

## Annual Performance Review

Year 2016

<b>Name of Associate</b>	Vinay Mahajan		
<b>Present Position</b>	Senior Group Head -SR	<b>Division</b>	PHARMA
<b>Organization</b>	SR - Standards	<b>Country</b>	India

<b>Operational Manager</b>	Sangeeta Bhattacharya	<b>Position</b>	Global Franchise Head, SR
----------------------------	-----------------------	-----------------	---------------------------

<b>Functional Manager</b>		<b>Position</b>	
---------------------------	--	-----------------	--

<b>Next Level Operational Manager</b>	Olivier Leconte	<b>Position</b>	Global Head DARE
---------------------------------------	-----------------	-----------------	------------------

<b>Company Manager</b>	Sumedha Jayawardene	<b>Position</b>	Site Head-India, A&CS Cluster, IDFR
------------------------	---------------------	-----------------	-------------------------------------

## Annual Performance Review

## Objectives

Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR
<b>Organization</b>	SR - Standards		

Objective 1 : Growth		Priority: 1	No. / %: 25 %
Criterion 1 :	# Partner with Statistics, Data Management and Project Management groups at all levels to ensure seamless collaboration on the projects for all deliverables # Manage statistical programming resources within the CM Franchise ensuring resources are shared according to Development priorities # Work with the Franchise head to ensure appropriate contributions on ACZ, LCZ, Relaxin projects # Lead the define.xml project along with other colleague in RSTOG group # Lead/Oversee RSTOG projects, initiatives and activities to ensure that project milestones are met as per agreed timelines	Due Date: 31/12/2016	
Self Appraisal:		Manager Appraisal:	
Overall rating* Objective 1			
Self Appraisal:	0	Manager Appraisal:	0

Objective 2 : Innovation		Priority: 2	No. / %: 25 %
Criterion 1 :	# Drive/Support key initiatives and goals, sharing expertise and promoting adoption of best practices, linking with Governance Boards and other organization. # Identify gaps in SR process and tools and propose solutions to address needs # Drive SR collaboration with both COAR analytics and non-COAR analytics partner organizations to promote innovation and efficiency # Contribute as local site liaison for RSTOG promoting awareness of and engagement in RSTOG initiatives, tools, processes and guidance and supporting local RSTOG team members # Identify unmet needs (tools/process/guidance) and optimization opportunities to support SR process and propose solutions to address needs	Due Date: 31/12/2016	
Self Appraisal:		Manager Appraisal:	
Overall rating* Objective 2			
Self Appraisal:	0	Manager Appraisal:	0

<b>Objective 3 :</b>	<b>Productivity</b>	<b>Priority:</b>	<b>3</b>	<b>No. / %:</b>	<b>25 %</b>
<b>Criterion 1 :</b>	# Responsible for ensuring the Statistical Reporting organization#s innovation and quality, and driving #state of the art# tools, systems and processes in partnership with the Clinical Data and Reporting Standards group. # Implement resource tracking process and tool to allow full visibility on SR activities including: * Monthly update to minimum 12 months resource projections * Monthly review of Timesheet data from Timecard and monitoring of their accuracy  # Actively support trials that are outsourced through Biostats & SR preferred vendors				Due Date: 31/12/2016

# Annual Performance Review

## Objectives

Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR
<b>Organization</b>	SR - Standards		

by; - Ensuring adherence with the outsourcing model, manual and related training - Ensuring a robust kick-off is conducted with adequate handover of information to enable vendor to perform activities independently in line with their defined R&Rs - Ensure changes to scope/rework is minimized; through accurate SSW creation, review of scope changes for scientific and operational value and establishing key touch points to enable vendor progress # Maximize productivity and efficiency through clear programming strategy across projects (e.g. pooling), use of effective business process, global corporate standards, development and utilization of strategic alliances			
Self Appraisal:		Manager Appraisal:	
Overall rating* Objective 3			
Self Appraisal:	0	Manager Appraisal:	0

Objective 4 : People		Priority: 3	No. / %: 25 %
Criterion 1 :	<p># Provide technical guidance, mentoring, coaching and support to project team members on specific or identified needs to build high performing teams.</p> <p># Prepare Development Plan for discussion with manager and follow up on the agreed development plan actions</p> <p># Responsible for professional development/training and mentoring to enable the highest level of Statistical Reporting with colleagues</p> <p># In collaboration with Human Resources, develop, establish and maintain up-to-date strategies to attract and retain top talent across the globe to support a portfolio that is in line with a top-tier Pharma company</p> <p># Drive a "speak up and make things happen" culture</p> <p># Promote a reward and recognition culture</p> <p># Support effective performance management by providing regular feedback to SR FH and GH and self-assessment including mid-year and end of year. Participate in Hiring effort as needed</p> <p># Actively drive content and chair relevant sessions of SR forums (if applicable)</p> <p># 100% compliance and accuracy on Timecard and 95% compliance on all required training</p> <p># Participate to 80% of SR Departmental Meetings</p> <p>Site level activities for India:</p> <p># Support further development of capabilities in the India sites by : &amp;lt;Insert objective&amp;gt;</p>	Due Date: 31/12/2016	
Self Appraisal:		Manager Appraisal:	
Overall rating*		Objective 4	
Self Appraisal:	0	Manager Appraisal:	0

# Annual Performance Review

# Objectives

# Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR
<b>Organization</b>	SR - Standards		

<b>Objectives discussed and agreed on</b>	<b>Date: 16.02.2016</b>	<b>Overall rating*</b>
<b>Associate:</b> Vinay Mahajan	<b>Manager:</b>	<b>0</b>
<b>Appraisal discussed and agreed on</b>	<b>Date:</b>	<b>Overall rating*</b>
<b>Associate:</b>	<b>Manager:</b>	<b>0</b>

\* 1 = partially met    2 = fully met    3 = exceeded

# Annual Performance Review

# Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR

<b>Novartis Values &amp; Behaviors</b>			
<b>INNOVATION</b>			
Self Rating*:		Manager Rating*:	
<b>QUALITY</b>			
Self Rating*:		Manager Rating*:	
<b>COLLABORATION</b>			
Self Rating*:		Manager Rating*:	
<b>PERFORMANCE</b>			
Self Rating*:		Manager Rating*:	
<b>COURAGE</b>			
Self Rating*:		Manager Rating*:	
<b>INTEGRITY</b>			
Self Rating*:		Manager Rating*:	
<b>Overall Assessment and Rating*</b>			
Self-Assessment:	Self Rating*	Manager-Assessment:	Manager Rating*
	0		0

\* 1 = partially met    2 = fully met    3 = exceeded

# Annual Performance Review

# Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR

Novartis Values & Behaviors	Brief Description
<b>INNOVATION</b>	
<ul style="list-style-type: none"> <li>Experiments and encourages others to do so</li> <li>Delivers new solutions with speed and simplicity</li> </ul>	<ul style="list-style-type: none"> <li>Takes smart risks that benefits patients and customers</li> </ul>
<b>QUALITY</b>	
<ul style="list-style-type: none"> <li>Is always looking for better ways to do things</li> <li>Continuously works to improve own strengths and weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>Does not compromise on quality &amp; safety and strives for excellence</li> </ul>
<b>COLLABORATION</b>	
<ul style="list-style-type: none"> <li>Champions working together in high performing teams</li> <li>Welcomes diversity and inclusion of styles, ideas and perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Knows self and impact on others</li> </ul>
<b>PERFORMANCE</b>	
<ul style="list-style-type: none"> <li>Is passionate to achieve goals, goes the extra mile</li> <li>Prioritizes, decides and makes things happen with urgency</li> </ul>	<ul style="list-style-type: none"> <li>Puts team results before own success, acknowledges contribution of others</li> </ul>
<b>COURAGE</b>	
<ul style="list-style-type: none"> <li>Speaks up and challenges the norm</li> <li>Gives and accepts constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges when things don't work and learns</li> </ul>
<b>INTEGRITY</b>	
<ul style="list-style-type: none"> <li>Operates with high ethical standards</li> <li>Lives by the code of conduct even when facing resistance or difficulties</li> </ul>	<ul style="list-style-type: none"> <li>Is humble, caring, shows trust, respect and empathy</li> </ul>

## Annual Performance Review

Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR

Overall Performance Evaluation			
	Novartis Values & Behaviors		
Objectives	1 Partially met expectations	2 Fully met expectations	3 Exceeded expectations
<b>3 Exceeded expectations</b>	SUPERIOR RESULTS, UNSATISFACTORY BEHAVIORS  3.1	SUPERIOR RESULTS, GOOD BEHAVIORS  3.2	SUPERIOR RESULTS, SUPERIOR BEHAVIORS  3.3
<b>2 Fully met expectations</b>	GOOD RESULTS, UNSATISFACTORY BEHAVIORS  2.1	GOOD RESULTS, GOOD BEHAVIORS  2.2	GOOD RESULTS, SUPERIOR BEHAVIORS  2.3
<b>1 Partially met expectations</b>	UNSATISFACTORY RESULTS, UNSATISFACTORY BEHAVIORS  1.1	UNSATISFACTORY RESULTS, GOOD BEHAVIORS  1.2	UNSATISFACTORY RESULTS, SUPERIOR BEHAVIORS  1.3

Performance Summary	
<b>Associates Comments</b>	<b>Manager Comments</b>

<b>Signed by Operational Manager</b>	<b>Date</b>
<b>Acknowledged by Associate*</b>	<b>Date</b>
<b>Signed by Next Level Operational Manager</b>	<b>Date</b>
<b>Signed by Company Manager</b>	<b>Date</b>

\* Acknowledgement by Associate does not indicate agreement, only recognition of review and notification.

## Annual Performance Review

Year 2016

<b>Associate</b>	Vinay Mahajan	<b>Operational Manager</b>	Sangeeta Bhattacharya
<b>Position</b>	Senior Group Head -SR	<b>Position</b>	Global Franchise Head, SR

**Development Plan**

<b>Objectives: What is the aim of the agreed actions?</b>	<b>Actions : Measures for the personal development on-the job and off-the job</b>	<b>Timing</b>
---	---	---------------

**Areas of Development seen by the Manager****Personal Comments by the Associate**