



29-December-2021

Dear Bharadwaj Tirumalai,

We thank you for your commitment and contributions in the year 2020-21 for ensuring business continuity during the current COVID pandemic and successfully delivering services to our clients.

In the current pandemic and business scenario, it is critical to serve clients effectively to protect existing business, ensure health and safety of our associates, and be efficient in all aspects of business operations for continuity and realization of future growth. Accordingly, we have defined performance key result areas (KRAs) of associates in alignment with the goals and targets for client delivery.

Our culture promotes high-performance, innovation and improvement, entrepreneurship, learning and development, and cares for the overall wellbeing of associates. While the client delivery KRA helps us focus on client and business needs, each of the remaining KRAs have been designed to holistically groom you for professional growth.

The following KRAs are assigned to you for the year 2021-22 to demonstrate your work performance and competency development.

**Role Type:** *Independent Contributor*

KRA Aspect	Metric	Target
Client Delivery	Contribution for achievement of client project delivery goals (Scale: 1-5; 1 - Insignificant Contribution; 2 - Low Contribution; 3 - Adequate Contribution; 4 – Significant Contribution; 5 – Extensive Contribution)	>= 3 (yearly)
Innovation and Improvement	Creative ideas and delivery improvement Kaizen implemented (individually or as a member of team)	>=2 Kaizen (Yearly)
Organization Contribution	Contribution for organization activities ++ (Scale: 1-5; 1 - Inadequate Contribution; 2 - Adequate Contribution; 3 - Significant Contribution; 4 – High Contribution; 5 – Extensive Contribution) ++ List of organization contribution activities will be published	>= 3 (Yearly)
Teaming	Team-working effectiveness (unify and collaboratively work with members of the project team to meet project goals, and collaborate with client team and service department teams for effective client delivery and organization contribution) (Scale: 1 - 5; 1 – Poor, 2 – Fair, 3 – Good, 4 – Very Good, 5 – Excellent)	>= 3 (Yearly)
Professional Presence	Contribute and publish information and communication technology domain artifacts** in reputed professional	>= 2 (Yearly)



	networks and communities (forums/platforms/channels/sites) to engage professionally ** Artifacts – articles, blogposts, case studies, guidelines, checklists, templates, code snippets, videos, presentations, etc.	
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You would have received valuable feedback during your development review about your achievement against the KRAs set for the year 2020-21. We request you to implement suitable developmental action plan during the year 2021-22 to address the identified development needs.

Please discuss your KRAs with Reporting Manager to prepare and implement a development plan and work systematically to achieve them by contributing effectively to client delivery. Also focus on holistic development of your competence to be productive and undertake role responsibilities competitively.

With best wishes,

Yours sincerely,

Haranath Pinnamaneni  
Head, Technology & Delivery