

10000720 V. R. Krishnan

Employee Name : V. R. Krishnan Manager's Name : Mahesh Kasbekar

Goalsheet Approval Date : 04-May-2017

KRA Category : Business

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. To ensure that export payments are realised within 7 days from the due date. In case of any issue, take up with customers and resolve immediately. The above is excluding customer's payment systems i.e. for Exports, majority of the customers release the payment twice in a month+B16 i.e. 5th and 20th or 10th and 25th etc.	Text			15 days after due date	7 days after due date	within 3 days from due date	within 1 day from due date	On the due date	Exports payments are religiously followed up and realised within 3-4 working days from the date of intimation from finance. Many a time, enormous time is taken in tracking the payment.	Majority of the payments are realised and monthly collection targets have been achieved.

KRA Category : Customer

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
Customer delivery OTIF for Domestic and Exports	Text			< 10% (Basis Sept OTIF)	< 20% (Basis Sept OTIF)	improvement by 20% (Basis Sept OTIF)	improvement by 30% (Basis Sept OTIF)	improvement by 40% (Basis Sept OTIF)	necessary details are provided to Demand planner to prepare the OTIF on a monthly basis.	Exports and Domestic despatches are based on S&OP commitments and these are achieved based on the product availability.
Customer complaints resolution - Domestic and Exports	Text			Resolved within 25 days	Resolved within 15 days	Resolved within 7 days	Resolved within 4 days	Resolved within 2 days	Customer complaints are vigorously followed with plant for a proper closure. However, QA takes almost 7 to 10 days to release the initial investigation report and another one week for the CAPA. All the Complaints have been closed.	Customs complaints have been resolved, however, QA takes almost 7-8 working days to issue the initial investigation and another 5-7 working days for CAPA.

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. Attending quarterly and Annual Kosher Audits for Sewri, Talaja and Baddi and renewal of Kosher certificate Talaja	Text			20.10.2016	10.10.2016	30.09.2016	20.09.2016	15.09.2016	Attended 4 Quarterly and one yearly audit and the Kosher certificate is renewed by 5th Oct.as their office were closed for Kosher Holidays	audits attended and certificate renewed
2. Attending the annual RSPO audit and keep all required documents ready for the audit, get the certificate renewed	Text			20.05.2017	10.05.2017	30.04.2017	20.04.2017	10.04.2017	RSPO audit successfully conducted and the Certificate stands renewed. Have also chased Procurement for RSPO certified RMs to ensure that we do not go negative on consumption.	Audit attended and certificate stands renewed.
Attending the annual Halal Certification audit and ensure renewal of the same	Text			20.10.2016	10.10.2016	30.09.2016	20.09.2016	15.09.2016	Provided all the required documents and the Certificate is renewed for another 1 year.	Halal Certificate renewed
4. Keep the documents ready for the annual ISO audit and ensure no NC are received	Text			On going process	On going process	On going process	On going process	On going process	Pre-audit conducted and all the papers are in order.No NCs	Audit date to be finalised

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
Training of a 2nd line for quality Audits like ISO, Halal, RSPO, Kosher	Text			within 18 months from finalising the 2nd line	within 15 months from finalising the 2nd line	Within one year from finalising the 2nd line	within 9 months from finalising the 2nd line	within 6 months from finalising the 2nd line	Its an on going process and have commenced giving training.	Training on Audits like ISO, Halal, RSPO and Kosher would be completed by Oct 2017

KRA Category : Business
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
Reduction of Domestic / Export Logistic Cost	Text			Not Available	Not Available	reducing the present cost by 5%	reducing the present cost by 7%	reducing the present cost by 10%	Its an on going process and final ocean freights are negotiated to bring down the max. Domestic despatches are on a formula price based on the petrol price hike/reduction.	On going process. Based on diesel hike/reduction, the domestic transport rates are reduced/increased. Similarly ,exports too, the freights are negotiated to max
Business excellence- RKBQA	Text			As per IDP	As per IDP	As per IDP	As per IDP	Not Available	The project given to me have been completed and submitted to Team Leader.	Submitted the project given to me

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Rating Of Qualitative Goals

1. I feel my goals were very challenging and stretched because:
Answer:-
2. I have gone the extra mile to help my colleagues/team/organization by:
Answer:-
3. I have lived the VVF values (Openness, Integrity, Respect, Trust, Innovation, Agility) in an exemplary fashion in the following way:
Example1:- As part of increasing customer service, have taken up with Exports depart on a daily basis for the documentation status and also with Treasury for the courier details so that the Customers can be kept updated of the progress.
Example2:- Innovation - Was part of the Group for " Cost Reduction " by looking in to various means in reduction of cost in packaging. From 18.14 Mtn in 40' FCL to 19.785 and even 20.2 Mtn in 40' FCL (increasing number of bags per pallets) which means a straight reduction of minimum 9 to 11 11 pallets in one container. Here again, the ocean freight is also proportioned to 19.785/20.2 Mtn instead of 18.14 Mtn. i
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:- In September 2016, the ethoxylator had to shut down due to internal issues, at the same time, the end cusotmer had paid advances and opend L/Cs for more than 300 Mtn Ethoxylates. Have taken interest and leadership in identifying another ethoxylator and have managed to find two locations and have successfully exported 340 Mtn of Ethoxlates.
Example2:- There are many other areas where I was involved like taking up with Uco Bank for LC clearance of Iranian shipments, GSTN related assignments from Jan 2017, taking up with Treasury team and bank for tracking the export receivables, training the 2 customer service executives, taking up with clients and resolving the issues if any,etc.etc.

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

Employee Name	V. R. Krishnan	Manager's name	Maresh Kasbekar
Employee Code	10000720	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	Have discussed with Ashokrao and understood the changes/
7	Training on ISO 14001, OHSAS 18001 **	EHS Team	0.5	Ok	No	Have discussed with Ashokrao Patil, understood the process of GMP and the importance.
8	Training on ISO 9001 & 22000	ASHOKR AO PATIL	0.5	There are changes in the new ISO format and hence need to be educated before implementing the same.	Yes	Have discussed with Ashokrao Patil, understood the process of GMP and the importance.
9	Good Manufacturing Practices	ASHOKR AO PATIL	0.5	Many customers are asking for GMP and GMP+ certification. Hence need to	Yes	Have discussed with Ashokrao Patil, understood the process of GMP and the

	(GMP +) and cGMP **			understand the same in detail.		importance.	
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	Coaching through leader in own function for functional inputs	Mahesh Kasbekar	2	31/Mar/2017	Yes	On going Process
2	Coaching through leader in own function for functional inputs	Pragnesh Buch	2	31/Mar/2017	No	On going Process - Not completed.

Part C: Development through action learning projects

Project Title	Journey to business excellence – RBNQA Award
Review date	3rd week of the month from July'16

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	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	Mr Ramesh D , Mr Kakade, Mr Mohit S
Project Status	Not Completed
Project Status Comments	Under progress. Have submitted the internal project given to me on 23rd Jan.