

10003278 Ramadhi Sen

Employee Name : Ramadhi Sen Manager's Name : Sunilkumar Singh

Goalsheet Approval Date : 29-Apr-2017

KRA Category : Customer

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
*1) QL @ Baddi - Quality Level@ IPOA Stage *	Text			4	4.1	4.2 _ Exit MQ'17	4.3_ Exit MQ'17	*4.2 _ (Yr Avg) "	from last year's 4.1 to 4.5( exit MQ'17) and 4.2 (Year Avg) in 2016-17 YTD	from last year's 4.1 to 4.5( exit MQ'17) and 4.2 (Year Avg) in 2016-17 YTD
2) Audit by Client	Text			RED	Amber	Green	Green	Green	Involvement of total team, deep diving in each & every elements, resulted all the Audit results in Green, even with most prestigious JJRC audit. • Oriflame technical audit - Patrick O'Byrne, Ms. Kamalpreet Dhillon • Nivea Quality audit- Naresh Kumar • Nivea CSD audit- G.S.Chopra • Oriflame talc facility audit - Mahadevudu VT, Govind Pandey and. Amitabh Kumar • JJRC Audit- Subba Raju & Mandar Dhakras • Amway talc facility audit- Ashish Kumar • Amway Technical Audit – Sudipta, Shrawan & Pramod Patil • Oriflame System Audit- Govind Pandey • Nivea CSD audit- Naresh Bhardwaj, Sandeep Mahakal and • Sedex Audit- Kamal Kr. Ghisingh • Kosher Audit- Rabbi Shlomo Sharon • ITC Quality Audit- MN Trinath & Iqbal Ansari • ISO Surveillance Audit- Rajeev Karwayun • Oriflame sustainability Audit- Govind Panday	Involvement of total team, deep diving in each & every elements, resulted all the Audit results in Green, even with most prestigious JJRC audit. • Oriflame technical audit - Patrick O'Byrne, Ms. Kamalpreet Dhillon • Nivea Quality audit- Naresh Kumar • Nivea CSD audit- G.S.Chopra • Oriflame talc facility audit - Mahadevudu VT, Govind Pandey and. Amitabh Kumar • JJRC Audit- Subba Raju & Mandar Dhakras • Amway talc facility audit- Ashish Kumar • Amway Technical Audit – Sudipta, Shrawan & Pramod Patil • Oriflame System Audit- Govind Pandey • Nivea CSD audit- Naresh Bhardwaj, Sandeep Mahakal and • Sedex Audit- Kamal Kr. Ghisingh • Kosher Audit- Rabbi Shlomo Sharon • ITC Quality Audit- MN Trinath & Iqbal Ansari • ISO Surveillance Audit- Rajeev Karwayun • Oriflame sustainability Audit- Govind Panday
3) Reduction in factory borne out customer complaints incl CPD	Percentage			30	40	50	55	60	Significant improvement in CMB, From Last year's 12 to only 4 in 2016-17 YTD all 4 complaints are for On-line printing only, For CPD, From Last year's 10 to 9 in 2016-17 YTD , in total from Last year's 22 to 13 in 2016-17 YTD- 40% reduction in total.	Significant improvement in CMB, From Last year's 12 to only 4 in 2016-17 YTD all 4 complaints are for On-line printing only, For CPD, From Last year's 10 to 10 in 2016-17 YTD , in total from Last year's 22 to 14 in 2016-17 YTD- 36% reduction in total.
4) Customer Feedback (incl CPD)	Text			3	3.2	3.5	3.8	4	3.85 ( Considering all CMB & CPD) and 3.95 ( if Oriflame not considered)	3.85 ( Considering all CMB & CPD) and 3.95 ( if Oriflame not considered)

**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
"1) Multiskilling / Additional responsibility- Specific projects like DOE, Real Time feedback, TPM tools etc as a part of IDP "	Text			1 tool implemented	2 tools implemented	3 tools implemented	4 tools implemented	5 tools implemented	Kobetsu Kaizen steps and tools used in increase of Productivity of H#8 lines	Kobetsu Kaizen steps and tools used in increase of Productivity of H#8 lines
"2) Improvement in EES scores over last year "	Text			3% improvement in EES scores	5% improvement in EES scores	10% improvement in EES scores	15% improvement in EES scores	20% improvement in EES scores	CMB manufacturing score is 5.4% higher than average score of VVF. Also the positive vibrancy is clearly visible in shop floor which is direct reflection of betterment in EES score.	CMB manufacturing score is 5.4% higher than average score of VVF. Also the positive vibrancy is clearly visible in shop floor which is direct reflection of betterment in EES score.

**KRA Category : Customer**
**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
1) OTIF - S&OP Compliance (Prod OTIF) with "Extra Mile" correction	Text			94	95	96	97	98	Significant improvement in OTIF compliance from last year's 95.63 to 97.25 Avg % in 2016-17 YTD	Significant improvement in OTIF compliance from last year's 95.63 to 97.25 Avg % in 2016-17 YTD

**KRA Category : Business**
**KRA Weightage : 40 \_**

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) Reduction of conversion cost - YOY	Percentage			3	4	5	6	8	In spite of regular monitoring & review due to sudden reduction in production volume Conversion cost could not be controlled. • Noodles – against Last year's ?2963/MT to ? 3515/MT – increase of 18.6% • Soap- against Last year's ?2875/MT to ? 2980/MT – increase of 3.6% • Talc- against Last year's ?6029/MT to ? 6943/MT – increase of 15%	In spite of regular monitoring & review due to sudden reduction in production volume Conversion cost could not be controlled. • Noodles – against Last year's ?2963/MT to ? 3515/MT – increase of 18.6% • Soap- against Last year's ?2875/MT to ? 2980/MT – increase of 3.6% • Talc- against Last year's ?6029/MT to ? 6943/MT – increase of 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
2) Innovation led Business Development (new products/business) NPD OTIF	Percentage			90	92	95	97	98	Significant contribution towards Innovation Led Business Development 96% OTIF achieved through regular follow up with all the stakeholders mainly R&D, Engineering & Production team.	Significant contribution towards Innovation Led Business Development 96% OTIF achieved through regular follow up with all the stakeholders mainly R&D, Engineering & Production team.
3)Reduction in RM & PM cost over last year	Text			5 millions	7 millions	10 millions	11 Million	12Million	Achieved significant improvements in savings ₹ 28 million, through yield improvement in RM & PM with rigorous monitoring & review periodically.	Achieved significant improvements in savings ₹ 28 million, through yield improvement in RM & PM with rigorous monitoring & review periodically.
*4) Identify SMOG inventories of COB/CMB and review for liquidation plans with Marketing – CPD/CMB. ( Every month ), Target to reduce SMOG by 30% from Mar' 16 level "	Percentage			10	20	30	35	40	Significant achievement 85% reduction in SMOG value against last year ₹ 355 Lacs to only ₹ 54 L in 2016-17 YTD, we have additional SMOG value in 2016-17 ₹ 420 Lacs out of Baddi factory contribution is only ₹ 61 Lacs , balance is out of Baddi site scope. So, in total 68% reduction in SMOG value ( 355-301+ 61= 115) against last year.	Significant achievement 85% reduction in SMOG value against last year ₹ 355 Lacs to only ₹ 54 L in 2016-17 YTD, we have additional SMOG value in 2016-17 ₹ 420 Lacs out of Baddi factory contribution is only ₹ 61 Lacs , balance is out of Baddi site scope. So, in total 68% reduction in SMOG value ( 355-301+ 61= 115) against last year.

**KRA Category : Process**  
**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
1) Project Management - OTIFQ within Budget ( Specific projects)	Text			90% OTIF	95% OTIF	100% OTIF within budget	100%OTIF with 5% reduced budget	100%OTIF with 10% reduced budget	100% achieved one big example "Project Symphony" completion with OTIFQ.	100% achieved one big example "Project Symphony" completion with OTIFQ.
*2) Strengthen Engineering Practices to promote better quality, reliability and safety through TPM culture "	Text			90% OTIF, 10% reduction in BDs	95% OTIF, 15% reduction in BDs	FTR & Improved Hygiene through formal assessment score ( 20% reduction in number of breakdowns)	FTR & Improved Hygiene through formal assessment score ( 25% reduction in number of breakdowns)	FTR & Improved Hygiene through formal assessment score ( 30% reduction in number of breakdowns)	Strengthened Engineering practices which resulted excellent scores in different external Audits ( mainly Pharma background auditors ) , higher level in QL and better Safe working environment	Strengthened Engineering practices which resulted excellent scores in different external Audits ( mainly Pharma background auditors ) , higher level in QL and better Safe working environment
3) Develop longer-term Site strategy for CMB & initiate agreed actions in line with the Strategic Plan: GST scenario	Text			90% OTIF	95% OTIF	100% OTIF: Strategy to be ready by Sep'16	100% OTIF: Strategy to be ready by Aug'16	100% OTIF: Strategy to be ready by Jul'16	Site evaluation done, new site identification done, on process as per HO guide lines	Site evaluation done, new site identification done, on process as per HO guide lines
4) EHS compliance	Text			15% reduction in FAC ( ZERO LTA) , Compliance with PCB norms	20% reduction in FAC ( ZERO LTA) , Compliance with PCB norms	25% reduction in FAC ( ZERO LTA) , Compliance with PCB norms	30% reduction in FAC ( ZERO LTA) , Compliance with PCB norms	40% reduction in FAC ( ZERO LTA) , Compliance with PCB norms	Achieved 54% reduction in FAC from last year's 39 to 18 in 2016-17 YTD with 100% regulatory compliance	Achieved 54% reduction in FAC from last year's 39 to 18 in 2016-17 YTD with 100% regulatory compliance

## Rating Of Qualitative Goals

1. I feel my goals were very challenging and stretched because:

**Answer:-**With incremental focus on GMP and establishment of different systems , ensured best delivery from Baddi factory . Keeping in mind, requirements of extra emphasis on GMP & Hygiene from various esteemed clients, "Project Symphony" was highly important for Baddi factory and was delivered in time with 100% OTIFQ . Considering the frequent changeover and issues in connectivity of RM & PM in time, delivering 97.25% of OTIF was really challenging task for me and my team.Reduction of FAC in with so many of casual worker in factory was a major challenge for me, we have restricted FAC with 54% reduction with regular counselling with shop floor workforce and good engineering practices. Considering the current business scenario with most important client JnJ, JJRC audit was most vital audit for this year @ Baddi, I have led the TEAM in such a manner that resulted a very good audit score with Green rating.

2. I have gone the extra mile to help my colleagues/team/organization by:

**Answer:-**I have gone extra mile to help my organization by providing engineering support from Baddi factory to VVF Poland plant. I have gone extra miles by providing an additional off line packing facility within a day which ensured "ZERO" sales loss during peak demand period. I have made one line flexible with Pouching facility from Wrapping facility and ensured again 100% delivery of pouched and carton soaps during peak demand period. To ensure VVF gets OLEO order from reputed clients , I have made arrangements for "Superflex" production @ Baddi within very short period.

3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way:

**Example1:-**Agility- With lightening Speed , I have developed an additional off line packing facility within a day which ensured "ZERO" sales loss during peak demand period.

**Example2:-**Innovation - During "Project Symphony" increase of space for Micro Lab and requirements of additional space for FG Ware House was a real challenge within the same available space, only way was to utilise the space available in 1st Floor, which was used for SMOG keeping space. That space was properly used for Micro Lab as well as FG ware house with additional AHU system and additional FG handling facility respectively.

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:-**Completion of "Project Symphony" within stipulated budget and time with 100% OTIFQ is a big example of " Teamwork", all the stake holders was fully energized and excited to deliver the project in time with OTIFQ. Another example of Great " Teamwork" is delivery of "JnJ DtV project" in JBS, which resulted receiving of Global " Best Innovation Project" Annual Award 2016 for from JnJ .

**Example2:-**Considering the importance of Export order despatch for ORIFLAME , Piramal and Nivea , ensured all the export shipments are despatched in time overcoming all the initial hindrances for palletisation and new system development , which is a classic example of "Customer Orientation".

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

<b>Employee Name</b>	Ramadhi Sen	<b>Manager's name</b>	Sunilkumar Singh
<b>Employee Code</b>	10003278	<b>Year</b>	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	As responsible for operation and handling a large team, would like to develop these traits	No	Not attended
5	Advanced Excel (only AGM & above)		2			
6	Environment Health and Safety *	EHS Team	1	MANDATORY	Yes	Attended the Training provided by EHS manager at Baddi.
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5			
8	Training on ISO 9001 & 22000	ASHOKR AO PATIL	0.5	MANDATORY	Yes	Attended the Training provided by ISO Consultant at Baddi.
9	Good Manufacturing Practices (GMP +) and cGMP	ASHOKR AO PATIL	0.5			

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10	Influencing skills	Internal TBD	2			
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	<b>Coaching</b> through leader in own function for <b>functional</b> inputs	SUNIL SINGH	7	31/Mar/2017	Yes	NA
2	<b>Coaching</b> through leader in own function for <b>functional</b> inputs	Pratyaya Chakrabarti	5	31/Mar/2017	Yes	

**Part C: Development through action learning projects**

<b>Project Title</b>	TPM techniques training to people with at least 3 projects using different tools like PPA, WWBLA, PM, FMEA, ECRS etc
<b>Review date</b>	31st August, 2016

<b>Target end date</b>	31/Mar/2017
<b>Project scope</b>	Improvement in Quality and reduction of down time.
<b>Project exclusions</b>	Nil
<b>Project deliverables</b> (Target at rating 3: good solid performance)	Elimination of 2 of the quality defects, 10% reduction in number of breakdowns
<b>What is the employee expected to learn from this project</b>	Use of analytical tools; coaching skills
<b>Reviewer(s) name</b>	Sunil Singh
<b>Project Status</b>	Completed
<b>Project Status Comments</b>	Outstanding improvement in QL; from last year's 4.1 to 4.5( exit MQ'17) and 4.2 (Year Avg) in 2016-17 YTD , Reduction in Equipemnt break down & increase capacity utilisation resulted significant improvement in OTIF compliance from last year's 95.63 to 97.25 Avg % in 2016-17 YTD