

10002744 Amit Sanas

Employee Name : Amit SanasManager's Name : Mohit Sharma

Goalsheet Approval Date : 21-Apr-2017

**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 IDP – Improvement in completion, Action learning *	Text			Less than 50% IDP collection	50% of IDP completion	70 % of IDP completion	80% of IDP	95 % of IDP completion	92%	IDP of a few senior leadership team is not completed. Otherwise we would have got a 100% success ratio
2 Recruitment – Cost	Text			NA	NA	Rs. 75 lacs	Rs. 80 lacs	Rs. 85 lacs and above	1.10 Cr,	File uploaded - Based on data from Vidyadhar in HR Dashboard (Naukri + Referral + LinkedIn)
3 Recruitment – TAT	Text			150 days (PRF to Joining)	140 days (PRF to Joining)	120 days (PRF to Joining) 5 % new hires to Exceed Expectation in first year PMS	90 days (PRF to Joining) 10 % new hires to Exceed Expectation in first year PMS	90 days (PRF to Joining) 15 % new hires to Exceed Expectation in first year PMS	109.33 days	File uploaded - HR Dashboard (JMC+MMC+SMC for all locations)
4 On boarding – next level	Text			NA	NA	Software program delivered by Sept 2016	Software program delivered by August 2016	Software program delivered by July 2016	Not completed since software issue faced with vendor.	Software and cost issues with vendor. However, new process put in place.
5 Effectiveness of Training – Next level (only for critical program as identified by business)	Text			NA	NA	3 programs	4 programs	5 programs	3 programs	Done for 3 programs, Interpersonal Skills, Advanced Excel and Effective Time Management
6 Competency Mapping - CSS functions	Text			NA	NA	Dec 16	Nov 16	Oct 16	MARCH 2017	Other priorities resulted in delay of this initiative. Completed for R&D, Strategic procurement, Finance & Logistics by march 2017.

**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
1 HR Analytics dashboard delivered and implemented	Text			.	.	By Oct 2016	By Sept 2016	By August 2016	Delivered by Jan 2017	Dashboard delivered to Head HR to his satisfaction level. Got delayed because of MIS project
2 Updated and pro-employee policies	Text			.	.	APP	APP	APP	Not delivered	Could not complete the policy manual. Could not focus because of Recruitment priorities. Will be completed by April 2017
3 Completion of Self and team IDPs	Text			.	.	100%	.	.	Completed for team except for Komal. Incomplete for self	Ensured the same is completed for entire team. For Komal - influencing skills program to be identified in Q1 2017. I will complete the IDP next year in toto

**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	Appraisee comment on actual achievement
1 Employee Engagement survey delivered	Text			.	.	Nov 16	Oct. End	Start Oct.	15th Oct 2016	1st time survey was done online. Agency identified and Survey was started in 7th Oct. Survey ended on 15th Oct. 2016
2 Completion of identified actionable areas as per FGD	Text			.	.	Jan 16	Dec End	Start Dec	22nd February, 2017	FGDs were organised and data collated from these IDP were sent to all BU Head / Function heads on 22nd February, 2017

**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 Critical position identification	Text		30	.	.	Aug End	July End	Mid July	Jan 2017	This was done by Jan 2017
2 Succession Planning Design	Text		30	.	.	Sept End	Aug End	Mid Aug	Jan 2017	PPT was made to leadership team in Jan. We decided to use Chally thereafter as a critical tool to identify talent and individual development planning.
3 Development inputs to potential successors (All put 25% weightage)	Text		25	.	.	APP	APP (10% ahead of schedule)	APP (20% ahead of Schedule)	In Progress	Will be completed in Lakshya 2017
4 Self Directed Work Teams at Plants to enhance effectiveness (Weightage 15%)	Text		15	.	.	Baddi 8 Positions Daman 5 Positions Taloja 14 Positions	Baddi 10 Positions Daman 7 Positions Taloja 17 Positions	Baddi 13 Positions Daman 10 Positions Taloja 20 Positions	NA	As per excel sheet attached