

Employee Name : Charles Carvalho

Manager's Name : Amit Sanas

Goalsheet Of Year: 2016-2017

**KRA Category : Business**

**KRA Weightage : 40**

**KRA Description : Organisational Effectiveness by enhancing development of employees**

| Key Performance Indicator (KPI) description                                  | Unit | KPI Weightage | Value | (1)<br>Unsatisfactory Performance | (2)<br>Needs Improvement | (3)<br>Good Solid Performance                                 | (4)<br>Superior Performance                                   | (5)<br>Outstanding Performance                                  |
|--|------|---------------|-------|-----------------------------------|--------------------------|---|---|---|
| 1 Critical position identification   | Text |               |       | .                                 | .                        | Aug End   | July End  | Mid July  |
| 2 Succession Planning Design   | Text |               |       | .                                 | .                        | Sept End  | Aug End   | Mid Aug   |
| 3 Development inputs to potential successors                                 | Text |               |       | .                                 | .                        | APP   | APP (10% ahead of schedule)                                   | APP (20% ahead of Schedule)                                     |
| 4 Self Directed Work Teams at Plants to enhance effectiveness (Weightage 5%) | Text |               |       | .                                 | .                        | Baddi 8 Positions<br>Daman 5 Positions<br>Taloja 14 Positions | Baddi 10 Positions<br>Daman 7 Positions<br>Taloja 7 Positions | Baddi 13 Positions<br>Daman 10 Positions<br>Taloja 20 Positions |
| 5. Competency mapping for identified business (Weightage 5%)                 | Text |               |       | .                                 | .                        | Dec 16  | Nov 16  | Oct 16  |
| 6. Savings on online PMS & Delivery of Online Goal Sheets                    | Text |               |       | .                                 | .                        | 2 Lacs  | 3 Lacs  | 4 Lacs  |

**KRA Category : People**

**KRA Weightage : 20**

**KRA Description : Employee Engagement**

| Key Performance Indicator (KPI) description   | Unit | KPI Weightage | Value | (1)<br>Unsatisfactory Performance | (2)<br>Needs Improvement | (3)<br>Good Solid Performance | (4)<br>Superior Performance | (5)<br>Outstanding Performance |
|---|------|---------------|-------|-----------------------------------|--------------------------|-------------------------------|-----------------------------|--------------------------------|
| 1 Employee Engagement survey delivered  | Text |               |       | .                                 | .                        | Nov 16                        | Oct. End                    | Start Oct.                     |
| 2 Completion of identified actionable areas as per FGD                                    | Text |               |       | .                                 | .                        | Jan 16                        | Dec end                     | Start Dec                      |
| 3. Readiness for 17-18 external survey - preparation of roadmap                           | Text |               |       | .                                 | .                        | Feb 17                        | Jan 17                      | Dec 16                         |
| 4 Supporting Prabhat Das on RBQNA project & Anant on MMC Capability development at Taloja | Text |               |       | .                                 | .                        | APP                           | .                           | .                              |

**KRA Category : Customer**  
**KRA Weightage : 20**  
**KRA Description : PMS**

| Key Performance Indicator (KPI) description     | Unit | KPI Weightage | Value | (1)<br>Unsatisfactory Performance | (2)<br>Needs Improvement | (3)<br>Good Solid Performance    | (4)<br>Superior Performance | (5)<br>Outstanding Performance |
|---|------|---------------|-------|-----------------------------------|--------------------------|----------------------------------|-----------------------------|--------------------------------|
| Cost saving by in house delivery of Lakshya     | Text |               |       | -                                 | -                        | 150000                           | 200000                      | 250000                         |
| Audit of goal sheet for AGM and above employees | Text |               |       | -                                 | -                        | 90% by July end                  | 95%                         | 99%                            |
| Mid and Year end review process                 | Text |               |       | -                                 | -                        | Oct = Mid Year Mar 17 = Year end | -                           | -                              |
| Delivery of new online software - goal sheets   | Text |               |       | -                                 | -                        | Mid august                       | Start August                | 25 July 2016                   |

**KRA Category : Process**  
**KRA Weightage : 20**  
**KRA Description : Learning process**

| Key Performance Indicator (KPI) description  | Unit | KPI Weightage | Value | (1)<br>Unsatisfactory Performance | (2)<br>Needs Improvement | (3)<br>Good Solid Performance                          | (4)<br>Superior Performance                            | (5)<br>Outstanding Performance                               |
|--|------|---------------|-------|-----------------------------------|--------------------------|--|--|--|
| 1. Internal delivery of training programs as training calendar                     | Text |               |       | -                                 | -                        | 10 mandays   | 11 to 13 mandays                                       | >13 mandays  |
| 2. Strength based Coaching & Training  | Text |               |       | -                                 | -                        | 100 % of registered applicants in IDP                  | 107 to 129%  | > 130% of registered applicants                              |
| 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 |
| 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                |
| 5. Strengths based training program  | Text |               |       | -                                 | -                        | 31/08/2016   | 16/08/2016   | 31/07/2016   |

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

| Employee Name    | Manager's name | Employee ID | Year      |
|------------------|----------------|-------------|-----------|
| Charles Carvalho | Amit Sanas     | 10002522    | 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 |
|----|--|----------------|------|---|
| 1  | Good Manufacturing Practices (GMP +) and cGMP ** | ASHOKRAO PATIL | 0.5  | This is mandatory                         |

\*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            |
|----|----------------------|-------------|----------------------------------|
| 1  | Interpersonal skills | 2           | amit.sanas@vvfltd.com?Amit Sanas |
| 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                                  |

|  |   |
|--|---|
| <b>Project scope</b>   | To prepare the draft application for submitting to IMC-RBNQA foundation for Business Award 2017 Cycle   |
| <b>Project exclusions</b>  | Final application for award cycle   |
| <b>Project deliverables</b> (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 |
| <b>What is the employee expected to learn from this project</b>          | 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  |
| <b>Reviewer(s) name</b>  | Ramesh Doraiswami, Vilas Kakade, Mohit Sharma   |
| <b>Project Status</b>  | Completed   |
| <b>Project Status Comments</b>   | All the requirements pertaining to HR were submitted to Mr. Prabhat Das   |