

10000749 Vilas Kakade

Employee Name : Vilas Kakade Manager's Name : Ramesh Doraiswami

Goalsheet Approval Date : 09-May-2017

KRA Category : Customer

KRA Weightage : 20

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraiser comment on actual achievement
1)To work on RM flexibility, PFAD, mustard oil etc.	Text			NA	NA	1) Good quality C1698, animal feed, 1898 fatty acid feed, beading project, oleic 60 are completed in time frame.	NA	NA	Good quality 1698 manufactured, oleic 60 plant trial lot completed, 1898 alcohol based on PFAD completed, beading started in time. Mustard oil process route changed successfully. all these has given cost saving as well.	1)In case of 1698, oleic 60 efforts to be taken to market it.
2)Support new products initiatives.	Text			NA	NA	samples and plant trials as per agreed plan.	NA	NA	successfully worked on PETS, SCI65, in interpreting data, pilot plant and design. also new variety of syndet soap, superflex technology transfer to Baddi, Improving quality of solvent CNO by bleaching.	we need to strengthen team for pilot plant.
3)To improve plant reliability.	Text			NA	NA	Identified measures are completed in time frame decided.	NA	NA	Many measures were taken. 1. overhauling of gas turbine. 2. replacement of bottom ring header in linde plant. 3. mechanical seal improvement in loop reactor. 4. universal heat exchangers. 5. heat exchangers 365 and 366 improvements. 6. Various cooling tower improvements. 7. keeping packings ready for 501, 301 and 401. 8. replacing tube bundle of top condensor of 501. 9. retubing of reboilers of 501 and 401 columns.	Current way of identification of weak areas and group discussion approach is working well in making plant reliable with minimum spending.
4)Customer complaints. A) Barcode system is put to use. B) Customer complaints analysis and closer procedure improvement.	Text			NA	NA	A) End Dec 20116, B) End Dec 2016.	NA	NA	a)Barcode system capex proposal is submitted for approval. Mr. Sudhakar to review current work methods and recommend. b)All customer complaints are analysed to find root cause and actions are taken.	almost all complaints are related to dispatch management and with input from experts within company we will improve it further.
5) lost time due to accidents.	Text			NA	NA	nil	NA	NA	one accident in March where one worker got burns due to spillage of hot condensate water on his foot resulting in 10 days leave.	This is lapse from our side, we will ensure strict adherence to SOPs to avoid recurrence.

KRA Category : People

KRA Weightage : 15

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
To select and induct new plant head at Talaja by end sept16 and free from operations by march 17.	Text			NA	NA	End March 2017.	NA	NA	Interviewed many candidates and finally got two candidates, one has been given offer and other is a back up candidate.	second candidate is yet to be interviewed by Mr. Mohit and MD.
Business case for Value added alcohol derivatives and progress 2 recommendations for implementation.	Text			NA	NA	2 cases completed by end Dec2016.	NA	NA	Worked with team from various departments and given a presentation to MD and leadership team. Completed.	The team members have learned a lot about alcohols and applications. Have suggested ethoxylation and tertiary amines.
Taloja manpower study with HR.	Text			NA	NA	By Dec end.	NA	NA	Given suggestions some actions taken but not fully completed.	During this year need to take it for completion.

KRA Category : Process
KRA Weightage : 20 _

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
1) OTIF – Base - April - June 16 , Improvement .	Text			5% improvement.	15% improvement.	25% over avg of april to september 2016.	40% improvement	60% improvement	Composite otif increased from 30% to 43% in second half over first half.	For production improved from 58% to 72% in same period.
2) Driving Innovation in Oleo Business thru – 20% 1)- New Products T/O during 2016-17 2)- Improved material flexibility in existing products to support competitiveness 3)- Structural Correction in Cost	Text			NA	NA	Rs. 20Cr.	NA	NA	Mr. Kasbekar is yet to circulate composite number.	From taloja factory savings are of about INR 6.43cr.

KRA Category : Business
KRA Weightage : 20 _

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraisee comment on actual achievement
To implement cost saving measures at taloja.	Text			NA	NA	Rs.4.5 cr.	NA	Rs.9 cr.	1) 5.16 cr through Lakshya Projects saved. 2) Copper catalyst saving of Rs.1.97 cr. 3) Work on raw material flexibility has given savings of Rs. Cr.	This does not include INR 1.9 cr saving from Cu catalyst recycle.

KRA Category : Business
KRA Weightage : 20

Key Performance Indicator (KPI) description	Unit	KPI Weightage	Value	(1) Unsatisfactory Performance	(2) Needs Improvement	(3) Good Solid Performance	(4) Superior Performance	(5) Outstanding Performance	Actual achievement of year end	Appraiser comment on actual achievement
Throughputs and volumes	Text			NA	NA	as per S & OP.	NA	NA	1) in fatty acids 100% 2) In alcohols 92.7%	In alcohol due to RM quantity not available, connectivity issues and short runs.
Variable cost	Text			NA	NA	as per BOM	NA	NA	1) for major products as per BOM. 2) excess consumption by 8.74%.	1) in fatty acids it is achieved inspite of RM issues due to innovative combination of multiple columns. 2) mainly due to 21 additional changeovers and short runs due to RM issues.
Yields	Text			NA	NA	as per BOM	NA	NA	yields of 1214, oleic k, palmitic acid, superflex better than BOM. 2) 1618 and behenyl alcohols yield are as per BOM. in case of 1214 and 1698 and 1898 slightly lower.	Erucic acid yields suffer because of smaller run sizes. 2) Frequent changeovers and smaller run sizes are the reason for 1st pass lower yields of 1214, 16 and 18.
Month on month overhead cost	Text			NA	NA	5% saving	15% saving	20% saving	Overhead budget 68.89 cr against 68.95 cr sanctioned.	Actually factory controlled part. 1) repair and maintenance 13.99 cr spent against 15.04 cr sanctioned, saving of INR 1 cr. 2) contract labor cost saving of 3 lakh INR, within budget.

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Rating Of Qualitative Goals

1. I feel my goals were very challenging and stretched because:
Answer:- 1) old plant needing regular maintenance work. 2) Raw material supplies in small lots and connectivity issues 3) Increased number of changeovers due to 2. 3) Acute water shortage during the year.
2. I have gone the extra mile to help my colleagues/team/organization by:
Answer:- 1) surviving acute water shortage. 2) establishing superflex at Baddi. 3) Improving quality of distilled CNFA by introducing bleaching of solvent CNO at Baddi. 4) Improving distillation and hydrogenation facility at baddi. 5) Copper catalyst recycle. 6) participating actively with team to achieve saving of 5.16 cr exceeding the target. 7) successful trial lots of PETS, SCI65 and syndets.
3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way:
Example1:- Use of PFAD for 1898, use of only deo. mustard oil in place of refined mustard oil. recycle of copper catalyst. 1698 of improved quality from PFAD, column combination changes to save cost and improve yields.
Example2:- I actively listen to everybody in morning meetings before responding and also ensure that all relevant HODs are present when taking decisions on disputes.
4. I have demonstrated the VVF leadership competencies (Teamwork, Customer Orientation, Result Orientation, Developing self and team, Strategic thinking, Ownership and accountability) in the following way:
Example1:- worked collaboratively with R&D and NPD to deliver new products.
Example2:- Identified many opportunities for cost saving and delivered saving of INR 5.16 Cr.

Individual Development Plan (WI.CHR.03 F.NO. 1)

Employee Name	Vilas Kakade	Manager's name	Ramesh Doraiswami
Employee Code	10000749	Year	2016-2017

Please discuss your strengths and work related weaknesses with your manager and identify your training needs. Your development will happen through the following ways:

Part A: Development through Instructor led training in Classroom

No	Name of program	Faculty	Days	Please explain why the training is needed	Program completed	Comments
1	Interpersonal skills	Amit Sanas	2			
2	Advanced Communication skills(only AGM & above)	Charles Carvalho	2	Communication is very important while leading the team.	No	was unable to attend in Sion due to other work in factory.
3	Effective time management and execution	Amit Sanas	2			
4	Inspirational Leadership (only AGM & above)	Charles Carvalho	2	To ensure the team goals are consistently met.	No	Unable to attend due to work in factory.
5	Advanced Excel (only AGM & above)		2			
6	Environment Health and Safety *	EHS Team	1	Ok	No	Undergone in past this is a refresher course.
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5	Ok	No	Not undergone however actively involved in getting the certification.
8	Training on ISO 9001 & 22000	ASHOKR AO PATIL	0.5			
9	Good Manufacturing Practices (GMP +) and cGMP	ASHOKR AO PATIL	0.5	Ok	No	Participated for getting the certification so not done.

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10	Influencing skills	Internal TBD	2	Very important to keep the processes moving in desired direction.	No	could not attend due to work exigencies.
11	Strengths based team building	Charles Carvalho	1			
12	The Super Manager	Amit Sanas	1			

*Mandatory for all employees to attend this program

**Mandatory for employees working at locations covered by the certifications

If you need a program that is not mentioned above, please use the space below. Please note this program may be offered if at least 20 people request for it.

No	Topics required	No. of Days	Internal faculty name	Program Completed	Reviews
1				undefined	undefined
2					

Note: Part B and Part C are to be filled by only AGM and above employees.

Part B: Development through developmental relationships

No	Relationship	Name of leader	Number of Meetings planned	Target date	Program Completed	Reviews
1	Coaching through leader in own function for functional inputs	Mr. Pramath Sanghavi.	One/month.	First week Saturday.	No	although formally not met but discussed issues with him.
2	Coaching through leader in own function for functional inputs	Mr. Charles Carvalho.	One/month.	Along with monthly review meeting.	No	Could not give time during sion visit for this training.

Part C: Development through action learning projects

Project Title	Business case for Value added alcohol derivatives and progress 2 recommendations for implementation.

Review date	Once in a month.
Target end date	End December2016.
Project scope	1. Listing of alcohol based products. 2. Technology /technical evaluation. 3. Market evaluation/applications/competition local abroad. 4. Capability gaps. 5. Possibility of toll manufacturing. 6. Product costing. 7. Capex 8. Product selection criteria.
Project exclusions	1. Market survey. 2. Marketing strategy. 3. R &D and pilot work.
Project deliverables (Target at rating 3: good solid performance)	1) Business case for two products delivered by Dec 2016..
What is the employee expected to learn from this project	1. Exposure to alcohol derivatives market. 2. Familiarization of fatty alcohols and oleo chemical language. 3. Manufacturing processes. 4. Developing business cases. 5. Project/ product costing. 6. Toll processors available. 7. Project management.
Reviewer(s) name	1. Vijay Rao. 2. Ramesh Doraiswami.
Project Status	Completed
Project Status Comments	The team has presented their work and also given recommendation.