

**A Study on Performance Appraisal System of Bangladesh
Standards & Testing Institution**

**A Thesis Submitted to University of Dhaka
For the Award of the Degree of
Master of Philosophy**

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Declaration

I do hereby declare that the thesis entitled **A Study on Performance Appraisal System of Bangladesh Standards & Testing Institution** is the result of my own research work, pursued under the supervision of **Professor Dr. M. Ataur Rahman**, Professor, Department of Management, University of Dhaka, Bangladesh. The thesis is submitted by me for the award of the degree of Master of Philosophy in the Dhaka University.

I do further declare that the work presented in the dissertation is original and not part or whole of the thesis has been submitted before for any degree, diploma or any other purposes in any other University or Institution.

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Certified that the work incorporated in this thesis entitled “**A Study on Performance Appraisal System of Bangladesh Standards & Testing Institution**” was undertaken by Ms. Joyshree Das under my supervision and guidance.

The entire dissertation comprises the researcher’s own work and personal achievement and it is a benefited work done by him. This dissertation does not contain any conjoint research work either with me or with anyone else. This thesis has not previously submitted for the award of any Degree, Diploma, Fellowship or similar title and it is the independent work of the fellow.

I recommend for submission of the thesis in University of Dhaka.

Bangladesh.

Professor Dr. Md. Ataur Rahman

Supervisor

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Finally, I would like to say that I have worked properly to complete the thesis. However, there might be some mistakes. So, I seek kind consideration as I am in the process of

learning. I hope this research work will benefit not only the academics and researchers but also the public at large.

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Abstract

Performance Appraisal (PA) is a process by which employee performance has been evaluated following established criteria as well as this is one of the substantial tools for judging the employee competency and effectiveness with respect to his task. In addition, it facilitates the organization in making right decisions regarding personnel credentials such as promotion and merit enhances. Performances of the employee are linked with the measures associated with these sub-divisions such as recruiting, selection, placement, training and compensation. From the Employees perspective, they want to know their basic status quos in order to improve their performances. Mid-level management is expected to improve their performance which facilitates productivity. There are very few mechanisms available to achieve these requirements than employee performance appraisals? For instance, every medical group manager has been evaluated through informal appraisals on a daily basis. Organization can get benefitted holistically when these appraisals are controlled through formal way by establishing systematic appraisal program. In this study, positive ingredients and critical areas are addressed including prerequisites, setting a workplan, conducting verbal and written appraisal to perform effective employee performance appraisal following established criteria. In this study, human resource practices of BSTI has been examined as well as relationship of performance appraisal, job analysis, recruitment etc. has been scrutinized and recommended for effective performance management system. The study has given specific important on performance appraisal system of an organization namely Bangladesh Standards & Testing Institution (BSTI). PA is a crucial and critical process for any organization that is seeking for the development, reputation and organizational

profitability in the competitive environment. The indispensable components of an effective PA system comprise of understanding its basics and the key steps laying the foundation. To get sound appraisal system, it is required to evaluate the available techniques and implementation process by brainstorming. Performance Appraisal includes recruitment, leave, staff transition, policies related to salary & other financial benefits, staff development (through training, motivation etc.). Effective performance appraisal tool is an asset for the organization. This study aims at detecting the problems based on literature review, objectives together with relevant methodologies, rationale of the study etc.

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List of abbreviations

Acronyms	Elaboration
BBS	Bangladesh Bureau of Statistics
BSTI	Bangladesh Standards & Testing Institution
DU	Dhaka University
FGD	Focus Group Discussion
GDP	Gross Domestic Product
KII	Key Informant Interview
PA	Performance Appraisal

Chapter 1

Introduction

Chapter 1: Introduction

1.1 Background of the Study

This study has been performed as a prerequisite to complete the M.Phil. Thesis under the Department of Management, University of Dhaka. The topic of the study, “A Study on Performance Appraisal System of Bangladesh Standards & Testing Institution”, a case study is assigned by Dr. Md. Aatur Rahman, Professor, Department of Management, University of Dhaka, Bangladesh.

Performance appraisal is an important part of Human Resource Management (HRM). HRM deals with unskilled, semi-skilled and skilled personnel which is shortly termed as People. “People” is essential and crucial resource for the organization and found in the organization in the formula of its employees. Innovative people can shape the dynamic organization. Efficiency and effectiveness of the organization is dependent of the employee competence and performance. In HRM, employee competency, motivation and organization development are the multiple goals which ensures employee competencies, knowledge, attitude, skills in technical area.

Performance appraisal will guide the organization regarding the lacking of the competence to perform assigned job. Based on the effective performance appraisal, organization can take appropriate corrective actions. It is way of appraising employee performances against the assigned task.

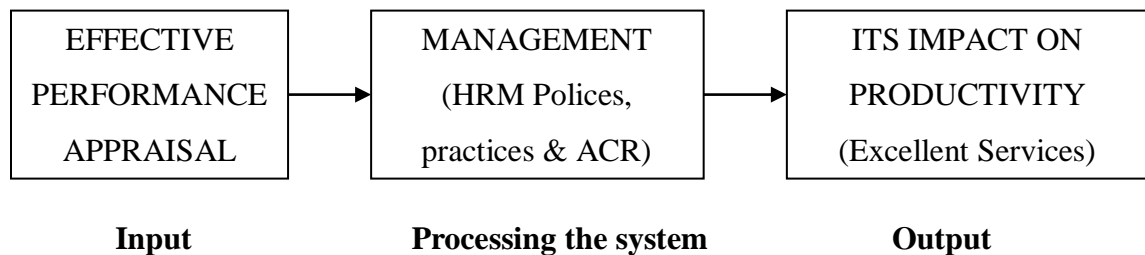
Organization should know and understand the gap in the employee competence in order to improve the employee’s performance. Employee promotion/transfer, salary determination etc. are triggered based on the employee performance. Employee productivity enhancement study was performed in the early 20th century by Taylor and

his revolutionary Time and motion studies. Basically, evaluating someone activity is started from the ancient period. Qualitative and quantitative aspects of job performance are measured through PA system.

“human instinct to judge oneself along with the person he/she is working with.”

Appraisal is an inevitable and universal part of HRM. Structured PA system, facilitate effective employee management but without it there won't be systematic, independent, fair and accurate. Sometimes, PA systems work as deciding tool for the remuneration and other benefits. Employee motivation and productivity will be enhanced if performances of the employees of the organization is truly evaluated following setting criteria.

Effective Performance Appraisal and practices play a vital role on productivity in any organization in context of globalization.



In recent years, one of the global trends is towards a free market economy and in this new context the activities of BSTI has become highly challenging and complex. To cope with this BSTI has been striving relentlessly to attain an international level of quality and professionalism in all its operations. As such, BSTI had taken initiatives to get international recognition for its testing labs and for its product certification system. Still there is a long way to go. With the required high degree of integrity, transparency and hard work the organization is confident that they can achieve their goals and earn the

confidence of their people and clients, especially the manufacturers, exporters and consumers of both local and imported products.

Performance Appraisal System According to Carl Heyel (2005), “PA can be expressed as appraising the employee performance with respect to the qualifications of the employee. This has been performed to get the employee competence lacking with respect to achieving organizational strategic goals. Employee placement, promotion, rewarding etc. are done based on PA system. Moreover, soft and hard skills requirements of the employee are also identified through PA system.”. Tripathi. P.C (1999) highlights that PA refers to identify the potentials of the employee in meeting organizational demand.

1.2 Problem Statement

Performance appraisal is a sub-set of Human Resource Management which is dealt with literature review of the same field and this review assists in recognizing the issues and importance of PA system which may occur within the organization. Making an organization align is a significant task, to do so organization needs to deploy tasks for achieving business goals and objectives. In fact, setting these things is a very crucial part and most of the organization face problems for setting aligned objectives and targets focusing strategic direction. BSTI has faced lot of problems with respect to performance appraisal process. Traditional performance appraisal system has been executed by the BSTI management which does not provide true information of the performance of the employees as well as their lacking in competence. That's is why Performance appraisals has been employed as major management tool in this study.

Proper employee evaluation assists in achieving the strategic direction of the organization. Setting employee roles and responsibilities are the prime part of aligning personnel towards organizational objectives and targets. Organization regardless of a profitable or non – profitable, the personnel are the main resources of any organization. Different techniques need to be adopted by the organization for the improvement of the employee performance. Employee true performance will be identified after the proper performance appraisal.

However, BSTI has given a very little attention in enhancing the employee performance. That is why this study has been undertaken to clarify specific questions related to the performance appraisal by conducting periodic assessment of employee performance toward goals of an organization.

1.3 Rationale of the Study

This study aimed at improvement the PA system of BSTI. A sound appraisal system needs to introduced afresh keeping in view modern scientific system being pursued by Organization. There is ample scope for enhancement in the P.A (Performance Appraisal) management System of BSTI. First of all, a sound appraisal system needs to be introduced afresh keeping in view the modern scientific system being pursued by organizations in the present-day competitive environment.

1.4 Objectives of the Study

The objectives of the study are mainly divided into two: broad and specific objectives.

A. Broad Objective:

The main objective of the study is to assess the performance appraisal systems of BSTI.

B. Specific Objectives:

The specific objectives of the study are as follows:

- I. To analyze BSTI Performance Appraisal Policy to be recommended to the government.
- II. To identify the awareness level of performance appraisal technique among the employees.
- III. To investigate the methods of Performance Appraisal of BSTI.
- IV. To find out the strengths and weaknesses (if any) of Performance Appraisal System of BSTI.
- V. To recommend some measures to be taken for the improvement of PA System of BSTI.

1.5 Scope of the Study

This study will cover the details of BSTI performance appraisal systems. In 1955 in the then East Pakistan a regional branch of the Central Testing Laboratories (CTL) was set up in Dhaka to test and assess the quality of goods procured through import or produced locally. Thereafter, in 1957 the regional branch of the Pakistan Standards Institution (PSI) was established in Dhaka and in 1963 the Certification Marks Inspectorate for certifying industrial products was set up in Chittagong. In 1985 the government of Bangladesh consulted the stakeholders with a view to achieving effective results in the area of standards and conformity assessment of the products. Government had abolished the Central Testing Laboratories and the Bangladesh Standards Institution and established a new organization, i.e. the Bangladesh Standards & Testing Institution (BSTI), entrusting

with all the responsibilities of these two defunct organizations by promulgating Ordinance no. XXXVII of 1985. Before that, in 1982, in order to execute the Metric System of Weights and Measures throughout the country, the Government had promulgated The Standards of Weights and Measures Ordinance, 1982. In 1995 the department of Agriculture Grading and Marketing was abolished and merged with BSTI. The Director General is the Chief Executive Officer of the Institution and is accountable for the proper administration of the Institution. The appointment of The Director General is done by the Government of Bangladesh on such terms and conditions as it may determine.

BSTI performs its responsibilities through 6 (six) wings. Each wing is headed by a Director. In BSTI, performance evaluation is not conducted following KPI system.

In this study, I have tried to identify and analyze the performance appraisal and suggest scientific method for the betterment of the appraisal system.

1.6 Limitations of the Study

- ❖ This study is only limited to Dhaka branch of BSTI alone. As the performance appraisal system of BSTI is same for all entity. These samples are considered as representative sample.
- ❖ This study is only limited to Performance Appraisal (PA) System, not other functions of HRM i.e. recruitment, induction, placement, compensation, termination, fringe benefits etc. covered.
- ❖ No study was available in BSTI regarding PA system. Therefore, no guidelines were available.

- ❖ Insufficient data available with respect to HRM policies and PA system as no study was performed in BSTI.
- ❖ Small sample size as the sample size of the study is limited to 61 not the entire employees of BSTI.

1.7 Review of Literature

Francis O. Boachie-Mensah (2012) scrutinized that PAs are essential for effective assessment and management of employee. His study focused on employees' perceptions of PA bias or errors, and he analyzed the ramifications for creating and executing a compelling examination framework and furthermore needed to distinguish sober minded approaches to rebuild any evaluation predispositions that might be available in the establishment's appraisal system.

Fakhar Shahzad (2012) researched that the Impact of Organizational Culture on Organizational Performance, to show conceptualization, estimation and analyze different ideas on association of culture and performance. After investigation of wide writing, it is discovered that hierarchical culture profoundly affects the assortment of associations cycle, representatives and its presentation. The scientist likewise depicts the various elements of the way of life. Examination shows that if representative are submitted and having similar standards and incentive according to associations have, can build the exhibition toward accomplishing the general association objectives.

Muhammad Saqib (2011) clarified in his article "A Brief Review of Performance Appraisal Practices and its Implementation at Government Offices in Pakistan" the view of administrative (appraisers/evaluates) and non-administrative representatives (assesses).

Chen, Ying-Chang (2011) centered an investigation, on the Business Performance

Management of Hilton Hotels. The specialist bargains about the associations with comprehension about business execution the board (BPM) and its expected worth, transnational organizations, and performance management of global partnerships.

Jack N. Kondrasukin (2011) investigated that an ideal performance management framework. The Researcher evaluating all issues happening with present performance management frameworks created 76 performance management issues (decreased to 4 general classes). Performance evaluation frameworks are improved by redressing normal deficiencies (for example lessening inclinations, preparing those included, utilizing designs with research validation). He broke down the main changes needed in the exhibition evaluation framework. 1) Clarifying the objectives of PA 2) zeroing in on the two outcomes and conduct evaluations 3) adding an evaluation class 4) better planning and 5) better including bodies electorate. Imprint J. Hooper, David Newlands (2009) showed that, utilization strategies to rouse and support performance is critical to remain serious and for dynamic. Performance appraisal centers around surveying person's exhibition. The specialist assessed performance management from a point of view of evaluation. The appraisal experience may be perceived by management Based on the above reviews it has been found that most of the researchers and experts have discussed regarding the usefulness of performance appraisal system. Cleveland, Murphy, and Williams (1989) contended that there is a connection between hierarchical qualities and the employments of an exhibition evaluation framework. Stonich (1984) likewise contended that exhibition estimation in an association ought to be in line with its construction and culture. Since the idea of the endeavors where every industry is locked in fluctuates, its authoritative kind, business strategy, inward and outer climate are

additionally normally unique. The reason for this investigation is to lead an immediate relative examination of performance management framework in the assistance and assembling ventures. Aside from authoritative control, Ilgen, Barnes-Farrell, and McKellin (1993) closed, from their broad audit of the writing since the 1980s about performance appraisal, that there are four perspectives that should be thought of. Practically speaking performance management frameworks cover a wide scope of these perspectives, and only occasionally have the very same nature and capacities. To coordinate discoveries in the region, Chu (2002) proposed an extensive structure including six classifications, to be specific, examination purposes, assesses faculty, evaluation models, evaluation techniques, evaluation timings, and examination input. Armstrong and Baron, (1998) claimed, Performance management is a key and incorporated way to deal with conveying supported accomplishment to associations by improving the exhibition of the individuals who work in them and by building up the capacities of groups and individual givers. Bijay and Jayachitra (2000) referenced performance the board is building performance appraisal by adding the connected correspondence and activity on the advancement accomplished against decided objectives. Execution the board can be particular as a continuous cycle of improving individual, group and authoritative performance (Bussim 2012). It has to be the core of all establishments since it gives strategic direction and how resources are going to be allocated towards the achievement of determined goals and objectives. The fundamental objective of performance management is to improve item and administration conveyance through powerful and effective requesting of assets. As per Brumbrach (1988, referred to in Armstrong, 2000): 'Performance can be activities just as their results. Practices begin

from an entertainer and convert execution from an idea to a demonstration. Not simply the instruments for results, practices are additionally resulting in their own right – the result of mental and actual exertion applied to errands – and can be made a decision about separated from results.'. Notwithstanding, it is scarcely during the 1980's that it had been acknowledged as a particular methodology. Performance Management is generally being utilized in associations to get the best outcomes by attempting to improve the Performance of the labor force. Objectives and guidelines are being arranged well already to get fulfilled results. Grote (2002) depicts performance management as a proper administration apparatus that assesses the exhibition nature of a worker. Schneier and Beatty as referred to in Patterson (1987) characterize it as a cycle that separated from assessing additionally recognizes and creates human performance. As indicated by Karol (1996) performance appraisal incorporates a correspondence occasion arranged between an administrator and a representative explicitly to survey that worker's previous occupation performance and talking about territories for future improvement.

Dulewicz (1989) says that it is basic instinct of human to evaluate others work. It would thus be able to be said that evaluation is both unavoidable and widespread. Indeed, even without the presence of an arranged examination framework, one can have a propensity and think that it's common to assess the work performance of another effectively and abstractly.

Performance appraisal was found in the business in mid-1800. Randell (1994) distinguished its utilization in Robert Owen's utilization of "quiet screens" in the cotton plants of Scotland. The Silent screens were as far as squares of wood with various tones

painted on each noticeable side and it was hungover every worker's work station. By the day's end, the square was turned so a specific tone, addressing an evaluation of the representative's presentation, could be seen by everybody. Weise and Buckley, (1998) Subjective proof demonstrate that this training affected resulting conduct. Spriegel (1962) and Weise and Buckley (1998) certify that by the mid-1950s, 61 percent of associations consistently utilized performance appraisals, contrasted and just 15 percent following World War II. DeVries et al. (1981) called attention to the essential device to be the attribute rating framework, which zeroed in on past activities, utilizing a norm, a mathematical scoring framework to evaluate individuals based on a formerly settled arrangement of measurements. The primary device, utilized here was the attribute rating framework. The idea of Management by Objective (MBO) was first proposed by Peter Drucker in 1954. Mcgreror at that point utilized it in the examination cycle in the year 1957. He recommended that workers ought to be evaluated based on transient objectives, instead of qualities, which are together set by the representative and the director. Weise and Buckley (1998) confirm that this strategy was beneficial as it prompted a change of a director's part from being an appointed authority to an assistant. It additionally demonstrated that workers' profitability eventually prompts performance. Nonetheless, when representatives' exhibition was estimated based on units, at that point MBO was insufficient. This prompted new advancement in the examination cycle and the workers were assessed based on 'behaviour based rating'. The principal apparatus to zero in on practices and it was the Behaviorally Anchored Rating Scales (BARS) were planned by Smith and Kendall (1963). There is an examination hole which the analyst might want to address by taking the current investigation on worker's exhibition evaluation winning at

Bangladesh Standards & Testing Institution (BSTI). That is why, in line with the literature review the study problems have been identified (in terms of certain questions) as:

1. What are the present positions as well as expected future status of Performance Appraisal of BSTI?
2. What is the impact of Performance Appraisal on personnel management decisions with particular reference to staff recruitment, staff promotion, transfer, financial benefits, staff turnover etc.?
3. Why can International Standards Body develop and implement HR policy & Performance Appraisal smoothly but Our National Standards Body cannot?
4. Why do National Standards Body develop HR policy & Performance Appraisal but cannot implement properly?
5. What are the mechanisms of developing organization worthy and staff worthy Performance Appraisal?

No one from BSTI has done the research on Performance Appraisal, that's why this topic has been selected as research study.

1.8 The Structure of the Thesis

The thesis is composed of five chapters. The chapter outline of the thesis is presented below:

Chapter One: Introduction: The Introductory Chapter briefly shows the Background of the Study, Scope of the Study, Limitations of the Study and Literature Review.

Chapter Two: Research Methodology: The second chapter describes the Research Methodology followed in carrying out the present study. It gives the details of the Research Design, Data Collection method, Data Collection Instruments, and Population of the study, Target Population, Sampling Frame, Time References, Method of Analysis and Presentation of Data.

Chapter Three: An Overview of BSTI: The third chapter deals with overall structure and activities of the Bangladesh Standards & Testing Institution (BSTI). It also includes Background of the BSTI, it also includes background of the BSTI, Mission and Vision statement, the present activities etc.

Chapter Four: Findings and Analysis: The fourth chapter provides the findings of the study with their analysis.

Chapter Five: Conclusions and Recommendations: The last chapter reflects on Conclusions and Recommendations. It contains a summary of the report.

Chapter 2

Research Methodology

Chapter 2: Research Methodology

2.1 Research Design

The study is to evaluate the viability of the training program on performance management framework given by the staffs and employees. Engaging exploration is likewise called measurable examination. The principle objective of this kind of exploration is to portray the information and qualities about the thing is being contemplated. The thought behind this kind of exploration is to contemplate frequencies, midpoints and other measurable computations. Albeit this exploration is exceptionally exact, it doesn't assemble the causes behind circumstance. Unambiguous exploration is principally done when an examination is basically done when an exploration needs to acquire a superior comprehension of a point. Graphic examination addresses the inquiries who, what, where, when and how.

2.2 Population of the Study

Population size of BSTI consists of 415 in which persons holding managerial posts are 243 and rest are staffs.

Total manpower of BSTI (Excluding Daily Basis Employee):

Sl. No.	Approved	Existing	Vacant
Class-1 (Grade 1-9)	186	140	37
Class-2 (Grade 10-11)	224	134	103
Class-3 (Grade 12-16)	170	101	67
Class-4 (Grade 17-20)	84	40	44
Total	664	415	241

Approved Post

Existing Post

2.3 Sampling of the Study

For the survey part of the study, A random sample of determined size is drawn from every layer of a populace. Separated inspecting is a strategy for testing from a populace, when sub-populace changes significantly, it is profitable to test each sub populace (layer) freely. Delineation is the way toward gathering individuals from the populaces into moderately homogenous subgroups prior to examining.

For the survey, the sample size was calculated using the following formula:

$$SS = \frac{z^2 pq}{d^2}$$

Where, SS, the desired sample size

z = the standard normal deviation set at **1.75** , which corresponds to the **92** percent confidence level (at **P < 0.85**)

p = The proportion in the target population estimated to the prevalence rate of violence and discrimination incidence (Set at **85%**)

$$q = 1.0 - 0.85 = 0.15$$

d = Degree of accuracy desired, Standard error set at 0.08

$$n = \frac{[(1.75)^2 \times (85) \times (15)]}{(0.08)^2} = 61.01$$

2.3.1 Target Population

Employees of BSTI. Total 61 respondents were selected as target population. Total 20 officers having managerial capacity including the DG of BSTI and 41 non-managerial employees and staffs have been examined. Relevant sampling method has been used to select the respondents.

Sl. No.	Particulars	Total Population	Questionnaire Distribution
1.	Respondents of BSTI	Officers having managerial capacity including the DG of BSTI	20
2.		Mon-managerial employees and staffs	41
Total Questionnaire Distribution			61

2.3.2 Questioning Framing

Questions were framed on discipline, intelligence, competence, personality, Perseverance & trustworthiness of the employee. It included disciplines see of security, professional knowledge and quality of work also. BSTI is literally regarded as a testing organization. The activities of the organization cover almost all essential aspects of human life. It deals with human consumable products, ensures their quality through proper testing and

physical inspection as per ISO and Bangladesh standards. It also covers products other than food items such as textile, Cement, Rod, plastic, electronics etc. One can easily understand how important this organization is in the social fabric of Bangladesh.

In view of the importance of BSTI the Performance Appraisal (PA) system of the officers and employees of the institution is not fully satisfactory. Performance appraisal system of BSTI needs to be recast and further modernized. The employees and officers of BSTI have close links with the general people.

This links or contacts with the people may form a part of ACR.

This may be a two-way traffic.

Products collected from clients at the one-stop service of BSTI is tested at the BSTI laboratory by the designated officers and staff. Apart from this, many samples are collected by BST officers directly from the production/storage centers of the different organizations. BSTI officers often pay surveillance visit to client organizations. There is ample opportunity for BSTI officers to evaluate the performance of the clients through this process. This may form part of PA of the concerned officers of BSTI which should be incorporated in the ACR form. Similarly, the clients may provide a feedback to BSTI regarding the capability, honesty and efficiency of the concerned officer and that evaluation may be a mandatory part of ACR of the concerned officers.

As per the analysis, the points may be added or deducted from the ACR of the concerned Officers. The present practice is a one-way traffic. Web just come from upwards and flow to the downwards. This is a traditional system which needs to be re- organized. Another important issue needs to be stated here. At present, the superior officers write ACR of the sub ordinate officers by evaluating their performance. But there is no provision for the

subordinate officers to evaluate the behavior pattern and capability of the Superiors. This often creates mistrust, imbalance and lack of two-way communication in the organization resulting in the overall decrease of efficiency of BSTI. So, we suggest to add provision for providing ACR by the juniors who will evaluate the performance of seniors.

2.3.3 Pilot Survey

Before finalizing the Questionnaire, two Questionnaires were framed and at least ten employees were supplied the same to fill in. Two sets of questionnaires will be administered to collect secondary data. One set is for the Chief executive/DG of the BSTI or the HRD –Manager/ Chief of HR section of BSTI for collecting managerial information like recruitment, transfer, promotion, turn-over, ratio of male female, training and competency enhancement mechanism and employee satisfaction, grievances, disciplinary actions etc. Another set of questionnaires will be administered indicating of employees’ facilities from the BSTI, work experiences of employees, duration of work with BSTI etc. for the general employees (One employee from Finance –Core staff and another one will be field staff of each BSTI).The table and graphic design depict 360-degree ACR which will be submitted to the HR division for their analysis. Any future promotion / training /incentive will be determined in accordance with this 360-degree ACR report.

Evaluation for Superior to Subordinate	Evaluation for Subordinate to Superior
Feedback by outside client to BSTI on the performance of officers / staff	Feedback by BSTI officers / staff to responsible people of outside client

2.4 Data Collection Method

Primary sources of Data Collection:

i) In-depth interview:

In-depth interview will be conducted among 61 officials and employees of BSTI which includes **20 officers & Staff**, one Chief Executive of BSTI or HRD-Manager or Chief of HR sections for collecting managerial information like No. of recruitment, transfer, promotion, turn-over, ratio of male -female, core and project staff ratio per year etc. and also 19 Employees (2 Core Finance person from BSTI +6 female officers of BSTI Headquarters + 1 Field staff from each BSTI offices along with 10 support staff) for collecting financial data and facilitates, they are received from the BSTI.

ii) Focus Group Discussion (FGD):

One Group will be formed in BSTI consisting of 18 to 20 general employees. At first, I will brief them about my subject matter and objectives of conducting FGD. Accordingly, the general employees will give their opinions on Performance Appraisal related issues of BSTI. Their opinions will be collected by tape-recorder and by note taking also.

iii) Questionnaire & Survey:

The questionnaire is a bunch of inquiries regularly utilized for research purposes which can be both subjective just as quantitative in nature. A poll could conceivably be conveyed as a review; however, a study consistently comprises of the survey. A poll utilized in subjective exploration poses open-finished inquiries through email, phone, or eye to eye gatherings. A poll utilized in quantitative examination poses more shut finished inquiries with confined alternatives to reply.

A study is a refined quantitative examination strategy that involved a Questionnaire with the aim of the effective social event of information from a bunch of respondents. An overview for the most part comprises of shut finished inquiries with not many open-finished inquiries with the expectation of complimentary structure answers. The respondent can clarify the appropriate response in an unmistakable style if there should be an occurrence of open-finished inquiries or a reaction can be posed to pick a reaction or an answer from a pre-characterized set of choices in the event of close-finished inquiries. The rundown of inquiries in a review is called a survey. Thus, the poll is a device to direct a study.

How might representatives rate their association and the workplace? Do workers get a handle on pushed by cutoff times? Are representatives' content with the course of the association? Do representatives feel drew in with their work and the association? What's employees' opinion about different human asset issues? Do representatives have a positive outlook on working environment wellbeing and BSTI morals? Are representatives happy with their colleagues? How would they respond to the new approaches HR just distributed? How workers feel before they open up to the world about their complaints, all these issues will be addressed during making a questionnaire.

iv) Secondary Sources of Data:

For this research, information will be collected from secondary sources also. The method of collecting data from secondary sources will be:

- BSTI published materials,
- Research report, Evaluation report regarding HR policies,
- Published book, journal from y Libraries

- Searching of web sites etc.

2.5 Data Collection Instruments

An interview questionnaire was developed for primary data collection. Interview guidance (the supervisor's notes taken from time to time) had been followed while making interview with respondents. An interview schedule was also framed to cover interviews with the respondents. For secondary data collection, a checklist was developed and used for this study.

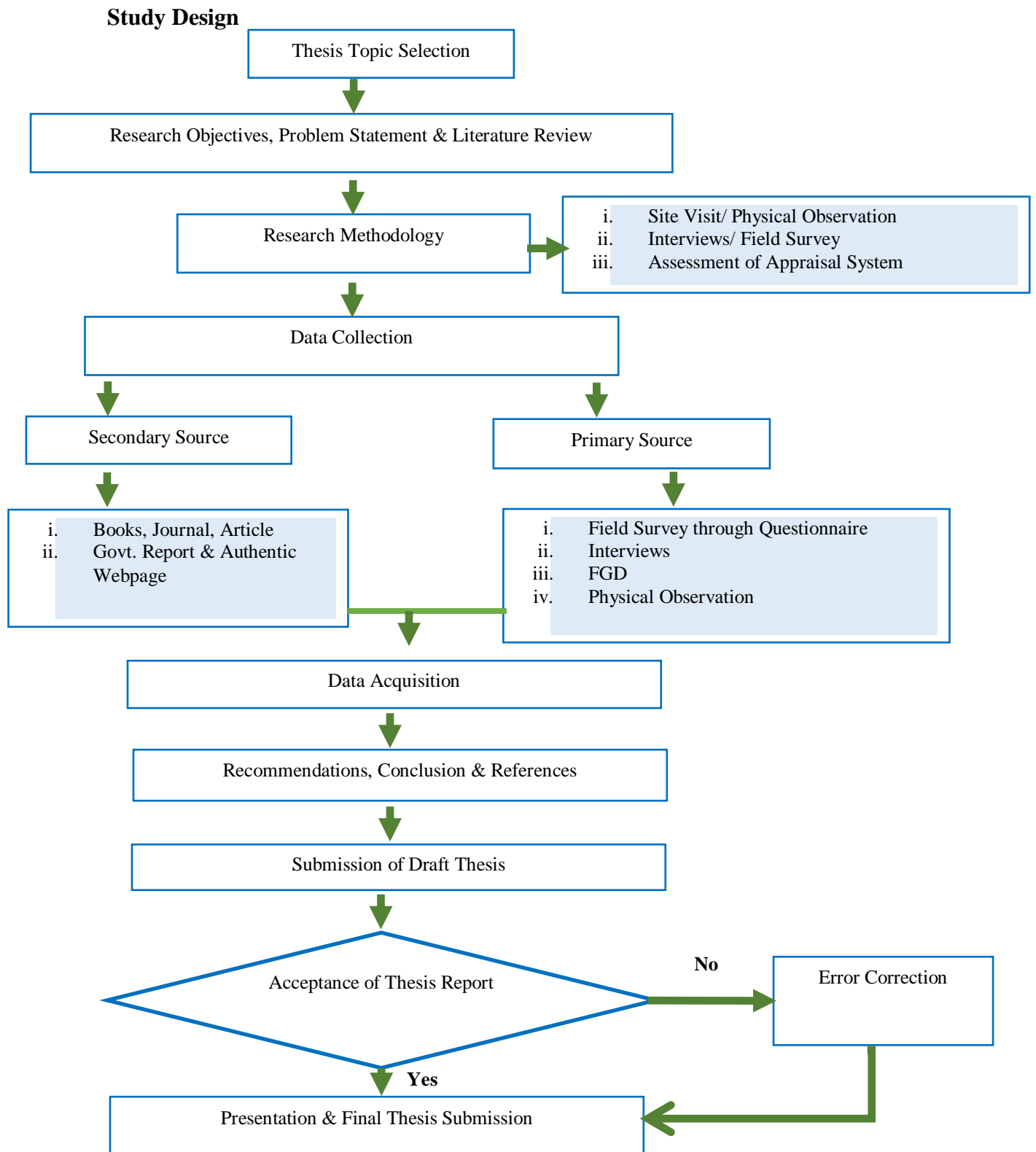


Figure 3.1: Design of Study for this Research

2.6 Method of Analysis and Presentation of Data

In order to achieve the objectives, set forth, a sound methodology will be undertaken to ensure collection of reliable and valid data. The Methodology consists of the following:

- Development of study instrument- the questionnaires,
- Selection of responding organizations and
- Sample interview of the key officials and general employees.

For analyzing the data and information, the following methods will also be followed:

- I. Frequency Distribution: It will be used to tabulate the information collected.
- II. Statistical Averages: Standard Deviation, Mean Deviation, Correlation and Regression etc. will be made analyzing data where necessary.
- III. Graph, Chart and Diagram etc. will be used to visualize the data.
- IV. The computer application software like Microsoft Access, Excel and Word were used for data analysis and interpretations. Microsoft Access software was mainly used for data mining and storing by using suitable templates. The thesis was typed in Microsoft Word 2016. Analyzed data were presented in Graphs, Tables and Charts associated with brief interpretations beneath. Besides this, if there is a necessity to change or adopt the methodology, it will be done as required time to time in consultation with the supervisor.

Chapter 3

An Overview of Bangladesh Standards & Testing Institution (BSTI)

Chapter 3: An Overview of Bangladesh Standards & Testing Institution (BSTI)

3.1 Profile of the BSTI

In 1955 in the then East Pakistan a regional branch of the Central Testing Laboratories (CTL) was set up in Dhaka to test and assess the quality of goods procured through import or produced locally. Thereafter, in 1957 the regional branch of the Pakistan Standards Institution (PSI) was established in Dhaka and in 1963 the Certification Marks Inspectorate for certifying industrial products was set up in Chittagong. In 1985 the government of Bangladesh consulted the stakeholders with a view to achieving effective results in the area of standards and conformity assessment of the products. Government had abolished the Central Testing Laboratories and the Bangladesh Standards Institution and established a new organization, i.e. the Bangladesh Standards & Testing Institution (BSTI), entrusting with all the responsibilities of these two defunct organizations by promulgating Ordinance no. XXXVII of 1985. Before that, in 1982, in order to execute the Metric System of Weights and Measures throughout the country, the Government had promulgated The Standards of Weights and Measures Ordinance, 1982. In 1995 the department of Agriculture Grading and Marketing was abolished and merged with BSTI.

Since 1985 BSTI has been functioning as the national body for standards, certification and metrology. During the last 27 years, this institution has strived hard to improve the quality of services, keeping in mind the responsibility it has been entrusted with. This institution has sincerely taken note of the government direction and by now it has achieved these improvements and international recognition to a considerable extent.

Vision:

To make the Institution competent with the latest technology through standardization and ensuring quality products.

Mission:

To enhance the quality of products and services up to international level and ensure accuracy in the measurement system through standardization for facilitating national and international trade.

3.2 Laws Governing BSTI

- I. *evsjv†`k ÷`vÛvW©m A`vÛ †Uw÷s BÝwUwUDkb AvBb 2018*
- II. *evsjv†`k ÷`vÛvW©m A`vÛ †Uw÷s BÝwUwUDkb AvBb 2018 IRb I cwigvc gvb`Ð AvBb-2018*
- III. The Bangladesh Standards of Weights and Measures Rules, 1982
- IV. *evsjv†`k ÷`vÛvW©m IRb I cwigvc (cY` mvgMÖx †gvoKRvZKiY) wewa 2007*
- V. The Bangladesh Standards & Testing Institution employees Service Rules, 1989
- VI. The Bangladesh Standards & Testing Institution employees (Pension and Gratuity Rules, 2002
- VII. The Bangladesh Standards & Testing Institution employees Service Rules (Amend.) 2006
- VIII. Bangladesh Standards & Testing Institution (Management System Certification) Regulation, 2009)

3.3 Functions of BSTI

- a) To set up Bangladesh Standards of value and measurements and plan and advance the overall selection of norms on public and worldwide premise identifying with materials, wares, constructions, practices, and tasks and, every now and then, to pull out, reconsider, change and revise the equivalent;
- b) To consider the estimation of length, weight, mass, volume, and energy and prescribe to the Government Bangladesh Standards;

- c) To advance normalization, quality control, metrology and rearrangements in industry and trade;
- d) To protect consistence with the Bangladesh Standards embraced by the Institution by the makers and clients;
- e) To execute Bangladesh Standards through the organization of a public accreditation mark plan or investigation of products or both;
- f) To give or orchestrate offices to assessment, testing and review of products, cycles and practices for any examination, exploration or advancement of fare that might be vital and to give test reports;
- g) To affirm the nature of wares, materials, produces, items and different things including food materials, regardless of whether for nearby utilization, fare or import;
- h) To set up and distribute, in such way as might be endorsed, the Bangladesh Standard Specifications corresponding to any article or cycle or code of training;
- i) To perceive, embrace or underwrite as a Bangladesh Standard, in such way as might be endorsed, any standard set up by some other Institution in Bangladesh or in any unfamiliar country, or by global associations corresponding to any article or process;
- j) To determine a Standard Mark to be known as the Bangladesh Standards & Testing Institution Certification Mark which will be of such plan and contain such specifics as might be endorsed to address a specific Bangladesh Standard;
- k) To award, reestablish, reject, suspend or drop, in such way as might be endorsed, a permit for the utilization of Standard Mark;
- l) To use, with the consent of the proprietors, the administrations of research centers other than those kept up by the Institution and affirm such labs with the end goal of the Institution;

- m) To make plans, or accommodate the offices, for the testing and adjustment of exactness instruments, measures and logical contraption and for the issue of testaments in see thereto to cause them to conform to the necessary principles;
- n) To attempt execution of any trust or any organization business which it might think about helpful for the achievement of its targets;
- o) To co-work with any individual, affiliation, or association outside Bangladesh having destinations like those for which the Institution is set up; and
- p) To do every single such act and things auxiliary or accidental to any of the aforementioned capacities.

(Reference: BSTI Annual Report 2019-2020).

3.4 Organs of BSTI

- a. BSTI Council
- b. The Committees
- c. The Director General and Staff

Duties and responsibilities of these organs are:

3.4.1 BSTI Council

- a. The general bearing and organization of the undertakings and elements of the Institution is vested in a Council which may practice all forces and play out all capacities which might be practiced or performed by the Institution.
- b. The Council in releasing its obligations is guided by such directions as given to it by the Government occasionally.

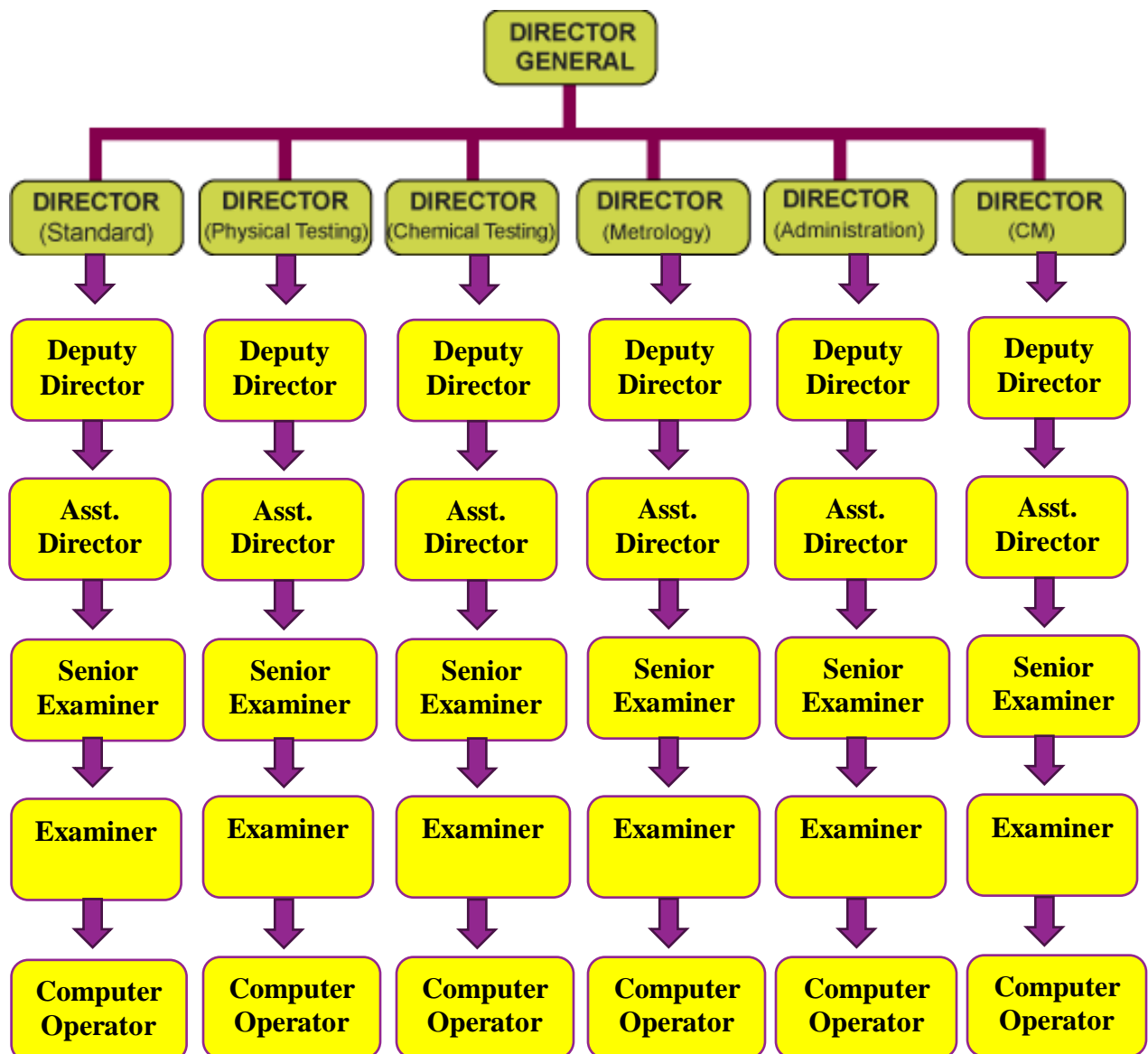
3.4.2 The Committees

The Council appoints such committees; as it thinks fit to assist it in the discharge of its functions.

3.5 The Director General and Staff

The Director General is the Chief Executive Officer of the Institution and is answerable for the legitimate organization of the Institution. The Director General is delegated by the Government on such footing and conditions as it might decide.

BSTI plays out its obligations through 6 (six) wings. Each wing is going by a Director. The wings are:



Source: BSTI Annual Report'2019-20, Ministry of Industries, GOB

Under these 6 wings following 20 divisions/sections are working:

No.	Wing		Division
1.	Standards Wing	a.	Agriculture and Food Division
		b.	Jute & Textile Division
		c.	Chemical Division
		d.	Electrical, Electronics and Technical Division
		e.	Civil and Mechanical Engineering Division
		f.	Publication and Public Relations Division
2.	Physical Testing Wing	a.	Electrical and Electronics Engineering
		b.	Civil, Physical and Mechanical Engineering
		c.	Textile
3.	Chemical Testing Wing	a.	Chemical
		b.	Food and Bacteriological
4.	Certification Marks (CM) Wing	a.	Certification Marks
		b.	Motivation and Training
5.	Metrology Wing	a.	Legal Metrology
		b.	Metrology Lab and Training
		c.	Industrial and Scientific Metrology
6.	Administration Wing	a.	Administration
		b.	Accounts & Audit
		c.	Planning & Development
		d.	Store
		e.	Management Systems Certification cell

3.6 Wings of BSTI and Their Functions

3.6.1 Standards Wing

Standards Wing is responsible for development of standards on consensus-based approach through its Sectional (Technical) and Divisional Committees. Apart from development of national standards, emphasis is laid also on periodic review of standards to keep them at par with modern technologies. Majority of these standards are harmonized from International

Standards. So far BSTI has formulated 3,765 standards till June 2019. Approximately 59% of the existing Bangladesh Standards (BDS) have been harmonized with International and Regional Standards (ISO, IEC, CAC, EN etc.) to facilitate acceptance of Bangladeshi products in the International Market.

Standard:

Archive, set up by agreement and endorsed by a perceived body, that gives, for normal and rehased use, rules, rules or qualities for exercises or their outcomes, focused on the accomplishment of the ideal level of request in a given setting.

Standards Development Committees:

There are 73 Sectional (Technical) Committees under 6 Divisional Committees have been assigned to perform the Standard development process. There are also two National Committees; such as National Codex Committee (NCC) and IEC National Committee of Bangladesh. These committees comprise stakeholders mainly from industries, research organizations, trade bodies, academic institutions, consumer association, testing laboratories and the government agencies.

Library, Documentation and Technical Information:

BSTI Library has a vast wealth of documents. Library, documentation and technical information centrally collects standards, documents and other technical publications from home and abroad. A lot of reference books, administrative books, periodical handbooks, dictionaries, glossaries; encyclopedias, related Gazette and other rules and regulations published by Bangladesh Government are stored in this library. Standards of ISO, IEC, OIML and CODEX are stored in the library. Besides these, Standards from India (IS), United States of America (ANSI & ASTM), United Kingdom (BS), Australia (AS), Germany (DIN), Japan (JIS), Republic of Korea (KS), Malaysia (MS), New Zealand (NZ), Pakistan (PS), Saudi Arabia

(SAS), Singapore (SS), Sri-Lanka (SLS), Thailand (TIS) and many other countries are available in BSTI library.

BSTI staff, public and private area associations, people doing scholastic and logical examination, understudies and different gatherings identified with principles and normalization exercises have free admittance to the library.

Participation in Regional and International Standardization Activities:

As a member body of ISO, BSTI participate in ISO international standardization activities.

Currently, BSTI is Participating Member of 6 ISO committees and Observing Member of 23 ISO committees.

Director (standards) was attended the 6th Meeting of TMB & 7th Meeting of GB of SARSO held on 21-23 November, 2019 in Kathmundu, Nepal. Recently BSTI upgraded its Membership from 'Affiliate Plus member' to 'Associate Member' of International Electrotechnical Commission (IEC).

3.6.2 Physical Testing Wing

Physical Testing Wing comprises of three (3) Divisions as:

- 1) Civil, Physical and Mechanical Engineering Division.
- 2) Electrical, Electronics and Engineering Division.
- 3) Textile Division.

1. Civil, Physical and Mechanical Engineering Division:

It accomplishes the functions through the following laboratories:

- a) Cement Testing Laboratory
- b) Brick Testing Laboratory
- c) Mechanical Engineering Laboratory
- d) Tiles Testing Laboratory

- e) Safety Razor Blade Testing Laboratory
- f) Paper Testing Laboratory
- g) Hydraulic Pressure Testing Laboratory
- a) Cement Testing Laboratory:



Cement Testing Laboratory:

- c) Mechanical Engineering Laboratory



Mechanical Engineering Laboratory

Name of the modern testing equipment added in physical labs:

- Compression Testing Machine, Cap:1500kN
- Automatic Mixer Machine
- Jolting Machine with Four Set Moulds
- Paper Tensile Testing Machine. Cap: 30kg
- 5.Hydraulic Pressure Testing Machine Cap:
2000 psi & 10 MPa

Channel Air Flow measuring device, which can perform simultaneous measurement of air velocity, temperature and humidity in real-time at 32 positions using USB based sensors.



- Universal Tensile Testing Machine, Cap:1000 kN & 50Tons
- Compression Testing Machine, Cap. 2000 kN
- Compression Testing Machine, Cap. 250 kN
- Air Permeability Testing Apparatus
- Vibrating Machine for Cement
- Humidity & Temperature Control Cabinet
- Planetary Mixer
- Vicat Needle Apparatus
- De-humidifier
- Paper Bursting Testing Machine
- Rockwell Hardness Testing Machine
- Breaking Strength Testing Machine
- Abrasion Testing Machine for Tiles
- Tensile Strength Testing Machine for Rubber
- Paper Roughness Testing Machine
- Vicker Hardness Testing and
- Bevel Angle Testing Machine for Safety Razor Blade.

2.2 Electrical, Electronics and Engineering Division:

Electrical, Electronics and Engineering Division accomplishes the functions through the

following laboratories:

a) Air Conditioner Testing Laboratory:

This Laboratory can analyze various technical features of Air Conditioners with Air-Enthalpy Method by means of measuring the air temperature, air flow, pressure and electric parameter of the tested unit to testing cooling capacity & heating capacity. The split type, window type, cabinet type Air Conditioner can be tested in this lab. System has the functions of semi-auto working condition control, auto testing, recording and auto-made & printing test report.

b) Refrigerator Testing Laboratory

The purpose of this laboratory is to test different type of refrigerator. The laboratory has 4 stations in its chamber to test 4 refrigerators at a time.

c) Motor Testing Laboratory

The purpose of this laboratory is to test Electric AC motors performance both of single-phase and three-phase.

d) Fan Testing Laboratory

This Laboratory can analyze various technical features of electric fan as per BDS 818:2006 & BDS 1860:2012. The Laboratory has Multi-

k) Transformer Testing Laboratory Single Phase Transformer and Three Phase Transformer are tested in this laboratory.

The following other electrical products are also tested in BSTI:

Dry cell battery, Watch battery, LT & HT cable, Porcelain insulator, Electric line materials (Transmission & distribution), Circuit breaker, Meter box, Electric iron etc.

3.6.3. Chemical Testing Wing

BSTI Chemical Laboratory is a leading testing organization in Bangladesh, established in 1955. It has an enviable track record of serving several market leaders across the globe. The Functions of Chemical Testing Wing is to ensure the quality of Food, Agricultural products, Organic and Inorganic Industrial products produced locally/imported by testing with modern

equipment as per National and International Standards.

Chemical testing wing consists of two divisions, these are:

1. Food and Bacteriology Division
2. Chemical Division

The sources of the sample are given below:

- ❖ Samples of compulsory items under Certification Marks Scheme, BSTI;
- ❖ Samples received from Govt. Semi Govt. & Autonomous Bodies;
- ❖ Finished products & raw material of the products of various industries;
- ❖ Import & Exportable items;
- ❖ Sample received from Department of Police/CID/DB/SB/Customs;
- ❖ Sample collected by surveillance team from open market to ensure the quality of the products;
- ❖ Sample received from mobile courts in connection with arbitration of cause on disputes of quality;
- ❖ Samples seized by the Police/RAB;
- ❖ Sample received from individuals or Private sector.

3.1 Food and Bacteriology Division

The Food & Bacteriology Divisions perform the tests through the following laboratories.

- ❖ Cereal and Bakery Products Lab.

Test Items: Biscuits, Chanachur, Noodles, Instant Noodles, White Bread, Lachsa Shemai, Cake, Muri etc.



- ❖ Processed Fruits Products and Fruit Drinks Lab.

Test Items: Fruit Juice, Fruits Drinks, Jam, Jelly, Marmalade, Pickles, Sauce, Tomato ketchup, Tomato paste, Chutney, Fruit squash, Fruit syrup, Fruit cordial, Edible jell etc.

❖ Instrumental labs.

- GC-MS Lab.
- HPLC Lab
- LC MSMS Lab



Liquid Chromatograph Laboratory

❖ Water and Beverages lab.

Test Items: Water, Carbonated beverage, Tea, Lozenges, Sugar, Honey, Soft drink powder, Dextrose monohydrates etc.

❖ Microbiological lab.



Test Items: Fruit juice, Fruits drinks, Tomato ketchup, Tomato paste, Chutney, Fruit squash, Fruit syrup, Fruit cordial, Edible jell, Water, carbonated Beverage, Soft drink powder, Skin cream, Skin powder, Shampoo etc.

❖ Oils and Fats Products lab.



Test Items: Fortified soybean oil, Mustard oil, Fortified palm oil, Fortified palm olein, Rice bran oil, Sunflower oil, Black seed oil, Banaspati etc.

❖ Spices and Condiments Lab

Test Items: Chillis (Whole & Ground), Turmeric powder, Coriander powder, Cumin powder, Suji, Atta, Maida etc.

❖ Milk and Milk Products Lab



Test Items: Pasteurized milk, Toffees, yoghurt & Sweetened yoghurt, Ice-cream, whole milk powder & Skimmed milk powder, Infant formula, Butter oil, Ghee etc.

- ❖ Instrumental labs.
 - AAS and GC Lab



Atomic Absorption Spectrophotometer (AAS)

6.3.4 Metrology Wing

(i) Legal Metrology (ii) Industrial Metrology and (iii) Scientific Metrology.

(i) Legal metrology is one of the major parts of metrology. The international organization of legal metrology (OIML) explains legal metrology more briefly that- it is the application of legal requirements to measurements and measuring instruments.

4.1 Metrology Activities

These guidelines of mass, length and volume are being utilized for check of loads and gauges and for aligning gauging and measuring equipment.

There are seven regional (Headquarters located at Dhaka, Chattagram, Rajshahi, Khulna, Barishal, Sylhet and Rangpur) and five districts (Located at Coxbazar, Faridpur, Kumilla, Bogura and Kishorgonj) offices of metrology laboratories.

These research facilities are furnished with working principles of loads and measures utilized for check and re-confirmation of business loads and measures. Three Regional Calibration Laboratory (RCL) are established at Dhaka, Chittagong and Khulna offices.

4.2 New venture of Metrology services

1. Verification of CNG dispensing unit will be introduced very soon for protection of customer rights of Compressed Natural Gas (CNG) user. BSTI Metrology Wing going to start verification & stamping of CNG master meter as per decision of the 31st council meeting held on 12.09.2017.

2. The Government of the Peoples Republic of Bangladesh has promulgated the 'LPG Bottling Plant Establishment Policy, 2016' vide notification no. 28.00.0000.027.38.006.16-177 dated 10 May, 2016. According to the section No 3.6 of said policy, it is mandatory to take approval from BSTI for establishment and running of 'LPG Bottling Plant'.

So, BSTI has started activities for issuing license to newly establishment LPG Bottling Plant. For this reason, BSTI Council has given approval of fees for issuing license to the LPG Bottling Plant in 31st, meeting which was taken place on 12.09.2017. The same fees will be applicable in case of LNG Bottling Plant also.

3. Project Proposal/Future Plan: To establish primary standard and expand the calibration facilities in the field of Mass, Balance, Temperature, Length, Force, Pressure, Time & Electrical parameter a Development Project Proposal (DPP) has been submitted to the Ministry of Industry. Under the project "Up gradation and expansion of National Metrology Laboratory (NML), BSTI", some precision equipment including higher level of measurement standard of SI units will be purchased.

In 2013 all the above six laboratories of NML-BSTI achieved accreditation by Norwegian Accreditation (NA) and Bangladesh Accreditation Board (BAB).

National Metrology Laboratory (NML)

All in all, every nation has a National Metrology Institute/Laboratory (NML), which is answerable for the turn of events and support of the public estimation guidelines in physical and substance amounts regardless of whether these norms genuinely have the most noteworthy feasible precision (essential principles), when they are announced as the public estimation standard of a country, they address the nations estimation capacity. It is the peak lab of a country. Adjustment exercises are likewise a fundamental piece of the public metrology framework and subsequently of the public quality framework. The National Metrology Laboratory is the public overseer of reference norms and as such it should acquire, ration, create and scatter the fundamental estimation units and the most significant level of alignment guidelines. It gives recognizability to the public framework and it guarantees that worldwide specialized rules are followed for metrological execution for estimating instruments subject to lawful controls. According to the perspective of makers, it guarantees that their items meet global determinations for metrological execution and testing.

The National Metrology Laboratory (NML-BSTI) of Bangladesh was established in 2009 with cost of Tk. 3200 Lakh under a TA Project “Quality Management System and Conformity Assessment Activity for Bangladesh Quality Support Programme” (Post MFA), with the financial and technical support of EU, UNIDO and NORAD. The NML-BSTI started its operations in 2009 and it was formally inaugurated by the then honorable Minister, Mr. Dilip Barua, Ministry of Industries and Dr. Kandeh K. Yumkela, Director General, UNIDO on 6th June, 2010.

There are six laboratories in the National Metrology Laboratory. They are as follow:

- Mass Measurement Laboratory
- Length & Dimension at Measurement Laboratory Temperature Measurement Laboratory
- Volume, Viscosity and Density Measurement Laboratory
- Electrical, Time & Frequency Measurement Laboratory



- Measurement standards on length and dimension



- Measurement standards on force and pressure



- Measurement Standards on Electrical, Time and Frequency.



- Volumetric measurements are concerned with the measurement of liquid volumes



- Temperature measurement laboratory

Evaluation plan of product Certification Accreditation Scheme (Based on ISO/IEC 17065:2012)

Sl. No	Certification Schedule	Category		Sub Category		Scope (Products/Process)	Evaluation Criteria	
							Technical Standards	Others Applicable Document
1	Type-5 Based on ISO/IEC 17067:2013	A	Food Manufacturing	A-I	Processing of Perishable Animal Products	1. Pasteurized Milk 2. Flavoured Milk 3. Low Fat Milk	1. BDS 1702:2002 2. BDS 1471:2012 3. BDS 1866:2013	STI for each product (Based on Standards)
				A-II	Processing of Perishable Plant Products	1. Fruit Drinks 2. Chutney	1. BDS 1581:2015 2. BDS 521:2011	

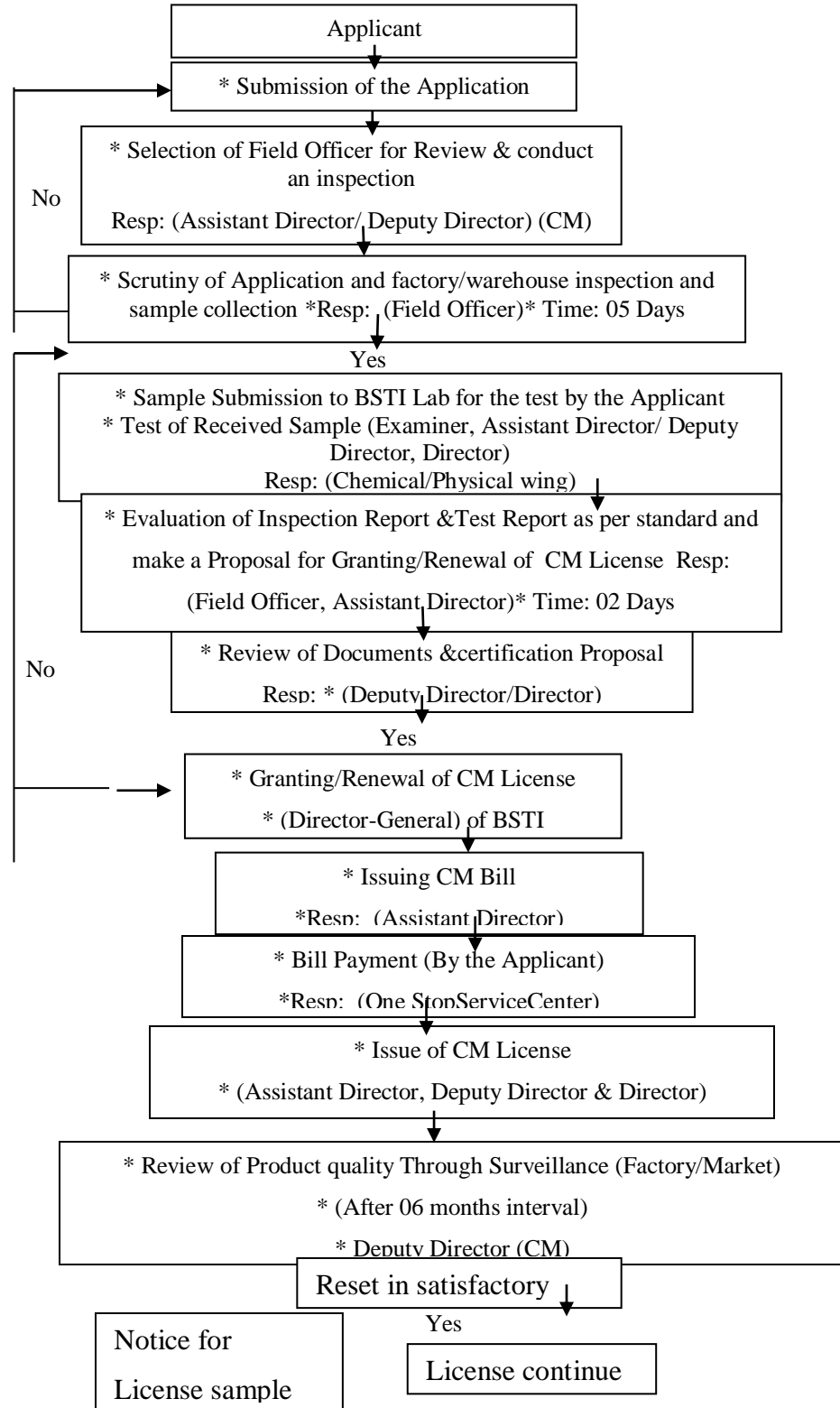
			A-III	Processing of Ambient Stable Products	1. Wafer Biscuits 2. Protein Rich Biscuits 3. Edible Jell 4. Sweetened/ Unsweetened Condensed Filled Milk 1. Fortified Edible Rice Bran Oil 6. Fortified Soyabean Oil 2. Fortified Palm Olein 3. Fortified Edible Palm Oil	1. BDS 1001:2010 2. BDS 1563:2011 3. BDS1801:2015 4. BDS 1780:2014 5. BDS 1886:2014 6. BDS1769:2014 7. BDS 1774:2014 8. BDS 1770:2014	
	B	Non-Food Manufacturing	B-I	Construction Materials and Building	1. Cement	1. BDS EN 197-1:2003	

Recognition: Bangladesh Standards & Testing Institution (BSTI) is authorized to issue Certificate of analysis on specified 21 food products for the purpose of export to India. The Certificate of Analysis issued by BSTI shall be accepted by the authorities of FSSAI are:

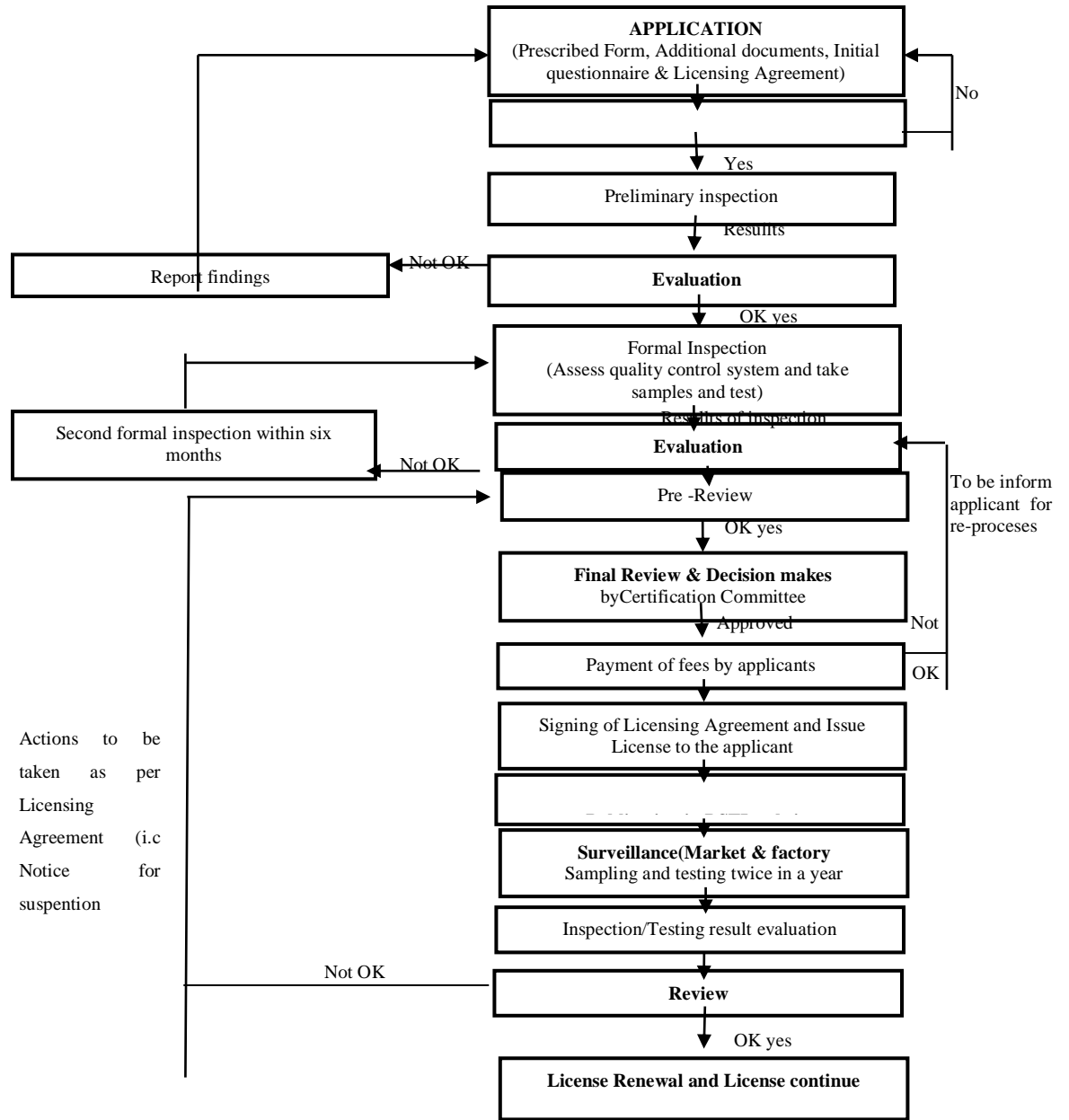
1.	Fruit Juice	8.	Sauce	15.	Water
2.	Jam	9.	Tomato Ketchup	16.	Soft Drink Powder
3.	Jelly	10.	Fruit Syrup	17.	Carbonated

					beverages
4.	Marmalade	11.	Fruit Squash	18.	Fruit Cordial
5.	Pickles	12.	Chanachur	19.	Edible Gel
6.	Chutney	13.	Noodles	20.	Tomato Paste
7.	Fruit Drinks	14	Instant Noodles	21.	Biscuits

Flow chart of Certification Marks (CM) license activities for the products brought under mandatory Certification



Process flow chart of Granting CM Certification



Activities of CM (Certification Marks) Wing:

Sl. No.	Activities	2018-2019	2019-2020
1	New license issued	2331	2687
2	License renewed	3089	3186
3	Refused application for license	520	647
4	No. of mobile courts/ surveillance teams operated	2047 (mobile courts- 346 & surveillance team- 1701)	1678(mobile courts- 424 & surveillance team- 1254)
5	Cases instituted in mobile Courts/ surveillance teams	1201 (mobile courts- 395 & surveillance team- 806)	658(mobile courts- 370 & surveillance team- 288)
6	Cases disposed in mobile Courts/ surveillance teams	505 (mobile courts- 395 & surveillance team- 110)	551 (mobile courts- 370 & surveillance team- 81)
7	Fine/Punishment (Million Taka)	42.90 (mobile courts- 41.25 & surveillance team- 1.65)	33.48 (mobile courts- 29.43 &

			surveillance team- 4.05)
8	Revenue income (Million Taka)	727.53	739.30



BSTI conducts mobile court for anti-adulteration to strengthening its anti-adulteration drives through mobile courts across the country to ensure safe food and products. Special mobile court conducts in Dhaka city in the presence of BSTI Executive Magistrates Mrs. Rashida Akter and Mr. Amimul Ahasan.

3.6.6. Administration Wing

Administration wing provides to logistic and supports services wings of BSTI.

Man Power Details of BSTI (Including Daily Basis Employee):

Sl. no.	Name of the Offices	Class- I	Class- II	Class- III	Class- IV	Total
1.	Head Office					
	Administration Wing	08	03	31	11	53

	Standards Wing	19	--	09	06	34
	Chemical Testing Wing	27	--	11	04	42
	Certification Marks Wing	36		05	03	44
	Metrology Wing	19		04	02	25
	Physical Testing Wing	21		09	08	38
	MSC Wing	02	--	--	--	02
2.	DMI, BSTI	10	--	03	03	16
3.	BSTI Divisional Office, Chattogram	33	--	09	11	53
4.	BSTI Divisional Office, Khulna	25	--	05	10	40
5.	BSTI Divisional Office, Rajshahi	21	--	09	10	40
6.	BSTI Divisional Office, Sylhet	13		03	05	21
7.	BSTI Divisional Office, Barishal	11		03	09	23
8.	BSTI Divisional Office, Rangpur	12	--	01	04	17
9.	BSTI Divisional Office, Mymensingh	05	--	02	02	09
10.	BSTI District Office, Cumilla	04	--	01	01	06
11.	BSTI District Office, Faridpur	07	--	01	05	13
12.	BSTI District Office, Cox's bazar	03	--	01	02	06
13.	BSTI District Office, Bogura	03	--	--	02	05
	Total:	282	03	107	96	487

Total manpower of BSTI (Excluding Daily Basis Employee):

Sl. No.	Approved	Existing	Vacant
Class-1 (Grade 1-9)	186	140	37
Class-2 (Grade 10-11)	224	134	103
Class-3 (Grade 12-16)	170	101	67
Class-4 (Grade 17-20)	84	40	44
Total	664	415	241

Approved Post

■ 1 ■ 2 ■ 3 ■ 4

Existing Post

■ 1 ■ 2 ■ 3 ■ 4

(Source: BSTI Annual Report 2019-2020)

3.6.7. Management System Certification (MSC) Wing

BSTI also issues Management Systems Certification (MSC) on ISO 9001 (Quality Management Systems), ISO 14001 (Environment Management Systems), ISO 22000 (Food Safety Management Systems) in the country. Management Systems Certification (MSC) Wing of BSTI has been accredited by Bangladesh Accreditation Board (BAB) on 9 June, 2015 for three years and Accreditation is renewed up to June, 2021. Formerly it was accredited by the Norwegian Accreditation Authority in 2009 and continued up to 2014. MSC, BSTI operates its activities in accordance with international standards

ISO/IEC 17021. In addition, MSC provides training on ISO 9001, ISO 14001 and ISO 22000; build awareness on Management Systems Certification's procedure and conducts meeting with stakeholders. Total 72 certificates issued up to June, 2020.

List of Management System Certificate is issued from BSTI to the organizations are as follows:

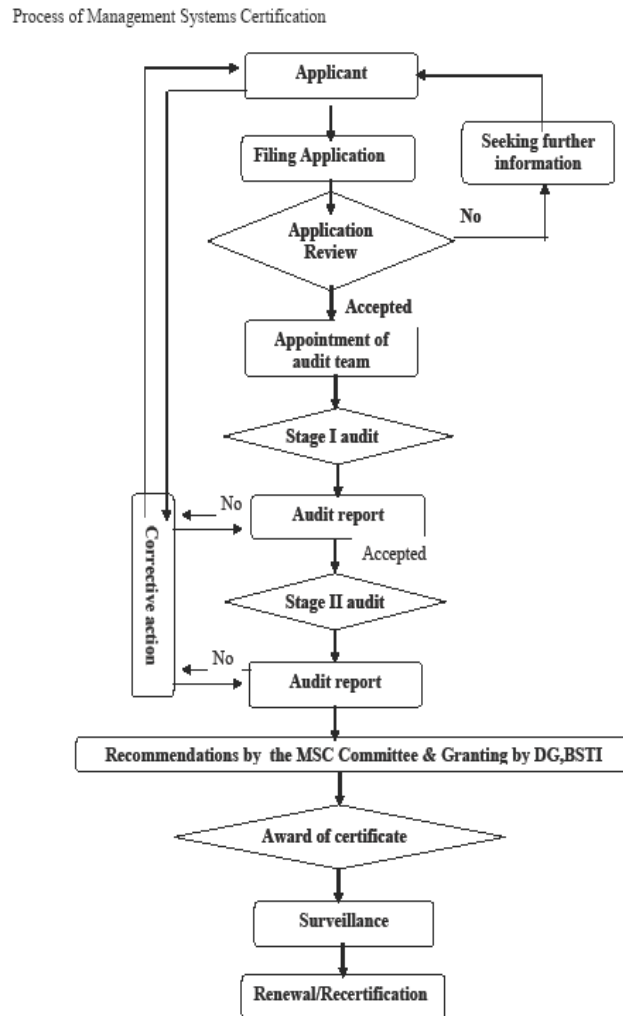
Description of the Certificates	Sl. No.	Name of the Companies	Certificate no.
ISO 9001:2015 (Quality Management System)	01.	AST Beverage Limited	00002
	02.	Baby Nutrition Limited	00005
	03.	Tokai Corporation Limited	00006
	04.	Paragon Ceramic Industries Ltd.	00009
	05.	BD Foods Limited	00012
	06.	Royal Cement Limited	00015
	07.	Silex Limited	00016
	08.	Emami Bangladesh Ltd.	00017
	09.	Ahmed Food products (Pvt.) Ltd.	00019
	10.	Protik Ceramics Limited	00021
	11.	Basic Power Engineering Ltd.	00023
	12.	Nita Company Limited	00024
	13.	A. T. Haque Limited	00025
	14.	Herbs World Limited	00026
	15.	Prince Chemical Company Ltd.	00027
	16.	Nitol Motors Limited (Service)	00028
	17.	Technology & BusinessSolution Limited	00029
	18.	Management & Training International Ltd. (MTI)	00030
	19.	The UAE-Bangladesh Investment Company Ltd.	00031

20.	Ratanpur Steel Re-rolling Mills Ltd. (RSRM)	00032
21.	Alpine Fresh Water System Ltd	00034
22.	FulKoli Bread & Biscuit Industries Limited	00035
23.	Asian Power	00036
24.	Rahman Chemicals Limited	00037
25.	Crystal Technology Bangladesh Limited	00038
26.	Chisty AG Fan Manufacturing Industry Limited	00040
27.	Bumblebee Technologies Bangladesh Limited	00041
28.	Kallol Thai President Foods (BD) Limited	00044
29.	Amber Board Mills Limited	00045
30.	Electrical Engineering Company	00046
31.	N. Mohammad Plastic Industries Limited	00047
32.	BD Thai Cosmo Limited	00049
33.	H. R. Re-rolling Mills Limited	00050
34.	Allegro Suites	00051
35.	Suzan Metal Industries	00052
36.	Development Technical Consultants Pvt. Ltd.	00053
37.	Cemix Chemicals Ltd.	00055
38.	Chemito International Ltd.	00056
39.	JMI Hospital Requisite Mfg. Ltd.	00057

	40.	Bangladesh Indenting Agents Association	00059
	41.	Dream Mushroom Center (DMC)	00060
	42.	Jholok Speed Industries	00061
	43.	Guardian Network	00062
	44.	Integrated Power and Engineering	00063
	45.	Sarah Resort Ltd.	00064
	46.	Quality Calibration Solutions Private Ltd.	00066
	47.	Vidyut Bangladesh Private Ltd.	00067
	48.	Apex Metal Industries	00068
	49.	Building Care Technology Ltd.	00069
	50.	Industrial Engineering Solution Ltd.	00070
	51.	Rani Re-Rolling Mills Ltd.	00071
	52.	Anex Engineering Power Ltd.	00072
	53.	Index Laboratories (Ayurvedic) Ltd.	00073
	54.	Generation-Next IT Solution Ltd.	00074
ISO 14001:2015 (Environment Management Systems)	01.	Panna Batteries Limited	00003
	02.	Paragon Ceramic Industries Ltd.	00010
	03.	RAK Ceramics (Bangladesh) Ltd.	00013
	04.	Bumblebee Technologies Bangladesh Limited	00042
	05.	N. Mohammad Plastic Industries Limited	00048

ISO 22000: 2005 (Food Safety Management Systems)	01.	AST Beverage Limited	00001
	02.	Baby Nutrition Limited	00004
	03.	Vitalac Dairy and FoodIndustries	00011
	04.	Igloo Foods Ltd.	00014
	05.	BD Foods Limited	00018
	06.	Dimond Biscuits Ltd.	00020
	07.	A. T. Haque Limited	00033
	08.	Hashem Foods Limited	00039
	09.	Igloo Foods Limited	00043
	10.	Prime Pusti Limited	00054
	11.	Rigs Herbs	00058
	12.	Deshbandhu Food & Beverage Ltd.	00065
	13.	NK Foods	00075

Process flow chart of MSC Wing



(Source: BSTI Annual Report 2019-2020)

3.6.8. Accreditation Status of BSTI

The arrangement of globalization has acquired a progressive change each circle of human existence and society and is taking the world action quick towards the advancement of exchange, trade, industry and the nature of modern items. Exporters need declarations

from universally perceived establishments that their items adjust to the necessities for quality, wellbeing, wellbeing and ecological effect. The United Nations Industrial Development Organization (UNIDO) broadens its hands both in specialized and monetary terms to agricultural nations to build up a universally satisfactory similarity appraisal framework for research centers.

3.6.8.1 BSTI Laboratory Accreditation

The Accreditation of BSTI Laboratories have been granted in accordance with ISO/IEC 17025:2005 in the field of Chemical, Mechanical & Biological Testing by NABL India, on March 18, 2011. Accreditation Certificate Number for Chemical, Mechanical & Biological disciplines are T-1926 T-1927 & T-1928 respectively with issue date of 18-03-2011 and valid date was 17-03-2013.

Last on-site re-assessment audit was conducted on 07-08 March, 2015 by NABL assessors. Validity of Accreditation Certification was extended to 14th June, 2017.

With the approval of authority BSTI applied to the Bangladesh Accreditation Board (BAB) for getting the accreditation for 411 parameters of 35 products. Assessors of BAB assessed the laboratories of BSTI in the field of Chemical, Mechanical & Biological Testing from 10-12 July 2017 and awarded accreditation to BSTI for 411 parameters of 35 products. The validity of Accreditation Certification is upto 30 December 2020.

Total Accredited products: 35 Nos.

Chemical division - 30 & Physical division- 5

Accredited products of Chemical Testing Laboratories are:

Tomato ketchup, Chutney, Fruit squash, Fruit syrup, Fruit Cordial, Tomato paste, Edible jell, Water, Biscuits, Chanachur, Noodles, Instant Noodles, Fruit Juice, Fruit Drinks, Jam, Jelly, Marmalade, Pickle, Sauce, Cement, M.S. Rod and Soap, Carbonated Beverages, Soft drink Powder, Soybean oil, Palm oil, Palm Olein, Rice Bran oil, Sunflower oil and Black Tea.

Total Accredited Parameters: 411Nos.

Chemical Testing Laboratories Parameters: 292 Nos. (Bakery-46, Processed Fruits-157, Water-37, Cement-04, M.S Rod-05, Soap-11, Shampoo-01, Microbiology-10, Carbonated Beverages-01 & Soft drink Powder-04, Edible Oil-10, Black Tea-06).

Accredited products of Physical Testing Laboratories are:

Cement, Steel Material (MS Rod, GI Pipe, MS Angle & MS Plate) and Textile & Garments.

Physical Testing Laboratories Parameters: 119 Nos. (Cement Mechanical: 6, Steel Material (Mechanical): 14, Textile Mechanical: 40 & Textile Chemical:59).

3.6.9. Development Projects of BSTI

1. Expansion and strengthening of Bangladesh Standards & Testing Institution (BSTI) (at 5 districts) (2nd Revised)



BSTI Divisional Office Mymensingh

Estimated Cost: Tk. 5182.45 Lac

Implementation :5144.50

Period: July 2011- December 2019

Source of Fund: GoB

Objectives:

- To expand and strengthen BSTI's activities all over the country with a view to ensure the improved quality products and metrology services to the people.
- To create institutional infrastructure of BSTI at district level.
- To ensure supply of quality products to the customers.

2. Establishment of Testing Facilities of Air Conditioner, Refrigerator, Electric Fan and Electric Motor in BSTI.



BSTI District Office Cumilla

Estimated Cost: 1200.00 Lac

Implementation period: July 2014 - December 2018

Source of fund: Own GoB fund

Objectives:

- To increase and improve the testing activities of BSTI in the field of Electrical & Electronics products assured to the national and international level.
- To established the energy efficient product testing laboratory in BSTI.
- To established air conditioner, refrigerator, motor and fan testing laboratory in BSTI using modern technologies.

3. Establishment and Modernization of BSTI Regional Offices at Chittagong & Khulna.



Ongoing 10 Storied Building Project at BSTI Chattagram and Khulna Offices.

Estimated Cost: Lac 28291.00 (Proposed)

Implementation period: July 2015 - June 2021

Source of fund: GoB

Objectives:

- To ensure quality products to the consumer.

- To Construct the total structure of the ten (10) storied building and finishing work up to 2nd floor including foundation for office cum laboratory building with 10(Ten) storied foundation at Chittagong and Khulna.
 - To Procure modern laboratory equipment.
4. New project proposals for the development of BSTI:
- i. Establishment of Tire-tubes, LPG cylinders and Protective helmet testing laboratories.
 - ii. Establishment and expansion of National Metrology Laboratory (NML) of BSTI.
 - iii. Establishment of BSTI offices at 12 districts.
 - iv. Establishment of the Petroleum Products Testing Laboratory.

3.6.10. International Activities

BSTI maintains liaison with almost all international and regional organizations in relation to Standards, Conformity Assessment and Metrology.

The Bangladesh Standards & Testing Institution is a full member of the International Organization for Standardization (ISO) since 1974. BSTI participates in international standardization activities in all relevant subjects of interest for the country. In most cases participation is being done on-line through the internet.

BSTI is also the full member of the International Organization of Legal Metrology (OIML), of the Asia Pacific Metrology Program (APMP) and an Associate Member of International Bureau of Weights and Measures (BIPM).

The Institution participates actively in the work of the SAARC standing committee on standards, metrology, testing and quality.

The BSTI maintains relations with WTO, ITC, AFIT, Codex Alimentarius Commission.

of FAO and other international and regional organizations.

3.6.10.1. WTO-TBT; National Enquiry Point

BSTI has been designated as a National Enquiry Point for Bangladesh for the World Trade Organization (WTO) Technical Barriers to Trade (TBT) Agreement since 2002.

The e-mail address of the Bangladesh WTO-TBT National Enquiry Point is:

baki_cm@bsti.gov.bd,

arafat_cm@bsti.gov.bd

3.6.11. Public Service Information

3.6.11.1. One Stop Service Centre

The target of One Stop Service Center is to offer brisk types of assistance inside the specified time as indicated by resident contract, through stretching out BSTI's exercises to the concerned makers, shippers and wholesalers of different items/things that need to go through testing for the giving of a CM permit. Thusly, BSTI has begun a One Stop Service Center as a feature of satisfying its responsibility for delivering better support of the individuals. It likewise encourages the administrations of alignment of instrument/mechanical assembly.

At present, BSTI is providing the following e-services:

List of 181 mandatory items with BDS no. have been furnished on the Website.

BSTI has One Stop Service Centre which serves the following services:

- i. Testing/ calibration services.
- ii. Testing / calibration fees of sample.
- iii. Delivering testing/ calibration report at specified time.

- iv. CM license services.
- v. CM license fees are received.
- vi. Weights & Measures service-related applications are received.
- vii. Calibrating equipment and time length.
- viii. Sharing information or documentation.
- ix. Special service to female entrepreneur under SMEs.
- x. To bring transparency through the media cell.
- xi. Selling standards and other publications.
- xii. Delivery of test reports, CM and Metrology licenses.

3.6.10.2 Citizen Charter

To make the exercises of BSTI more straightforward and energetic, a Citizen Charter has been presented. The time period of exercises of BSTI's Certification Marks, Physical, Metrology and Chemical Testing wing and the pace of the necessary charges to get these administrations have been recorded explicitly in the resident contract. The BSTI authority has found a way to execute the citizen charter.

3.6.10.3 BSTI website

BSTI has established a well-developed, dynamic web site at www.bsti.gov.bd A LAN has also been established in the BSTI for the implementation of e-governance. Govt. has made 55 imported products compulsories in the import policy 2015-2018 for which BSTI's certification is essential list of those 55 items with BDS no. have also been furnished on the Website. For creating awareness among the public regarding the role and

responsibility of BSTI, a Complaint Box has been included in the BSTI Website. Anyone can submit his/her complaint or Opinion about the activities of BSTI. An On-line Application Form for the Certification Marks (CM) license has been included in the BSTI website. BSTI has introduced a Citizen Charter on the BSTI website to make the activities of BSTI more transparent.

3.6.12. Procurement Process in BSTI

There are 3 types of committee are working in the procurement process as per PPR-2008

1. Spot Estimation Committee
2. Permanent Estimation Committee
3. Nilam Committee.

1. Spot Estimation Committee

- DG can approve Tk 15,000/- in one demand/week Approve Tk 10,000/- or less in more the one demand/week in purchase, printing or maintenance work.
- This committee also procures by Direct Procurement (DP) method in some special case where only one supplier or govt. organization are worked as a buyer.
- According to PPR-2008 (Amendment 2009-2013) section 76(1) in emergency case authority can approve Tk. 1(One) Lakh for each case and maximum approve 5 (five) Lakh in due to pre-approval.

2. Permanent Estimation Committee

This Committee follow the Bangladesh Govt. PPR-2008 rule in their tendering process:

- i) OTM (Open Tender Method): Tender call by newspaper advertisement
- ii) RFQ (Request for Quotation): Rate call by quotation advertisement
- iii) QCBS (Quality Cost Based Selection) Method for service procurement.

i) Open Tender Method (OTM):

Procurement limit: According to follow the proper authorities procuring entity can adopt full financial power.

OTM Process:

- a) Demanding section give the requisition to Administration Wing by proper channel.
- b) According to demand, Permanent Estimation Committee prepares the specification and estimate rate to follow the present market price and forward to the authority for approval.
- c) After the approval of authority (DG), tender call by newspaper advertisement.
- d) BSTI Tender Opening Committee received all tender schedule opened and proper signed;
- e) Examine and evaluated by tender evaluation committee;
- f) Recommend responsive lowest tenderer along with comparative statements;
- g) Approve contract award and give contract award to responsive lowest tenderer;
- h) According to contract award/work order, permanent Receiving Committee receive/accept the work/purchase and recommend to give the bill;
- i) After recommendation of Receiving Committee and Internal Audit & Accounts authority sanction the bill of suppliers.

ii) Request for Quotation (RFQ):

Financial Limit: According to PPR-2008 rule no. 69(1) 6(ka) (Gha)a and (Section-2).

Sl. No.	Types of Budget	Goods and Services Financial Limit	Work or Physical Services Financial Limit
1.	Revenue	Up to tk. 3 lac in each item and not more than tk. 15 lac in every year	Up to tk. 6 lac in each item and not more than tk. 25 lac in every year
2.	Development	Up to tk. 5 lac in each item and not more than tk. 30 lac in every year	Up to tk. 10 lac in each item and not more than tk. 60 lac in every year

Process:

The Request for Quotation (RFQ) Method is same as OTM but different in advertisement policy. In RFQ price/rate calling by quotation advertisement instead of newspaper

1. Auction Procedure:

- Nilam committee selling the old newspaper, broken machinery parts and other old unused materials.
- They estimate the price of the old accessories for Nilam.
- After estimation the committee call the bidder in open competition for their given price and give the work order to the highest bidder
- Accounts taking cash and giving receipt to the supplier.

e-Tendering:

- Now a days –BSTI initiate e-Tendering Process, we already complete the server setting e-GP system. We hope within few months, we start our procurement by e-Tendering process.

3.7 Financial Information of BSTI

3.7.1 Activities of Chemical Testing Wing

Sl No	Activities	2017-2018	2018-2019	2019-2020
1	Number of Tested Food Commodities, Organic Commodities and Inorganic Commodities	18869	22594	22703
2	Revenue Income (in lac Tk.)	1144.52	1494.82	1875.48

3.7.2 Activities of Legal Metrology

Sl.	Activities	2019-2020	
		Target	Achievement
1	Mobile courts		
	Number of mobile courts conducted	656	363
	Cases instituted in mobile courts		663
	Fine realized (Million Taka)		8.2408
2	Squad/Surveillance Team		
	Squad/special teams of BSTI run in markets & trades	419	573
	Cases introduced in regular courts	-	628
3	Surveillance in petrol pump	140	257
	Cases instituted in regular courts	-	158
4	Surveillance in Cloths	52	50
	Cases instituted in regular courts	-	48

5	Surveillance in Jewellery	36	42
	Cases instituted in regular courts	-	28
6	Registration license of Package Commodities for using “b” logo (mark)	2400	1963
7	License of different organizations for newly establishment LPG Bottling plant	3	11
8	Weights and Measuring equipment calibration used in different Organizations and Testing Laboratories	1600	1760
9	Verification of Weights and Measuring equipment used in diverse market and trades	433710	789022
10	Organize 2 training programme of fuel dispenser on legal metrology. At participants 27 officers from different Divisional and District offices.	2	2

3.7.3 Activities of CM (Certification Marks) Wing

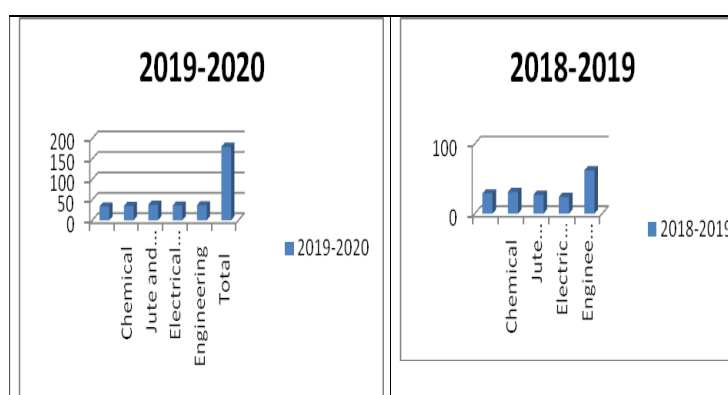
Sl.	Activities	2018-2019	2019-2020
1	New license issued	2331	2687
2	License renewed	3089	3186
3	Refused application for license	520	647

4	No. of mobile courts/ surveillance teams operated	2047 (mobile courts- 346 & surveillance team- 1701)	1678 (mobile courts- 424 & surveillance team- 1254)
5	Cases introduced in mobile Courts/ surveillance teams	1201 (mobile courts- 395 & surveillance team- 806)	658 (mobile courts- 370 & surveillance team- 288)
6	Cases liable in mobile Courts/ surveillance teams	505 (mobile courts- 395 & surveillance team- 110)	551 (mobile courts- 370 & surveillance team- 81)
7	Fine/Punishment (Million Taka)	42.90 (mobile courts- 41.25 & surveillance team- 1.65)	33.48 (mobile courts-29.43 & surveillance team- 4.05)
8	Number of factories sealed for non-compliance	20	25

9	Penalty (Imprisonment)	31 (person)	21 (person)
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3.7.4 Statistics of Bangladesh Standards (BDS) formulation (July 2019-June 2020)

SL.	Activities	2017-2018	2018-2019	2019-2020
1	Agriculture and Food	33	29	34
2	Chemical	26	31	35
3	Jute and Textile	34	27	38
4	Electrical and Electronics	28	24	36
5	Engineering	40	62	37
	Total	161	173	180



3.7.5 Activities of Physical Testing Wing

Sl. No.	Activities	2017-2018	2018-2019	2019-2020
---------	------------	-----------	-----------	-----------

1.	Electric Energy Meter tested	718600 Nos	548900 Nos	491200 Nos
2.	a) Civil, Physical & Mechanical samples tested b) Electrical samples tested c) Textile samples tested	5871 N0s	8508 Nos	8001Nos
3.	Revenue Income (in lac)	Tk. 365.66	Tk. 421.76	Tk. 409.14

3.8 Performance Appraisal System in BSTI

In view of what has been stated in the introductory paras, there should be a performance Appraisal (PA) System in BSTI, which is a highly technical organization under the Ministry of Industries, Government of Bangladesh.

Performance Appraisal (PA) System/ Management is an essential part of human resource management. Country's lone Standards body i.e, BSTI has got its own performance Appraisal (PA) System which seems to be too traditional and out dated. The present system of Appraisal may be summed up in the following:

The employee's performance, as we have come to know from the opinion of the scholars in the opening Para, need to be assessed and evaluated in a regular manner. There should also be a regular inter-action between top management and the sub-ordinates for greater interest of the employees as well as the organization. Ironically there is no modern sound and well-planned performance appraisal system in BSTI. There is provision of submitting Annual Confidential Report (ACR) by the officers of BSTI which are seldom examined / evaluated by the concerned departments. It may be mentioned that the institution has six wings – such as – Administration wing, Metrology wing, Chemical testing wing, physical testing wing, Certification Marks (C.M) wing and Standards wing. Besides these, there is

a Management System Certification cell (MSC) dealing with issuing ISO Certificates in favor of various Government or non- Government organizations. BSTI spreads its activities over 7 divisions of the country and few districts also. Here we see that the employees working in different wings as officers / employees are recruited for separate wings and being controlled directly by the concerned directors. Director General is the C.E.O/ Head of the Institution, who is in charge of the whole organization. The administration wing of BSTI deals with the HR activities which includes performance appraisal too. Annual Confidential Reports (ACRS) are collected by this wing from all the wings and those are compiled/evaluated by the administration wing officers. The ACRS are only examined when the employees become legible for promotion and they apply for the same. Even the officers / employees having bad performance that is reflected in the ACRS are not warned officially and not asked to give proper reply to their bad performance. Employees/ officers bother little about their performance as they know that it is not monitored strictly. The inter-action between the employees and the supervisors controlling them although informally take place, but there is no formal and regular interactive meeting held so that the employees could come to know where they are chalking out and how to improve their efficiency .The Administrative wing responsible for the checking out modern transparent and effective performance appraisal system do not seem to be aware of that and pay little attention to it.

There is no specific bench mark for reward or punishment to be awarded to any employee of BSTI although it is highly essential that employees performing their duties with honesty, sincerity and efficiently for which the objectives of the organization are likely to be achieved to a great extent and its image increased , should be given award either in

kind or through letter of appreciation. This would encourage them to be more hard working and attentive to their assigned duties. Similarly, employees showing negligence to their duties. Similarly, employees showing negligence to their duties, rather creating bottle-necks to others in discharging their duties properly are not being dealt with stringently. They seldom get any punishment, even not in the form of reprimand. Although there is discipline and service Rules for employees / officers, but it is applied to the employees/officers for gross misconduct, corruption etc. and the proceedings is a long-drawn process.

Chapter 4

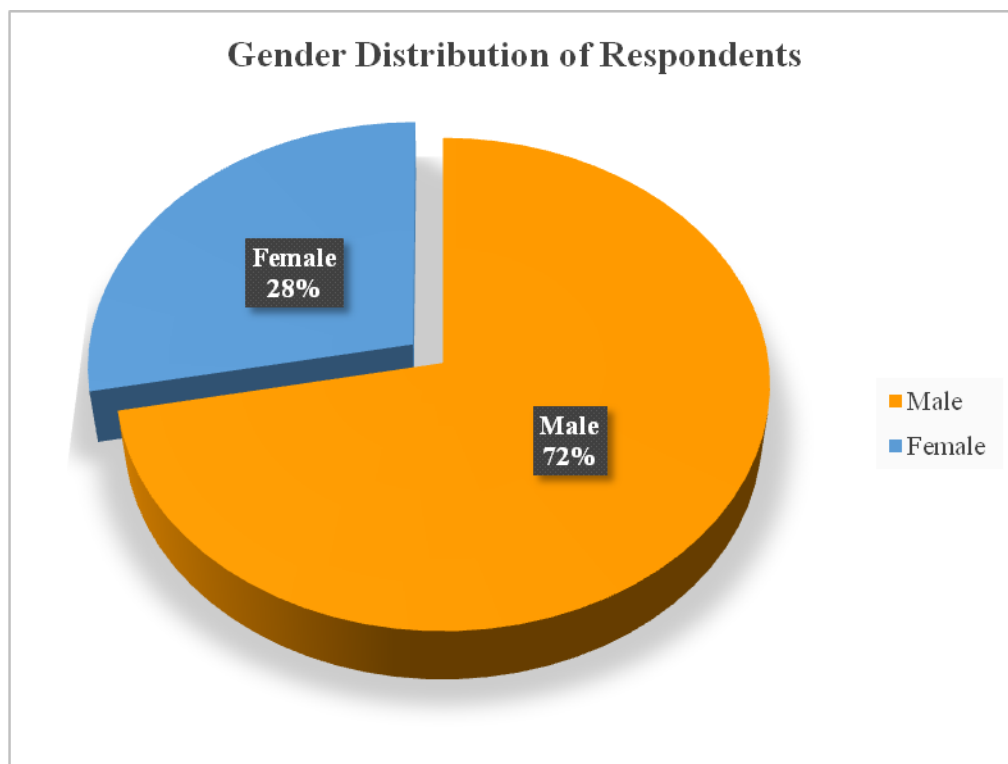
Findings and Analysis

Chapter 4: Findings and Analysis

Descriptive Statistics & Results of Survey/Interview

Questionnaire base total sample size and respondent 61, frequency system analyze total part and results distribution by percentage measurement 100.00% of all survey description.

4.1 Gender Distribution of Respondents



(Source: Field Survey) Figure 4.1: Gender Distribution of Respondents

The above figure depicts that among the total of 61 respondents 71.92% (44 respondents) are male. While 28.07% (17 respondents) are female. These respondents were selected as random basis for this particular study. These representative samples act as a decision-making tool during survey for this particular study.

4.2 Age Distribution of Respondents

Age distribution of the respondents has been shown below. Respondents those who provide input in the survey and their age distribution. It is essential to capture all ages of respondents to get real scenario for this particular study. Summary result of the survey has been shown below:

Table 4.1: Age Distribution of Respondents

Type	Frequency	Relative Percent	Percentage	Cumulative Percent
18~30 Years	32	0.52	52.43	52.43
31~50 Years	21	0.34	34.43	86.86
51~60 Years	07	0.11	11.13	97.99
60 Years Above	01	0.016	01.63	100.00
Total	61	100	100.00	

(Source: Field Survey)

Age Distribution of Respondents: It is found from the above data that maximum of 52.43% respondents are between the age group of 18-30 years, 34.43% respondents are in the age group of 31-50 years, 11.13% respondents are 51-60 years old. Minimum of 1.63% respondents are above 60 years old. These age groups have been selected as random basis which are the cluster of all ages, however, 52% of the respondents are from 18~30 years & 34% of the respondents are from 31~50 years. These 86% of the respondents are the deciding factor for this particular study.

4.3 Specified Human Resource Policy

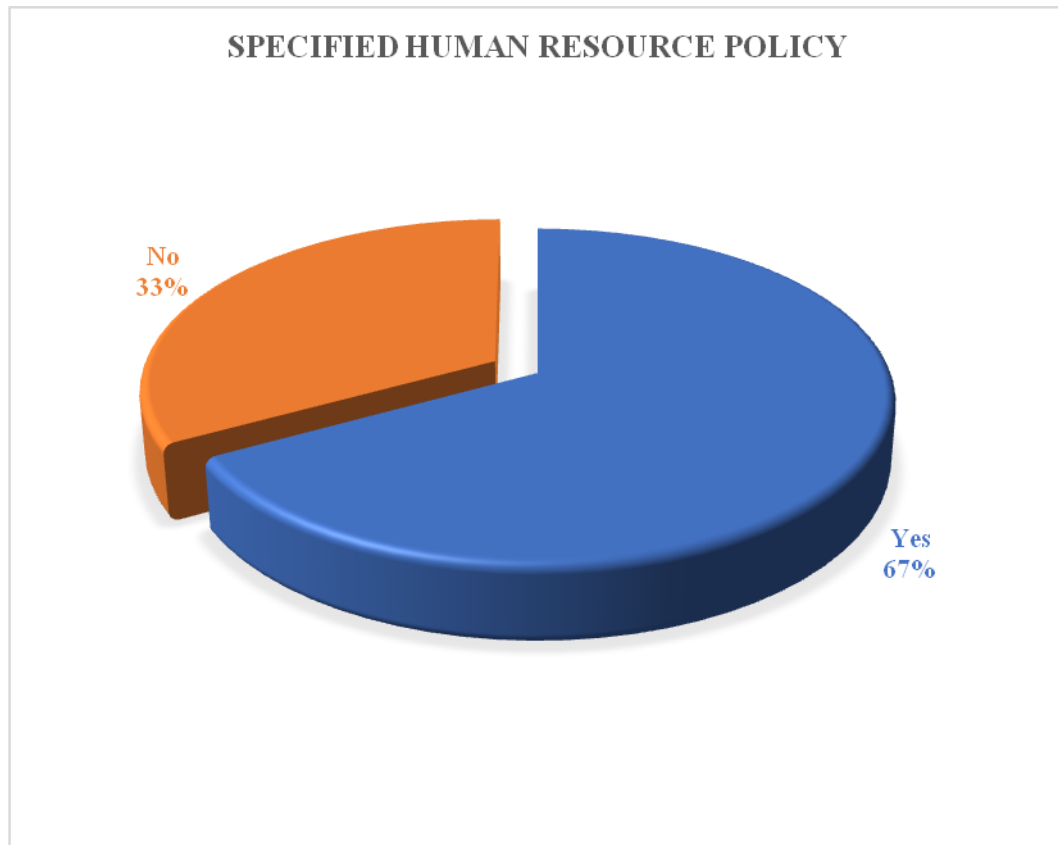
Question asked to the respondents regarding the whether BSTI has any specified human resource policy. Performance Appraisal is the subset of human resource policy. Human resource policy is highly essential for any organization. That's why respondents were asked about human resource policy of BSTI. Summary result of the survey has been shown below:

Table 4.2: Specified Human Resource Policy

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	41	67.21	67.21
No	20	32.78	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Specified Human Resource Policy: It is evident from the above table that, 67.21% of the respondents think that there is a specified human resource policy in BSTI whereas 32.78% of the respondent do not think that there is a specified policy regarding human resource. 0% of the respondent put “No Comment”.



(Source: Field Survey) Figure 4.2: Specified Human Resource Policy

The above figure depicts that among the total of 61 respondents 67% (41 respondents) voted for Yes whereas 33% (20 respondents) voted for No.

4.4 Any Recruitment Policy

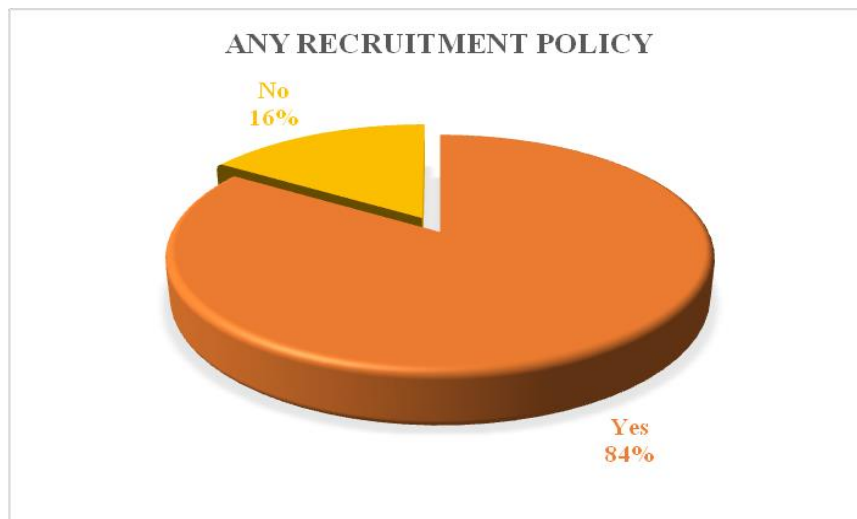
Recruitment policy is linked with performance appraisal system of any organization. Performances of Employees and staffs have been evaluated when someone recruited for performing assigned tasks. If someone is not evaluated effectively, then motivation of him/her goes down. So, recruitment policy plays a crucial role in performance appraisal system. Summary result of the survey regarding the question of recruitment policy has been depicted below:

Table 4.3: Any Recruitment Policy

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	51	83.60	83.60
No	10	16.39	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Any Recruitment Policy: It is found that 83.60% of the respondents think that BSTI has well-defined recruitment policy but only 16.39% of the respondents think that BSTI does not have well-defined recruitment policy.



(Source: Field Survey) Figure 4.3: Any Recruitment Policy

The above figure depicts that among the total of 61 respondents 84% (51 respondents) voted for Yes whereas 16% (10 respondents) voted for No.

4.5 Recruitment Process

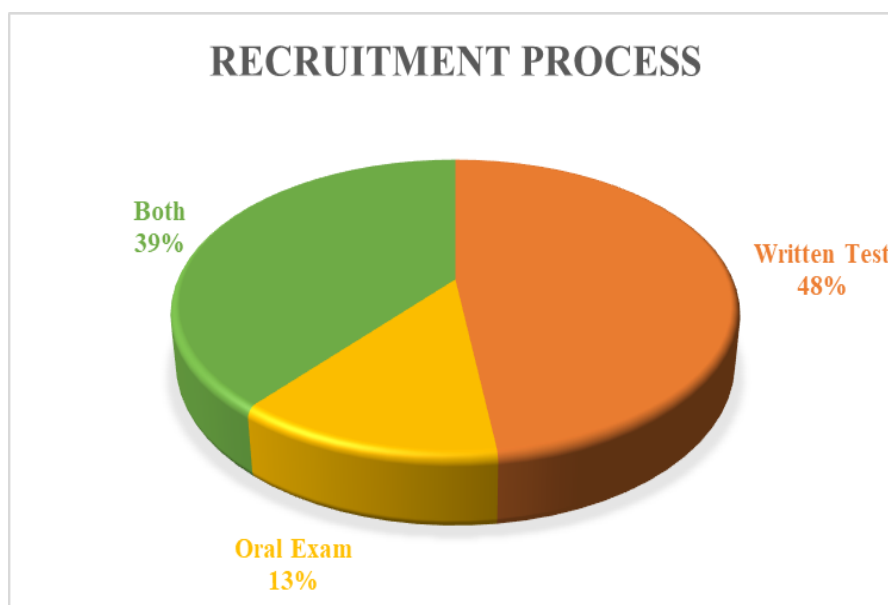
PA system is followed by recruitment process. Right person at right place is the prerequisite for achieving good performance. PA process will highlight the performance whether it is good or worst. Summary result of the survey regarding the question of recruitment process has been depicted below:

Table 4.4: Recruitment Process

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Written Test	29	47.54	47.54
Oral Exam	08	13.11	60.65
Both	24	39.34	100
Total Respondents	61	100	

(Source: Field Survey)

Recruitment Process: It is found that 47.54% of the respondents think that BSTI has an effective recruitment process where written test conducted only whereas 13.11% of the respondents think oral exam is the only process of recruitment. However, 39.34% of the respondents think that BSTI has both written test and oral exam test process for recruiting officers and staffs.



(Source: Field Survey) Figure 4.4: Recruitment Process

The above figure depicts that among the total of 61 respondents 48% (29 respondents) polled for Written Exam, 13% (08 respondents) polled for Oral Exam whereas 39% (24 respondents) voted for Both.

4.6 Prerequisite Qualification for the Post

Setting right qualification for any particular post is the prerequisite for recruiting and placing right person at right place. Pre-evaluation during recruitment is also the part of PA system. Summary response result with respect to the survey question prerequisite qualification for the any post has been shown below:

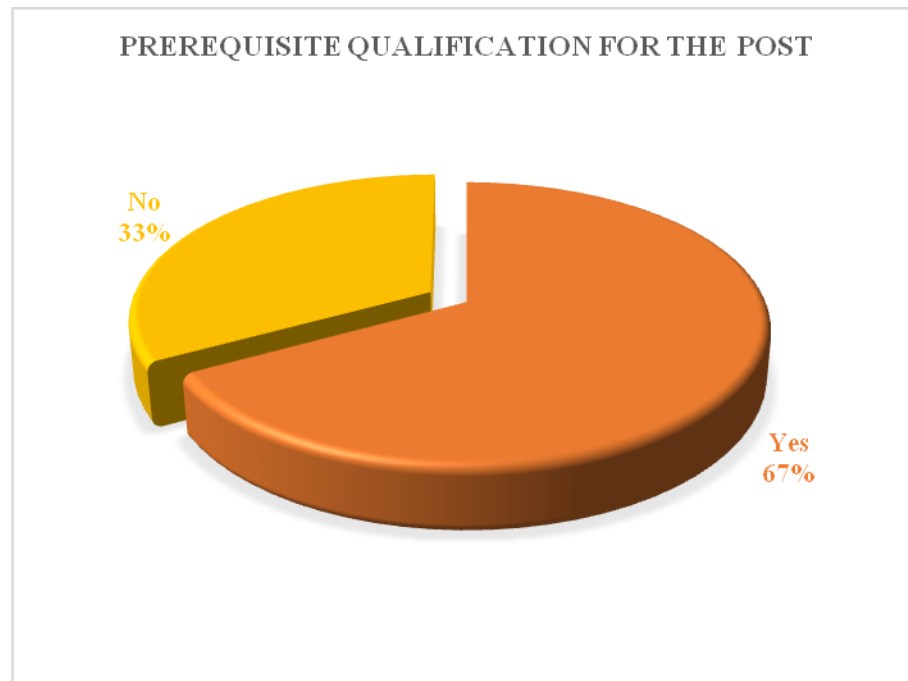
Table 4.5: Prerequisite Qualification for the Post

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	41	67.21	67.21

No	20	32.78	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Prerequisite Qualification for the Post: It is apparent from the findings that 67.21% of the respondents think that prerequisite qualification for the post is a must whereas 32.78% of the respondents do not think it is performed in BSTI.



(Source: Field Survey) Figure 4.5: Prerequisite Qualification for the Post

The above figure depicts that among the total of 61 respondents 67% (41 respondents) voted for Yes whereas 33% (20 respondents) voted for No.

4.7 Training Program to enhance Competence

Relevant training will boost the performance of the employee and staff which directly impacted in the PA system. However, training requirements will also be come out after the performance appraisal of the employee and staff. Response rate has been depicted at below with respect to competence enhancement program:

Table 4.6: Training Program to enhance Competence

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	45	73.77	73.77
No	16	26.22	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Training Program to enhance Competence: It is evident that 73.77% of the respondents think that BSTI conducted regular training program to enhance competence of the employees and staffs. However, 26.22% of the respondents do not consider it as an effective.



(Source: Field Survey) Figure 4.6: Training Program to enhance Competence

The above figure depicts that among the total of 61 respondents 74% (45 respondents) voted for Yes whereas 26% (16 respondents) voted for No.

4.8 Facilities to enhance skill

Supporting infrastructure, colleague cooperativeness and other motivating tools are the essential part of enhancing employee skill. Performance appraisal system should consider these supporting facilities. Response rate has been depicted at below with respect to facilities of BSTI to enhance skill of the employees and staffs:

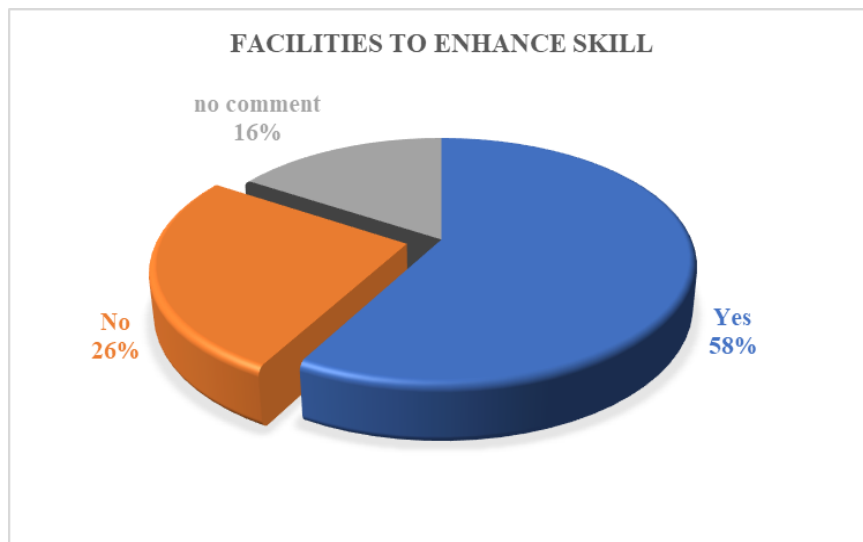
Table 4.7: Facilities to enhance skill

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	35	57.37	57.37
No	16	26.22	83.59

No Comment	10	16.39	100
Total Respondents	61	100	

(Source: Field Survey)

Facilities to enhance skill: among the BSTI employees and staffs, 57.37% of the respondents think that BSTI has good facility and work environment to enhance skill whereas 26.22% of the respondents do not think it. However, 16.39% of the respondents do not put any comments on it.



(Source: Field Survey) Figure 4.7: Facilities to enhance skill

The above figure depicts that among the total of 61 respondents 58% (35 respondents) voted for Yes, 16% (10 respondents) voted for No Comment whereas 26% (16 respondents) voted for No.

4.9 Sufficient staff in the workplace

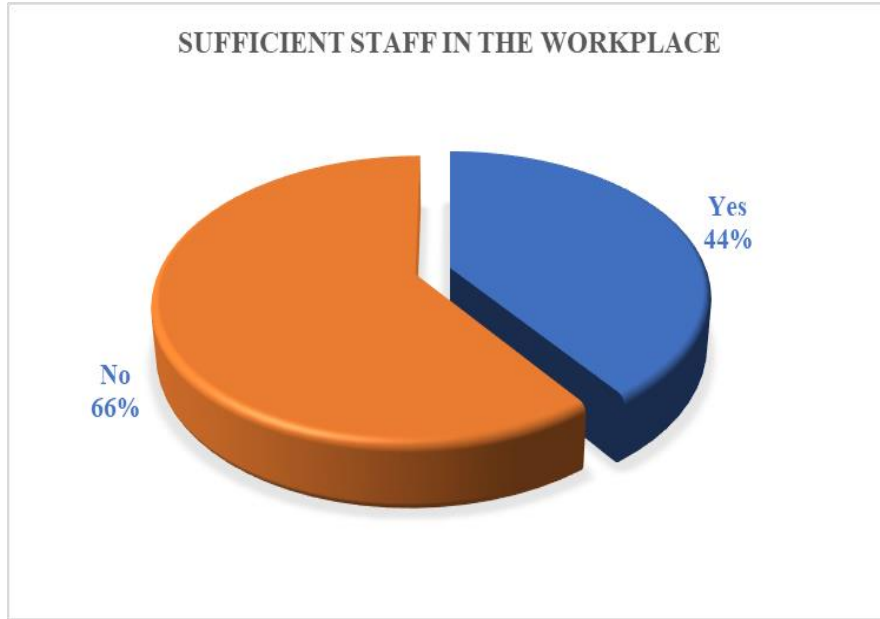
Collective performance facilitates the organization in achieving the strategic direction. PA system is linked with adequate number of staff with proportional activities. Respondents were asked whether BSTI has sufficient staff, the response result shown below:

Table 4.8: Sufficient staff in the workplace

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	21	43.42	43.42
No	40	65.57	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Sufficient staff in the workplace: it is apparent from the study that 43.42% of the respondents think that BSTI has sufficient employees and staffs but 65.57% of the respondents do not think that.



(Source: Field Survey) Figure 4.8: Sufficient staff in the workplace

The above figure depicts that among the total of 61 respondents 44% (21 respondents) voted for Yes whereas 66% (40 respondents) voted for No.

4.10 Evaluation of Performance

Effective evaluation system facilitates in finding true performance of the employees. Evaluation process should be developed following strategic direction of the organization. It is essential to understand the performance evaluation process in BSTI. It depicts the actual scenario of the performance appraisal.

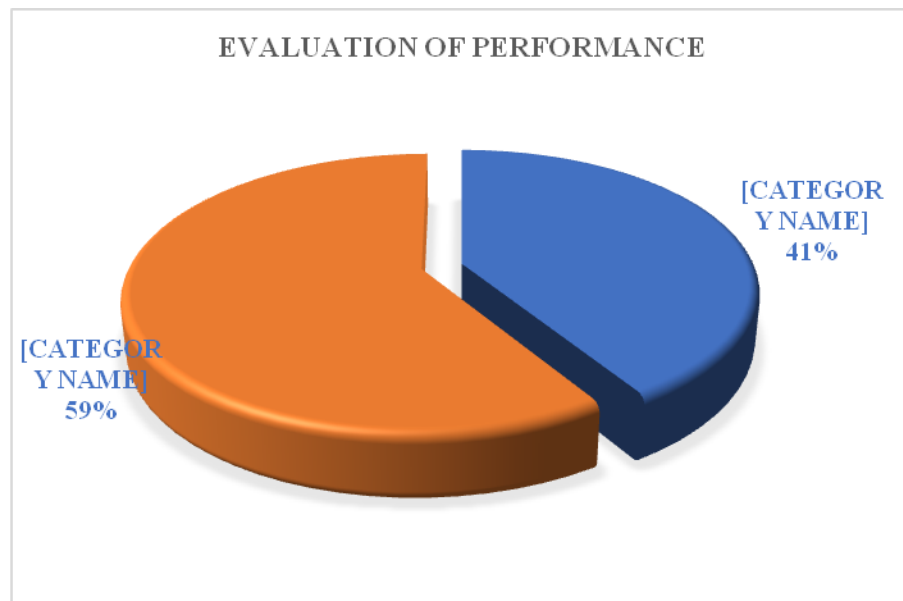
Table 4.9: Evaluation of Performance

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	25	40.98	40.98
No	36	59.01	100

No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Evaluation of Performance: It is evident that BSTI does not performed evaluation of performance in an effective way that’s why 59.01% of the respondents agreed to it. However, 40.98% of the respondents think that BSTI performed evaluation of performance in an effective way.



(Source: Field Survey) Figure 4.9: Evaluation of Performance

The above figure depicts that among the total of 61 respondents 41% (25 respondents) voted for Yes whereas 59% (36 respondents) voted for No.

4.11 Performance Evaluation Frequency

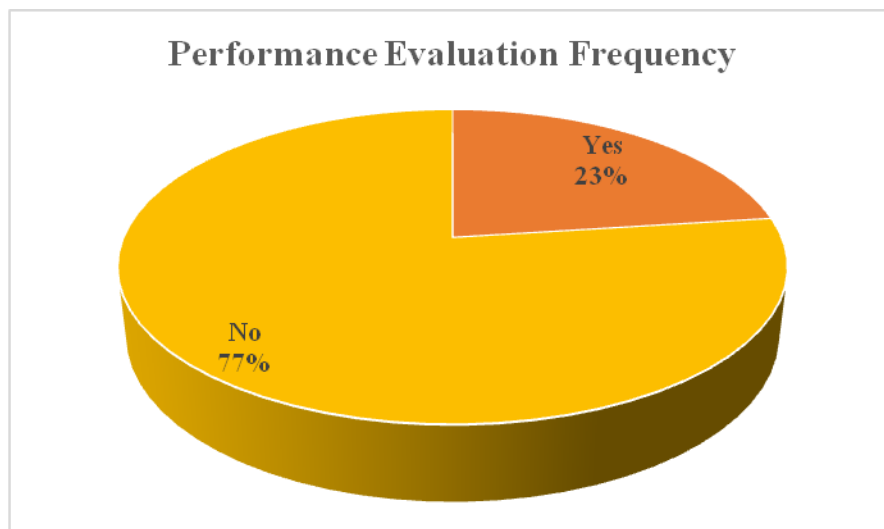
PA system should consider the frequency of the performance evaluation. It shows the frequency of the performance evaluation which BSTI conducted.

Table 4.10: Performance Evaluation Frequency

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Annually	55	90.16	90.16
Periodically	06	9.84	100
Total Respondents	61	100	

(Source: Field Survey)

Performance Evaluation Frequency: It is evident that frequency of performance evaluation is annually as 90.16% of the respondents agreed to it whereas 9.84% of the respondents think that BSTI performs PA periodically.



(Source: Field Survey) Figure 4.10: Performance Evaluation Frequency

The above figure depicts that among the total of 61 respondents over 90% (55 respondents) voted for Annual whereas over 9% (6 respondents) voted for Periodically.

4.12 HRM Policies with respect to Performance Appraisal

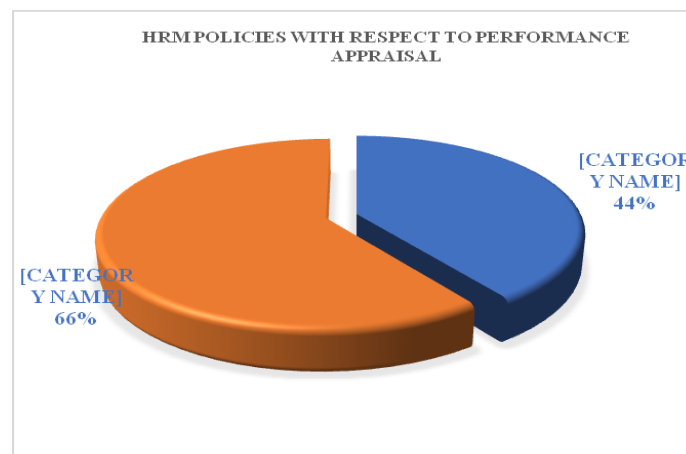
It is the vital questions which has been asked to the respondents. Respondents were shared their views with respect to HRM policies to PA. Results of the Performance Appraisal policy of BSTI has been given below:

Table 4.11: HRM Policies with respect to Performance Appraisal

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	21	43.42	43.42
No	40	65.57	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

HRM Policies with respect to Performance Appraisal: it is evident that BSTI does not have HRM policies with respect to performance appraisal and this is acknowledged by 65.57% of the respondents. However, 43.42% of the respondents do not think like that.



(Source: Field Survey) Figure 4.11: Evaluation of Performance

The above figure depicts that among the total of 61 respondents 44% (21 respondents) voted for Yes whereas 66% (40 respondents) voted for No.

4.13 Performance Appraisal conducted at regular intervals

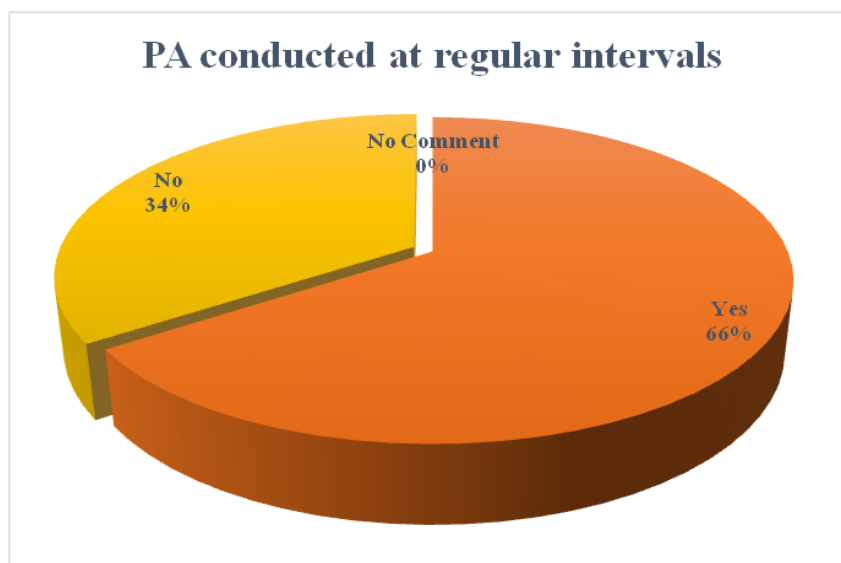
PA system should be designed in a way to conduct at regular interval. BSTI has ACR system to conduct PA of the employees. Results shown whether BSTI conducted regular PA or not:

Table 4.12: Performance Appraisal conducted at regular intervals

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	40	65.57	65.57
No	21	34.43	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Performance Appraisal conducted at regular intervals: It is apparent that 65.57% of the respondents think that BSTI has performed the Performance Appraisal of the employees at regular intervals. However, 34.43% of the respondents don't think that BSTI has conducted PA regularly.



(Source: Field Survey) Figure 4.12: Performance Appraisal conducted at regular intervals

The above figure depicts that among the total of 61 respondents 66% (40 respondents) voted for Yes whereas 34% (21 respondents) voted for No.

4.14 PA assessment tool of BSTI is the effective tool

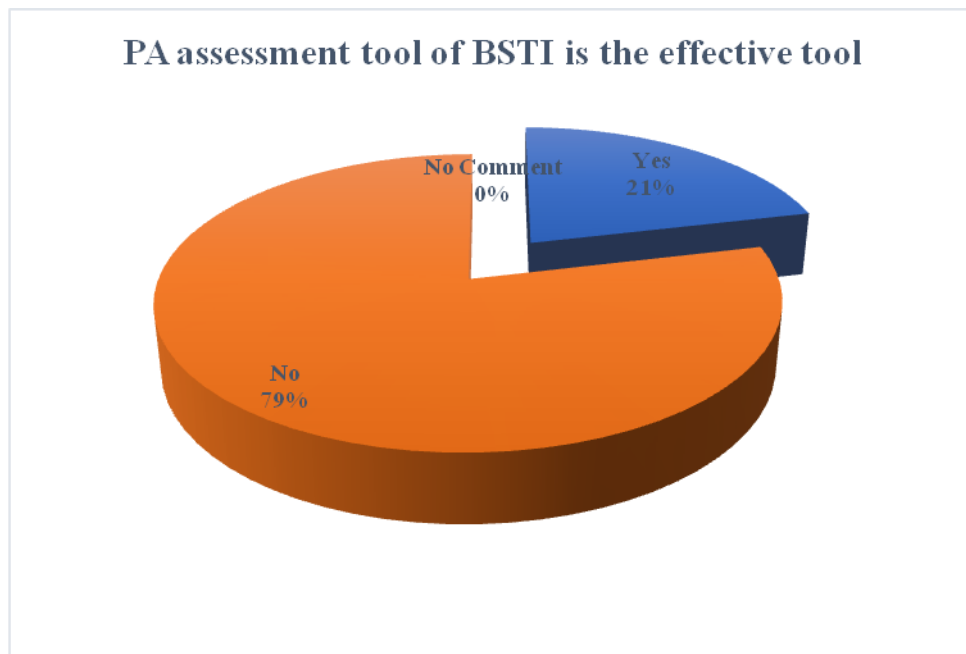
PA assessment tool should be designed in a way to get effective result and good performances from the employees. Results of the effectiveness of the PA assessment tool has been given below:

Table 4.13: PA assessment tool of BSTI is the effective tool

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	13	21.31	21.31
No	48	78.69	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

PA assessment tool of BSTI is the effective tool: It is apparent that 21.31% of the respondents think that BSTI has an effective Performance Appraisal tool but 78.69% of the respondents don't think that BSTI has an effective Performance Appraisal tool. BSTI uses ACR as PA assessment tool which needs to be updated and revised focusing employee performance towards strategic direction of BSTI.



(Source: Field Survey) Figure 4.13: PA assessment tool of BSTI is the effective tool

The above figure depicts that among the total of 61 respondents 21% (13 respondents) voted for Yes whereas 79% (48 respondents) voted for No.

4.15 Performance Appraisal focusing on performance

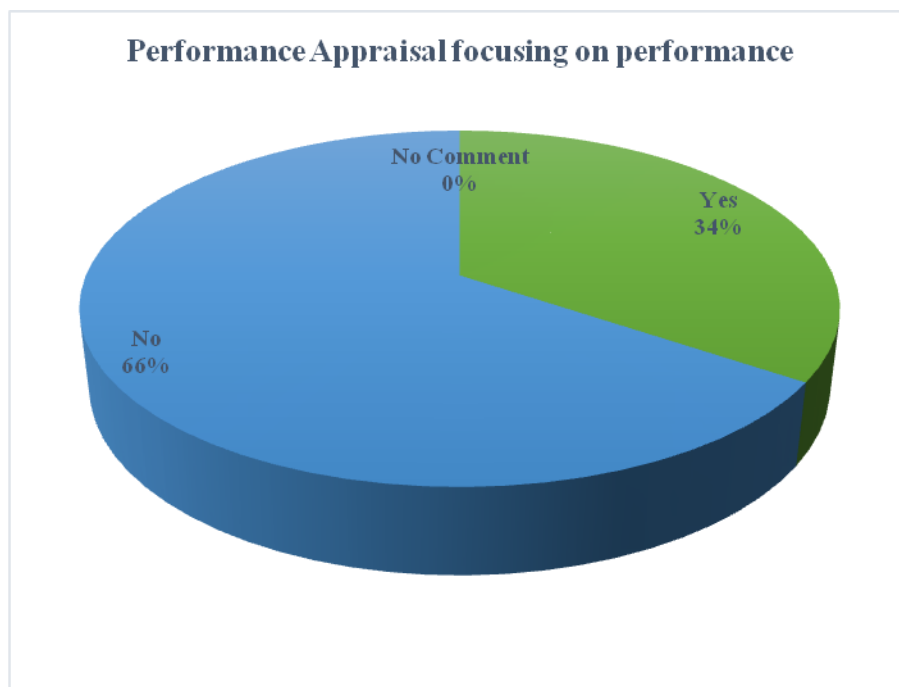
ACR of BSTI should be revised focusing employee performance to get true performance of the staff. This table shows whether real performance of the employees and staffs evaluated based on Performance Appraisal:

Table 4.14: Performance Appraisal focusing on performance

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	21	34.43	34.43
No	40	65.57	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Performance Appraisal focusing on performance: It is evident that 34.43% of the respondents think that PA is performed focusing on performance whereas 65.57% of the respondents don't think that PA is performed focusing on performance.



(Source: Field Survey) Figure 4.14: Performance Appraisal focusing on performance

The above figure depicts that among the total of 61 respondents 34% (21 respondents) voted for Yes whereas 66% (40 respondents) voted for No.

4.16 Any nepotism at BSTI

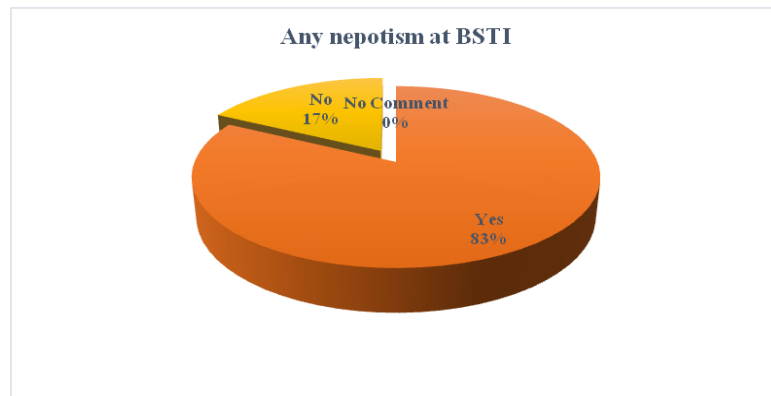
Nepotism affects in the PA system of any organization. This should be avoided while evaluating employee performance. Results of the nepotism at BSTI are given below:

Table 4.15: Any nepotism at BSTI

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	51	83.61	83.61
No	10	16.39	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Any nepotism at BSTI: It is evident that 83.61% of the respondents think that nepotism is there in BSTI but 16.39% of the respondents don't think that nepotism is there in BSTI.



(Source: Field Survey) Figure 4.15: Any nepotism at BSTI

The above figure depicts that among the total of 61 respondents 83% (51 respondents) voted for Yes whereas 17% (10 respondents) voted for No.

4.17 Right personnel have been placed at right job

Effective PA system assists the organization in placing the right personnel at right job.

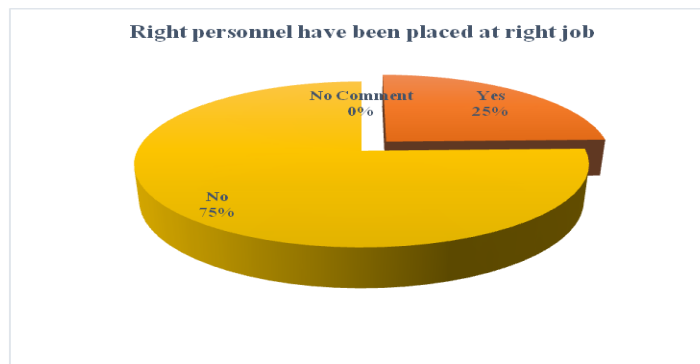
Response rate of the respondents based on right personnel at right job:

Table 4.16: Right personnel have been placed at right job

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	15	24.59	24.59
No	46	75.41	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Right personnel have been placed at right job: It is evident that 24.59% of the respondents think that right person has been placed at right position whereas 75.41% of the respondents don't think that right person has been placed at right job after PA.



(Source: Field Survey) Figure 4.16: Right personnel have been placed at right job

The above figure depicts that among the total of 61 respondents 25% (15 respondents) voted for Yes whereas 75% (46 respondents) voted for No.

4.18 PA reflects in promotion

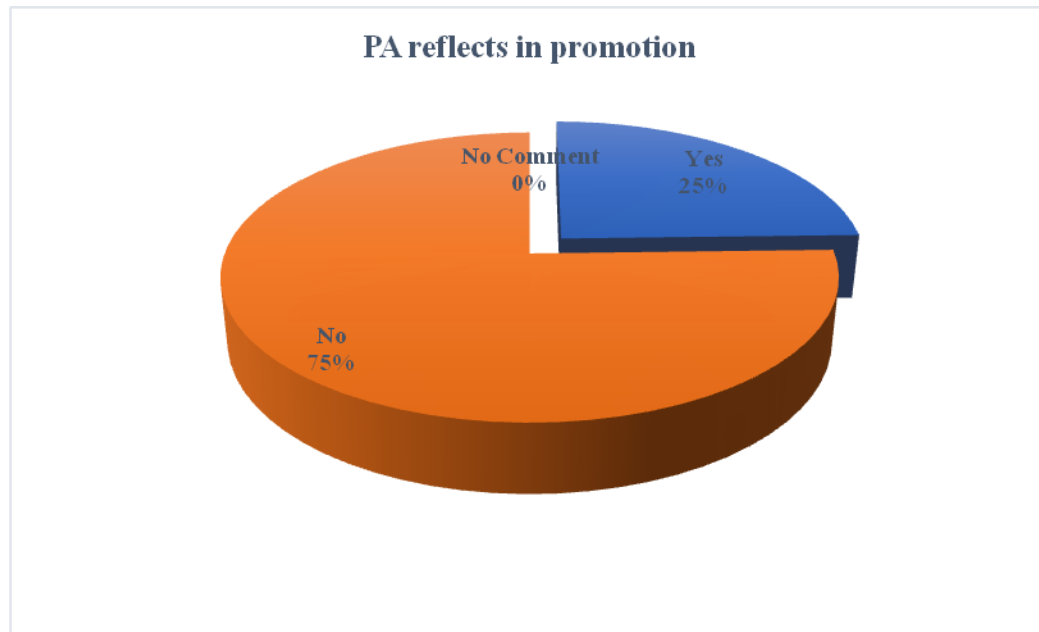
Promotion of the employee depends on his/her performances. Effective PA assessment tool facilitates rightly in promoting employees based on performances. Whether promotion in BSTI has been followed by Performance Appraisal is given below:

Table 4.17: PA reflects in promotion

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	15	24.59	24.59
No	46	75.41	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

PA reflects in promotion: It is evident that 24.59% of the respondents think that PA is reflected in promotion whereas 75.41% of the respondents don't think that PA is reflected in promotion. Employees of the BSTI think that ACR as PA assessment tool is not capturing the true performance of the employees.



(Source: Field Survey) Figure 4.17: PA reflects in promotion

The above figure depicts that among the total of 61 respondents 25% (15 respondents) voted for Yes whereas 75% (46 respondents) voted for No.

4.19 Receiving proper feedback on PA

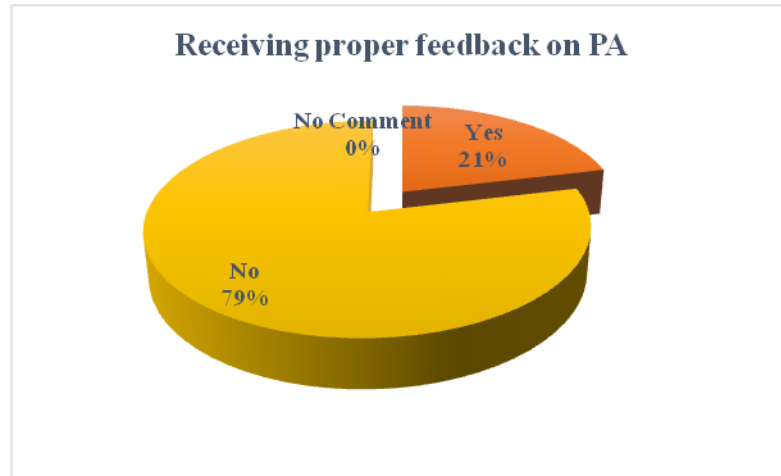
Employee motivation and performance will be enhanced if proper feedback received by the employee as per their PA. Results of the feedback on PA are given below:

Table 4.18: Receiving proper feedback on PA

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	13	21.31	21.31
No	48	78.69	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Receiving proper feedback on PA: It is evident that 21.31% of the respondents think that proper feedback is received based on PA whereas 78.69% of the respondents don't think that proper feedback is received based on PA.



(Source: Field Survey) Figure 4.18: Receiving proper feedback on PA

The above figure depicts that among the total of 61 respondents 21% (13 respondents) voted for Yes whereas 79% (48 respondents) voted for No.

4.20 Superior trust on performance in absence of him/her

Good performer of the organization gets the trust of the superior. Additional tasks as special assignments are subjected to share to the junior employee as a trust of superior employee. Superior trust on performance in BSTI has been shown below:

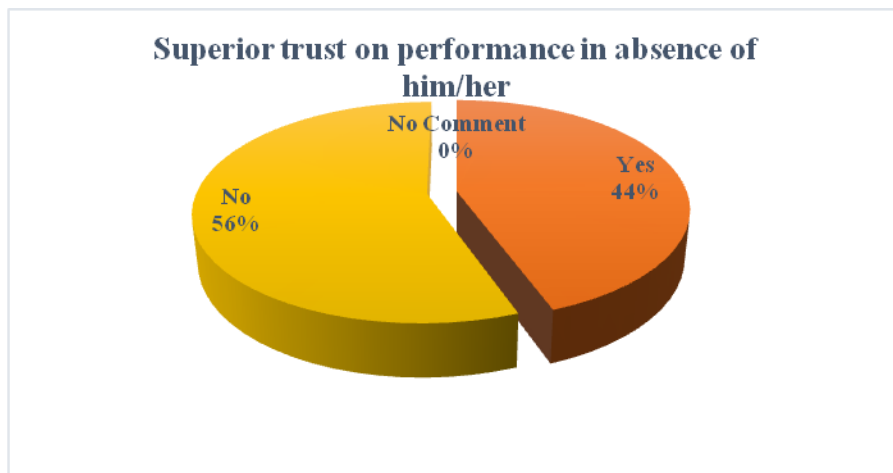
Table 4.19: Superior trust on performance in absence of him/her

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	27	44.26	44.26
No	34	55.74	100

No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Superior trust on performance in absence of him/her: It is evident that 44.26% of the respondents think that Superior trust on performance in absence of him/her whereas 55.74% of the respondents don't think that Superior trust on performance in absence of him/her.



(Source: Field Survey) Figure 4.19: Superior trust on performance in absence of him/her

The above figure depicts that among the total of 61 respondents 44% (27 respondents) voted for Yes whereas 56% (34 respondents) voted for No.

4.21 Training needs of the employees are assessed on the basis of their PA

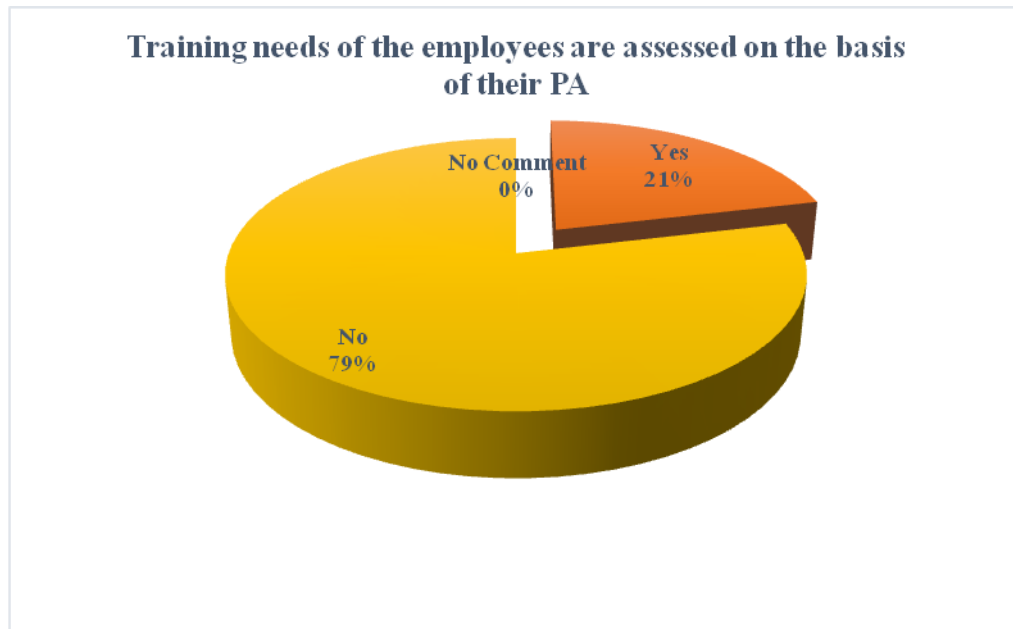
Employee skill enhancement program needs to be taken based on PA system in order to get effective result. Results of the training needs of the employees are assessed on the basis of their PA have been shown below:

Table 4.20: Training needs of the employees are assessed on the basis of their PA

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	13	21.31	21.31
No	48	78.69	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Training needs of the employees are assessed on the basis of their PA: It is evident that 21.31% of the respondents think that training needs of the employees are assessed on the basis of their PA whereas 78.69% of the respondents don't think that training needs of the employees are assessed on the basis of their PA.



(Source: Field Survey) Figure 4.20: Training needs of the employees are assessed on the basis of their PA

The above figure depicts that among the total of 61 respondents 21% (13 respondents) voted for Yes whereas 79% (48 respondents) voted for No.

4.22 Regular training organized to enhance the performance of the personnel

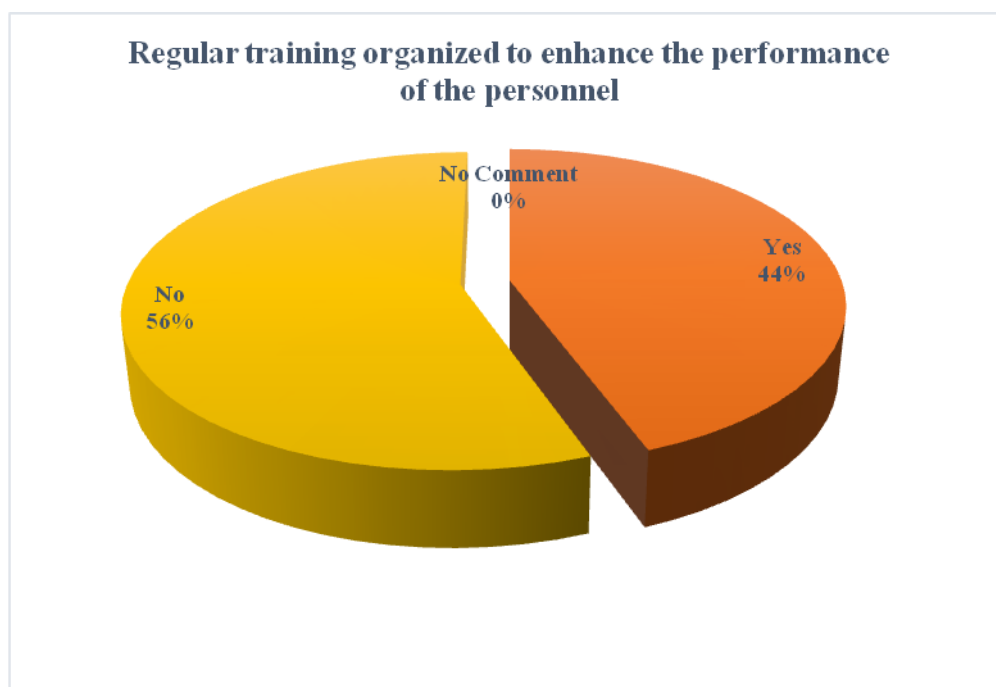
In modern concept, training activity should be performed as equal ratio of production/service activities of any organization to get optimum performance. Response rate with respect to regular training arranged is given below:

Table 4.21: Regular training organized to enhance the performance of the personnel

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	27	44.26	44.26
No	34	55.74	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Regular training organized to enhance the performance of the personnel: It is evident that 44.26% of the respondents think that regular training organized to enhance the performance of the personnel whereas 55.74% of the respondents don't think that regular training organized to enhance the performance of the personnel.



(Source: Field Survey) Figure 4.21: Regular training organized to enhance the performance of the personnel

The above figure depicts that among the total of 61 respondents 44% (27 respondents) voted for Yes whereas 56% (34 respondents) voted for No.

4.23 Employees' and workers' performance encouraged and inspired by availing Rewards

Productivity of the employee will be enhanced along with motivation if employee performances are encouraged by sharing rewards to the employee. Employees' and workers' performance encouraged and inspired by availing Rewards are given below:

Table 4.22: Employees' and workers' performance encouraged and inspired by availing

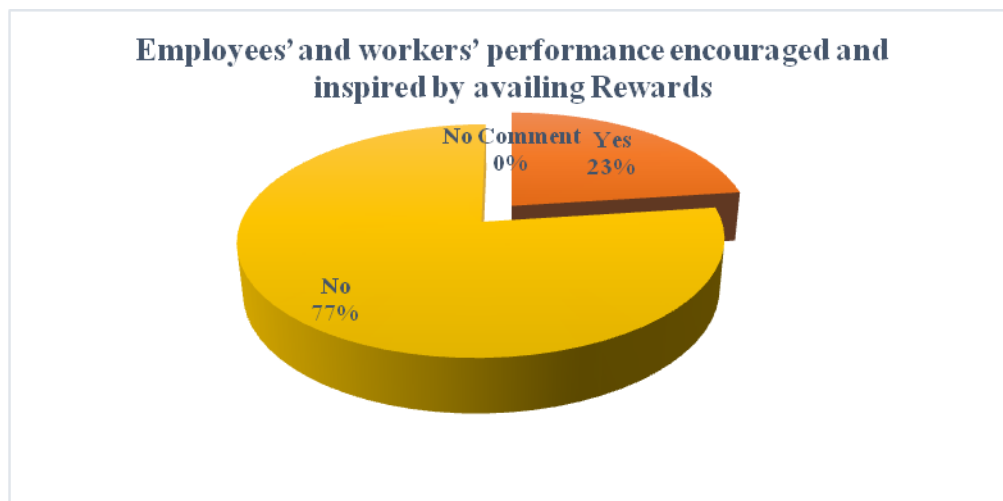
Rewards

Type	No. of Respondents	Percentage of Respondents	Cumulative Percent
Yes	14	22.95	22.95

No	47	77.05	100
No Comment	00	00	100
Total Respondents	61	100	

(Source: Field Survey)

Employees’ and workers’ performance encouraged and inspired by availing Rewards: It is evident that 22.95% of the respondents think that Employees’ and workers’ performance encouraged and inspired by availing Rewards whereas 77.05% of the respondents don’t think that Employees’ and workers’ performance encouraged and inspired by availing Rewards.



(Source: Field Survey) Figure 4.22: Employees’ and workers’ performance encouraged and inspired by availing Rewards

The above figure depicts that among the total of 61 respondents 23% (14 respondents) voted for Yes whereas 77% (47 respondents) voted for No.

4.24 Major Findings of the Study

The researcher sketches that Performance Appraisal system of BSTI has some problems and these are:

- Traditional performance appraisal system: BSTI has traditional performance appraisal system which does not truly find out the real performance of an employee. It totally depends on the supervisor, if supervisor satisfied then he/she got good performance appraisal but other than that it totally supervisor directed result.
- Nepotism/ favoritism: nepotism is an amateurish wonder that gives benefits simply to the relatives or dear companions. In this way, nepotism incapacitates human asset practices and influences the degree of fulfillment among representatives. representatives may consider stopping their positions or utilizing negative informal exchange if their work fulfillment level isn't upgraded. Clients see and assess the quality by thinking about the disposition, conduct and tone of the voice of workers. In this manner, need of fulfillment must be given to the representatives to fulfill the clients.
- Special assignment is not considered:
Performance of the employee should be assessed focusing the productivity, attitude, behavior and tone of the voice of employees with respect to tasks. In BSTI, special assignment is not considered in the PA system as ACR has no remarkable option in promoting employees.

- Time scale system:

It is a traditional method and this is followed by BSTI. Once employee recruited, he/she will get promoted based on their years of service.

- Skill enhancement is ignored:

In BSTI, right person is not always getting the right training which hinder the performance of the employee with respect to strategic direction of BSTI.

- Training needs assessment found missing:

Preparing is a process that is a key to improve one's abilities, mentalities, and information, and it likewise helps assemble mindfulness on financial angles. TNA is a significant advance (which happens at the underlying arranging stage) in the preparation and improvement measure. BSTI needs to accentuate directing TNA for the best utilization of the preparation assets since such assets are restricted to the associations.

- All employees and staffs are not treated properly:

In BSTI, all employees and staffs are not treated properly as nepotism is there. If PA system follows systematically by BSTI, then employees and staffs will be treated properly.

- Political pressure:

It also has significant impact in BSTI.

- BSTI is literally regarded as a testing organization. The activities of the organization cover almost all essential aspects of human life. It deals with human consumable products, ensures their quality through proper testing and physical inspection as per ISO and Bangladesh standards. It also covers products other

than food items such as textile, Cement, Rod, plastic, electronics etc. One can easily understand how important this organization is in the social fabric of Bangladesh.

In view of the importance of BSTI the Performance Appraisal (PA) system of the officers and employees of the institution is not fully satisfactory. Performance appraisal system of BSTI needs to be recast and further modernized. The employees and officers of BSTI have close links with the general people.

This links or contacts with the people may form a part of ACR. This may be a two-way traffic.

Products collected from clients at the one-stop service of BSTI is tested at the BSTI laboratory by the designated officers and staff. Apart from this, many samples are collected by BST officers directly from the production/storage centers of the different organizations. BSTI officers often pay surveillance visit to client organizations. There is ample opportunity for BSTI officers to evaluate the performance of the clients through this process. This may form part of PA of the concerned officers of BSTI which should be incorporated in the ACR form. Similarly, the clients may provide a feedback to BSTI regarding the capability, honesty and efficiency of the concerned officer and that evaluation may be a mandatory part of ACR of the concerned officers.

As per the analysis, the points may be added or deducted from the ACR of the concerned Officers. The present practice is a one-way traffic. Web just come from upwards and flow to the downwards. This is a traditional system which needs to be re- organized. Another important issue needs to be stated here. At present, the

superior officers write ACR of the sub ordinate officers by evaluating their performance. But there is no provision for the subordinate officers to evaluate the behavior pattern and capability of the Superiors. This often creates mistrust, imbalance and lack of two-way communication in the organization resulting in the overall decrease of efficiency of BSTI. So, we suggest to add provision for providing ACR by the juniors who will evaluate the performance of seniors. If this system is the introduced, the organization will be more vibrant and will work more efficiently. The whole scenario may be shown in the table designed below.

The table and graphic design depict 360-degree ACR which will be submitted to the HR division for their analysis. Any future promotion / training /incentive will be determined in accordance with this 360-degree ACR report.

Table 4.23: BSTI Performance Appraisal Process

Evaluation for Superior to Subordinate	Evaluation for Subordinate to Superior
Feedback by outside client to BSTI on the performance of officers / staff.	Feedback by BSTI officers / staff to responsible people of outside client.

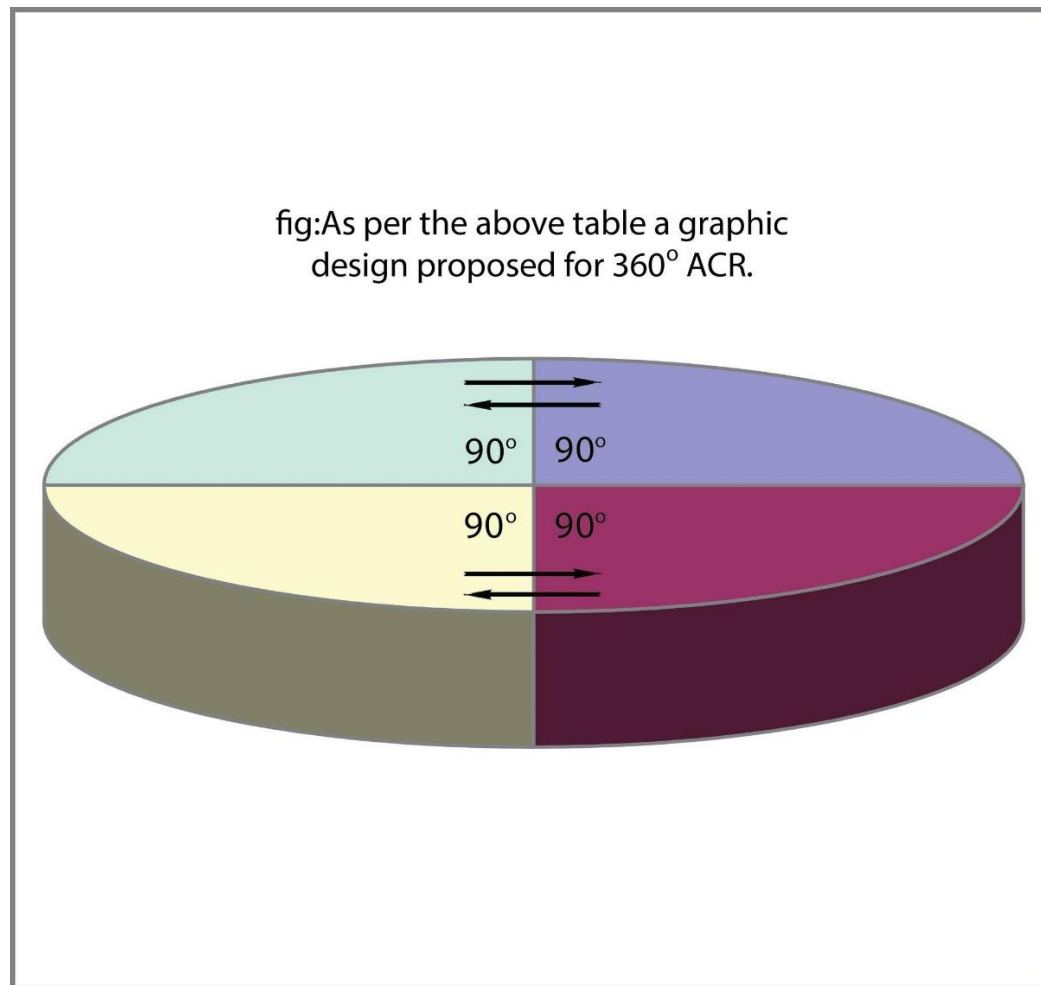


Figure 4.23: Proposed 360-degree ACR for BSTI

BSTI has three types of annual confidential reports (ACRs). One is for the class three employees; one is for 2nd class employees and another one for class 1 officers. The format of ACR for class three employees contains intelligence and mental awareness of the employee, his professional knowledge, power of expression (written and oral), Knowledge of initiative and its written expression, volume and quality of his work, cooperation, and hardworking attitude. ACR further contains capability of supervision of imparting training to the personnel under his / her control, responsibility (General and financial), personality, individual health, discipline, eagerness to use Bangla language

efficiently etc. These are the elements for evaluating a class 3 employee of BSTI. But if his/her superior Who evaluate s his/her in ACR is not, for any reason, Satisfied fight with the employee reported upon, the reporting officer out of personal vengeance Can give a bad ACR. But the same employee may have contacts officially with many clients of BSTI through one stop service centre or laboratory. So, if provision is created for getting feedback from these clients, their evaluation may be incorporated in the ACR.

The present one hue evolution in the ACR. The present one-way evaluation in the PA system of BSTI is therefore very poor and requires improvement. Second class officers of BSTI work in the laboratory, pay visit to different organizations, issue license of the products, conduct surveillance audit, participate many training programs (domestic as well as foreign), attend important meetings, create awareness of the products among the consumers and so on. In accomplishing these jobs, the officer's proper intelligence and mental promptness, value judgment, Initiative, power of expression (written and oral), power of supervision, volume and quality of works, perseverance and responsibilities are to be reckoned with. On the basis of the above, a second-class officer is evaluated in ACR by the superior officer. But a question may easily be raised that this second-class officer does many jobs with which many clients from outside are closely linked. The officer Conducts organization audit / visit, testing etc. in various organizations. So, feedback from the responsible people from those organizations should be taken regarding the performance of the concerned officer and that should be taken into account while evaluating the officers by the superior in the Annual confidential report (ACR).

A class 1 officer's a ACR at the present contains discipline, capability to judge a situation, Intelligence, initiative, trust worthiness, responsibility, eagerness to perform

Assigned duties, alertness in obeying orders from superiors, alertness regarding office security, behavior with the people outside office, professional knowledge, volume and quality of works, supervisory skill etc. In most cases, the concerned officer always tries to appease his / her Boss so that the later remains pleased with the officer and gives outstanding evolution marks in the ACR. The officer concerned in this manner manages to get promotion and other benefits. Irony of fate is this the concerned officer's dealing with his subordinates, with clients outside are not taken into account. This feedback is essential for the evolution of that class 1 officers. On many occasions it is seen that the subordinate who serves under his is poorly treated by the officer and the give poor evolution marks in the ACR which finally blocks the promotion of the concerned subordinate. If a system can be developed where both superior and subordinate evaluation of an officer is incorporated in the ACR, such awkward situation can be averted.

Bangladesh Standards & Testing Institution (BSTI) is a body corporate under the ministry of industries, Government of Bangladesh. We have already explained how important is this organization. Almost all sections of people in the country are this way or that, concerned with this organization.

It ensures quality of products keeping in view the standards set by ISO and other relevant standard bodies. Creation of a healthy and fast-growing population and developing nation is the motto of our Government. BSTI endeavors to ensure safety of the public health and provide quality products for the people.

In such an organization, performance appraisal system ought to be more forward looking and modernized. Unfortunately, this element is not manifested in the ACR of the

employees/officers BSTI. The organization follows traditional one-way evaluation i.e. top- bottom evolution of employees

Which lack modern transparent outlook. The appraisal should be a two-way evaluation which we have analyzed in our previous discussion. The table where 360-degree performance appraisal have been proposed should be incorporated in the ACR immediately.

This will create confidence of the employees/officers of BSTI and improve their efficiency as well. the clients who use to get services from the organization are also likely to be encouraged and will get satisfied with the service of BSTI.

Chapter 5

Conclusions and Recommendations

Chapter 5: Conclusions and Recommendations

5.1 Conclusions

- ✓ In any organization, human resources are the key asset for achieving the strategic direction of the organization. Performance of the human resources will trigger the success of the organization. BSTI should also focus on the development of the human resources by properly executing the performance appraisal system.
- ✓ However, PA should be executed in a systematic way. Both the evaluator and appraisee should understand the requirements of effective PA and execute effectively for the betterment of the appraisee.
- ✓ Employees of the BSTI are not happy with the traditional PA system. They always share to the management regarding the improvement of the PA system. It is no improvement driven for the competencies of the employees.
- ✓ Recommendations in the PA of the appraisee will boost the performance of the employees if measures are taken. BSTI should develop an integrated PA system covering each and every employee in order to achieve the goals of BSTI.
- ✓ Training is one of the mechanisms by which employee's performance can be enhanced. BSTI should conduct need-based training to enhance employee competence and performance.
- ✓ As success of the organization is totally dependent on the employee's performance. So, it is highly essential to consider the basic status of the organization by performing SWOT analysis and applying other techniques.
- ✓ Top management should participate in the program so as to achieve the objectives and goal of the organization.

- ✓ Different PA techniques can be executed in the corporation for the betterment of the company and wellness of the organization. In the service industry, PA is considered as a very crucial function to exist in the organization. Even the process of performance appraisal has to be very structured so as to implement it in a good manner for the organization (Cooper, 2003).
- ✓ The process of PA is to be a continuous and ongoing activity and should be conducted on regular basis.
- ✓ The foreordained objective of an association can be accomplished through the endeavors of HR and the presentation assessment and input with the workers can help in acquiring the outcomes for the association all in all.
- ✓ The principle occupation of HR is to pass judgment on the conduct of workers and by and large execution inside the association in order to guarantee the achievement of errands. The work execution framework can be suggested in subjective and quantitative way as the necessities of the examination varies from association to association and representatives.
- ✓ The HRD needs to assess the current work culture of the association and simultaneously, the degree for additional improvement must be examined by the HR (Creamer D G, 2001).
- ✓ The demonstrations of representatives can choose the assumptions for the administration. The cycle of execution evaluation must be done for the advantages of the board and simultaneously, it likewise rouses representatives for the activity needed by the administration of the association.

- ✓ The performance appraisal assumes an extremely fundamental part in the association in accomplishing the objectives of the association.

5.2 Recommendations

While outlining the boundaries in the positioning strategy the presentation examination method and gathering conversation can be made among and with different specialists. Also, the strategies utilized for execution examination are conventional which is to be modernized in future for good possibility of the representatives. Increment the mindfulness level of representatives during the presentation examination period. It will be better if the administration gives motivations to representatives so it will help in their work and profitability and furthermore stretch out the probation period as long as 2 years. Separate rating board of trustees to be fixed during the examination time frame. So that there is no appraising inclinations and individual bias will happen. The presentation rating is useful for the board to give worker directing during the evaluation. Execution evaluation is absolutely founded on examination framework and the rating assists with fixing addition for laborers make them held in the association. Administrators ought to keep up genial relationship with laborers and offers acknowledgments of the representative's endeavors and give direction to laborers. During the evaluation time frame give a decent correspondence between top administration and business objectives to staff so the ideal objective of the association can be accomplished through execution examination. Worker remarks and proposal to be considered during the evaluation. It will be better if the administration give execution and potential examination compensates consistently.

The center issue which has been acknowledged based on consequences of the case is to fulfill the client in every single way. The client can be fulfilled by following the underneath referenced rules. They are:

- Knowledgeable and accessible staff: While a client is settling on the purchasing choice, they need educated help, accessible when they need it. Clients place a high incentive on exact data and need to be served by representatives who know the item all around.
- Friendly individuals: Customers not just need item clever salesmen, they need them to be cordial and considerate. Your staff should esteem every client more than any individual deal.
- Good esteem: This is the place where value factors in. Yet, clients reviewed consider cost to be just a single part of the master plan of "significant worth" that incorporates the help, data and follow-up they likewise get.
- Convenience: BSTI should develop easy and convenient PA system to get expected result.
- A fast finish: BSTI should follow the PA system effectively. Recommendations in the PA should be applied in order to enhance competence of the employees.
- Encourage face-to-face dealings: it is an effective source for the betterment of the organization. Proper execution of PA by the appraise and appraisal through face-to-face dealings are the effective way of doing something which will bring good performance of the employees.

Appendix

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