

INDIAN CHEMICAL COUNCIL

ICC Acharya P. C. Ray Award For Development of Indigenous Technology

Nomination for this Award should be for considerable research and development work done during the previous 5 years and commercialization during the previous 2 years.

Contents of the application should be as under:

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- I. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- II. Year of Establishment.
- III. Capital & Financial Structure.
- IV. Range of principal manufacturing activities/ engineering services.
- V. Location, Number of Employees & Organisation Structure.

B. Reasons for Nomination/Application for the Award:

Please provide briefly (in about 3-page note) reasons for seeking this Award justifying and highlighting your specific contribution to the development of technology to merit this Award.

Briefly describe process / product and highlight novelty / uniqueness emphasising on cutting edge aspect of technology. Also highlight competitive advantages on quality, inherent safety, energy minimisation, waste (air, liquid and solid) reduction, effluent treatment and operating efficiencies vis-à-vis competing technologies worldwide.

Please indicate patents obtained / or applications made in India or abroad. Also state whether they are commercially exploited. Also please furnish additional data on the following:

- I. Whether Development was entirely in-house or otherwise acquired from outside Institutions and if acquired, state name of Institution collaborating, extent of its contribution and other relevant data.

- II. Whether there is any contribution from imported know-how foreign collaborators to the innovation and if so, please provide full details thereof.
- III. Details of your R&D organisation base, number of scientists & engineers involved, annual budgets of the division & types of R&D areas on which development is focused.
- IV. Was the design and engineering of the plant done by you in-house or by a contracting/consulting firm of engineers and if so, name of the service company and its contribution to the services.
- V. Please attach proof of attaining all competitive advantages described in highlights given earlier.

C. Performance Status of Plant Using New Technology:

Please furnish following specific information about the plant performance:

- I. For setting up commercial plant did you go through Pilot Plant? If so, for how long? Briefly describe problems faced during development / design / scale up with solution thereof.
- II. How long it took to build commercial plant and approximate cost of the plants?
- III. Indicate when trial production started and how long it took to stabilise operations on commercial scale.
- IV. Furnish information on capacity of plant and capacity utilisation achieved. Also furnish actual production, in quantity and value, since start up and current rate of production.

INDIAN CHEMICAL COUNCIL

ICC Award for Excellence in Process Design (Including Process Intensification) & Engineering

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- I. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- II. Year of Establishment.
- III. Capital and Financial Structure.
- IV. Range of principal manufacturing activities / engineering services.
- V. Location, Number of Employees & Organisation Structure.

B. Reasons for Nomination/Application for the Award:

Please provide briefly (in about 3-page note) reasons for seeking this Award justifying and highlighting your specific contribution to the Project/Client to merit this Award.

Briefly highlight novelty / uniqueness / complexity and advantages with special reference to and comparison with state-of-the-art technology worldwide.

Please indicate patents obtained / or applications made in India or abroad. Also state whether they are commercially exploited.

Also please furnish additional data on the following:

- I. Whether this Development of Components / Equipment / Systems of Chemical Plants was developed totally by in-house engineering expertise? If not, to what extent you had the benefit of drawing upon other outside engineering services, local or abroad, and their contribution to this effort. Please also list any other similar or identical plant engineering done by your firm earlier.
- II. At what stage of the Project you were associated with the client in Development of Components / Equipment/ Systems of Chemical Plants? Were you required to develop the entire package from the start to the end? Please also clarify if assistance was provided at the stage of pilot plant for process technology culminating in the final commercial transfer.
- III. Did you act as prime contractor to the entire project with full responsibility in Development of Components / Equipment / Systems of Chemical Plants? Were these services all in-house? If not, the size of sub-contracting for specific areas and their related contribution.
- IV. Any other relevant material/data about your contribution as may help to assess the merit of your nomination for Award (If feasible, some photographic material may be enclosed).

INDIAN CHEMICAL COUNCIL

ICC D.M.TRIVEDI LIFETIME ACHIEVEMENT AWARD FOR
CONTRIBUTION TO INDIAN CHEMICAL INDUSTRY

(i) Management of Industry

&

(ii) Education & Research

Nominations by way of invitation only

**ICC Award for Excellence in Management of
Health & Safety**

Note: This Award is for composite company performance and not for any specific operating site/s. The applicant company must be Responsible Care signatory and must have obtained ISO 14000 certification for all its sites (attach copies of certificates)

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- I. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- II. Year of Establishment.
- III. Capital & Financial Structure.
- IV. Range of principal manufacturing activities / engineering services.
- V. Location, Number of Employees & Organisation Structure.

B. Please send Nomination as per details given below:

Please tick (✓) appropriately

Category I : Companies having annual sales revenue above Rs. 750 crores :

Category II : Companies having annual sales revenue below Rs. 750 crores :

C. Reasons for Nomination/Application for the Award:

Please provide briefly (in about 3-page note) reasons for seeking this Award justifying and highlighting your significant contribution towards improving overall –

- a) Application of newer strategies in health / safety to merit this Award
- b) Receipts of Awards related to Health / Safety

Statistics to be furnished for last three years *for all manufacturing site/s on the following:*

Safety:

	2014	2015	2016
<u>Non Reportable Cases :</u>			
Near-Miss			
First Aid Case			
<u>Reportable Cases :</u>			
(a) Medical Treatment Case			
(b) Restricted Work Case			
(c) Lost Time Injury Case			
(d) Fatal Accidents			
Total Reportable Cases (a+b+c+d)			
TRAFR (Total Reportable Accident Frequency Rate including Contractual Workmen)			
Accident Severity Rate			

Health & Safety Training of Regular Employees :

Year	Total No. of regular employees	No. of regular employees covered under H&S training	Percentage of regular employees covered under H&S training (%)	Total man-hours worked by regular employees	H&S training man-hours	% of H&S training man-hours over total man-hours worked by regular employees
(1)	(2)	(3)	(4)	(5)	(6)	(7)
			$(3)/(2) \times 100$			$(6)/(5) \times 100$
2014						
2015						
2016						

Health & Safety Training of Contract Employees :

Year	Avg. No. of contract workers	No. of contract workers covered under H&S training	Percentage of contract workers covered under H&S training (%)	Total man-hours worked by contract workers	H&S training man-hours	% of H&S training man-hours over total man-hours worked by contract workers
(1)	(2)	(3)	(4)	(5)	(6)	(7)
			$(3)/(2) \times 100$			$(6)/(5) \times 100$
2014						
2015						
2016						

Training Program for Transport Drivers :

	No. of Drivers trained
2014	
2015	
2016	

Health:

- ❖ Occupational Health Safety Index & Absence of any Industrial Health Impairment
 - (a) Please indicate whether there is a well-equipped Occupational Health Centre
 - (b) The frequency of medical check-up of employees in a year
 - (c) **The frequency of medical check-up of employees exposed to reactive/ toxic/ carcinogenic chemicals**
 - (d) The procedure for advising employees with lifestyle diseases
 - (e) First Aid and Casualty Handling Policy

Occupational Health Safety Index :

	OHI
2014	
2015	
2016	

Major diseases diagnosed during periodical medical check-up : such as Diabetes, Hyper Tension, Obesity

Process Safety Management System :

- ❖ Highlight risk involved in manufacturing process & controls available
- ❖ Highlight precautions provided for power failures
- ❖ Give details of **HAZOP** for all the processes
- ❖ Furnish the information in previous Health & Safety Policies developed for understanding product risk. This could be quantitative & qualitative
- ❖ Elaborate prevalent system that helps in re-evaluation based on the receipt of new information about product risk
- ❖ Re-evaluation trigger may include new hazard or exposure data significant new use or miss-use information
- ❖ Major accidents during the previous 4 years and fatalities, if any, should be clearly brought out and discussed. This will include Root Cause Analysis and action taken report.

Please elaborate Work Environment Safety (such as maintenance of concentration in air of hazardous chemical handled in the process with reference to Threshold Limit Value - TLV & Time Weighted Average - TWA) and Industrial Safety & Hygiene (such as protection from rotating equipment, conveyors and ergonomics consideration in operation, etc.).

Product:

(including hazardous chemicals handled)

- ❖ Name the products manufactured (all the chemicals handled which includes raw materials/intermediates/by products/waste products, etc.)
 - ❖ Classify and communicate hazard of the product with the help of labels
 - ❖ Attach MSDS of all the products
 - ❖ Highlight present facilities for storage of product (onsite & offsite)
 - ❖ Highlight procedure for safe transportation of the products
- I. Cost benefit ratio in respect of investment in inputs v/s benefit realised in converting liabilities to assets giving brief details of such operations. Please indicate whether these measures resulted in any improvement upstream **and/or downstream** of the plant. Please elaborate.
 - II. Any other factors you may wish to supplement for consideration of your nomination for Award.

INDIAN CHEMICAL COUNCIL

ICC Award for Excellence in Management of Environment

Note: This Award is for composite company performance and not for any specific operating site/s. The applicant company must be Responsible Care signatory and must have obtained ISO 14000 certification for all its sites (attach copies of certificates)

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- I. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- II. Year of Establishment.
- III. Capital & Financial Structure.
- IV. Range of principal manufacturing activities / engineering services.
- V. Location, Number of Employees & Organisation Structure.

B. Please send Nomination as per details given below:

Please tick (✓) appropriately

Category I : Companies having annual sales revenue above Rs. 750 crores :

Category II : Companies having annual sales revenue below Rs. 750 crores :

C. Reasons for Nomination/Application for the Award:

Please provide briefly (in about 3-page note) reasons for seeking this Award justifying and highlighting your significant contribution towards :

- a) **Improving overall** Environment in and around your operations using innovative strategies **(please specify significant ones)** for continuous control and / or
- b) Application of newer strategies in **Environmental Conservation** to merit this Award
- c) **Environmental Conservation measures that became the basis of previous awards, if any.**

Statistics to be furnished for last three years for all manufacturing site/s on the following:

Environment:

- ❖ Life Cycle Analysis if carried out
- ❖ Greenhouse Gas Inventorization
- ❖ Environment Sustainability Index
- ❖ Compliance with all the statutory standards such as air, water and land, of State Pollution Control Board and Environment Protection Act
- ❖ Reduction in wastes as per environment statement

Major accidents during the previous 4 years and fatalities, if any, should be clearly brought out and discussed. This will include Root Cause Analysis and action taken report.

- I. Basic information on the strategic concept for environmental improvement (in respect of gaseous/ liquid / solid wastes control & disposal, house-keeping & landscape architecture & development and details of implementation).
- II. Strategies & techniques applied for continuous monitoring of environment and feedback mechanism for correcting / preventing any run-away operations for achieving stable operations.
- III. Outline the effort made in reuse and recycle of water and for better water management.

D. Statistics to be furnished for all manufacturing site /s for the last 3 financial years on the following :

	Base-line * Levels of Specific Emission / Generation / Consumption	Targeted Specific Reduction	Planned Actions	Percentage Achieved
i. <u>Liquid Effluents</u> a. <u>Water Consumption</u> (Please specify the sources including waste water, purified & used water) b. Plant effluents & its treatment c. Domestic effluents & its treatments				
ii. <u>Gaseous Emissions</u> a. Greenhouse gas emissions b. VOCs c. Other toxic and/or Reactive emissions				
iii. <u>Solid Wastes</u> a. Hazardous Wastes b. Non-Hazardous Wastes				

* Please mention the base-line year and method of measurements

E. Please provide briefly (in about 3-page note) reasons for seeking this Award.

Give details of an Integrated Approach used for water technology and management including item wise investment and savings (if any). Describe reduction in water use, optimisation of water use and reuse and recycle of water. In each case, briefly describe application of known technologies in a novel way, process changes or systems changes, integrated water management initiatives, and development and application of new technology etc.

Briefly highlight data on water consumption for the last 3 years at site (Process water, Utility water, Make up water - Chilled water & Cooling water circuit, Non Process water, Amount of water reprocessed / recycled, Total water taken in at the site and Amount of waste water generated, etc. Briefly highlight specific consumption of water for major products for the last three years (m³ of water per ton of product) **and submit a Sankey Diagram covering all blocks from receipt to final use/ disposal.**

Highlight any problem areas faced regarding water and wastewater. This could include availability of water, quality of raw water available, cost of treatment etc. Also highlight technologies used for managing water requirement at your site.

Please elaborate solid waste disposal methods (incineration onsite / offsite, land fill, other uses, etc.).

Highlight measures for reduction of solid waste

Indicate value recovered from solid waste and recycle / reuse

ICC Award for Excellence in Energy Conservation and Management

Note: *This Award is for specific site performance.*

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- I. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- II. Year of Establishment.
- III. Capital & Financial Structure.
- IV. Range of principal manufacturing activities / engineering services.
- V. Location, Number of Employees & Organisation Structure.

B. Please send Nomination as per details given below:

Please tick (✓) appropriately

Category I : Companies having annual sales revenue above Rs. 750 crores :

Category II : Companies having annual sales revenue below Rs. 750 crores :

C. Reasons for Nomination /Application for the Award:

1. Please provide briefly (in about 3-page note) reasons for seeking this Award justifying and highlighting your specific contribution to Energy programme to merit this Award:
2. Briefly indicate energy indices eg. Specific Energy Consumption for last three years expressing MTOE (Million Tonnes of Oil Equivalent) and write-up of company's efforts to improve energy conservation.
 - I. Basic concept on the modified energy plan related to specific measures viz:
 - a. *Energy Conservation both at design stage and in operation*
 - b. *Benchmarking studies carried out*
 - c. *Innovative change over to total energy integration strategy*
 - d. *Use of non-conventional source of energy / application*

- e. *Techniques used for energy conservation e.g. Pinch Analysis, Modelling using software etc.*

- II. Effective reduction in energy consumption both in absolute terms of inputs for given unit of output & overall savings realised qualitatively and quantitatively.

- III. Greenhouse Gas inventorization and changes in last 2/3 years

- IV. Cost benefit ratio in terms of capital expenditure and savings realised related to pay-off period.

- V. Is energy conservation the result of any basic technology change in plant hardware or process innovation? If so, please provide details of such changes and their effectiveness.

- VI. If outside engineering services and/or supply sources were used, please furnish details and their contribution to the effort.

- VII. Any other relevant factors about this programme on which to assess the merit of your nomination for Award (if feasible please enclose photographic illustrations).

3. Please provide details of the Energy Management System in place.

ICC Award for Social Responsibility

Note: *This Award is for direct contribution and impact by the company and its employees.*

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- (i) Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- (ii) Year of Establishment.
- (iii) Capital & Financial Structure.
- (iv) Range of principal manufacturing activities/engineering services.
- (v) Location, Number of Employees & Organisation Structure.

B. Please send Nomination as per details given below:

Please tick (✓) appropriately

Category I : Companies having annual sales revenue above Rs. 750 crores :

Category II : Companies having annual sales revenue below Rs. 750 crores :

C. Reasons for Nomination/Application for Award:

Please provide briefly (in about 3-page note) reasons for seeking this Award highlighting and justifying your specific contribution for introduction of innovative and purposeful programmes as part of corporate objectives emphasising awareness of social responsibility of business to merit consideration for this Award.

Also please furnish additional data on the following:

- I. Please list specific programmes/ projects initiated in the social community around and beyond your enterprise zone giving brief details of each project, coverage, impact on the recipient, and the nature of management involvement including financial and service contribution. State yearly budgetary provisions for these programmes.
- II. Duration for which such projects are continuing, monitoring procedures, nature of community participation sought and encouraged for self reliance and local initiatives.

- III. Growth trends for generating new employment opportunities through development of ancillarisation, subsidiary work opportunities for women and handicapped at their place of living, providing facilities through workshop practice & training for development of skills/crafts to meet growing societal demand.
- IV. Have you developed any special programmes for generating creative entrepreneurship amongst your own employees to enable them to launch an enterprise as independent small-scale manufacturers?
- V. Programmes designed to improve quality of life of the community such as improving hygiene & medical care, providing educational aids in the form of reading materials, film shows, assisting family regulation & welfare programmes, advisory role in improving living environment, landscaping, promotion of aesthetic arts and scientific temper.
- VI. Specific programmes designed to improve awareness of community about corporate enterprise goals and strategies to meet any emerging situation developing within the plant and measures to meet such emergencies with their co-operation.
- VII. Promotion of some form of annual get-together with prominent community members through some form of fairs, melas / festival functions to discuss, disseminate and assess community perceptions about corporate functioning as a means of reviewing & innovating on strategies and projects.
- VIII. Any other factors of local importance relevant to consideration for the Award (Any photographic illustration enclosed supporting the projects will be appreciated).

INDIAN CHEMICAL COUNCIL

ICC Award for Excellence in Human Resource Management in the Chemical Industry

**Please note: This award is based on Company HR Policy and not site specific policy*

A. Corporate Profile:

Please give data about the Company with specific reference to the following:

- VI. Name and Status of Company viz. Private, Public Ltd., Joint Sector Company, Co-operative Sector etc.
- VII. Year of Establishment.
- VIII. Capital & Financial Structure.
- IX. Range of principal manufacturing activities / engineering services.
- X. Location and Organisation Structure.

B. Please send Nomination as per details given below:

Please tick (✓) appropriately

Category I : Companies having annual sales revenue above Rs. 750 crores :

Category II : Companies having annual sales revenue below Rs. 750 crores :

C. Applicant should submit detailed information covering following areas:

1. Basic Details –

a. Number of Employees:

Year 2015	Year 2016

i. Workmen on contract basis

Year 2015	Year 2016

ii. Permanent Employees:

- Skilled

Year 2015	Year 2016

- Unskilled

Year 2015	Year 2016

- Management Staff

Year 2015	Year 2016

- Senior Management
*Please note that senior management means Department Heads and above and key corporate office executives.

Year 2015	Year 2016

iii. Number of Employees working in HR department

- Less than 25 employees
- Between 25 to 50 employees
- More than 50 employees

iv. Number of female employees in the company:

Year 2015	Year 2016

b. Wages and salaries bill:

Annual Wage bill

- Less than 50 Crores
- Rs. 51 Crores to Rs. 100 Crores
- More than Rs. 100 Crores

c. Highlight Perks and other facilities given to the employees other than Salaries including PF, Pension, Gratuity, etc.

d. Whether there are any other facilities and benefits beyond Maternity Leave and those mandatory under Factories act?

e. Please explain the procedure for ensuring compliance to various laws such as Contract labour Act; Apprentice act; Factories act; EPF act; ESI Act and scheme; Minimum wages act; Payment of Bonus act; Payment of Gratuity act; Payment of wages act; Workmen's compensation act; Industrial disputes act; Maternity benefit act; Trade union act; Notification of vacancies act; Standing orders act

f. Are you insisting on service bonds? If yes, for what category?

g. Elaborate policy for ensuring protection of IPR related issues in case an employee resigns or is terminated from the service

h. HR Policy

- Do you have an HR Policy?
- If yes, when was it formulated and announced?
- How frequently is it revised?
 - Annually
 - Is it Permanent

iv. Elaborate how your HR Policy is unique

v. Please elaborate promotion and career planning Opportunities provided in your organisation

i. Source of Recruitment of Manpower:

- i. Outsourced/Headhunting
- ii. Campus Recruitment
- iii. Internal Source
- iv. Any Other Source

j. Elaborate Methodology of Selection Covering:

- i. Personality Tests
- ii. Physical Abilities
- iii. Background Checking
- iv. Employee Referral Programs
- v. Any other

k. How many employees were recruited during the last two years?

i. Skilled

Year 2015	Year 2016

ii. Unskilled

Year 2015	Year 2016

iii. Management Staff

Year 2015	Year 2016

iv. Senior Management

Year 2015	Year 2016

l. Educational Background of workmen on contract basis:

- i. ITI Trained
- ii. Undergraduate

m. Educational Background of permanent technical employees recruited:

- i. ITI Trained
- ii. Undergraduate
- iii. Post Graduate
- iv. PhDs

n. Do you have a job rotation policy? If yes, give details.

o. What is the practice of maintaining Leave Records of the Employees? Whether electronic or manual?

- p. How do you benchmark employees' performance? Please explain. Are you comparing it with the best companies in your line of business?
- q. Have you ever participated in any surveys carried out in India by Outside agencies like Business Magazines where employees rate which company/Employer they would prefer to work for? What were the findings pertaining to your company?
- r. How many employees have left the company during each of the last two years?

Year 2015	Year 2016

- s. Have you conducted Exit Interviews? Please elaborate.
- t. What are the main reasons given during the Exit Interviews:
- i. Better growth prospects
 - ii. Better monetary gains
 - iii. Personal
 - iv. Any other reasons

- u. Is there any practice of conducting employee satisfaction survey in your organization? If so, when was the last survey conducted? What are the findings of last survey?

2. Training of Staff

- a. Elaborate Company's Policy to identify training need pertaining to Job Profile
- b. How many training sessions were arranged during the last two years; please indicate category wise?
- i. Technical Staff
 - ii. Non-Technical Staff
 - iii. Skilled
 - iv. Unskilled
 - v. Management Staff
 - vi. Senior Management
- c. Do you have in-house training centre?
- d. Do you depute employees for external training or conduct in-house training using external expert trainers?
- e. If yes, then how many employees were deputed for such external training during the last two years?

Year 2015	Year 2016

- f. How many employees were deputed for overseas training during the last two years?
- g. Do you have in place elaborate policies for employees undergoing long duration training/ courses? If yes, specify the period.
- h. How many Drivers' trainings for transportation of hazardous cargo are arranged with specialised Associations like ICC? Specify the percentage of drivers trained.
- i. Are you conducting Behavioural Safety Training?
- j. If yes, what is the frequency of training?

3. Health & Family Welfare

a. Medical facilities at site

- i. Do you have any Medical Centre in your company
- ii. Procedure of Medical check-up before joining and during service in the company and the elements that are checked : (Tick mark appropriately)

- Blood Pressure
- Diabetes
- Eye Sight
- Obesity
- Chest
- Asthma
- Skin Allergies
- Possibility/ Risk of Epilepsy Disorder
- Major Surgeries in the past
- Any other element

- iii. Have you defined occupational health index? If so, provide details and last three years' trends.
- iv. Frequency of Medical check-up in your company
- v. Whether the medical reports are shared with the employees?
- vi. Has any employee been removed from service on medical grounds?

- b. What facilities are provided for rest and recouping during working hours?
- c. Please specify details of Accident Insurance for employees
- d. Please provide details of compensation provided to the employee under the Workmen's Compensation Act, if any.
- e. Whether your company encourages employees to participate in team sports and tournaments? (own teams in large companies)
- f. Is there a complementary fitness centre in the company for employees?
- g. Is there any subsidised canteen facility for employees in your company?
- h. Whether any committee has been set up for investigation of sexual harassment?
- i. Family Welfare Schemes
 - i. Details of Medical insurance for family
 - ii. Residential Quarters
 - iii. Education of children (Running schools, Bus Facilities for Children)
 - iv. Cultural & Social get together programs for various age groups of employees and their families like annual sports
 - v. Whether there is any crèche facility in the company?

4. Compensation

a. For workmen on contract basis:

- i. Please highlight the frequency of payment to workmen on contract basis:
 - Daily
 - Weekly
 - Fortnightly
 - Monthly
- ii. Please highlight the mode of payment of Salary to workmen on contract basis
 - Cheque
 - Cash
 - RTGS

b. For management staff:

- i. How do you compensate your management staff
- ii. What percentage of Salary is fixed and what percentage is variable?

- c. Is your Salary package comparable with the companies operating in your area? Do you carry out any surveys on salaries and wages or participate in such surveys? Please state your experience.

5. Rewards & recognition

- a. Elaborate the rewards & recognition policy of the company
- b. Out of turn promotion
- c. Special Increment
- d. One time Awards
- e. Recognition in the public meeting
- f. Awards instituted by the company to recognise group achievement and team excellence. Please provide the details of such awards received by employees in last 3 yrs.
- g. Any other way

6. Have you done the following?

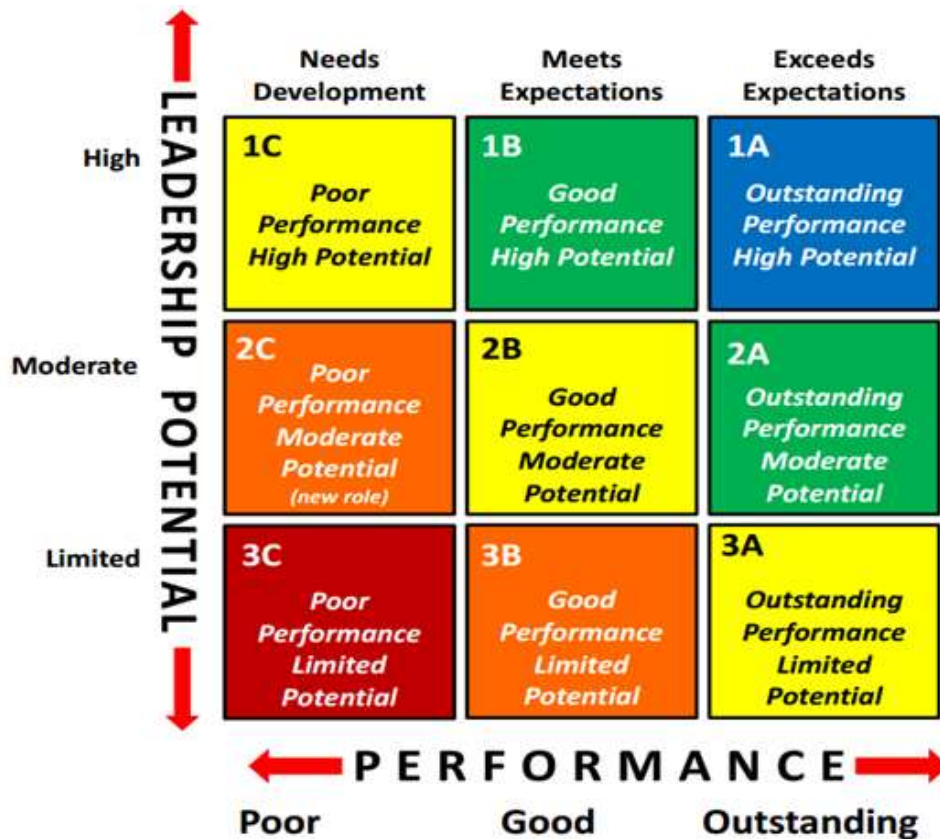
- a. Job Descriptions. Please provide details.
- b. Develop key result areas. Please provide details.
- c. Define key performance indicators and please elaborate the same.
- d. Have you carried out competency mapping of your management staff? Please provide details.
- e. Have you put your employees through assessment centres? Please elaborate.
- f. Please explain the process of preparing the "Employee Engagement Index" and its trends during the last 3 yrs. and how it contributes in achieving the company's targets in terms of sales growth, profit margin, etc.

7. Appraisal process

- a. Elaborate process of Appraisal of employees:
 - i. Self-Appraisal
 - ii. Appraisal by a company executive/manager/supervisor
 - iii. Cross Appraisal (by head of department interacting most)
- b. Is the report shared with the concerned employee?

8. Performance-Potential Box Grid

- a. Have you developed a box grid for your senior management staff? – after appraisal



- *Performance – technical skills, abilities, and subject matter knowledge in job related fields, ability to develop and maintain working relationships*
 - *Potential – the ability or capacity for growth and development into a leadership role*
- When was the 9 by 9 performance-potential Box Grid used in your company?
 - Please elaborate the key results/findings from the exercise that was carried out.
 - Did your company implement the findings for developing promotional policy? Please elaborate.
 - Did the findings help your company in developing succession plan? Please elaborate.

9. Unionised manpower

- Do you have a Union? If so, give the details.
- Please provide the history of last three settlements.
- What is your promotional policy in respect of unionized employees?
- How do you motivate your unionised staff?

10. Employees' Growth

Please highlight case studies of employees' growth pertaining to the three categories:

- Unionized staff
- Middle management staff

c. Senior Management Staff

11. Corporate Social Responsibility (CSR)

- a. Please give details of CSR Policy in your company
- b. Highlight whether CSR is outsourced or in-house
- c. Activities covered under CSR in your company

12. Please elaborate in 25 lines how HR Policy contributes in achieving overall company's objective.