

1. CMD

PESB/Special Performance Report

Name _____ Designation _____

Organization _____ Date of Joining _____

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GENERAIC ATTRIBUTES:-What is your assessment of the candidates following qualities. (Subheading indicate factors to be kept in mind while assessing performance. These are only suggestive and not exhaustive)

[1] LEADERSHIP ABILITIES **1-2-3-4-5**
*demonstrated ability of guiding collective decision making process
succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**
*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
process without loosing sight of objective.*

[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**
*demonstrated ability for change management demonstrated
focus on long term issues, and strategic thinking ability to
translate vision into goals, and focus on implementation*

[4] BUSINESS SENSE **1-2-3-4-5**
*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**
*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

A. TOTAL 1-5 [] *0.66 =

FUNCTIONAL ATTRIBUTES: Please assess the candidate’s performance in terms of specific contributions:

		last year	this year	change	Performance
6	Fulfillment of MOU targets				1-2-3-4-5
7	Increases in market share				1-2-3-4-5
8	Changes in market capitalization				1-2-3-4-5
9	Performance Management				1-2-3-4-5
10	Introduction of efficient systems/BPR				1-2-3-4-5

B. TOTAL 6-10	[] 0.33 =
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Assessment of the overall performance [total of A+B above]	= []
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If necessary, please attach a separate sheet, also in you own hand, for any additional information.

Date D/M/Y

Signature & Designation

PESB/Special Performance Appraisal.

Guidelines

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3. Although the form is complete in all respects, and should not warrant any annexes, any additional data provided should also be as far as possible in the reporting officers own hand.
4. The form is divided into your assessment of the two broad attributes, the generic and the functional.
5. Both sets of attributes are to be evaluated on a scale of 1-5, where 1 is minimum (unsatisfactory) and 5 is the maximum (excellent)
6. Extreme grading is to be justified in all cases [i.e. a score of 5 or 1] illustrating with clear examples why this grade was necessary.
7. The weighting of the two sets of characteristics are different. The generic characteristics carries a weight of 66% while the functional characteristics carry a weight of 33%. From the 10 attributes, the maximum score that an individual can have is 50. The minimum acceptable to PESB is a total of 40 in the aggregate with no attribute being less than 3. This scaling method may also be shared with the candidate.
8. While the generic attributes are bases on the qualitative assessment, as far as possible please use objective criterion so far as the functional attributes are concerned. Ratings are to be supported with quantitative numbers as indicated against their parameters.

9. This appraisal form is based on the performance of the individual in the organization in the last one year. The performance of the individual; must be reflected in the performance of the organization.
10. The common factor between all these attributes is the assessment of the individuals contribution to the creation of value for the organization. This may please be kept in mind while filling in the form.

SPECIAL INSTRUCTIONS FOR THE GENERIC ATTRIBUTES

1. The Generic attributes are five in number. They reflect **your** assessment as in most cases, quantification may not be possible.
2. The evaluation of the attributes must relate to the overall objective, i.e. has the candidate, in the last year been able to create value for the organization
3. In terms of detailed definition/explanations:
 - 1) Leadership abilities must reflect the candidate's ability to provide leadership not only within the organization but also in the industry.
 - 2) Team building attributes must reflect the candidate's ability to manage diverse views and ensuring group processes yield synergy.
 - 3) Strategic visioning must be the result of strategic thinking, i.e. the ability to look at things differently, and the ability to break down the vision into consistent objectives and goals.
 - 4) Business sense must include financial conservativeness coupled with the ability to take calculated risks based on sensitivity to the external environment.
 - 5) Above all, communication skills must reflect the candidate's ability to communicate, both verbally as well as non-verbally, within and outside the organization.

SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

1. The functional attributes are different from the generic attributes inasmuch as they demand a certain level of quantification. In some cases, these may not be amendable to quantification. But as far as possible, figures must support the grade.
2. In case a candidate has joined in the middle or the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) MOU score is to be evaluated on a 5 point scale
 - 2) Market share to be measured in volume not value terms.
 - 3) Market capitalization is based on the share price on Bombay SE. In firms where the scrips are not listed changes in reserves and surpluses may be evaluated.
 - 4) Performance management is the holistic approach of HR to improving the efficiency of the sub systems within the organization. This may not be amenable to quantification.
 - 5) Introduction of new systems must include benchmarking, BPR, etc. aimed at performance management

Procedure for processing the cases of confirmation

Kindly refer to our earlier D.O. letter of even number dated 19.03.1999 relating to the confirmation of Board level appointees in the Central PSUs immediately after the expiry of the first year.

2. Regarding the performance appraisal of the CMD, it has been observed that a small typographical error has crept in. You may please note that in the Total Rows, both A and B, the sub score has to be multiplied by 0.66x2 and 0.33x2, instead of 0.66 and 0.33 respectively. An illustration is enclosed.
3. A query has been raised as to the course of action to be followed when items 7 and 8 of functional attributes are not applicable in respect of certain PSUs. It is clarified that in case of item 7 of the functional attributes, market share should be measured in volume and not in value terms. Similarly, in case of item 8, the market capitalization is based on the share price on Bombay Stock Exchange. In case of PSUs where the scripts are not listed, changes in reserves and surpluses may be evaluated. These may kindly be taken note of.

(PESB D.O. letter No.5/14/98-PESB dated 28th April, 1999)

2. Director (Corporate Planning)

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succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**

*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
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[4] BUSINESS SENSE **1-2-3-4-5**

*Demonstrated sensitivity to surrounding business environment
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[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate's performance in terms of specific contributions:

		last year	this year	change	Performance
6	Initiatives towards planning				1-2-3-4-5
7	Development of planning Systems				1-2-3-4-5
8	Communication exercises held				1-2-3-4-5
9	Focus on generic strategies				1-2-3-4-5
10	Accuracy of planning forecasts				1-2-3-4-5

Assessment of the overall performance [total of A+B above] = []

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2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) Achieving corporate advantage. Demonstrated focus on micro level planning, publication of corporate plan etc.
 - 2) Implementation initiatives, decentralized planning efforts especially micro planning, and the transition towards "bottom-up" planning.
 - 3) Number of seminars, workshops etc. held
 - 4) Generic strategies in terms of cost leadership and product differentiation. How many of the plan strategies are in these areas.
 - 5) On a cumulative basis, how much of the plan targets have been achieved (%)

3. Director (Finance)

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*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate's performance in terms of specific contributions:

		last year	this year	change	Performance
6	Gross Margin/ capital employed				1-2-3-4-5
7	Average interest on borrowings				1-2-3-4-5
8	Fund management				1-2-3-4-5
9	Introduction of financial systems/ benchmarking				1-2-3-4-5
10	Cash profit declared				1-2-3-4-5

Assessment of the overall performance [total of A+B above] = []

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3. In terms of detailed definitions:
 - 1 Gross Margin to capital employed needs no explanation
 2. Average interest on borrowings includes both term loans and working capital.
 3. Fund management must reflect the understanding of financial markets in ability to manage cash and borrowings, exp. For long term credit requirements.
 4. Introduction of financial systems would include adhering to statutory norms, audits etc.
 5. Cash profit declared is Net Profit plus all financial charges including depreciation.

4. Director (International Business)

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[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
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FUNCTIONAL ATTRIBUTES: Please assess the candidate's performance in terms of specific contributions:

		last year	this year	change	Performance
6	Unit Value of Exports				1-2-3-4-5
7	Unit Value of Imports				1-2-3-4-5
8	Forex exposure				1-2-3-4-5
9	Non material expenditure as % of Forest exposure				1-2-3-4-5
10	Accuracy of IB plan forecasts				1-2-3-4-5

Assessment of the overall performance [total of A+B above] = []

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2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) Unit values are prices of goods and services deflated by international price levels. The World Bank Commodity Price forecasts may be used.
 - 2) -do-
 - 3) Forex exposure is exports plus imports as ratio of turnover.
 - 4) Expenditure on promotion, advertising, business development etc. as % of forex exposure.
 - 5) Variance of plan Vs actuals, 10% variance, good; 25% variance, average; 50% variance, poor.

5. Director (Marketing.)

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FUNCTIONAL ATTRIBUTES: Please assess the candidate’s performance in terms of specific contributions:

		last year	this year	change	Performance
6	Increase in market share				1-2-3-4-5
7	Changes in NSR				1-2-3-4-5
8	Reduction in finished inventory				1-2-3-4-5
9	Value of Brand Equity				1-2-3-4-5
10	Predictive success of marketing plan				1-2-3-4-5

Please justify extreme values on a separate sheet in your own handwriting

Assessment of the overall performance [total of 1-10 above] = []
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3. In terms of detailed definitions:
 - 1) *Market share is to be defined in terms of volume not value, in percentage.*
 - 2) *Net Sales Realisation must be calculated after taking distribution and other promotional expenses into account including advertising.*
 - 3) *Finished inventory must be valued at cost or market price whichever is lower.*
 - 4) *Value of brand equity must include quality, customer satisfaction, and goodwill generated in the market.*
 - 5) *Predictive success must be measured in terms of variance between what was predicted at the beginning of the year and what was achieved.*

6. Director (Operations)

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[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**

*demonstrated ability for change management demonstrated
focus on long term issues, and strategic thinking ability to
translate vision into goals, and focus on implementation*

[4] BUSINESS SENSE **1-2-3-4-5**

*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate’s performance in terms of specific contributions:

		last year	this year	change	Performance
6	Fulfillment of MOU targets				1-2-3-4-5
7	Increases in market share				1-2-3-4-5
8	Changes in market capitalization				1-2-3-4-5
9	Performance Management				1-2-3-4-5
10	Introduction of efficient systems/BPR				1-2-3-4-5

Assessment of the overall performance [total of A+B above] = []

If necessary, please attach a separate sheet, also in you own hand, for any additional information.

Date

Signature & Designation

PESB/Special Performance Appraisal.

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4. The form is divided into your assessment of the two broad attributes, the generic and the functional.
5. Both sets of attributes are to be evaluated on a scale of 1-5, where 1 is minimum (unsatisfactory) and 5 is the maximum (excellent)
6. Extreme grading is to be justified in all cases [i.e. a score of 5 or 1] illustrating with clear examples why this grade was necessary.
7. There are a total of 10 attributes. From the 10 attributes, the maximum score that an individual can have is 50. The minimum acceptable to PESB is a total of 40 in the aggregate with no attribute being less than 3. This scaling method may also be shared with the candidate.
8. While the generic attributes are bases on the qualitative assessment, as far as possible please use objective criterion so far as the functional attributes are concerned. Ratings are to be supported with quantitative numbers as indicated against their parameters.

9. This appraisal form is based on the performance of the individual in the organization in the last one year. The performance of the individual; must be reflected in the performance of the organization.
10. The common factor between all these attributes is the assessment of the individuals contribution to the **creation of value for the organization**. This may please be kept in mind while filling in the form.

SPECIAL INSTRUCTIONS FOR THE GENERIC ATTRIBUTES

1. The Generic attributes are five in number. They reflect **your** assessment as in most cases, quantification may not be possible.
2. The evaluation of the attributes must relate to the overall objective, i.e. has the candidate, in the last year been able to create value for the organization
3. In terms of detailed definition/explanations:
 - 1) Leadership abilities must reflect the candidate's ability to provide leadership not only within the organization but also in the industry.
 - 2) Team building attributes must reflect the candidate's ability to manage diverse views and ensuring group processes yield synergy.
 - 3) Strategic visioning must be the result of strategic thinking, i.e. the ability to look at things differently, and the ability to break down the vision into consistent objectives and goals.
 - 4) Business sense must include financial conservativeness coupled with the ability to take calculated risks based on sensitivity to the external environment.
 - 5) Above all, communication skills must reflect the candidate's ability to communicate, both verbally as well as non-verbally, within and outside the organization.

SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

1. The functional attributes are different from the generic attributes inasmuch as they demand a certain level of quantification. In some cases, these may not be amendable to quantification. But as far as possible, figures must support the grade.
2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) *Capacity utilization is defined in percentage terms w.r.t. the maximum of nameplate, effective, base or whatever capacity figures that are being used.*
 - 2) *Inventory levels must take into account both raw materials and stores and spares.*
 - 3) *Production costs must be calculated within fixed (sunk) cost taken into account, but must include labour costs.*
 - 4) *Measure of quality may include the cost of quality, rejects, etc.*
 - 5) *Concern for the environment (pollution levels) and safety, (industrial accidents etc.) must be reflected in reported statistics.*

7. Director (Personnel)

PESB/Special Performance Report

Name _____ Designation _____

Organization _____ Date of Joining _____

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GENERAIC ATTRIBUTES:-What is your assessment of the candidates following qualities. (Subheading indicate factors to be kept in mind while assessing performance. These are only suggestive and not exhaustive)

[1] LEADERSHIP ABILITIES **1-2-3-4-5**

*demonstrated ability of guiding collective decision making process
succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**

*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
process without loosing sight of objective.*

[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**

*demonstrated ability for change management demonstrated
focus on long term issues, and strategic thinking ability to
translate vision into goals, and focus on implementation*

[4] BUSINESS SENSE **1-2-3-4-5**

*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate's performance in terms of specific contributions:

		last year	this year	change	Performance
6	HRD initiatives in introduction of systems				1-2-3-4-5
7	Lab productivity/mandays of training				1-2-3-4-5
8	HRD efforts in redeployment				1-2-3-4-5
9	Value added by labour/unit output				1-2-3-4-5
10	Mandays of production lost				1-2-3-4-5

Please justify extreme values on a separate sheet in your own handwriting

Assessment of the overall performance [total of A+B above] = []

If necessary, please attach a separate sheet, also in you own hand, for any additional information.

Date

Signature & Designation

PESB/Special Performance Appraisal.

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6. Extreme grading is to be justified in all cases [i.e. a score of 5 or 1] illustrating with clear examples why this grade was necessary.
7. There are a total of 10 attributes. From the 10 attributes, the maximum score that an individual can have is 50. The minimum acceptable to PESB is a total of 40 in the aggregate with no attribute being less than 3. This scaling method may also be shared with the candidate.
8. While the generic attributes are bases on the qualitative assessment, as far as possible please use objective criterion so far as the functional attributes are concerned. Ratings are to be supported with quantitative numbers as indicated against their parameters.

9. This appraisal form is based on the performance of the individual in the organization in the last one year. The performance of the individual; must be reflected in the performance of the organization.
10. The common factor between all these attributes is the assessment of the individuals contribution to the **creation of value for the organization**. This may please be kept in mind while filling in the form.

SPECIAL INSTRUCTIONS FOR THE GENERIC ATTRIBUTES

1. The Generic attributes are five in number. They reflect **your** assessment as in most cases, quantification may not be possible.
2. The evaluation of the attributes must relate to the overall objective, i.e. has the candidate, in the last year been able to create value for the organization
3. In terms of detailed definition/explanations:
 - 1) Leadership abilities must reflect the candidate's ability to provide leadership not only within the organization but also in the industry.
 - 2) Team building attributes must reflect the candidate's ability to manage diverse views and ensuring group processes yield synergy.
 - 3) Strategic visioning must be the result of strategic thinking, i.e. the ability to look at things differently, and the ability to break down the vision into consistent objectives and goals.
 - 4) Business sense must include financial conservativeness coupled with the ability to take calculated risks based on sensitivity to the external environment.
 - 5) Above all, communication skills must reflect the candidate's ability to communicate, both verbally as well as non-verbally, within and outside the organization.

SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

- 1 The functional attributes are different from the generic attributes inasmuch as they demand a certain level of quantification. In some cases, these may not be amendable to quantification. **But as far as possible, figures must support the grade.**
- 2 In case a candidate has joined in the middle or the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) *HR initiatives in the introduction of new systems must be aimed towards efficient performance management including safety.*
 - 2) *Efficiency of training systems must be increases in increases in labour productivity.*
 - 3) *HR efforts in redeployment must also take into account reduction in labour numbers through VRS etc.*
 - 4) *Value added by labour per unit of output, must net out the effect of technological advances. The intervals thus must be short.*
 - 5) *Mandays of production lost must be measured in terms of market prices of loss in gross revenue.*

8. Director (Project)

PESB/Special Performance Report

Name _____ Designation _____

Organization _____ Date of Joining _____

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GENERAIC ATTRIBUTES:-What is your assessment of the candidates following qualities. (Subheading indicate factors to be kept in mind while assessing performance. These are only suggestive and not exhaustive)

[1] LEADERSHIP ABILITIES **1-2-3-4-5**
*demonstrated ability of guiding collective decision making process
succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**
*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
process without loosing sight of objective.*

[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**
*demonstrated ability for change management demonstrated
focus on long term issues, and strategic thinking ability to
translate vision into goals, and focus on implementation*

[4] BUSINESS SENSE **1-2-3-4-5**
*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**
*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate’s performance in terms of specific contributions:

		last year	this year	change	Performance
6	Fulfillment of MOU targets				1-2-3-4-5
7	Increases in market share				1-2-3-4-5
8	Changes in market capitalization				1-2-3-4-5
9	Performance Management				1-2-3-4-5
10	Introduction of efficient systems/BPR				1-2-3-4-5

Assessment of the overall performance [total of A+B above] = []

If necessary, please attach a separate sheet, also in you own hand, for any additional information.

Date

Signature & Designation

PESB/Special Performance Appraisal.

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5. Both sets of attributes are to be evaluated on a scale of 1-5, where 1 is minimum (unsatisfactory) and 5 is the maximum (excellent)
6. Extreme grading is to be justified in all cases [i.e. a score of 5 or 1] illustrating with clear examples why this grade was necessary.
7. There are a total of 10 attributes. From the 10 attributes, the maximum score that an individual can have is 50. The minimum acceptable to PESB is a total of 40 in the aggregate with no attribute being less than 3. This scaling method may also be shared with the candidate.
8. While the generic attributes are bases on the qualitative assessment, as far as possible please use objective criterion so far as the functional attributes are concerned. Ratings are to be supported with quantitative numbers as indicated against their parameters.

9. This appraisal form is based on the performance of the individual in the organization in the last one year. The performance of the individual; must be reflected in the performance of the organization.
10. The common factor between all these attributes is the assessment of the individuals contribution to the **creation of value for the organization**. This may please be kept in mind while filling in the form.

SPECIAL INSTRUCTIONS FOR THE GENERIC ATTRIBUTES

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2. The evaluation of the attributes must relate to the overall objective, i.e. has the candidate, in the last year been able to create value for the organization
3. In terms of detailed definition/explanations:
 - 1) Leadership abilities must reflect the candidate's ability to provide leadership not only within the organization but also in the industry.
 - 2) Team building attributes must reflect the candidate's ability to manage diverse views and ensuring group processes yield synergy.
 - 3) Strategic visioning must be the result of strategic thinking, i.e. the ability to look at things differently, and the ability to break down the vision into consistent objectives and goals.
 - 4) Business sense must include financial conservativeness coupled with the ability to take calculated risks based on sensitivity to the external environment.
 - 5) Above all, communication skills must reflect the candidate's ability to communicate, both verbally as well as non-verbally, within and outside the organization.

SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

1. The functional attributes are different from the generic attributes inasmuch as they demand a certain level of quantification. In some cases, these may not be amendable to quantification. But as far as possible, figures must support the grade.
2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) *Time and cost overruns are in terms of percentage to the DPR parameters.*
 - 2) *-do-*
 - 3) *Reduction in costs of the projects may be computed from documented international benchmarks, adjusting for specifics like technology, financing etc.*
 - 4) *Reduction in project cycle time may be computed either through inter-temporal comparisons or through international benchmarking.*
 - 5) *Reduction in the gestation lags between project completion and full capacity production.*

9. Director (Research & Development)

PESB/Special Performance Report

Name _____ Designation _____

Organization _____ Date of Joining _____

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GENERAIC ATTRIBUTES:-What is your assessment of the candidates following qualities. (Subheading indicate factors to be kept in mind while assessing performance.

These are only suggestive and not exhaustive)

[1] LEADERSHIP ABILITIES **1-2-3-4-5**

*demonstrated ability of guiding collective decision making process
succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**

*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
process without loosing sight of objective.*

[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**

*demonstrated ability for change management demonstrated
focus on long term issues, and strategic thinking ability to
translate vision into goals, and focus on implementation*

[4] BUSINESS SENSE **1-2-3-4-5**

*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate’s performance in terms of specific contributions:

		last year	this year	change	Performance
6	Number of patents taken out this year				1-2-3-4-5
7	Number of patents commercialized				1-2-3-4-5
8	Contribution of R&D to gross margin				1-2-3-4-5
9	Reduction in manpower costs in R&D				1-2-3-4-5
10	Reduction in technical fees/royalty paid.				1-2-3-4-5

Please justify extreme values on a separate sheet in your own handwriting

Assessment of the overall performance [total of A+B above] = []

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SPECIAL INSTRUCTIONS FOR THE GENERIC ATTRIBUTES

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SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

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2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) *Patents must be measured in numbers and compared to last year*
 - 2) *Number of patents that have been commercialized.*
 - 3) *Contribution of R&D. Would gross margin have changed if the R&D activity was outsourced.*
 - 4) *Manpower costs in R&D and changes in it, compared to last year.*
 - 5) *Technical fees and royalty paid to both foreign as well as Indian firms.*

10. Director (Raw Materials)

PESB/Special Performance Report

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Organization _____ Date of Joining _____

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GENERAIC ATTRIBUTES:-What is your assessment of the candidates following qualities. (Subheading indicate factors to be kept in mind while assessing performance. These are only suggestive and not exhaustive)

[1] LEADERSHIP ABILITIES **1-2-3-4-5**

*demonstrated ability of guiding collective decision making process
succession planning ability for crisis management, ability to take risks.*

[2] TEAM BUILDING **1-2-3-4-5**

*demonstrate effectiveness in reorganizing his own department
ability to manage diverse and divergent views managing group
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[3] ABILITY TO BUILD A STRATEGIC VISION **1-2-3-4-5**

*demonstrated ability for change management demonstrated
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[4] BUSINESS SENSE **1-2-3-4-5**

*Demonstrated sensitivity to surrounding business environment
demonstrated ability to spot opportunities financial prudence*

[5] COMMUNICATION SKILLS **1-2-3-4-5**

*acceptability within the organization, performance at board
meetings etc negotiation skills ability to convert ideas into action
plans*

FUNCTIONAL ATTRIBUTES: Please assess the candidate's performance in terms of specific contributions:

		last year	this year	change	Performance
6	Prod./procurement costs or raw mat.				1-2-3-4-5
7	Raw material stocks/days of production				1-2-3-4-5
8	Transit losses				1-2-3-4-5
9	Reduction in lead time				1-2-3-4-5
10	Non-material procurement costs				1-2-3-4-5

Please justify extreme values on a separate sheet in your own handwriting

Assessment of the overall performance [total of A+B above] = []

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SPECIAL INSTURCTIONS FOR THE FUNCTIONAL ATTRIBUTES

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2. In case a candidate has joined in the middle of the year, and has no figures to support his performance, part year figures, where available, or estimates may be used.
3. In terms of detailed definitions:
 - 1) *Cost must be detailed in terms of total material costs per unit production.*
 - 2) *For stock maintained under the Raw Material Director cost per unit production.*
 - 3) *Transit losses must be in market value terms, not in terms of costs.*
 - 4) *Lead time would be defined as time between the indent and that of supplying the material, to the indentor.*
 - 5) *Non material and non production procurement costs would include the costs of tendering including the variance from LI, demurrage etc.*