4.3 SLA for Access Network Element

4.4.3.1 NE outage issues

Table 4.3: Definition of SLA for Access Network Element (Outage issue)

Problem Category	Affected Network Element (NE)	Site Category	100% repaired or escalated by NM		100% repaired within (FO)	
			NE Out of Service	NE with Reduced Capacity	NE Out of Service	NE with Reduced Capacity
BTS Equipment	RBS (Site)	Near Site	30 min	3 hrs	4 hrs	24 hrs
		Far Site			6 hrs	
	Cell(1 or 2 cell of a site)	All types	30 min	3 hrs	24 hrs*	
	TRX (Non-VSWR faults)	All types	3 hrs		24 hours	
	TRX (VSWR faults)	Near Site	3 hrs		48 hours	
	TRX (VSWR faults)	Far Site			72 hours	
Power Supply (internal)	RBS/Tx equipment/Switch**	Near Site	TR, by 30 min	TR, by 3hrs	4 hrs	24 hrs
		Far Site			6 hrs	
Power Supply (external)	RBS/Tx equipment/Switch**	Near Site	TR, by 30 min	TR, by 3hrs	2 hrs	
		Far Site			3 hrs	
Low & High Capacity Transmission		Near Site	30 min	3 hrs	4 hrs	
		Far Site			6 hrs	
Optical fiber		BR Fiber	30 min		12 hrs	
Optical fiber		GP fiber			8 hrs	
Single E1(PCM)	Clock or signaling		30 min		4 hrs	
	Traffic route		6 hrs		24 hrs	

4.4.3.2 Network Quality Issues

Table 4.4: Definition of SLA for Access Network Element (Quality issue)

Problem Category	Affected Network Element (NE)	Site Category	100% repaired or escalated by NM		100% repaired within (FO)	
			NE having up-down	NE having Reduced Capacity, bad quality etc.	NE having up-down	NE having Reduced Capacity, bad quality etc.
BTS Equipment	RBS (Site)	Both Near and Far	6 hrs	24 hrs	12 hrs	24 hrs
	Cell(1 or 2 cell of a site)		6 hrs	24 hrs	24 hrs	
	BS faults		48 hrs		96 hrs	
Power Supply (internal)	RBS/Tx equipment/Switch**	Both Near and Far	6 hrs		24 hrs	
Power Supply (external)	RBS/Tx equipment/Switch**	Both Near and Far	24 hrs		96 hrs	
Low Transmission		Both Near and Far	24 hrs		48 hrs	96 hrs
High Capacity Transmission		Both Near and Far	4 hrs		24 hrs	48 hrs
Optical fibre		Both BR & RH fiber	12 hrs		24 hrs	96 hrs
Single E1(PCM)	clock or signaling		3 hrs		24 hrs	N/A
	Traffic route		24 hrs		48 hrs	N/A

4.4.4   SLA for Network Management System Element

Table 4.5: Definition of SLA for Network Management System Element

Network Element (NE)	100% repaired or escalated by NM			100% repaired within (OSS)		
	Critical Fault	Major Fault	Minor Fault	Critical Fault	Major Fault	Minor Fault
OSS, EMOS, TNMS, Minilink Manager, PNMS etc.	30 min	4 hrs	24 hrs	4 hrs	24 hrs	96 hrs

4.5 Rating process for achieving SLA

The rating process for achievement of defined Service Level may be designed as follows:

Table 4.6: Definition of Rating for achievement of SLA

Network Element	Fault type	Weightage	Points			
			Done within the time-frame	Done within the double of the SLA time-frame	Done at any later period	Not done
Core Network Element	Critical	10	4	2	1	0
	Major	8	4	2	1	0
	Minor	6	4	2	1	0
Access Network Element (Outage issues)	NE Out of Service	10	4	2	1	0
	NE with Reduced Capacity	8	4	2	1	0
Access Network Element (Quality issues)	NE having up-down	8	4	2	1	0
	NE having Reduced Capacity, bad quality	6	4	2	1	0
Network Management System Element	Critical	10	4	2	1	0
	Major	8	4	2	1	0
	Minor	6	4	2	1	0

Finally, the calculation of the rating for achieving Service Level will be done as follows:

Rate Point Average, RTA= ($\sum$ Weight age X Points)/ ($\sum$ Weightage)

The highest point one may get if he achieves 100% service level in all activities is 4.00.

The rating should be estimated at the end of each month.

Combined Rate Point Average (Yearly), CRTA = $(\sum RTA)/12$

Chapter 5
Justification of the proposed Appraisal process

5.1 Focus on the basic objective of Performance Appraisal:

Basically results-based performance appraisal approaches produce short and long-term results in the context of original performance and organizational objectives, are generally perceived as fair, tend to generate high levels of commitment to the organization, and they encourage a high level of participation and are thus defensible. For these reasons, the proposed appraisal process may be considered as the best approach for a mobile operator like GrameenPhone which is very much concerned about the QoS (Quality of Service) & uninterrupted service to the customers.

Before going to more details, the basic concept of Performance appraisal may again be mentioned hereby. Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about staff that lead to decisions. Performance appraisal should also be viewed as a system of highly interactive processes which involve personnel at all levels in differing degrees in determining job expectations, writing job descriptions, selecting relevant appraisal criteria, developing assessment tools and procedures, and collecting interpreting, and reporting results.

Objectives for performance appraisal policy can best be understood in terms of potential benefits such as:

- Increase motivation to perform effectively
- Increase staff self-esteem
- Gain new insight into staff and supervisors
- Better clarify and define job functions and responsibilities
- Develop valuable communication among appraisal participants

- Encourage increased self-understanding among staff as well as insight into the kind of development activities that are of value
- Distribute rewards on a fair and credible basis
- Clarify organizational goals so they can be more readily accepted
- Improve institutional/departmental manpower planning, test validation, and development of training programs

5.2   Fair & justified Performance evaluation process

In most of the cases, the traditional Performance appraisal process fails to be proved as a fair & justified approach because of:

- Highly opinionated subjective judgments
- Unclear standards and expectations
- Appraisals used ones a year
- Game playing with appraisals
- Central tendency in ratings
- Recent behavior bias
- Appraisals difficult for attitudes, characters and personality
- Personal favorites

So, to attain a fair & justified Performance appraisal process, the following points should be considered which may be ensured by the proposed appraisal system:

- Clarity of expectation before start of performance
- Forces measures of performance into expected commitments for productivity and final results
- Subordinate gets feedback on behavior for changes
- Subordinate participates in commitment and get recognized when completed
- Resource use controlled before consumption

- Limited compensation better distributed among deserving employees Development and promotion of people through job challenges

5.3 Quality of Service & time-frame based system

As GrameenPhone is a service provider company, its main intention is to provide quality & uninterrupted service to the customers. So here time is an important factor for good service. As the proposed appraisal system is based on time frame to detect & rectify faults, it basically concentrate on the minimum duration of interruption which is ultimately ensures Quality of Service.

Another important feature of the proposed system is to categorize the fault according to the effect on the network. In a telecom network, every fault doesn't have the same impact on the service. Some fault may have tremendous effect like service interruption for an area, some may interrupt a location. On the other hand, some may don't have any effect up on service interruption al all, only may have impact on quality. So if different service level can be defined based on time frame, it will be ultimately linked to the quality of the entire network. Thus the service can be ensured to the end users with required or targeted Quality of Service.

5.4 Other main advantages of Service Level based appraisal process

5.4.1 Organizational objectives oriented appraisal

Service Level Agreement (SLA) based appraisal directs the activity of the organization toward the desired output. Service Level-based appraisal ties the individual efforts of the unit's personnel to the defined objectives of the organization.

This approach compares the employee against a standard of expected results. It clearly differs from behavioral checklists and the critical-incident methods, which focus on behavior. This approach requires four things:

- A set of clearly defined goals,
- A defined time-frame to accomplish the goals,
- Participation of both manager and employee in setting the goals, and
- Feedback to the employee as to how well he or she is progressing toward the goals.

Service level-based performance appraisal prioritizes the following which ultimately ensures meeting organizational objectives:

1. Formulate long-range goals and strategic plans
2. Develop overall organizational objectives
3. Establish derivative objectives for major operating units
4. Set realistic and challenging objectives and standards of performance for members of the organization
5. Formulate action plans for achieving the stated objectives
6. Implement the action plans and take corrective action when required to ensure the attainment of objectives
7. Periodically review performance against established goals and objectives
8. Appraise overall performance, reinforce behavior, and strengthen motivation.
9. Begin the cycle again.

Service level-based performance appraisal ought to be an effective method of appraising employees. And from a practical standpoint it is job outcomes that are important to the organization, for it is these outcomes that the organization probably wishes to pay for.

5.3.2 Guarantees participation by all organization members

Service level-based performance appraisal emphasizes participation by all organization members. The following core elements are identified in this process:

- Formation of trusting and open communication throughout the organization
- Mutual problem solving and negotiations in the establishment of objectives
- Creation of win-win relationships
- Organizational rewards and punishments based on job-related performance and achievement
- Minimal uses of political games, forces, and fear
- Development of a positive, proactive, and challenging organizational climate

5.3.3 Promotes continuity (Changing the Guard)

What happens when one or more of the top supervisors are rotated? Service Level-based appraisal can actually be a benefit in this situation. New supervisors should be required to operate under their predecessor's objectives for a few months until they get their feet on the ground. Then, after they are properly trained, they can sit down with the boss and negotiate their own objectives. This procedure promotes continuity within the unit and cuts down on the "new regime" concept.

5.3.4 Tailor-made Management

One of Service Level-based appraisal's principal advantages is that it can be tailored to fit units of different sizes and compositions. Exactly how the program is designed is an individual decision, depending upon a unit's circumstances.

For example, one decision to be reached is the frequency of objective reviews. The time between review sessions will depend on the dynamics of the management situation. The greater the potential for changes in the management environment, the shorter the review period will need to be. As with all other aspects of this approach, one may choose the most pragmatic approach to fit his unit situation.

5.3.5 Can be implemented at any level within the organization

At what level of the organization does Service Level-based appraisal start? The answer is at any level. The only requirement to start an Service Level-based appraisal program in a specific unit is agreement with the boss. There is no demand that any other level above the initiating office implement a program first. If all higher military echelons need an Service Level-based appraisal program before the lower level unit can begin, the program will be greatly delayed. Service Level-based appraisal can really be started at any level within the organization.

5.3.6 Improves planning

Service Level-based appraisal improves planning. It requires that an organization and its supervisors think ahead.

5.3.7 Increases communication

This approach increases communication within the organization. It requires that the superior and the subordinate periodically discuss their progress toward obtaining desired objectives in key areas of responsibility.

5.3.8 Focuses on performance

A fourth advantage lies in the fact that Service Level-based appraisal aids in the performance evaluation of individual supervisors. This technique concentrates on performance criteria for evaluation rather than on behavioral trait criteria.

5.3.9 Motivate employees by providing feedback on how they are doing

The MBO approach, if it involves real participation, appears to be most likely to lead to an inner commitment to improved performance. However, the work-standards approach can also motivate, although in a more coercive way. If organizations staff to meet their work standards, the work force is reduced and people are compelled to work harder.

The former technique is more "democratic," while the latter technique is more "autocratic." Both can be effective; both make use of specific work goals or targets, and both provide for knowledge of results.

If performance appraisal information is to be communicated to subordinates, either in writing or in an interview, the two most effective techniques are the management-by-objectives approach and the critical incident method. The latter, by communicating not only factual data but also the flavor of a supervisor's own values and biases, can be effective in an area where objective work standards or quantitative goals are not available.

5.3.10 Other advantages

Among its many advantages of Service level-based performance appraisal for the institution are the following:

1) Each staff member's responsibilities are clearly defined resulting in less supervision of subordinates and increased morale among staff

2) Communication between management and staff if ongoing with participative planning a reality as problems are identified and solutions are tried

3) Service to lass clients (students, faculty, administrators) becomes overtly accountable and is congruent with the division and institutional mission and goals

4) Greater satisfaction from improved managerial efficiency and effectiveness

5.5 Justification in terms of revenue saving

Interruption of service for a GSM network not only reduces quality of service & subscriber satisfaction, it has a serious impact on revenue earning. At the end of the day, the organization calculates how much revenue it can secure. So it is the main concern of the management.

In an analysis, the following figures were found for the past 4 years of service:

Table 5.1: Network outage scenario from 2002 to 2005

Year	2002	2003	2004	2005
Per cell outage	3314	2213	3335	4303
No. of cell	1500	2010	4170	10500
Total cell outage	4971000	4448130	13906950	45181500
Total revenue loss in BDT	99,420,000.00	88,962,600.00	278,139,000.00	903,630,000.00

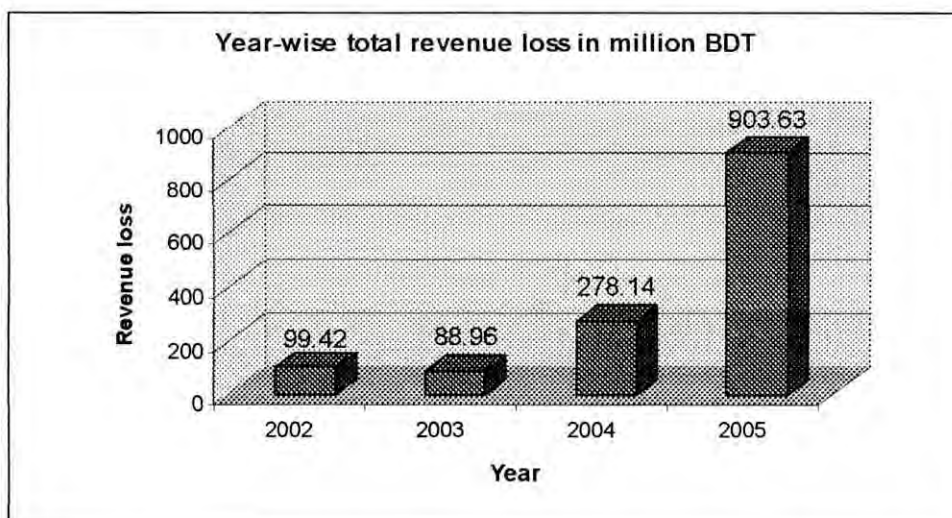The record can be showed in the following graph:

Figure 5.1: Year-wise total revenue loss in million BDT

Outage Analysis (Fault type-wise)

Table 5.2: Fault category-wise outage distribution

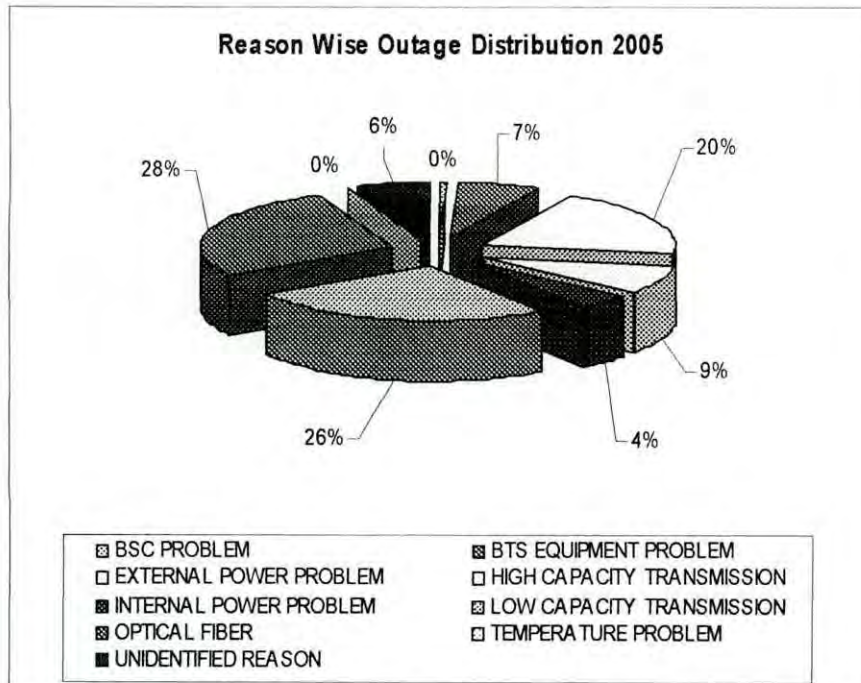| Fault Category	Total outage (cell-min)
BSC Problem	19578103.56
BTS Equipment Problem	313223462.5
External Power Problem	896047314
High Capacity Transmission	387785717.1
Internal Power Problem	201864676.4
Low Capacity Transmission	1164627578
Optical Fiber	1252916406
Temperature Problem	5629605.204
Unidentified Reason	276477136.8

Figure 5.2: Fault type-wise outage analysis in 2005

In another analysis, it was derived that the MTTR values also defer depending on fault categories such as:
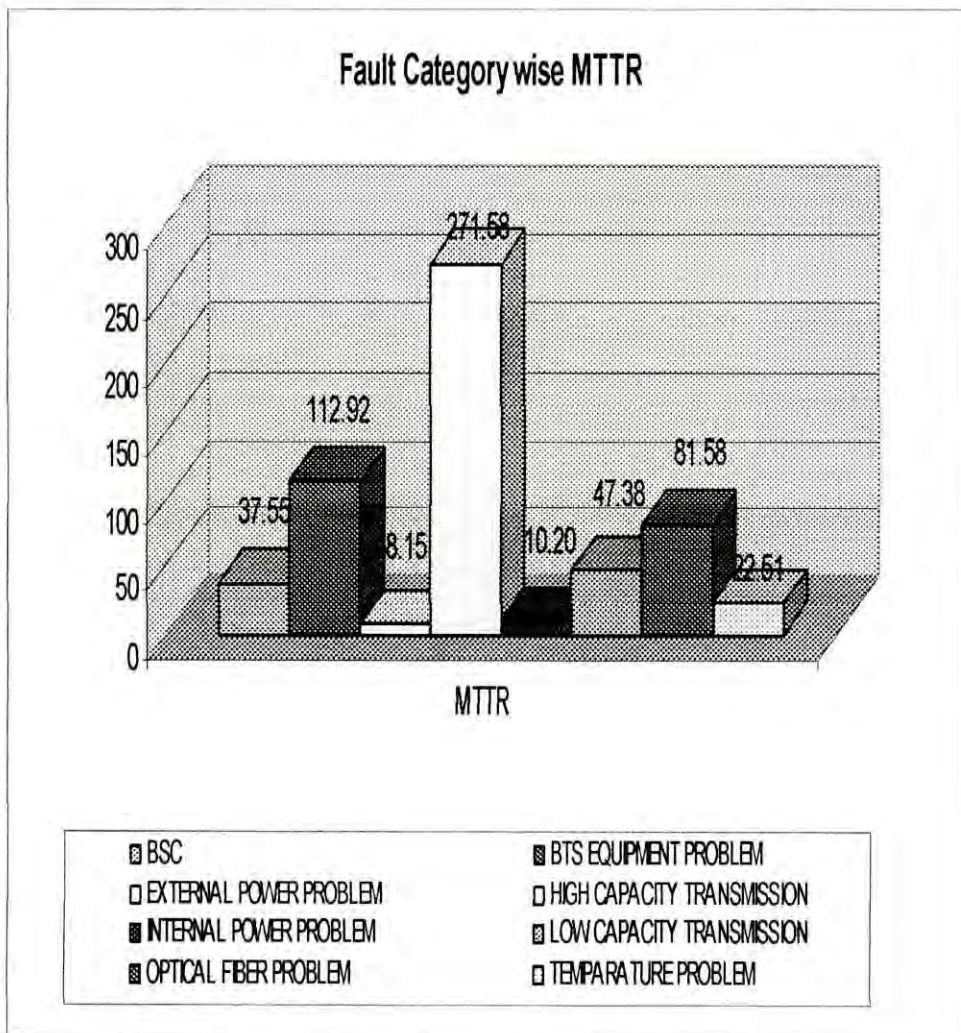

Figure 5.3: Fault type-wise MTTR analysis in 2005

Explanation of the calculation:

- Per cell outage: Total no. of outage minutes for a cell down in a year
- No. of cell: Total no. of cell at the end of the year
- Total cell outage= Per cell outage X No. of cell
- Total revenue loss= Total cell outage X Average revenue loss for a cell outage for one minute (around BDT 20.00)

In the analysis, it may be observed that no. of cell in the network is increasing day by day. This is because of the huge expansion & roll-out project on-going in recent years in GrameenPhone. And as the no. of cell is increasing, the outage minutes is also increasing which ultimately increasing the revenue loss. So to maintain a reduced outage level is becoming more crucial day by day. A base station comprises of 3 cells. So if a base station is down for 1 hour, the revenue loss can be showed as follows:

- Revenue loss for a base station down for one hour= BDT 20.00 X 3 X 60 = BDT 3600.00.

So, if this time-frame based service level can be implemented, the Technical operation engineers will focus more on reducing the outage duration. This will ultimately ensures the revenue gain of the whole organization.

In the analysis, it can be observed that the reasons of outage are mainly:

1. Optical fiber
2. Low Capacity Transmission
3. External Power Problem

Most of the faults of such categories are time dependent to remove. So by implementing this time dependent SLA based appraisal, if at least 10% of the outage duration can be reduced, then the total saving of the revenue saving can be showed as follows:

- Revenue saving= 10% of Total revenue loss 903.63 million BDT = 90.363 million BDT

This figure is very significant which justifies the proposed process in term of revenue gain.

Chapter 6
Pre-requisites for Service Level-based appraisal

6.1   Introduction

There are a number of practical problems which may lead to an unsuccessful SLA based appraisal process. It is said that the process may sometimes ignore qualitative goals. It can also obscure true success/failure.

As Service Level-based appraisal relies on self-control rather than external checks, it is not effective

- In organizations that have little trust in subordinates, nor
- Those that are autocratic

6.2   Some pre-requisites of SLA based appraisal

The most important ingredient in the implementation of a unit Service Level-based appraisal program is the creation of a subordinate-centered participative management atmosphere. Such an atmosphere must consciously and diligently be created by the boss. However, this does not mean that the boss relinquishes control of his subordinates. Participation is defined as "mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibility in them." This mental and emotional involvement does not usurp power from the chain of command.

6.2.1   Commitment

The atmosphere desired for Service Level-based appraisal is built from mutual trust and commitment. Subordinates must be given the opportunity to formulate their own objectives. Objectives that are forced upon them by well-meaning

bosses will not insure the subordinate commitment that is necessary to accomplish the program successfully.

6.2.2 Integrity

In addition, this atmosphere requires that there be complete integrity in the superior-subordinate communications regarding the formulation of subordinate objectives. There can be no changes of objectives or objective-measuring systems without the agreement of both the superior and subordinate. In other words, service level-based appraisal dictates that there can be no surprises or misunderstandings about the original meaning of objectives when they are reviewed for accomplishment at the end of the Service Level-based appraisal cycle.

6.2.3 Knowledge level

Thorough knowledge of Service Level-based appraisal theory and methods is ultimately important for all participants. If education is confined to a flashy handout or a superficial briefing, the Service Level-based appraisal program will fail. Time and effort are needed to discuss the implications of the program thoroughly and to then practice the skills that are required. Objective writing, objective setting, and objective reviewing all demand a learning process and a practice session before application to a real situation. All of this takes time and trouble. Even though the demands of Service Level-based appraisal education are taxing, commitment to thorough knowledge and training for the entire unit will be rewarded in time saved and results achieved in the operation of a successful evaluation program.

6.2.4 Administration

Assistance must be available during the implementation of the program. Generally managers in a rising telecom operator are already busy, so the administrative procedures of the program must be kept to a minimum.

6.2.5 Minimal Paperwork

Objectives are a personal agreement between superior and subordinate; no one else needs a copy of these objectives. In fact, the objectives may be handwritten. Managers should not get caught in the usual red tape of administration.

6.2.6 Few Objectives

One of the best ways to keep administration procedures to a minimum is to concentrate only on a few objectives. Remember that objectives are improvement goals and should not be formulated for each routine responsibility; objectives should concentrate on the key results desired.

6.2.7 Length of Time to Implement

Implementation of this management procedure will require patience from the commander. Overnight results are not to be expected. It takes several MBO cycles to firmly establish this program and in some cases to produce realistic objectives. Implementation time varies, depending upon the degree of change required in the supervisor's management style, the difficulty of creating the participative atmosphere, etc. Patience and commitment to Service Level-based appraisal will be needed.

6.2.8   Human Relations Problems

The implementation of Service Level-based appraisal will meet with the normal resistance to change that greets any new proposal. In addition, probably the most serious problem that the manager will face is the feeling from some subordinates that SLA based appraisal is a manipulative device. These subordinates will feel that this appraisal exists to demand greater output from them. If the superior is insensitive to this reaction and does not dispel it in the objective-setting session, then he can only expect low-performance objectives from these individuals.

6.3   Main threats against SLA based appraisal process

6.3.1   Difficulties to make goals clear and explicit

One set of difficulties comes from trying to make goals clear and explicit. Not all goals that are important; for instance, qualitative goals can be neatly defined. Vagueness in goals may give employees the maneuverability they need to get the job done in a dynamic environment. In fact, in a dynamic environment attempts to set goals may be futile. Finally, focusing on particular goals may lead employees to ignore other parts of the job.

6.3.2   Problem in participatory process

A second area of concern is the participation of manager and employee in goal setting. This requires a level of trust that is hard to achieve in a situation of uneven power. The employee can perceive joint goal setting as manipulative if the relationship with his or her manager is not good. In addition, a natural tension exists if we assume that goal theory is operating. According to goal theory, more productivity is a result of higher goals being set and accepted by the employee alone. Goal setting is a difficult task to handle within the supervisor-subordinate

relationship. Participation takes a great deal of both parties' time. One or both may feel the time can be better spent.

6.3.3 Mislaid of feedback to the employee

Third, the information required to provide feedback to the employee may not be developed in the organization or may be impossible because of the nature of the task. MBO also assumes that the outcomes of work are the only important variables to consider in defining good performance. Often, however, how the work is done is as important as what is accomplished. The former variable is hard to program into Service Level-based appraisal.

6.3.4 Not perfect for pay related decisions

As a performance appraisal method for a pay-for-performance program, Service Level-based appraisal is not very useful. There is no way other than qualitative judgments to decide who is doing better or worse, other than accomplishing or not accomplishing goals. This leads to a nominal measurement, but more is needed for the program to operate. Service Level-based appraisal is much better suited to bonus or incentive systems.

6.3.5 Requires more time

Service Level-based appraisal process takes time in initiating, planning monitoring, evaluating, and revising. Moreover since one of the most important elements of efficient administration of a Service Level-based appraisal program is adhering closely to the time schedule it needs extra time & activities to track it.

6.3.6   Possibilities to become extra burden

The process may generate lots of admin activities. It also needs constant attention. It has the potential to be a paper shuffling exercise, especially when the process is not monitored and evaluated

6.4 SWOT analysis of SLA based appraisal process

The SWOT analysis of the proposed appraisal system is showed below:

Table 6.1: SWOT analysis of SLA based appraisal process

INTERNAL FACTORS	EXTERNAL FORCES
Strengths	**Opportunities**
- Fair & justified Performance evaluation process - Guarantees participation by all organization members - Promotes continuity (Changing the Guard) - Can be tailored to fit units of different sizes and compositions - Can be implemented at any level within the organization - Improves planning - Increases communication - Focuses on performance - Motivate employees by providing feedback on how they are doing - Greater satisfaction from improved managerial efficiency and effectiveness	- As it's a Quality of Service (QoS) & time-frame based system, the image of the organization will be enhanced. - Because of increased subscriber satisfaction, the overall business opportunities will be uplifted. - As this is a organizational objectives oriented appraisal, it'll ultimately strengthen the company position. - The process is capable to increase revenue gain which may lead to boost up the market share.
Weaknesses	**Threats**
- The Length of Time to implement the process is comparatively long. - There may be feeling from some subordinates that SLA based appraisal is a manipulative device. - To make goals clear and explicit is a difficult job. - To involve all in the participatory process is sometimes a complex process. - To evaluate all the job in a quantitative manner is not always possible. - The process is not perfect for pay related decisions.	- The process may be lead to become extra administrative burden, which may keep the management more engaged. - This is a threat for the company if less time is spent to deal with such administrative activities rather than focusing on the main business. - The process has some pre-requisites such as commitment, integrity, higher knowledge level etc. which is dependent on the socio-economic status of the country also. - The employees may also feel that they are bonded by more rules & regulations than other companies which may rise dissatisfaction.

Chapter 7
Concluding remarks

The major responsibilities for setting performance appraisal tone and climate rest with managers and the human resources department. However, even when managers and human resources do their jobs well, employees who come at the process with a negative or defensive approach are not likely to gain from the process or to prosper over the long term. The constant key is for employees to participate actively and assertively, but to keep a problem-solving mindset, and keep focused on how things can be improved in the future. No matter who initiates it, performance appraisal is about positive open communication between employee and manager.

By improving the probability that good performance will be recognized and rewarded and poor performance corrected, a sound appraisal system can contribute both to organizational morale and organizational performance. Moreover, the alternative to a bad appraisal program need not be no appraisal program at all, as some critics have suggested. It can and ought to be a better appraisal program. And the first step in that direction is a thoughtful matching of practice to purpose.

Even with the many advantages, Service Level-based appraisal must be examined realistically. This technique is not a panacea for all management ills; it will not solve all of management's problems.

In addition, successful Service Level-based appraisal implementation is not easy. It requires that the manager understand sophisticated, modern management theory. He must be able to create a participative management atmosphere within his organization in order for Service Level-based appraisal to operate. Service Level-based appraisal definitely requires commitment from the participants.

Conclusively, Service Level-based appraisal is a welding technique that joins personnel-centered management to results-centered management.

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