

10002522 Charles Carvalho

Employee Name : Charles CarvalhoManager's Name : Amit Sanas

Goalsheet Approval Date : 24-May-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			.	.	Aug End	July End	Mid July	15 critical roles were identified by end of January 2017	There has been a delay in identification on account of several reasons.
2 Succession Planning Design	Text			.	.	Sept End	Aug End	Mid Aug	The succession planning design was presented to leadership team in January	There have been changes to the design since the time it was first submitted.
3 Development inputs to potential successors	Text			.	.	APP	APP (10% ahead of schedule)	APP (20% ahead of Schedule)	Not undertaken	Inputs to successors will be done in
4 Self Directed Work Teams at Plants to enhance effectiveness (Weightage 5%)	Text			.	.	Baddi 8 Positions Daman 5 Positions Taloja 14 Positions	Baddi 10 Positions Daman 7 Positions Taloja 7 Positions	Baddi 13 Positions Daman 10 Positions Taloja 20 Positions	Not applicable to be deleted	Not applicable. To be deleted.
5. Competency mapping for identified business (Weightage 5%)	Text			.	.	Dec 16	Nov 16	Oct 16	February 2017	The competency mapping project with JDs was completed on 14th February, 2017
6. Savings on online PMS & Delivery of Online Goal Sheets	Text			.	.	2 Lacs	3 Lacs	4 Lacs	467400	The calculations of savings have to be in reference to the previous alternatives considered. Sheet attached.

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 Employee Engagement survey delivered	Text			.	.	Nov 16	Oct. End	Start Oct.	Survey was launched on 10th October and was kept open for a week	There has been an improvement in survey delivery by sending unique links to the employees directly. Several challenges like employees not having an email id, confidentiality of responses, simplicity of questions etc. were addressed.
2 Completion of identified actionable areas as per FGD	Text			.	.	Jan 16	Dec end	Start Dec	The consolidated action items were sent to the cluster heads in March on different dates	There was a delay to submit the action items to the cluster heads due to a lack of consensus on the best way to proceed.
3. Readiness for 17-18 external survey - preparation of roadmap	Text			.	.	Feb 17	Jan 17	Dec 16	Not worked on	Request that this KPI is deleted
4 Supporting Prabhat Das on RBQNA project & Anant on MMC Capability	Text			.	.	APP	.	.	Both projects have proceeded as per plan and requirements of the mentors have	These are long term projects but all that was asked of me has been completed.

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
development at Talaja									been met	

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
Cost saving by in house delivery of Lakshya	Text			.	.	150000	200000	250000	5,00,000	50,000 per day *2 days*5 Lakshyas
Audit of goal sheet for AGM and above employees	Text			.	.	90% by July end	95%	99%	100%	The audit of all AGM and above employee goal sheets was completed after Lakshya
Mid and Year end review process	Text			.	.	Oct = Mid Year Mar 17 = Year end	.	.	As per plan	Completed as per plan
Delivery of new online software - goal sheets	Text			.	.	Mid august	Start August	25 July 2016	October 2016	There was a delay in confirming the agreement with Kritva. Once the approval was received proceeded swiftly to upload the goal sheets and ask the managers to validate the uploaded sheets.

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. Internal delivery of training programs of training calendar	Text			.	.	10 mandays	11 to 13 mandays	>13 mandays	16	Calculation as per attached sheet
2. Strength based Coaching & Training	Text			.	.	100 % of registered applicants in IDP	107 to 129%	> 130% of registered applicants	Completed for 5 employees which is less than 100% of IDP	Strengths coaching is an option available to the employee. All employees who filled it in their IDP and asked for it by mailing me once got the coaching. Learning has to be an individual choice it cannot be forced, more so in a coaching relationship. completed sessions with Pankaj Patodia, Kevin Tan, Abhay Budholia, Tomy KC, Madhulika

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
3. Measuring effectiveness of critical learning programs as identified by business	Text			.	.	70% of programs done till dec evaluated for all levels	80% of programs done till dec evaluated for all levels	All programs done till dec should be evaluated at all levels	100%	Pathak. Done for all programs as per attached sheet.
4.IDP Improvement in completion, Action learning "	Text			.	.	50% of submitted IDPs are rated 3 by managers	65% of submitted IDPs are rated 3 by managers	80% of submitted IDPs are rated 3 by managers	Rating by managers is the wrong metric since we do not have any control over the managers rating. The IDP success stories show that the projects have worked in cases where a review by project guide was done	92.75% of employees submitted their IDP as per tracker maintained.
5. Strengths based training program	Text			.	.	31/08/2016	16/08/2016	31/07/2016	BU heads did not express a need to do such a program and hence was not done	Strengths philosophy to be successful should be adopted by the senior leadership team. It should not be a push from HR. Once HR has convinced them of the value strengths should be embedded in all processes. This approach to looking at strengths from a one day

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Rating Of Qualitative Goals

1. I feel my goals were very challenging and stretched because:
Answer:- Strategic projects like competencies, succession planning, assessment centres, online PMS etc. require the complete buy-in and support of the leadership team. Also, they require a robust team to work on the details in the absence of a strong process or IT system. Have managed to deliver on competencies and online PMS even in the absence of a clear buy-in from the leadership team, lack of focus from the HR leadership and limited resources
2. I have gone the extra mile to help my colleagues/team/organization by:
Answer:- Supported the fun at work committee, supported the compensation team for variable pay communication, helped the recruitment team with an intern, have helped HR secure good interns from TISS by building a good relationship with the college
3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way:
Example1:- Innovation, Openness, Trust: The earlier succession planning model relied heavily on functional heads inputs. These inputs were subjective and also required a lot of time of the functional head. Proposed a new method to do the process using the Chally. Was open with Mohit and Amit and displayed trust in their leadership to accept this proposal.
Example2:-
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:- Strategic thinking and Customer orientation - demonstrated in the succession planning project by getting Chally and refining the process
Example2:-

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

Employee Name	Charles Carvalho	Manager's name	Amit Sanas
Employee Code	10002522	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			
5	Advanced Excel (only AGM & above)		2			
6	Environment Health and Safety *	EHS Team	1	Ok	No	Could not attend as was busy
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5	Ok	Yes	
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	Does not apply to me

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10	Influencing skills	Internal TBD	2			
11	Strengths based team building	Charles Carvalho	1			
12	Effective Communication Skills	Charles Carvalho	1			
13	Getting Things Done	Charles Carvalho	1			
14	Environment Health and Safety *	Sunil Katekari	1			
15	Training on ISO 9001 & 15000 **	ASHOKR AO PATIL	1			
16	Good Manufacturing Practices (GMP +) and cGMP **	ASHOKR AO PATIL	0.5			
17	Influencing skills	Anant Pednekar	1			
18	The Super Manager	Amit Sanas	2			
19	Thinking out of the box		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	Interpersonal skills	2	amit.sanas@vvfltd.com?Amit Sanas	No	Could not attend the program
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	Amit Sanas – How to coach and mentor subordinates	4	31/Mar/2017	Yes	While have not formally set but have learned through observation
2	Coaching through leader in own function for functional inputs	Hemant Deshmukh – Interpersonal skills	2	31/Mar/2017	No	Could not sit with Hemant

Part C: Development through action learning projects

Project Title	Journey to business excellence – RBNQA Award
Review date	06/Dec/2016
Target end date	31/Mar/2017
Project scope	To prepare the draft application for submitting to IMC-RBNQA foundation for Business Award 2017 Cycle
Project exclusions	Final application for award cycle
Project deliverables (Target at rating 3: good solid performance)	1. Formation of team across all functions – 7.7.16 2. Training to all the team member - 31.7.16 3. Training to all people connected with Award – Cont process till Feb end 4. Preparation of SOP's for each and every process – 30.11.16 5. Data collection for last 3 years – 31.12.16 6. Preparation of draft application – 31.03.16 7. Periodic review - Monthly
What is the employee expected to learn from this project	1 Systematic approach towards all processes and no deviation from SOPs 2 Benchmarking exercise will help to know where we stand 3 System will be more robust and process-centric
Reviewer(s) name	Ramesh Doraiswami, Vilas Kakade, Mohit Sharma
Project Status	Completed
Project Status Comments	All the requirements pertaining to HR were submitted to Mr. Prabhat Das

