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**Confidential**

**PERFORMANCE APPRAISAL FORM**

**(Senior Executive - Manager)**

|  |  |
| --- | --- |
| **Name: ARUNKUMAR VISHWAKARMA** | **SAP ID: 104596** |
| **Plant / Location: Samaghogha** | **Current Designation: DEPUTY MANAGER** |
| **Current Grade: MCS** | **Department: GSS** |
| **Section: PURCHASE** | **Appraiser’s Name: NITIN PAHWA** |
| **Annual Appraisal Date: 1st April' 2025** | **Appraisal Period: April' 2024 to March' 2025** |
| **HOD: PATEL HARSHADKUMAR TRIBHOVANDAS** | **Reviewer’s Name: PATEL HARSHADKUMAR TRIBHOVANDAS** |
| **Date of Joining: 26/08/2008** | **Date of Last Promotion: 01/04/2022** |
| **Total Experience: 17.6 Yrs** | **Last Year Rating: ME** |
| **Qualification: Diploma Mechanical** | |

* **Objectives/Purpose**

This form will be used to:

* Review performance goals/KRAs and provide feedback for performance improvement.
* Assess competencies/skills displayed by the Appraisee on a defined set of parameters.
* Identify employee development needs and provide feedback.
* **Performance Appraisal Form consists of the following Parts:**

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| --- | --- |
| **Part A** | Self/Superior-Appraisal |
| **Part B** | Competency Assessment |
| **Part C** | Appraisal Discussion |
| **Part D** | Training and Development Needs |
| **Part A+B** | Overall Final Rating & Recommendations |

\* Before filling Part C, a **Performance Discussion** between the Appraiser (Superior) and Appraisee (Subordinate/Reportee) needs to be conducted (Refer Performance Discussion Guidelines in the Circular).

* **Performance Appraisal Form – Guidelines**

**Procedure for Evaluation**

The Appraiser will conduct Performance and Development review of his Subordinate (appraisee) based on the KRA for the period under review.

**Appraiser**

The Superior who appraises the performance of his/her subordinate reporting directly to him/her.

**Appraisee**

The Subordinate / Reportee appraised for his/her performance.

**Part A** – To be filled in by the Appraisee/Self and reviewed and rated by the Appraiser with reference to the KRA for the review period.

**Part B** – To be directly filled in by the Appraiser only.

**Part C & D–** To be prepared by the Appraiser in discussion with Appraisee and signed by both.

**Overall Final Rating & Recommendations**- To be prepared by Appraiser & final review by Functional Head / Unit Head

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| **Self-Appraisal – Part A** |

**Definition of Rating Scale for Part A**

*Appraiser is advised to read through the performance levels definitions before providing rating inputs in the below form.*

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| **Performance Levels** | **Rating** |
| **Exceptional**  Achievement of Performance is exemplary, in the sense that the degree of difficulty was very high. Such achievement stands apart; it is above & beyond the stretched/defined level of performance. An employee goes beyond the parameters of the job and makes an exceptional contribution to the organization. | **4** |
| **Exceed Expectations**  Meets the defined level of performance. Achievement of performance is above normal standards set in the past. Degree of difficulty, to attain such level of performance/competency was high. The employee accomplishes what the job was designed to do and frequently achieves more without guidance. | **3** |
| **Meet Expectations**  Meets the set Key Performance Areas (KPAs)/Key Deliverables and expected level of performance with occasional guidance. There is a fair probability of success in the actual level attained. Degree of difficulty, to attain such level of performance was moderate. Occasionally exceeds job requirements. | **2** |
| **Needs Improvement**  Below expected level of performance, fails to meet minimal requirements of the job. Such performance may have caused difficulty to attain department/functional goal & requires frequent guidance from superior. | **1** |

| **Individual Key Responsibilities/ KRA’s/Task Undertaken**  **During review period (written in order of priority)**  **(To be filled by Appraisee)** | **Key Performance Indicators**  **Time, Number, Cost, Accuracy, Completion Etc. (wherever possible, please put relative weightage/percentage as per the KRA set last year totalling to 100%)**  **(To be filled by Appraisee)** | **Significant Achievements**  **(To be filled by Appraisee)** | **Rating**  **(1,2,3,4)**  **(To be filled by Appraiser)** |
| --- | --- | --- | --- |
| **A** | **B** | **C** | **D** |
| Identify and evaluate **potential suppliers**. Request and compare **quotations from vendors**. Process **purchase orders (POs)** and ensure approvals. Track **order delivery schedules** and resolve delays.  Ensure **quality standards** for purchased materials. Maintain **accurate procurement records**.  Collaborate with finance for **invoice approvals and payments**. | Cost Efficiency develop from OEMs to local vendor. | **Achieved significant cost reductions** through better negotiation and strategic sourcing. Implemented a **bulk purchasing strategy**, leading to lower procurement costs.. Reduced **purchase price variance (PPV)** by securing better deals with suppliers. |  |
| Develop and manage **long-term supplier relationships**. Monitor and assess **supplier performance**. Ensure suppliers meet **quality, cost, and delivery** standards. Handle **supplier negotiations and conflict resolution**. Identify **alternative suppliers** to reduce risks. | Supplier Performance-rejection-0.5% and  on time delivery- 92% | Built **strong supplier relationships**, leading to better pricing and service.  Reduced **supplier lead time** by streamlining order placement and logistics |  |
| Monitor **stock levels** and forecast demand. Coordinate with suppliers for **timely replenishments**. Reduce **excess inventory and minimize waste**. Maintain **inventory records and stock audits**. Work with production to avoid **shortages or overstocking**. | Procurement Process Efficiency delay in PR to PO 02% on lead time 30 days | Ensured **100% compliance** with procurement regulations and policies. Reduced procurement fraud cases by implementing **strict audit and monitoring controls**. |  |
| Maintain **purchase order and supplier records**. Follow up on **pending orders and deliveries**. Assist in **vendor communication** and documentation.Support in **invoice verification and approvals**.Ensure compliance with **procurement policies**. | Inventory & Stock Management | Increased **sustainable and ethical sourcing** practices, supporting eco-friendly initiatives. Implemented a **supplier risk management strategy**, reducing supply chain disruptions. |  |
| Monitor **procurement compliance with policies & laws**. Identify and mitigate **procurement risks**. Conduct **supplier audits** for ethical sourcing and quality standards. Maintain **records for legal and audit purposes.** | Relationship & Communication KPIs 100% | efficient purchase department in driving **cost savings, operational excellence, supplier performance, and compliance**. |  |
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**Total Score: \_\_\_\_\_\_\_\_\_\_ No. of KRAs : \_\_\_\_\_\_\_\_\_\_ Average Score :\_\_\_\_\_\_\_\_\_\_\_\_ (Total Score / No. of KRAs)**

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| **Competency Assessment – Part B (Rating by Appraiser)** |

**Definition of Rating Scale for Part B**

*Appraiser is advised to read through the performance levels definitions before providing rating inputs in the below form.*

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| **Competencies Levels** | **Rating** |
| **Expert**  This indicates that the concerned competency is demonstrated in the highest level of proficiencies and respected by others due to demonstrated knowledge and achievement of exceptional results. The individual is confident to achieve an objective, because of superior knowledge, skills, values, traits and self-actualized orientation towards concerned competency. | **4** |
| **Accomplish**  This indicates that the concerned competency is demonstrated in the most effective manner to produce desired results. The individual is confident to accomplish an objective, because of adequate knowledge, skills, values, traits and positive predispositions towards other individuals, groups, objects, situations, issues and events for the concerned competency. | **3** |
| **Establish**  This indicates that the competency is demonstrated in a given situation but the impact is limited. The individual may require additional input to improve upon the concerned competency. However, certain jobs require a moderate level of competence a person displaying this level, will perform effectively. | **2** |
| **Explore**  This indicates that the competence exists at a minimum operating level. A person fails to effectively demonstrate the concerned competence in a given situation. Barriers to utilize the concerned competency may be due to lack of adequate knowledge, skill, values, traits and the right attitude. | **1** |

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| **Competencies** | **Explore** | **Establish** | **Accomplish** | **Expert** |
| Job Knowledge: Demonstrate technical / professional expertise, awareness of latest development in functional discipline, familiarity with system policies and procedures, safety consciousness, willingness to accept different jobs. |  |  |  |  |
| **Quality of Output / Alignment to Goals:** Volume of work as compared to department standards, timeliness & regularities of output, quality of output, thoroughness, accuracy and excellence of work output, visibility and action towards organizational objective. |  |  |  |  |
| Commitment / Dependability Acceptance and sense of duty & responsibility, diligence, loyalty to company. Ability to remain unflustered by work pressures. |  |  |  |  |
| **Work Culture & Team Spirit:**Way of interaction with others, discipline & decorum in the office, ability to get along well and to maintain co-operative relationships with superiors, peers and subordinates and take the team along. |  |  |  |  |
| Leadership & Motivation Ability to take decision independently, ability to assume responsibility motivating and developing subordinates to achieve desired results. |  |  |  |  |
| Communication & Presentation Skills Clarity of thoughts & expression, readiness to share relevant information, willingness to listen to others viewpoints. |  |  |  |  |
| Attitude & Overall Personality:Expression of favour or disfavour towards a person or event, way of saying / doing things, appearance, self-confidence, determination, temperaments, Promptness and tactfulness. |  |  |  |  |
| Initiative & Learning Aptitude Improvement in working, orientation, demonstrated ability to think of new approaches to job related problems, readiness to initiate action voluntary.  Inner desire to develop competency in relation to present job assignment and for higher responsibilities, keenness to improve job skills. |  |  |  |  |

**Total Score : \_\_\_\_\_\_\_\_ Average Score :\_\_\_\_\_\_\_\_\_\_\_\_\_ (Total Score / 8)**

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| **Appraisal Discussion – Part C**  *(Held between Appraiser & Appraisee)* | |
| **Major Strengths** | **Areas of Improvement** |
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| **Training and Development Needs – Part D** |

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| Considering the employee’s Strengths and Areas of Improvement, please define / recommend the Development Action Plan. Please suggest minimum 2 nos. of trainings for the appraisee and the same may be selected from Annexure - IV as appropriate.  (These recommendations should be filled in conjunction with the appraisee, while also considering the organizational needs) | |
| **MANAGERIAL/ FUNCTIONAL:** |  |
| **BEHAVIOURAL:** |  |
| **OTHER DEVELOPMENT ACTIONS:** |  |

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| **Signature of Appraisee:** | **Signature of Appraiser:** |
| **Date:** | |

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**ANNEXURE-IV**

**TARGET BASED PERFORMANCE MANAGEMENT SYSTEM**

**DEVELOPMENT ACTION PLAN**

Development action plan is an action plan aimed at empowering an employee to achieve their career goals and organizational goal simultaneously. These plans are customised in nature and must be drafted considering appraisee’s strength and areas of improvement.

* Appraiser must chart out a Development Action Plan for each appraisee, keeping in mind the following:
* Job and Role Description of the employee
* Performance on the Job assigned
* Future roles to be assigned to the employee due to Promotions / Transfers / Career Planning
* Special Assignments or Targets to be allotted
* Management Policies and Organisational needs
* An illustrative Training list is mentioned below under multiple buckets for your reference to be recommended for appraisees. Appraiser may suggest any other relevant training / program which may not be listed here.

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| **Sr. No.** | **Bucket 1 - Safety** |  | **Sr. No.** | **Bucket 2 - Process Improvement** |  | **Sr. No.** | **Bucket 3 - Behavioural** |
| 1 | Safety in General (Refresher) |  | 1 | FMEA |  | 1 | Team Work |
| 2 | Behaviour Based Safety |  | 2 | 7 QC Tools |  | 2 | Conflict Management |
| 3 | HIRA |  | 3 | 5S, Visual Management |  | 3 | Innovation and Creativity |
| 4 | Machine Guarding & Equipment Safety |  | 4 | Statistical Process Control (SPC) |  | 4 | Managing Time and Work Efficiency |
| 5 | Ergonomics & Material Handling |  | 5 | Total Quality Management (TQM) |  | 5 | Emotional Intelligence |
| 6 | Chemical Safety Hazard |  | 6 | Total Productive Maintenance (TPM) |  | 6 | Effective Interpersonal Skills |
| 7 | Fire Prevention & Fire Fighting |  | 7 | Problem Solving (8D Method) |  | 7 | Mentoring and coaching |
| 8 | First Aid & CPR |  | 8 | Kaizen |  | 8 | Customer Focus |
| 9 | Electrical Safety & LOTO |  | 9 | IMS (ISO 9001, 14001, 45001) |  | 9 | Communication and Presentation Skills |
| 10 | Permit to Work |  | 10 | Internal Auditor Training |  | 10 | Leadership Skills (Winning with People, Dynamic Leadership) |
| 11 | Confined Space |  |  |  |  | 11 | Personal Effectiveness |
| 12 | On-site Emergency Plan |  |  |  |  |  |  |

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| **Sr. No.** | **Bucket 4 – Functional/Technical** |
| 4.1 | **Production** | 4.4 | **Quality** |
| 4.1.1 | Liquid Penetrant Testing | 4.4.1 | Calibration of Instruments |
| 4.1.2 | Welding Inspector  Training &  Preparatory  for  International  Welding  Certifications like  CSWIP 3.1 | 4.4.2 | Procedure for In-house Calibration |
| 4.1.3 | WPS Preparation and Welder Qualification Training | 4.4.3 | Defects Remedies and its implications (Process Specific) |
| 4.1.4 | Planning & Analysis | 4.4.4 | Visual Testing |
| 4.1.5 | Defect Analysis, Remedies and Controlling | 4.4.5 | Dimension Inspection requirements and Measuring Instruments |
| 4.1.6 | NACE/B-GAS | 4.4.6 | NACE Testing (Sampling, Sample preparation and testing methods) |
| 4.1.7 | Corrosion Protection | 4.4.7 | Certified Welding Inspector |
| 4.1.8 | Operational Maintenance | 4.5 | **Marketing** |
| 4.2 | **Maintenance** | 4.5.1 | Negotiation Skills |
| 4.2.1 | ***Mechanical*** | 4.5.2 | Communication & Presentation skills |
| 4.2.1.1 | Hydraulics | 4.5.3 | Market Intelligence |
| 4.2.1.2 | Pneumatics | 4.5.4 | Customer Relationship Management |
| 4.2.1.3 | Bearing Fundamentals and Applications | 4.5.5 | Tendering |
| 4.2.2 | ***Electrical*** | 4.6 | **Finance & Accounts** |
| 4.2.2.1 | AC/DC Drives Programming & Maintenance - Process Specific | 4.6.1 | Business Accounting & Taxation |
| 4.2.2.2 | PLC Programming and Troubleshooting | 4.6.2 | New Accounting Norms |
| 4.2.2.3 | Automation PLC Programming and Troubleshooting (TIA Portal) - Process Specific | 4.7 | **IT** |
| 4.2.2.4 | Servo Drive and Motor (S120) | 4.7.1 | Advance MS. Office/Application Software |
| 4.2.2.5 | HT & LT Switchgear | 4.7.2 | Enhancement in SAP Modules (Process Specific) |
| 4.2.2.6 | Relay Setting and Testing | 4.8 | **HR** |
| 4.2.2.7 | Transformer | 4.8.1 | Compliance Management |
| 4.2.2.8 | UPS | 4.8.2 | Payroll Processing |
| 4.3 | **Dispatch** | 4.8.3 | People Management |
| 4.3.1 | Inventory and its control | 4.8.4 | Compensation & Benefits |
| 4.3.2 | Material Handling(Loading and Unloading) – Pipes | 4.9 | **Others** |
| 4.3.3 | Warehouse Management | 4.9.1 | Contract Management |
| 4.3.4 | Logistics Planning and Analysis | 4.9.2 | CAPEX Management |
|  |  | 4.9.3 | Waste Management |
|  |  | 4.9.4 | CBAM Training |
|  |  | 4.9.5 | Event Management |

**Overall Final Rating & Recommendations**

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| --- | --- | --- | --- |
| **Rating Calculation: Average Score of (Part A + Part B) / 2**  **Final Score: \_\_\_\_\_\_\_\_\_\_**  *Please refer to the score range below before ticking the final rating* | | | |
| **Exceptional (4)** | **Exceed**  **Expectations**  **(3)** | **Meet**  **Expectations**  **(2)** | **Needs**  **Improvement**  **(1)** |

**Score Range:**

**Exceptional :** **3.8 & above**

**Exceed Expectations : 3 & more but less than 3.8**

**Meet Expectations : 2 & more but less than 3**

**Needs Improvement : less than 2**

|  |  |
| --- | --- |
| **Recommendations of Appraiser** | **Signature:** |
| **Recommendations of the**  **Unit Head / Functional Head** |  |
| **Date:** | **Signature:** |