10003819 Raghuvir Singh Rathore
Employee Name : Raghuvir Singh RathoreManager's Name : Rustom Joshi
Goalsheet Approval Date : 01-Jun-2017

**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 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1. Global Quality & Regulatory compliance | Text | | | . | . | . | All QMS Sops in place | . | Finalized the Global Quality Roadmap with time bound focused activity metric | Implemented & Regularized |
| 2. System SOP review & amendment to harmonization across the Globe | Text | | | . | . | effective review and execution | . | . | Review completed of QMS SOP with respect to the adequacy and accuracy. Gap analysis based missing SOPs like Problem solving system, root cause analysis and the Gemba prepared & successfully executed. | initiated for India & GPI |
| 3. Quality compliance monitoring through effective QMS across VVF locations worldwide | Text | | | . | . | Inprocess cheks strict monitoring tool in place & being followed | . | . | Initiated from India locations and achieved successful JJRC audit by completing the committed action plan on time & obtained green rating. | Implemented & Regularized in India |
| 4. Market complaint investigation and effective CAPA plan to improve quality | Days | | | 90 | 45 | 30 | 21 | 15 | Market complaint investigation system streamlined by systematic evaluation, root cause analysis followed by the effective action plan. Effectiveness of action plan tracked through the quality review meeting | Implemented & Regularized |
| 5. CAPA effectiveness through periodic quality review | Text | | | . | . | No repeat complaints od similar nature | Significant improvement is the customer complaint trend | No product complaint | Implemented and regularized the CAPA effectiveness check through internal quality review and summarized chart is a part of monthly quality review meeting | Implemented & Regularized |

**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 Global GMP/GLP/GXP checklist to assess and ensure the global Quality compliance | Text | | | . | . | All Quality & Regulatory audit checklists are in place | All Quality & Regulatory audit checklists are reviewd and upgradated effectively | Significant improvement in quality excellence demonstrated through trend data. | Revised checklist of GMP/GLP compliance prepared and implemented for regular monitoring of the OMS compliance & review. | Implemented & Regularized |
| 2 Site Master File, Master Validation | Text | | | . | . | SMF/MVP/QM always kep | SMF/MVP/QM and its execution | Meeting Harmonized Global | Periodic review frequency set to | Revision history Regularized |

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|---|---|---|---|---|---|---|---|---|---|---|
| Plan & Quality Manual with change history | | | | | | amended as per the current status all the time (Live documents) | excellence completely implemented as recorded. | standards | have an updated SMF, MVP with change control history. The same has been evaluated during the JJRC audit while achieving the Quality system compliance | |
| 3 Customer Audit and Compliance prepareness to achieve high compliance score | Text | | | . | . | Periodic assessment to ensure sustained quality rating status | Acieving higher quality standards | Achieve highest benchmark & Customer delight | JJRC - A major customer audit conducted by J&J and obtained compliance with green rating as updated by the Local QA representative from J &J | Compliance achieved |
| 4 Manufacturing excelence docket through BMR and BPR review & certified by QA | Text | | | . | . | Adequate controled documents (online ) to record detailed manufacturing & packing activities | Online review mechanism of the recorded information in BMR/BPR and instant action on non conformance to achieve online quality compliance | Execution of Quality excellence through effective online monitoring & recording of BMR/BPR resulting in no quality complaint | Robust QA system implemented - Manufacturing documents reviewed through the the checklist to ensure the data integrity and back up supporting data availability by QA. Batch release follow post QA review & certification . | Regular review Implemented & Regularized |
| 5 Periodic Quality review including the CAPA effectiveness | Text | | | . | . | detailed investigation to formulate effective CAPA plan & execution | CAPA effectiveness check to ensure improved quality standard | Periodic CAPA effectiveness check and amendments in the product & process to achieve significant quality excellence | CAPA effectiveness check tracked through the Internal Quality Audit, technical assessment, and regularly reviewed in the Quality review meeting | CAPA effectiveness check initiated going forward will be more fine tuned with respect to reflection |

**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. Various Audit and Certification by the cutomer/agencies in FMCG/APM space | Text | | | . | . | Keeping the quality systems sustained to that of achieved quality rating | Aiming for the high quality rating by continuous improvement track & trend data | Significant QMS improvement thus, set Global Quality Standard benchmark | A consolidated extensive QA system audit checklist prepared to ensure the completeness of customer/regulatory requirements and compliance. ISO quality system audit & JJRC audit successfully completed in this year. | SOP and checklist with templates of audit questionnaire is in place. However, supply quality agreement template also finalized in consultation with legal ready for execution |
| 2. Regulations and Quality & Regulatory requirements | Text | | | . | . | Complying with applicable Quality & Regulatory compliance | Proactive awareness on the upcoming regulations & requirements to safeguard high compliance level | Already maintained the high compliance level so as to align quickly from the day 1 of any new regulation within the scope of quality standards | Regulatory requirements and Quality standard requirements are incorporated & inbuilt in the audit checklist being followed periodically at the manufacturing site by QA & Regulatory | Completed & Regularized |
| 3. Audit preparedness and effective auditing skills | Text | | | . | . | Regular periodic internal quality audits as per the schedule to sustain the QMS | Regular internal audits to achieve higher quality standards | Internal quality audits to challenges the effective QMS and dmonstrate its ruggedness & robustness. | Audit preparedness followed through a formulated standard approach - Consolidate the complete specific requirements and scope - Perform GAP analysis and devise action plan - Post completion of action plan the | Audit preparedness with set of standard check is in place. |

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|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | final compliance status verification by the site QA In-charge & corp. QA. | |
| 4 Importance of SOPs in manufacturing, Storage and testing and its adherance | Text | | | . | . | SOps are available for all the operational activities as well as QMS and followed accordingly. | All Valid SOPs executed and followed strictly to achieve high compliance all the time. | SOPs are challenged periodically to amend and address all worst case scenario so as to encounter non compliances during the system audit to bring in high discplined QMS | Awareness and importance highlighted through periodic internal quality audits and Gemba walk which is a part of quality function through Job responsibilities. | Importance and awareness of SOP initiated yet to see the reflection |
| 5 Global GMP/GLP/GxP requirements | Text | | | . | . | Meeting the applicable GMP/GLP/Gxp requirements and sustained its compliance all the time. | Periodic amendments revisions of the GMP/GLP/Gxp requirements to qualify under current Good Manufacturing Practices | Global compliant GMP, GLP, GxP in place for FMCG / APM category products. | Consolidated extensive checklist prepared and implemented for the periodic monitoring to assess the compliance status. | Completed and in kept place |

**KRA Category : Business**
**KRA Weightage : 20**

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|---|---|---|---|---|---|---|---|---|---|---|
| 1 Vendor evaluation to certify the Quality & Regulatory compliance of suppliers | Text | | 40 | . | . | Approved vendor list of all RM and PM updated in place | Vendor performance based on the trend data of anual failure receipt or any other quality issues performed with vendor rating update | Vendor performance evaluated and benchmarked for all critical RM/PM of high quality thus, achieved high quality compliance at material sourcing level | Vendor evaluation initiated and completed few RM/PM vendors | Vendor evaluation SOP & Checklist questionnaire is in place & vendor audit to be initiated.. |
| 2 Harmonized Vendor evaluation SOP and Audit checklist as per the Quality requirements | Text | | 40 | . | . | Vendor evaluation schedule based periodic vednor audit and compliance | .Quality supply agreement in place of all critical RM to safeguard high quality comliance and no failures | Approved Vendor list monitored by performing periodic audits and performance evaluation through the supply Quality Agreement | Vendor Management System (VMS) SOP revised and in place. - Template of supply quality Agreement initiated and finalized for the execution. Vendot audit questionnaire revised and updated questionnaire is in place. | Completed & kept in place |
| 3. Vendor supplies failure investigation / CAPA | Text | | 20 | . | . | Supplier failures investigation and immediate intimation to the vendor with follow up & closure of an effective CAPA from the vendor | Out of specification investigation checklist & investigation Report based CAPA implementation at Vendor | No RM/PM failure reoccurance and thus, almost zero failures targeted from the vendors thus, sustaining the high quality compliance chain | As per the currently followed system Vendor supplied RM used post complete analysis and compliance as per the valid specification | Currently Vendor supplied RM/PM tested as per the valid specification and post complying material is used in mfg. |

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|---|---|---|---|---|---|---|---|---|---|---|
| 1 Product development data review & TTD to ensure quality by design approach | Text | | | . | . | Product bried followed by the Product Development Report (Lab stability ) and TTD for plant scale up | Product brief duly reviewed and Laboratory data up to the Lab Validation identifying and critical product & process paramaters | Quality by Design approach Product development Report and Scale up batches signed off confirmeing the Validated process and established specification of all input/in process and FP specifications | Product development Report (PDR) provided to R&D for upcoming new products along with the TTD requirements to be completed prior executing the commercial batch manufacturing. | PDR and TTD templates post detailed discussion issued to R&D for implementation |
| 2 Product License application & labeling information as per the regulatory requirements | Text | | | . | . | Product License application as per the finalized product composition and manufacturing process | Product License application supported by the Product composition / labeling information supported by the valid safety & efficacy studies | Product Licnse obtained as per the finalized composition and the mfg. process remained unchanged till the commercial manufacturing ( No revisions post scale up ) | Product License application will follow as per the finalized composition and the process. Art work review as per the regulatory requirements is mandated through a regulatory clearance system and being followed strictly. | System is in place and being followed regularly. |
| 3 Claim substaintiation data review & compliance | Text | | | . | . | Product claim supported by the valid safety studies | Product claims substaintiated by the bibliographic literature and the published studies as well. | .Product has a Cosmetic Product Safety Report (CPSR) combination of references as well as executed studies. | Claim substantiation through supporting safety studies reports and bibliographic supporting data is in place. | As a standard requirement followed during art work review & approval |
| 4 Technology Transfer Document review and acceptance as per the Quality compliance | Text | | | . | . | Technology Transfer Document with all supporting data lab validation/Lab stability & all specifications. | TTD executed without any arevisionamendment except the process optimization related amendments. | Chronological data from the product development lab trials lab validation TTD and the process Validation & stability to establish product shelf life | Technology transfer document requirements discussed & finalized. Implementation plan to be discussed by R&D being followed up. | PDR and TTD templates post detailed discussion issued to R&D for implementation - yet to be implemented by R&D |

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**Rating Of Qualitative Goals**

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|---|
| 1. I feel my goals were very challenging and stretched because: |
| **Answer:-**General approach followed as first Gap analysis against the standard requirements. detailed viable & achievable action plan to achieve the target |
| 2. I have gone the extra mile to help my colleagues/team/organization by: |
| **Answer:-**Repeated discussions and clarifications to the cross functional teams to make them aware of importance of Quality compliance through standard process & practices. |
| 3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way: |
| **Example1:-**Created Gemba concept of daily , weekly & Monthly created transparency & trust and high confidence endorsed by the customer. |
| **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:-**Successful interaction with R&D on importance product development steps & lab batch stability, identification of critical process parameters. Quality & regulatory licensing requirement while exploring a Ayurvedic Proprietary products created high team spirit & motivation beseeching high success rate. It reflected strong team leadership value & team work exploiting the strategic thinking. |
| **Example2:-** |

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|---|---|---|---|
| **Employee Name** | Raghuvir Singh Rathore | **Manager's name** | Rustom Joshi |
| **Employee Code** | 10003819 | **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 | Being mandatory | No | Traveling overseas |
| 7 | Training on ISO 14001, OHSAS 18001 ** | EHS Team | 0.5 | | | |
| 8 | Training on ISO 9001 & 22000 | ASHOKRAO PATIL | 0.5 | | | |
| 9 | Good Manufacturing Practices (GMP +) and cGMP | ASHOKRAO PATIL | 0.5 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | ** | | | | | |
| 10 | Influencing skills | Internal TBD | 2 | | | |
| 11 | Strengths based team building | Charles Carvalho | 1 | | | |
| 12 | Effective Communication Skills | Charles Carvalho | 2 | | | |
| 13 | Getting Things Done | Charles Carvalho | 1 | | | |
| 14 | Environment Health and Safety * | Sunil Katekari | 1 | | | |
| 15 | Training on ISO 9001 & 15000 ** | ASHOKRAO PATIL | 1 | | | |
| 16 | Good Manufacturing Practices (GMP +) and cGMP ** | ASHOKRAO PATIL | 0.5 | | | |
| 17 | Influencing skills | Anant Pednekar | 1 | | | |
| 18 | The Super Manager | Amit Sanas | 2 | | | |
| 19 | Six Thinking Hats | | 1 | | | |
| 20 | Art of Charm | Anant Pednekar | 1 | | | |
| 21 | Prevention of Sexual Harassment * | | 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 | Rustom Joshi | 8 | 31.03.2017 | Yes | NA |
| 2 | **Coaching** through leader in own function for **functional** inputs | Ramesh Doraiswami | 6 | 31.03.2017 | Yes | |

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

| | |
|---|---|
| **Project Title** | |
| **Review date** | |
| **Target end date** | |
| **Project scope** | |
| **Project exclusions** | |
| **Project deliverables** (Target at rating 3: good solid performance) | |
| **What is the employee expected to learn from this project** | |
| **Reviewer(s) name** | |
| **Project Status** | Not Applicable |
| **Project Status Comments** | |