

# BHARAT DYNAMICS LIMITED

## EXECUTIVES PERFORMANCE MANAGEMENT SYSTEM

### 1.0 PREAMBLE:

Bharat Dynamics Limited is committed to excellence in performance from every employee to enable Company achieve strategic objectives of sustained & speedy growth. BDL is also committed to investing in development of people, recognizing & rewarding performance and introducing best practices aligned to the changing environment.

In this context, in order to sustain Company's growth, stay focused on strategic priorities, shift focus during times of change, to continually develop employees, an objective system to measure performance on a continuous basis is necessary. Moreover, a necessity is felt to bring in a measure of individual accountability in the overall Company's performance.

In this context, management is pleased to introduce an '**EXECUTIVE PERFORMANCE MANAGEMENT SYSTEM (EPMS)**' in line with the Directives issued vide Government of India letter No.02(70/08-DPE(WC), Dated 26-11-2008.

### 2.0 OBJECTIVES:

The Executives Performance Management System will be a tool:

- (a) To asses Executives against set parameters, performance & Improvement tasks;
- (b) To discuss performance and identify actions to improve;
- (c) To manage performance problems;
- (d) To identify and analyze the Executives Attributes;
- (e) To identify potential of Executives by assessing Competencies;
- (f) To recognize and reward outstanding performance;
- (g) To identify the training needs of Executives.

### 3.0 SCOPE:

The EPMS covers all Executives from Grade - I (JM) to Grade - IX (ED), Functional Directors and CMD.

In respect of Executives in Grade IX, Functional Directors and CMD, Performance Appraisal Formats as per Government guidelines will be used. However, assessment of Tasks will be as per the EPMS guidelines.

### 4.0 EXECUTIVES PERFORMANCE MANAGEMENT SYSTEM:

4.1.1 The 'Executives Performance Management System' will replace the existing Performance Appraisal System with effect from 01-04-2011.

4.1.2 All the Executives are divided into three Zones as given below :

|                          |               |
|--------------------------|---------------|
| Executives (I to IV)     | <b>Zone 1</b> |
| Executives (V & VI)      | <b>Zone 2</b> |
| Executives (VII & Above) | <b>Zone 3</b> |

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The EPMS contains three components

- (a) Assessment of Performance and Improvement Tasks;
- (b) Assessment of Attributes;
- (c) Assessment of Competencies;

4.1.3 All the above three Components (according to individual weightages as indicated below) will be the basis for Performance Appraisal for Promotions, Assess Potential of Executives to occupy higher positions & Identification of Training Needs.

| <b>Zone</b> | <b>PART A<br/>i.e. Individual Performance</b> | <b>PART B</b> | <b>PART C</b> |
|-------------|---|---------------|---------------|
| Zone 1      | 80%   | 10%           | 10%           |
| Zone 2      | 70%   | 15%           | 15%           |
| Zone 3      | 60%   | 20%           | 20%           |

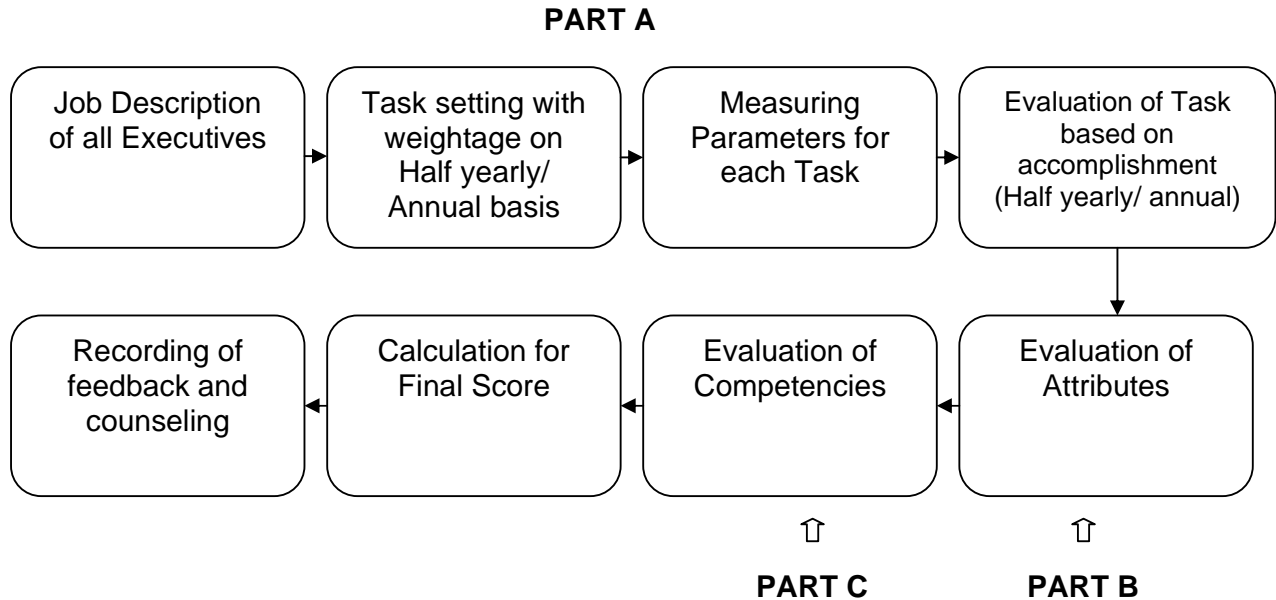
Note: (However if output falls due to unforeseen reasons appraiser can give grace marks upto 5%)

**4.1.4 PART A – Task Setting:** In this part half yearly deliverables or tasks of the job holders has to be identified through mutual interaction between the jobholders and the supervisor. While setting the tasks, it is essential to ensure alignment with the overall financial & strategic goals and aspirations of BDL. To ensure that the tasks set are relevant and challenging, the following grid can be taken as a useful “SMART” guide:

| <b>S</b>   | <b>M</b>   | <b>A</b>   | <b>R</b>  | <b>T</b>  |
|--|--|--|---|---|
| <b>Specific</b>  | <b>Measurable</b>  | <b>Agreed/<br/>Assignable</b>  | <b>Realistic</b>  | <b>Time Bound</b>   |
| <p>Clear and Unambiguous meaning to tasks.</p> <p>State what you are committing yourself to achieve.</p> <p>Begin with an action word (e.g. Increase, Introduce, Reduce, Enhance, Establish, Develop etc).</p> | <p>Each task should be quantifiable in terms of quality, quantity, costs, standard &amp; time.</p> <p>Measure in quantitative terms (% target amount timelines).</p> <p>Describe an outcome rather than an activity.</p> | <p>Tasks should be mutually agreed by both jobholder &amp; supervisor to ensure commitment.</p> <p>Each task should have a specific person responsible for its accomplishment.</p> | <p>Achievable, yet exciting.</p> <p>Alignment with Corporate/ Division/ Department Goals.</p> | <p>Define deadline or target date.</p> <p>Include Key check points.</p> |

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4.1.5. The **Flow Chart** of the EPMS is shown as below:



4.1.6 Job Description: A generalized Job Description for each Zone is enclosed and is now a part of EPMS Format.

**PART B Evaluation of Attributes:**

Attributes are the inherent quality of an individual which become cause for the action taken by the individual to solve a problem or react in a particular situation.

A specific set of attributes belongs to a specific Group. The Rating for attributes should be on a 5 point scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

**PART C Evaluation of Competencies:**

Competency is the combination of observable and measurable knowledge, skills and abilities that contributes to the superior employees' performance and ultimately results in organizational success.

A specific set of competencies belongs to a specific Group. The Rating for competencies should be on a 5 point scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

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4.1.7 **Final Score:** The score will be based on the total score of Part A, B & C. The weightage of each section will be as given in the below table:

| Zone   | PART A<br>i.e. Individual Performance | PART B & C | Total |
|--------|---------------------------------------|------------|-------|
| Zone 1 | 80%                                   | 20%        | 100%  |
| Zone 2 | 70%                                   | 30%        | 100%  |
| Zone 3 | 60%                                   | 40%        | 100%  |

4.1.8 Tasks may originate from the Company's objectives or can be assigned as task given by Superior/Manager (which may be based on improvement plans for the department) and others could be a part of job deliverables extracted from the Job Description of the employee.

4.1.9 After assessing the performance, attributes and competencies the Appraisee and Appraiser will record the Enablers and Disablers, contributing/affecting the current performance.

4.1.10 To enable top management to continuously receive inputs on availability of potential to occupy higher positions, HoDs/Head of Divisions will record measurable / demonstrable reasons, if any, in a candidate which will become input to the top management for identifying likely candidates to occupy higher positions in the Hierarchy (**Annexure-I**).

4.1.11 **Normalization of Evaluation Scores:** The new Performance Management System has tried to correct for the fact that, in the past appraisers were reluctant to provide low evaluations to their subordinates, there was a fear that anyone with a lower evaluation will not co-operate and hurt the overall functioning. However, this may be a good strategy for the short-run, but results in de-motivation for the high performers and an overall drop in performance in the long-run. Further, it was observed that different appraisers in different divisions give performance scores for concerned Executives of their division, some of the reviewing officers are liberal in awarding marks and some are stringent and the values cannot be expected to be uniform for all the Executives. As a result, candidates working with liberal boss tend to get the advantage in performance scores. Hence, there is need to normalize the scores. The new system suggests a bell curve approach (an adjusted bell curve) as recommended by the Ministry Guidelines. The procedure for moderation of Performance Score of all the Executives using the bell curve approach is shown under:

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### Categorization of Executives

| <u>Category</u> | <u>Percentage of Executives</u> |
|-----------------|---------------------------------|
| Excellent       | 15%                             |
| Very Good       | 30%                             |
| Good            | 30%                             |
| Fair            | 15%                             |
| Poor            | 10%                             |

While evaluating performance of Executives, Divisional Heads have to ensure that the above distribution of Executives is followed department-wise (especially 15% excellent and 10% poor). A moderation committee will be nominated by CMD under the Chairmanship of Functional Director and Senior Officer from each division as member. They will determine the final performance score of the appraisee, taking into consideration the assessment made by reporting officers and reviewing officers. They will adopt normalization procedure and bring in bell curve approach, to arrive at final score.

**4.1.12 Normalization procedure:** The detailed procedure to prepare the list of Executives along with their actual performance scores to be taken. Standard deviation and mean should be calculated for each group of divisions. The normalization done within a group of divisions by using the given formula:

$Y_i = (X_i - X_m) / (\text{Std. Dev})$ , where

$X_i$  is the score of an individual

$X_m$  is the mean

Std. Dev. is standard deviation of the scores of the Executives in the same grade in the group of divisions as the individual.

The score to be used to compare Executives in the same grade across the organization should be

$Z_i = 50 + Y_i \times 25/3$ , where

$Y_i$  is the normalized score for the individual as calculated above.

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**4.1.13 Performance Review Cycle:** The Performance Management Cycle is not a one-time event but an on-going process. The Performance Review cycle provides for planned reviews as under:

| <b>PERIOD</b>                | <b>ACTIVITIES</b>   | <b>ZONE COVERED</b> |
|------------------------------|---|---------------------|
| Upto 7 <sup>th</sup> April   | Tasks of all the executives duly certified by the Competent Authority should be submitted to P&A Department for the First Half Year.                            | Zone 1, 2 & 3       |
| Upto 7 <sup>th</sup> October | Interim Review, First Half Year Scores to be sent to Head (P&A)   | Zone 1, 2 & 3       |
| Upto 7 <sup>th</sup> October | Tasks of all the executives duly certified by the Competent Authority should be submitted to P&A department for the Second Half Year as per the concerned Zone. | Zone 1, 2 & 3       |
| April every year             | Final Annual Review. Composite Annual Scores to be sent to Head (P&A)   | Zone 1, 2 & 3       |

The Periodical review will include mutual discussion between Appraiser and Appraisee on performance. These discussions will provide the right momentum at each stage for tracking performance, analyze potential problems/opportunities and help in proactively plan and address them to improve future performance.

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4.1.14 **Score Certifying Authority:** The Scores should be given and certified by specified authority only as shown in the following table:

| Grade of Apraisee | Appraising Authority   | Score Certifying Authority  |
|-------------------|--|---|
| Grade I, II & III | Reporting Head but not below the rank of Grade IV.                       | Grade V or at least one Rank higher than the Appraising Authority.    |
| Grade IV          | Reporting Head but not below the rank of Grade V.                        | Grade VI or at least one Rank higher than the Appraising Authority.   |
| Grade V           | Reporting Head but not below the rank of Grade VI.                       | Grade VII or at least one Rank higher than the Appraising Authority.  |
| Grade VI          | Reporting Head but not below the rank of Grade VII.                      | Grade VIII or at least one Rank higher than the Appraising Authority. |
| Grade VII         | Reporting Head but not below the rank of Grade VIII.                     | Grade IX / Functional Director  |
| Grade VIII        | Reporting Head but not below the rank of Grade IX / Functional Director. | Chairman & Managing Director  |
| Grade-IX          | Functional Director  | -----do-----  |

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**BHARAT DYNAMICS LIMITED****PERFORMANCE APPRAISAL FORM**  
**(For Officers in Grade I to IV)**

Appraisal Period : From \_\_\_\_\_ to \_\_\_\_\_

|                |                         |
|----------------|-------------------------|
| NAME:          | STAFF No:               |
| DESIGNATION:   | DEPARTMENT:             |
| GRADE :        | DATE OF LAST PROMOTION: |
| JOINING DATE : | SUPERANNUATION DATE:    |

| GRADE | DESIGNATION       |
|-------|-------------------|
| I     | JUNIOR MANAGER    |
| II    | ASSISTANT MANAGER |
| III   | DEPUTY MANAGER    |
| IV    | MANAGER           |

**JOB DESCRIPTION:**

Following are the Standard Job Description of Grade I, II, III &amp; IV for ready reference:

| Sl.No. | Job Description (Grade I, II, III & IV)  |
|--------|--|
| 1.     | Initiating proposals and executing tasks at the grass-root level within the framework of organizational policies and rules.                        |
| 2.     | Co-ordination with different agencies to meet targets of both quantitative and qualitative.  |
| 3.     | Meeting deadlines/commitments.   |
| 4.     | Able to collect full information/data related to the job assigned and provide proper feedback to middle and higher Management for decision making. |
| 5.     | Effective planning and forecasting requirements in relation to tasks in hand.  |
| 6.     | Is able to allocate resources in a proper manner and optimum utilization of given resources.   |
| 7.     | Is able to identify problems relating to his area of work and suggest alternative solutions towards overcoming the same.                           |
| 8.     | Is able to prioritize various tasks assigned to him.   |

NOTE : This appraisal form has three parts

Part A deals with the Deliverable Tasks of an Employee (Half Yearly/Annually).

Part B deals with the Attributes of the Employee.

Part C deals with the Competencies of the Employee.

**MARKING**

The marking will be done as per the following table:

| 80%  |                        | 20%  |   |
|--|------------------------|--|---|
| 1 <sup>st</sup> Half Year<br>1 Normal Task | 60 Marks<br>out of 100 | Each Attribute<br>has pre-decided<br>marks as per its<br>weightage | Each Competency<br>has pre-decided<br>marks as per its<br>weightage |
| 2 <sup>nd</sup> Half Year<br>1 Normal Task |                        |  |   |
| Annual<br>1 Improvement<br>Task            | 40 Marks<br>out of 100 |  |   |
| Total Marks                                | 100                    | Total Marks -25  | Total Marks -25   |

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**PART 'A'****DELIVERABLES / TASKS**

In this part quarterly deliverables or tasks of the jobholder has to be identified through mutual interaction between the jobholder and the supervisor. While setting tasks, it is essential to ensure alignments with the overall financial strategic goals and aspiration of BDL. The annual weightage of this section is 80%.

To ensure that the tasks set are relevant and challenging, the following grid can be taken as a useful “**SMART**” guide.

| <b>S</b>   | <b>M</b>  | <b>A</b>  | <b>R</b>  | <b>T</b>  |
|--|---|---|---|---|
| <b>Specific</b>  | <b>Measurable</b>   | <b>Agreed/<br/>Assignable</b>   | <b>Realistic</b>  | <b>Time Bound</b>   |
| <p>Clear and unambiguous meaning to tasks.</p> <p>State what you are committing yourself to achieve.</p> <p>Begin with an action word (e.g. Increase, Introduce, Reduce, Enhance, Establish, Develop etc).</p> | <p>Each task should be quantifiable in terms of quality, quantity, costs, standard &amp; time.</p> <p>Measure in quantitative terms (% target amount timelines)</p> <p>Describe an outcome rather than an activity.</p> | <p>Tasks should be mutually agreed by both jobholder &amp; supervisor to ensure commitment.</p> <p>Each tasks should have a specific person responsible for its accomplishment.</p> | <p>Achievable, yet exciting.</p> <p>Alignment with Corporate/ Division/ Department Goals.</p> | <p>Define deadline or target date.</p> <p>Include Key check points.</p> |

The job holder and his supervisor can identify maximum one mutually agreed task for each half year and one annual improvement task. The maximum marks for 2 normal half yearly tasks is 60 and for improvement task is 40. The weightage for normal tasks can be assigned on mutually agreed basis.

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**Half Yearly/Annual Sheet****INDIVIDUAL AGREED TASK & IMPROVEMENT PLANS**

Name :                      St.No.    Designation/Scale :

Div:                              Dept :

Half Yearly/Annual From \_\_\_\_\_ to \_\_\_\_\_

| S. No. | Short Description of Task | Weight age | Target | Actual achieved | Rating by Appraisee | Rating by Appraiser | PI                          | Score%          |
|--------|---------------------------|------------|--------|-----------------|---------------------|---------------------|-----------------------------|-----------------|
|        | (a)                       | (b)        | (c)    | (d)             | (e)                 | (f)                 | $\frac{(g)}{(d)/(c)} * 100$ | $(h) = (b)*(g)$ |
| 1)     |                           |            |        |                 |                     |                     |                             |                 |
| 2)     |                           |            |        |                 |                     |                     |                             |                 |
| 3)     | Improvement Task          |            |        |                 |                     |                     |                             |                 |
|        | Total Score               |            |        |                 |                     |                     |                             |                 |

**Signature**  
(Individual Executive)

**Signature**  
(Reporting Officer)

**Signature**  
(Reviewing Officer)

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**PART 'B'****ATTRIBUTES**

Attributes are the inherent quality of an individual which becomes cause for the action taken by the individual to solve a problem or react in a particular situation.

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

| <b>Sl. No.</b> | <b>ATTRIBUTES</b>  | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|--|--------------------|----------------------------|
| 1.             | System & Quality Orientation :<br>(i) Accomplishing tasks by considering all areas involved no matter how small, showing concerned to all aspects of the job assigned.<br>(ii) Accurately checking processes and tasks.<br>(iii) Being watchful follow the steps as per systems.   |                    |                            |
| 2.             | Attendance & Punctuality :<br>Regularity, punctuality in attendance, observance of prescribed rules and discipline generally expected by the Company.<br>98% - 100% 5 pt<br>96% - 97.99% 4 pt<br>94% - 95.99% 3 pt<br>92% - 93.99% 2 pt<br>Below 92 0 pt   |                    |                            |
| 3.             | Attitude towards work :<br>Being self-motivated, keeping focused, positive and productive, learning / development orientation and adaptability, accountability, leadership and integrity.  |                    |                            |
| 4.             | Reliable & Dependable :<br>(i) Degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.<br>(ii) Seniors can depend on him while assigning a task.<br>(iii) Minimum guidance required while accomplishing any task. |                    |                            |
| 5.             | Man Management Abilities :<br>(i) Is able to manage manpower optimally and place right man at right place.<br>(ii) Can develop his subordinates and team members to shoulder higher responsibilities in future.  |                    |                            |
| <b>TOTAL</b>   |  |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

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**PART 'C'****COMPETENCIES**

Competency is the combination of observable and measurable knowledge, skills and abilities that contribute to the superior employees performance and ultimately result in organizational success.

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

| <b>Sl. No.</b> | <b>Competencies</b>   | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|---|--------------------|----------------------------|
| 1.             | Initiative & Drive:<br>(i) Taking prompt action to accomplish the objectives.<br>(ii) Being Proactive.<br>(iii) Identify ways to make job more easier and productive.<br>(iv) Interpersonal skills to understand the interests and important concerns of others.<br>(v) Lead his team to achieve the targets. |                    |                            |
| 2.             | Technical/Professional Knowledge:<br>(i) Keeping up with current developments and trends in area of expertise.<br>(ii) Understand the technical language and aspects of job.<br>(iii) Proficiency in computer skills.   |                    |                            |
| 3.             | Creative & Innovation :<br>New & out of the box thinking/lateral thinking/imagination, generate ideas for new projects/ initiating workable ideas, techniques, solutions, willingness to change/try new approaches & initiative to improve efficiency.  |                    |                            |
| 4.             | Analytical Ability & Problem Solving Skills :<br>Approaching a problem by using a logical systematic, sequential approach.  |                    |                            |
| 5.             | Planning & Forecasting abilities :<br>(i) Ability to visualize, prioritize and translate goals to short term & long term work plan, ability to optimize time.<br>(ii) Can forecast the future requirements to achieve the targets without interruption.   |                    |                            |
| <b>TOTAL</b>   |   |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

Contd..

1. Exploration of factors responsible for current performance:

| Enablers                  |                           | Disablers                 |                           |
|---------------------------|---------------------------|---------------------------|---------------------------|
| Remarks<br>(by Appraisee) | Remarks<br>(by Appraiser) | Remarks<br>(by Appraisee) | Remarks<br>(by Appraiser) |
|                           |                           |                           |                           |
|                           |                           |                           |                           |
|                           |                           |                           |                           |
|                           |                           |                           |                           |

2. Course of actions for improving performance: Based on the facts recorded above, the appraisee and appraiser shall discuss the solution and record below the mutually agreed upon course of action.

For Appraisee:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For Appraiser:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For H.O.D.

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

3. Training inputs required for improving employees performance:

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

4. Remarks on Official Language

- 1.
- 2.

**Appraisee**

**Appraiser**

**H.O.D**

Contd..

**CONFIDENTIAL**

**EVALUATION OF APPRAISEE'S POTENTIAL**

In this format detailed/measurable/demonstrable justification(s) to be given by HOD about potential of Executive to occupy higher position or shoulder alternate responsibilities.

a) Does the Executive merit the attention of Management for elevation to higher positions in the hierarchy?

Yes / No / Given routine promotions

b) If yes, give five justifiable / exemplary reasons that require management attention.

(The reasons should be Measurable/Demonstrable)

- 1.
- 2.
- 3.
- 4.
- 5.

(Signature of Appraiser)

c) Remarks of Divisional Head:

d) Remarks of Functional Director:

## **BHARAT DYNAMICS LIMITED**

### **PERFORMANCE APPRAISAL FORM (For Officers in Grade V &VI)**

Appraisal Period : From \_\_\_\_\_ to \_\_\_\_\_

|                |                         |
|----------------|-------------------------|
| NAME:          | STAFF No:               |
| DESIGNATION:   | DEPARTMENT:             |
| GRADE :        | DATE OF LAST PROMOTION: |
| JOINING DATE : | SUPERANNUATION DATE:    |

| GRADE | DESIGNATION         |
|-------|---------------------|
| V     | SENIOR MANAGER      |
| VI    | DY. GENERAL MANAGER |

#### **JOB DESCRIPTION :**

Following are the Standard Job Description of Grade V & VI for ready reference:

| SI.No. | Job description (Grade V & VI)  |
|--------|---|
| 1.     | To set tasks for his team down the line.  |
| 2.     | To monitor the jobs assigned to the Team.   |
| 3.     | Preparing & Utilization of budgets for his department.  |
| 4.     | Bringing about continuous improvement in the work systems.  |
| 5.     | Develop and design MIS for periodic appraisal of Higher management towards decision making.             |
| 6.     | Identifies key issues and explore options and perspectives in order to generate solutions.              |
| 7.     | Focusing, guiding and motivating team members to implement creative and innovative ideas in work place. |
| 8.     | Effectively manages resources in a "doing more with less" environment.                                  |

NOTE : This appraisal form has three parts

Part A deals with the Deliverable Tasks of an Employee (Half Yearly/Annually).

Part B deals with the Attributes of the Employee.

Part C deals with the Competencies of the Employee.

#### **MARKING**

The marking will be done as per the following table :

| 70%  |                        | 30%  |   |
|--|------------------------|--|---|
| 1 <sup>st</sup> Half Year<br>1 Normal Task | 60 Marks<br>out of 100 | Each Attribute<br>has pre-decided<br>marks as per its<br>weightage | Each Competency<br>has pre-decided<br>marks as per its<br>weightage |
| 2 <sup>nd</sup> Half Year<br>1 Normal Task |                        |  |   |
| Annual<br>1 Improvement<br>Task            | 40 Marks<br>out of 100 |  |   |
| Total Marks 100                            |                        | Total Marks -25  | Total Marks -25   |

Contd..

**PART 'A'****DELIVERABLES / TASKS**

In this part quarterly deliverables or tasks of the jobholder has to be identified through mutual interaction between the jobholder and the supervisor. While setting tasks, it is essential to ensure alignments with the overall financial strategic goals and aspiration of BDL. The annual weightage of this section is 70%.

To ensure that the tasks set are relevant and challenging, the following grid can be taken as a useful “**SMART**” guide.

| <b>S</b>   | <b>M</b>   | <b>A</b>  | <b>R</b>  | <b>T</b>  |
|--|--|---|---|---|
| <b>Specific</b>  | <b>Measurable</b>  | <b>Agreed/<br/>Assignable</b>   | <b>Realistic</b>  | <b>Time Bound</b>   |
| <p>Clear and Unambiguous meaning to tasks.</p> <p>State what you are committing yourself to achieve.</p> <p>Begin with an action word (e.g. Increase, Introduce, Reduce, Enhance, Establish, Develop etc).</p> | <p>Each task should be quantifiable in terms of quality, quantity, costs, standard &amp; time.</p> <p>Measure in quantitative terms (% target amount timelines).</p> <p>Describe an outcome rather than an activity.</p> | <p>Tasks should be mutually agreed by both jobholder &amp; supervisor to ensure commitment.</p> <p>Each tasks should have a specific person responsible for its accomplishment.</p> | <p>Achievable, yet exciting.</p> <p>Alignment with Corporate/ Division/ Department Goals.</p> | <p>Define deadline or target date.</p> <p>Include Key check points.</p> |

The job holder and his supervisor can identify maximum one mutually agreed task for each half year and one annual improvement task. The maximum marks for 2 normal half yearly tasks is 60 and for improvement task is 40. The weightage for normal tasks can be assigned on mutually agreed basis.

Contd..



**Half Yearly/Annual Sheet****INDIVIDUAL AGREED TASK & IMPROVEMENT PLANS**

Name :                      St.No.    Designation/Scale :

Div:                              Dept :

Half Yearly/Annual From \_\_\_\_\_ to \_\_\_\_\_

| S.<br>N<br>o. | Short<br>Description of<br>Task | Weight<br>age | Targ<br>et | Actual<br>achieved | Rating by<br>Appraisee | Rating by<br>Appraiser | PI                        | Score%          |
|---------------|---------------------------------|---------------|------------|--------------------|------------------------|------------------------|---------------------------|-----------------|
|               | (a)                             | (b)           | I          | (d)                | (e)                    | (f)                    | $\frac{(g)}{(d/I)} * 100$ | $(h) = (b)*(g)$ |
| 1)            |                                 |               |            |                    |                        |                        |                           |                 |
| 2)            |                                 |               |            |                    |                        |                        |                           |                 |
| 3)            | Improvement<br>Task             |               |            |                    |                        |                        |                           |                 |
|               | Total Score                     |               |            |                    |                        |                        |                           |                 |

**Signature**  
(Individual Executive)

**Signature**  
(Reporting Officer)

**Signature**  
(Reviewing Officer)

Contd..

**PART 'B'****ATTRIBUTES**

Attributes are the inherent quality of an individual which becomes cause for the action taken by the individual to solve a problem or react in a particular situation.

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

| <b>Sl. No.</b> | <b>ATTRIBUTES</b>   | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|---|--------------------|----------------------------|
| 1.             | Ability to motivate a team to perform under different environment   |                    |                            |
| 2.             | Ability to work independently and effectively co-ordinate with different departments for fulfillment of objectives of the Company |                    |                            |
| 3.             | Ability to identify key issues and explore options and perspectives in order to generate solutions.                               |                    |                            |
| 4.             | Ability to generate learning environment to ensure continuous improvements in implementing creative & innovative ideas            |                    |                            |
| 5.             | Ability to direct activities with a clear customer focus and set standards for ethical standards & practices.                     |                    |                            |
| <b>Total</b>   |   |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

Contd..

**PART 'C'****COMPETENCIES**

Competency is the combination of observable and measurable knowledge, skills and abilities that contribute to the superior employees performance and ultimately result in organizational success.

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

| <b>Sl. No.</b> | <b>COMPETENCIES</b>  | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|--|--------------------|----------------------------|
| 1.             | Professional Competence: Functional managerial ability and attitude in application of job knowledge to set perspective plan & fulfillment of the same with optimum use of resource.  |                    |                            |
| 2.             | Aligning performance for success: Focusing and guiding others in accomplishing work objectives.  |                    |                            |
| 3.             | Cost & Time Consciousness: Utilization of resource effectively, ensuring required tolerance / quality within optimum time at minimum cost.   |                    |                            |
| 4.             | Developing Subordinates: Ability to interact, guide, council and nurture subordinates, with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility / challenge. |                    |                            |
| 5.             | Potential to shoulder Higher Responsibility: Ability to take-up higher level responsibility and set pace for the team members towards goal achievement.  |                    |                            |
| <b>TOTAL</b>   |  |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

Contd..

## 1. Exploration of factors responsible for current performance:

| Enablers                  |                           | Disablers                 |                           |
|---------------------------|---------------------------|---------------------------|---------------------------|
| Remarks<br>(by Appraisee) | Remarks<br>(by Appraiser) | Remarks<br>(by Appraisee) | Remarks<br>(by Appraiser) |
|                           |                           |                           |                           |
|                           |                           |                           |                           |
|                           |                           |                           |                           |
|                           |                           |                           |                           |

2. Course of actions for improving performance: Based on the facts recorded above, the appraisee and appraiser shall discuss the solution and record below the mutually agreed upon course of action.

For Appraisee:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For Appraiser:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For H.O.D.

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

## 3. Training inputs required for improving employees performance:

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

## 4. Remarks on Official Language

- 1.
- 2.

**Appraisee**

**Appraiser**

**H.O.D**

Contd..

**CONFIDENTIAL****EVALUATION OF APPRAISEE'S POTENTIAL**

In this format detailed/measurable/demonstrable justification(s) to be given by HOD about potential of Executive to occupy higher position or shoulder alternate responsibilities.

- (iii) Does the Executive merit the attention of Management for elevation to higher positions in the hierarchy?

Yes / No / Given routine promotions

b) If yes, give five justifiable / exemplary reasons that require management attention.

(The reasons should be Measurable/Demonstrable)

- 1.
- 2.
- 3.
- 4.
- 5.

(Signature of Appraiser)

c) Remarks of Divisional Head:

d) Remarks of Functional Director:

**BHARAT DYNAMICS LIMITED**  
**PERFORMANCE APPRAISAL FORM**  
 (For Officers in Grade VII & Above)

Appraisal Period : From \_\_\_\_\_ to \_\_\_\_\_

|                |                         |
|----------------|-------------------------|
| NAME:          | STAFF No:               |
| DESIGNATION:   | DEPARTMENT:             |
| GRADE :        | DATE OF LAST PROMOTION: |
| JOINING DATE : | SUPERANNUATION DATE:    |

| GRADE | DESIGNATION           |
|-------|-----------------------|
| VII   | ADDL. GENERAL MANAGER |
| VIII  | GENERAL MANAGER       |

**JOB DESCRIPTION:**

Following are the Standard Job Description of Grade VII and above for ready reference:

| Sl.No. | Job description (Grade VII & Above)   |
|--------|---|
| 1.     | To transform the Vision of the Company into reality by setting achievable goals and targets as per the Vision & Mission of the Company.   |
| 2.     | To make customers and their needs a primary focus of his actions. Developing and sustaining productive customer relationships.<br>(iv) Communicate customer needs and suggestions for addressing them to appropriate department to bring about changes that will better meet customer needs.<br>(ii) Consider customer needs when developing products or services to ensure that needs are met.<br>(iii) Stay in close touch with customers to gather and share information |
| 3.     | Delegating Responsibility to accomplish organizational goal and adopt a suitable award & recognition scheme to create motivated environment and building positive working relationships among the different sections.   |
| 4.     | Work Culture:<br>(i) Creative a focused, agile, productive and fast learning organization.<br>(ii) Adopt new systems, practices etc, in context with the coming trends and challenges ahead.<br>(iii) Initiate a drive to motivate others in adopting Measures for Cost reduction and energy Conservation.  |
| 5.     | Show Leadership across the sections :<br>(i) Keen communication across all the hierarchy.<br>(ii) Managing inter-departmental conflicts in favour of Company's objectives.<br>(iii) Set examples by own actions.  |

NOTE : This appraisal form has three parts

Part A deals with the Deliverable Tasks of an Employee (Half Yearly/Annually).

Part B deals with the Attributes of the Employee.

Part C deals with the Competencies of the Employee.

**MARKING**

The marking will be done as per the following table :

| 60%   |   | 40%  |     |
|---|---|--|-----|
| Two improvement related tasks (Projects) for the year | Each Attribute has pre decided marks as per its weightage | Each Competency has pre decided marks as per its weightage |     |
| Total Marks   | 100   | Total Marks  | -25 |
|   |   | Total Marks  | -25 |

Contd.

**PART 'A'****DELIVERABLES / TASKS**

In this part quarterly deliverables or tasks of the jobholder has to be identified through mutual interaction between the jobholder and the supervisor. While setting tasks, it is essential to ensure alignments with the overall financial strategic goals and aspiration of BDL. The annual weightage of this section is 60%.

To ensure that the tasks set are relevant and challenging, the following grid can be taken as a useful “**SMART**” guide.

| <b>S</b>   | <b>M</b>  | <b>A</b>  | <b>R</b>  | <b>T</b>  |
|--|---|---|---|---|
| <b>Specific</b>  | <b>Measurable</b>   | <b>Agreed/<br/>Assignable</b>   | <b>Realistic</b>  | <b>Time Bound</b>   |
| <p>Clear and Unambiguous meaning to tasks.</p> <p>State what you are committing yourself to achieve.</p> <p>Begin with an action word (e.g. Increase, Introduce, Reduce, Enhance, Establish, Develop etc).</p> | <p>Each task should be quantifiable in terms of quality, quantity, costs, standard &amp; time.</p> <p>Measure in quantitative terms (% target amount timelines)</p> <p>Describe an outcome rather than an activity.</p> | <p>Tasks should be mutually agreed by both jobholder &amp; supervisor to ensure commitment.</p> <p>Each tasks should have a specific person responsible for its accomplishment.</p> | <p>Achievable, yet exciting.</p> <p>Alignment with Corporate/ Division/ Department Goals.</p> | <p>Define deadline or target date.</p> <p>Include Key check points.</p> |

Contd..

**Annual Sheet****TWO IMPROVEMENT PLANS**

Name :                      St.No.    Designation/Scale :

Div:                              Dept :

Annual From \_\_\_\_\_ to \_\_\_\_\_

| S.No | Description of Improvement Task | Weight age | Target | Actual achieved | Rating by Appraisee | Rating by Appraiser | PI                          | Score%          |
|------|---------------------------------|------------|--------|-----------------|---------------------|---------------------|-----------------------------|-----------------|
|      | (a)                             | (b)        | (c)    | (d)             | (e)                 | (f)                 | $\frac{(g)}{(d)/(c)} * 100$ | $(h) = (b)*(g)$ |
| 1)   |                                 |            |        |                 |                     |                     |                             |                 |
| 2)   |                                 |            |        |                 |                     |                     |                             |                 |
|      | Total Score                     |            |        |                 |                     |                     |                             |                 |

**Signature**  
(Individual Executive)

**Signature**  
(Reporting Officer)

**Signature**  
(Reviewing Officer)

Contd..



**PART 'B'****ATTRIBUTES**

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 mark.

| <b>Sl. No.</b> | <b>ATTRIBUTES</b>  | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|--|--------------------|----------------------------|
| 1.             | Customer Focus :<br>(i) Seeks input from stakeholder organizations to identify long-range customer needs.<br>(ii) Ensures that policies and strategies supports the organization's customer service philosophy.<br>(iii) Champions quality customers service.  |                    |                            |
| 2.             | Leading the Vision & Values :<br>(i) Highlight the organization's purpose and future direction to all staff so that they can do their jobs more effectively.<br>(ii) Clarify for others that they can do to demonstrate the organization's Vision and Values.<br>(iii) Appreciating and leveraging the capabilities, insights, and ideas of all individuals.   |                    |                            |
| 3.             | Reasoning :<br>(i) Forecasts developments and analyzes trends to establish appropriate strategies.<br>(ii) Evaluates and reconciles competing demands and priorities.<br>(iii) Demonstrates and promotes creativity and innovation.  |                    |                            |
| 4.             | Development Orientation :<br>(i) Planning and supporting the development of individuals' skills and abilities so that they can fulfill current or future job/role responsibilities more effectively.<br>(ii) Regularly creating and taking advantage of learning opportunities.<br>(iii) Encouraging others to seek opportunities for different an innovative approaches to addressing problems and opportunities. |                    |                            |
| 5.             | Influential, Flexible & Adaptable:<br>(i) Structures work units to be responsive to situational needs and priorities.<br>(ii) Maintaining effectiveness when experiencing major changes in work tasks or in the work environment.<br>(iii) Manages effectively during stressful situations.  |                    |                            |
| <b>TOTAL</b>   |  |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

Contd..

**PART 'C'****COMPETENCIES**

Competency is the combination of observable and measurable knowledge, skills and abilities that contribute to the superior employee performance and ultimately result in organizational success.

The Rating should be based on point 5 scale. The highest rating will get 5 marks and the lowest rating will get 1 marks.

| <b>Sl. No.</b> | <b>COMPETENCIES</b>  | <b>Self Rating</b> | <b>Supervisor's Rating</b> |
|----------------|--|--------------------|----------------------------|
| 1.             | Knowledge of the Business:<br>(i) Understand the financial indicators of business success.<br>(ii) Competitor's strength & weaknesses.<br>(iii) Having working knowledge of Company's systems and processes.<br>(iv) To understand the present and future needs of the present and prospective customers.  |                    |                            |
| 2.             | Planning, Organising & Problem Solving:<br>(i) Implements a planning process that anticipates change.<br>(ii) Establishes an effective performance measurement system.<br>(iii) Plans for and allocates resources effectively and efficiently.   |                    |                            |
| 3.             | Strategic Decision Making & Negotiating Skills:<br>(i) Can identify key issues by obtaining information and can establish relationships a long range goal.<br>(ii) Can negotiate terms, agreements, schedules, deliverables with the customers, higher managements, vendors, departments, regulatory bodies and special interest groups.   |                    |                            |
| 4.             | Leadership & Management of culture :<br>(i) Keeping the organisation's vision and values at the forefront of decision making action..<br>(ii) Set the tone through own actions in creating an environment where ideas can be shared, questions can be asked, and individuals are accountable for their own action.<br>(iii) Ability to effectively manage and guide efforts to achieve the organizational objective. |                    |                            |
| 5.             | Building a successful Team :<br>Using appropriate methods and a flexible interpersonal style to help build a Cohesive team; facilitating the completion of team goal.  |                    |                            |
| <b>TOTAL</b>   |  |                    |                            |

**(Signature of Appraisee)**

**(Signature of Appraiser)**

Contd..

## 1. Exploration of factors responsible for current performance:

| Enablers       |                        | Disablers      |                        |
|----------------|------------------------|----------------|------------------------|
| (by Appraisee) | Remarks (by Appraiser) | (by Appraisee) | Remarks (by Appraiser) |
|                |                        |                |                        |
|                |                        |                |                        |
|                |                        |                |                        |
|                |                        |                |                        |

2. Course of actions for improving performance: Based on the facts recorded above, the appraisee and appraiser shall discuss the solution and record below the mutually agreed upon course of action.

For Appraisee:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For Appraiser:

|   |  |   |  |
|---|--|---|--|
| 1 |  | 5 |  |
| 2 |  | 6 |  |
| 3 |  | 7 |  |
| 4 |  | 8 |  |

For H.O.D.

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

## 3. Training inputs required for improving employees performance :

|   |  |  |
|---|--|--|
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

## 4. Remarks on Official Language

- 1.
- 2.

**Appraisee**

**Appraiser**

**H.O.D**

Contd..

**CONFIDENTIAL**

**EVALUATION OF APPRAISEE'S POTENTIAL**

In this format detailed/measurable/demonstrable justification(s) to be given by HOD about potential of Executive to occupy higher position or shoulder alternate responsibilities.

a) Does the Executive merit the attention of Management for elevation to higher positions in the hierarchy?

Yes / No / Given routine promotions

b) If yes, give five justifiable / exemplary reasons that require management attention.

(The reasons should be Measurable/Demonstrable)

- 1.
- 2.
- 3.
- 4.
- 5.

(Signature of Appraiser)

c) Remarks of Divisional Head:

d) Remarks of Functional Director: