

10003009 Kishor Salunke

Employee Name : Kishor SalunkeManager's Name : Anant Pednekar

Goalsheet Approval Date : 13-Apr-2017

KRA Category : Business

KRA Weightage : 30 _

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
Compliance Way forward	Text			Not Available	Not Available	Taloja _ Factory Lic, Labour Reg by 31 Mar	Not Available	Not Available	contract labour registration received in October 2016 as against March 2017 and factory licence received in January 2017 as against March 2017 well in advance than targeted dates	contract labour registration and factory licence received in January 2017 as against March 2017 well in advance than targeted dates
Compliance related to Audits	Text			Not Available	Not Available	NIL Major NC	Closing of NCs/ audit points within 15 days	Not Available	There is no Major NCs. All minor NCs closed as per time agreed with the auditor. No deviation on agreed points.	All audited agreed points closed as per timeline
Reduction in Plant HR OH	Text			Not Available	Not Available	10% w.r.t. FY 2015_16	15% w.r.t. FY 2015_16	Above 15% w.r.t. FY 2015_16	The budget of Plant HR overhead was Rs. 3.70 crs. The expenses incurred is Rs. 3.49 crs. Reduction is Rs. 20.47 Lakhs. Reduction is 5%. The target taken was very very stretched.	Saving of 20.47 Lakhs
Cont. Labour Budget	Text			Not Available	Not Available	No extra budget	10% savings w.r.t Budget 2016_17	15% savings w.r.t. 2016_17	The budgeted manpower was 219 per day and the utilised is 212 per day. saving of 7 manpower per day. i.e.(2555 Mandays in a year) Rs. 11.49 Lakhs saving	This contract labour budget was scrutinised at various levels and was very very stretched target. In spite of that saving is done by questioning each manday requirements throughout year, based on operational requirements.

KRA Category : People

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
Self Directed Work Teams at Plants to enhance effectiveness	Text			.	.	Taloja 14 Positions	Taloja 17 Positions	Taloja 20 Positions	The self directed work team scheme was not sold easily as the unit head was not in sync with the scheme due to nature of operation at Taloja. However after rigorous follow up and several meetings and deliberations now it is accepted to launch. Hopefully will be launched by 17 April 2017	The new parameters for evaluation being worked out by Fatty acid dept as advised by Mr. Kakade. Will be launched by 17 April 2017
Completion of IDP of self and team	Text			.	.	100%	.	.	one training session missed by Raghupathy and	Raghupathy was on leave and i was on outdoor duty

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
									myself . otherwise it is 100% compliance.	hence missed one training session.
Skill level improvement in Operators	Text			.	.	30% by 30 Nov 2016	40% by 30 Nov 2016	50% by 30 Nov 2016	70% achievement . 10 workmen were planned and could train 7 workmen at Advanced Training Institute + 21 Operatives were trained for skill improvement from other departments .	All identified operatives were sent to Advanced Training Institute and other skill training in Pune. 10 workmen were planned for ATI skill training. 7 workmen could be sent, 70% achievement. Rest of the skill training of 21 operatives of engineering services departments was trained additionally.

KRA Category : Customer

KRA Weightage : 25 _

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
IR intelligence	Text			.	.	Loss of Zero Man days	.	.	MORE THAN 130% ACHIEVEMENT. No mandays lost on account of IR	Due to excellent IR intelligence and consistent followup from Corporate we could achieve this more than 130%
Union Activities	Text			.	.	Identification of Supervisory roles by 31 Oct	Implementation of promotions by 31 Jan 2017	.	Roles identified for promotion. Not taken ahead as the business was not so in profit, however will be taken ahead in April 2017 to ease out anykind of discontent. Proactive IR	Roles identified for promotion. Not taken ahead as the business was not so in profit, however will be taken ahead in April 2017 to ease out anykind of discontent. Proactive IR
Optimization of Cost of BC at Talaja	Text			.	.	APP	10% improvement over plan	20% improvement over plan	100% plan of optimisation is implemented for BC . Total 13 employees are reshuffled to various places and 5 are separated with exgratia for manpower optimisation.	Five employees were given exgratia on separation and total 13 employees are reshuffled to various places for manpower optimisation.
Providing skilled and consistent contract labour	Text			.	.	70% for Six months	80% for Six months	.	MORE THAN 130% COMPLIED	Managed excellently and zero issues in departments on providing contract labours
Improvement in Admin facilities	Text			.	.	Min 3 initiatives	Initiatives above 3	.	bus was breaking down and hence dadar bus is changed with no extra cost. seats of sumo vehicle changed with no extra cost.	bus was breaking down and hence dadar bus is changed with no extra cost. seats of sumo vehicle changed with no extra cost.
Campus hiring - Meet the summer intern / GET numbers as per schedule from targetted institutes.	Text			Mar 17	Feb 17	Jan17	Dec 16	Nov 16	The PRF of GETs were approved in January hence recruitment in March and april.	PRF was approved late as we were thinking whether to recruit or not due to business situation. Finally we decided to approve in March and approved in March 2017.

KRA Category : Process
KRA Weightage : 25

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
Improvement of Employee Engagement by enhancing transparency and morale of employees	Text			.	.	70% completion of Focused Areas	80% completion of focused areas	93% and above	FGD exercise done. Further action plan is provided to corporate	FGD exercise done. Further action plan is provided to corporate
Performance Management Process Cascade & Adherence of new process across organisation	Text			.	.	100% completion by 15 Aug 2016	100% completion by 31 July 2016	.	completed more than 130%	completed as per target dates given by corporate.
Performance Management Process: Rigor on IDP Quality check 100% MMC & above	Text			Less than 50% IDP collection	50% of IDP completion	70 % of IDP completion	80% of IDP	95 % of IDP completion	IDP completed more than 90%. Quality check 100%	idp achevment more than 90%. Quality check 100%
Exit Exgratia 50 and above	Text			.	.	8 employees by 30 Sept 16	16 Employees by Dec 2016	.	Five workmen separated wit h exgratia. 2 recruited against these 5.	Five workmen separated wit h exgratia. 2 recruited against these 5.

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

Employee Name	Kishor Salunke	Manager's name	Anant Pednekar
Employee Code	10003009	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			
3	Effective time management and execution	Amit Sanas	2			
4	Inspirational Leadership (only AGM & above)	Charles Carvalho	2	Since he has got the leadership role at plant level, he has to have mastery on leadership quality.	Yes	completed
5	Advanced Excel (only AGM & above)		2			
6	Environment Health and Safety *	EHS Team	1	Mandatory Requirement of Plant	Yes	completed
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5	Ok	Yes	completed
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	Raghupathys and myself one programme each not done as i was on out door duty and mR. rAGHUPATHY WAS ON pl ON THE

	**					DAY OF PROGRAMME.
10	Influencing skills	Internal TBD	2	Required	Yes	COMPLETED
11	Strengths based team building	Charles Carvalho	1	Required	Yes	COMPLETED

*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	Financial Acumen: Mr. Avik Banerjee	.	31/Mar/2017	Yes	Four meetings took place for financial acumen with Mr. Avik Banerjee in January and February 2017
2	Coaching through leader in own function for functional inputs	.	.	31/Mar/2017	Yes	Mentoring from Mr. Aniruddha Bansod. 5 meetings took place in August , October 2016 and January, February, March 2017

Part C: Development through action learning projects

Project Title	Capture the available competencies, extrapolate them with identified potential M

Review date	30 September 2016
Target end date	31/Mar/2017
Project scope	MMC Cadre at Taloja unit
Project exclusions	JMC AND SMC cadre
Project deliverables (Target at rating 3: good solid performance)	Assessment AND Sharing reports with employees by Oct 16 To identify the threshold competency requirement for the role. To have mechanism in place for development of an individual : March 17. Implement the development plan as identified above: March 2017
What is the employee expected to learn from this project	Experience of conducting Assessment centre. To understand the sensitivity of communication during various stages of the project.
Reviewer(s) name	Mohit Sharma
Project Status	Completed
Project Status Comments	Had a detailed discussion and deliberations with MD and waiting for further instructions which will be take forward in 2017-18