

Annexure

ANNEXURE - I

MANAGEMENT SCHEDULE**I) BRIEF ACCOUNT OF THE ORGANIZATION:**

Industry: Incorporation, Objectives, nature of activity and financial structure-(initial to present)

Organisation: Departmentalization of functions, viz., production, finance, marketing, materials, R&D, personnel, HRD, etc., and organization chart;

Man power particulars: Total number of employees-category wise: managerial / supervisory / workers; skilled /unskilled; permanent / temporary / casual/Badali/contract, etc.

II) HUMAN RESOURCE MANAGEMENT:

Procurement of man power: Human Resource Management philosophy and policy; Human Resource Management-structure and functions;

Man power planning: Procedure for determination of man power requirements. Job analysis Job description; Job specification; *Three case studies on each aspect, about Executives, Supervisors and shop floor workers basing on recorded data and interviews:*

Recruitment: Recruitment policy, procedure and practices; Manpower sources of the organization; implementation of reservation policy for various categories (collect statistics for the last year); Administration of the employment exchanges (compulsory notification of vacancies) Act 1959 and Advertisement.

Selection Procedure: Design of application blanks; constitution of selection committee, administration of tests: Aptitudes, trade, etc.

Interviews Appointment order placement, Induction: procedure and content probation (*Study and above aspects in detail and analyze the policy, procedure and practices*)

III) HUMAN RESOURCE DEVELOPMENT

Human resource Development policy, Structure and Functions of H.R.D or Training and Development Department, Methods for the assessment of training needs Organisation and implementation of training programmes for - Individual development, Group development and Organisation development. Training methods used in the organization Procedure for evaluation of training programmes effectiveness. Administration of the Apprenticeship Act 1961 and Rules, Problems. *Statistics on various training programmes conducted by the organization for different categories of employees for the last five years.*

Performance Appraisal

Study of performance appraisal forms for Managerial and non-managerial employees. Administration and Problems of Performance appraisals. Uses of performance appraisal, Employee career planning and Development. Promotions and Transfers; policies and Procedures. Number of promotions and Transfers during last year in Management and non-Managerial categories.

IV) WAGE AND SALARY ADMINISTRATION

Methods of job classification used in the organization to determine the worth of job. Wage determination factors of the organization; Present wage structure of the organisation. Wage and salary components Policy and procedure of D.A. fixation Payment methods and deductions.

Increments :Administrational and problems

Wage Incentive Norms:Statistics for last five year about Incentive Programmes.

Bonus :Calculation of Bonus under the payment of Bonus Act 1965 (Analyze the trend for the last five years). Study and analyze the relevant agreements/memorandum of settlements/awards/wage board recommendations.

V) EMPLOYEE WELFRE AND SOCIAL SECURITY

Welfare policy and administration.Administration of Welfare Provisions under the Factories Act 1984. Non-Statutory Welfare Facilities; viz. Medical, Hosing, Co-operatives, Educational, Recreation, etc. social Security measures administration, viz., employees Provident Fund, Gratuity, ESI, Maternity benefit, etc. welfare Officer Role in the Organisation. Safety: Safety Policy of the Organization, causes of Accidents, Safety Programme, Role of Safety Officer in the Organisation.

Absenteeism, Turnover and Late Coming :Company Policy and Procedure; Definition, Calculation and extent; Causes, Affects and Measures to tackle them; **Study of three cases in each of the three (Collect statistics of the last one year, category wise, month-wise, etc.)**

Leave and Holiday Administration: Administration of attendance; shifts management; working hours and overtime

Communication: Study and analyse the communication policy and media of the Organisation.

VI) INDUSTRIAL RELATION

Discipline: Discipline policy of the organization; Administration of the Employment (standing orders) act 1996; study the standing orders of the organization; procedure in tackling breach of discipline; nature and conduct of misconduct's in the organization (**Collect statistics for the last ten years**); **study three cases of Indiscipline and analyse the procedure** co-operation consolation : constitution and functioning of joint management committee: work committee safety committee: canteen management ; welfare committee; production committee; other committee, if any; Role of Human Resource management Department in Co-operation and consultation;

Grievance Redressal: Grievance redressal procedure; Nature of Grievance: Cause-wise analysis of grievance for one year; Role of Human Resource Management Department in redressing the Grievance; Study the three grievances cases of different;

Trade Unions: Number of unions in the organization and their affiliation ; Union Recognition procedure and problems; study trade union activities.

Collective Bargaining: Study the collective bargaining procedure in the Organisation Role of HRM Department in collective Bargaining process. **Study the character of demands and compare with settlement.**

Industrial Disputes: Study the disputes settlement procedure in the Organisation. Discuss with the officials about the effect of conciliation, arbitration and adjudication in settlement of disputes **A case study of Major strike/or Lockout.**

ANNEXURE-II : QUESTIONNAIRE**HUMAN RESOURCE MANAGEMENT IN NATCO PHARMA Ltd,
HYDERABAD, ANDHRA PRADESH, INDIA**

Researcher
V.SRINIVASA PRASAD

Research Director
Dr. NAGARAJU BATTU

SOCIO - ECONOMIC INFORMATION

1. Name of the NATCO Unit : HEAD OFFICE / KOTHUR / MEKAGUDA /
SANATH NAGAR / NAGARJUNA SAGAR.
2. Department :
3. Designation :
4. Date of Joining :
5. Age / Date of Birth :
6. Experience :
7. Gender : Male / Female
8. Marital Status : Married / Unmarried
9. State of Domicile : Andhra Pradesh / Other than A.P.
10. Religion : Hindu / Christian / Muslim / Others
11. Category : OC / BC / SC / ST
12. Mother Tongue : Telugu / Hindi / Others (Specify)
13. Native Place : Rural / Urban
14. Education : SSC / Inter, PUC, Polytechnic / Degree,
BE, B.Pharmacy / Post Graduate / Ph.D

EMPLOYMENT

(Please read the following statements carefully and tick (✓) the answer appropriately)
SD - Strongly Disagree; **DA** - Disagree; **N** - Neutral; **A** - Agree; **SA** - Strongly Agree;

Employment		SD	DA	N	A	SA
1	Manpower planning is systematic (Qualitatively and Quantitatively)					
2	Our company follows a fair and transparent recruitment policy					
3	Our company uses standard and valid devices in selecting people.					
4	Merit is the top priority in the selection process					
5	I choose this organization because of its professionalism and for my career development					
6	The interview panel is well designed					
7	The content duration and manner of inducing the new employee is very good in this organization					
8	The selected candidates are placed in the right department at the right time					

Human Resource Development		SD	DA	N	A	SA
9	Induction training is given adequate importance					
10	Identification of training needs is done in a systematic basis					
11	The technical skills of our employees are constantly upgraded through training programmes					
12	The organization measures the return on investment in training					
13	The managers are provided training on the knowledge and skills required for conducting effective performance appraisal					
14	The performance appraisal system in this company is fair and transparent					
15	The appraisal parameters well thought out and relevant					
16	The individuals performance is appraised periodically					
17	Action plans are prepared to improve their performance					
18	Organization takes an effort to discover one's potential for higher responsibilities in the appraisal process					
19	Promotions are based on employees capabilities to handle higher positions and responsibilities					
20	Feedback is provided to the individuals whose potential was assessed to discover their strengths and weaknesses					
21	The employees and organization have better prospectus for growth					

(Please read the following statements carefully and tick (✓) the answer appropriately)

P - Poor; A - Average; G - Good; VG - Very Good; E - Excellent;

Employee compensation and maintenance		P	A	G	VG	E
22	Payment of wages / salaries					
23	Payment of Bonus / perks					
24	Health Measures					
25	Safety Measures					
26	Washing Facilities					
27	Storing & Dry clothing					
28	Sitting					
29	First Aid Boxes					
30	Ambulance					
31	Canteen and Lunch Rooms					
32	Shelters, Rest Rooms and Recreation					
33	Creches					
34	Housing					
35	Transport					
36	Education					
37	Co-operative Credit					
38	Leave Travel Concession					
39	Maternity benefits					
40	Medical benefits and Sickness benefits					
41	Provident Fund					
42	Gratuity					
43	Family pension					
44	Employee Deposit Linked Insurance					

Human Relations		SD	DA	N	A	SA
45	Communication system at upwards as well as downwards is good					
46	Trade unions met the expectations of its members					
47	You are aware of company rules and regulations relating to discipline					
48	Employees are aware of grievance procedure					
49	Employee participation in decision making					
50	Collective bargaining is taking place					
51	Unions co-operation is there for higher productivity					
52	Human relations are good in NATCO Pharma					

Thank you



ANNEXURE - III

HUMAN RESOURCES DIVISION IN COMPANY TRAINING PROGRAMME : EVALUATION

(This feedback is a part of our effort to improve the quality of our programmes. Please think through the entire programme and give answers to all the questions in the form)

Name: (Optional)

PROGRAMME TITLE: _____ PROGRAMME DATES: _____

1. Overall Evaluation**1.1 What is your overall assessment of the programme?**

Excellent [] Very Good [] Good []
Fair [] Unsatisfactory []

Please give the quality comments.

1.2 Please mention two or three ideas / changes / developments which you would like to implement in your job when you get back after this programme.**2. Content****2.1 Were the subjects covered relevant to your needs and interests?**

Extremely Relevant [] Very Relevant []
Fairly Relevant [] Not to Relevant []
Not at all Relevant []

2.2 How well was the programme content logically sequenced?

Extremely Relevant [] Very Relevant []
Fairly Relevant [] Not to Relevant []
Not at all Relevant []

2.3 How do you rate the programme length?

Just right [] Too short []
Too long []

2.4 Which topics did you find most useful / valuable? And why?**2.5 Which topics did you find the least valuable / useful? And why?**

**EXTERNAL TRAINING PROGRAMME /
SEMINAR - EVALUATION FORM**

(To be completed and sent to HR & OD within three days of returning from the programme)

I. General information

1. Name of the participant : _____
 Designation : _____
 Division / Department : _____
 Company : _____

2. Name of the programme : _____
 Date (s) : _____
 Organized by : _____
 Venue : _____

II. Course Evaluation

1. How would you rate the programme on an overall basis:
 Excellent [] Good []
 Fair [] Unsatisfactory []

Reasons for rating the program 'Excellent' or 'unsatisfactory'

2. Specify sessions / topics which were very well presented and sessions / topics which were poorly presented:

a) Very well presented

Topic	Name of the Faculty

b) Poorly presented

Topic	Name of the Faculty

NATCO PHARMA LIMITED
PERFORMANCE APPRAISAL & COUNSELING
(FORM FOR TRAINEES)
 Performance Review Period



[to]

At the end of Training Period

Name : Qualification : Institute : Function : Dt. of Joining :	Division / Dept. : Location : Immd Superior's Name: & Designation :					
SECTION A: IMPORTANT ASSIGNMENTS/WORK/PROJECTS (Please fill in details in consultation with the Trainee) (Appraisers are advised to Circle the Appropriate number in Rating Column)		Out- standing (5)	Very Good (4)	Good (3)	Accep- table (2)	Unsatis- factory (1)
1.		5	4	3	2	1
2.		5	4	3	2	1
3.		5	4	3	2	1
4.		5	4	3	2	1
5.		5	4	3	2	1
6.		5	4	3	2	1
SECTION - B : TRAITS						
1. Ability to translate concepts into application (Making Things Happen)		5	4	3	2	1
2. Application of basic technical principles to problems		5	4	3	2	1
3. Thoroughness at work and attention to details		5	4	3	2	1
4. Analytical ability		5	4	3	2	1
5. Result-oriented		5	4	3	2	1
6. Innovativeness & creativity		5	4	3	2	1
7. Sense of responsibility & dependability		5	4	3	2	1
8. Influencing ability & leadership qualities		5	4	3	2	1
9. Business / Commercial acumen		5	4	3	2	1
10. Oral communication skills		5	4	3	2	1

11. Written communication skills	5	4	3	2	1
12. Openness to learning					
SECTION C: OVERALL RATING	Out-standing (5)	Very Good (4)	Good (3)	Acceptable (2)	Unsatisfactory (1)
SECTION - D: MAJOR STRENGTHS					
SECTION - E: AREAS FOR IMPROVEMENT					
SECTION - F: COMMENTS - TRAINEE					
SECTION - G: DECISION : (Trainees to be regularized/terminated/retained on training at the end of the training period)					
Proposed designation :					
Location of posting :					
Functional area :					
Immediate Superior :					
SECTION - H: OBSERVATIONS OF HR: About the trainee attendance and other behavioral aspects)					
	Trainee	Immd Superior	Div/Dept Head	GM-HR / Unit Head	
Name					
Signature					
Date					



NATCO PHARMA LIMITED

ANNUAL EMPLOYEE APPRAISAL

Name : _____ Period of Appraisal from : _____ to _____

Emp. Code : _____ Academic Qualification : _____

Designation & Grade : _____ Date of Joining : _____

Dept : _____ In present position since : _____

Division : _____ In NATCO : _____

Location : _____ Outside NATCO : _____

PURPOSE

1. To provide feedback to the appraisee and thereby, help him to improve the performance and Competencies.
2. To serve as an input for remuneration and reward decisions

GUIDELINES FOR FILLING THIS FORM

1. Please assess the appraisee in relation to the requirements of his present position only.
2. Your rating should be as objective as possible. Please do not let personal prejudices influence your appraisal.
3. Please assess the appraisee on his performance during the entire appraisal period, and not upon isolated incidents.
4. Consider each performance dimension independently, uninfluenced by the rating you give to other factors.
5. Please record all responses only in handwriting in ink.

HINTS FOR IMPROVING YOUR APPRAISAL PRACTICE

1. Before filing this form, schedule a private meeting with the appraisee in order to discuss his performance with him.
2. Put the appraisee at ease and allow him to outline his performance. Listen attentively. Do not respond hurriedly. When you finally respond, mention what you agree or disagree with him and why
3. If the appraisee's performance is below the standards, first explore the reasons. Do not prejudge.
4. Be supportive. Emphasize improve~ /nt planning and mutual problem-solving. Remember: Your purpose is to get the appraisee to improve his performance - and not merely to judge it.
5. Focus only on those weaknesses that the appraisee can do something about, that you can prove by actual examples and that you can help to overcome.
6. Discuss the appraisee's development needs and prepare a development plan for him for the year.
7. For the next appraisal period April _____ March _____
 - a. Set clear, specific, realistic, meaningful and measurable objectives for your subordinates. They must know what they are accountable for.
 - b. Involve your subordinates in both goal setting and performance planning. This will ensure commitment.
 - c. Monitor performance and give feedback at regular intervals throughout the year. Do not overlook any good points. Try to give as much credit as criticism.
 - d. Maintain an " Incidents book" in which you record your observations about your subordinates performance - both satisfactory and unsatisfactory throughout the year.
 - e. Carefully foster a climate of mutual respect and openness.
Mutually implies good communication.
 - f. Rating Scale:

The Scale on which the performance to be appraised is explained below :-

- Excellent / Outstanding** : Performance is of exceptionally high standards. In significant areas performance exceeds expectations.
- Good** : Performance consistently meets expected standards.
- Fair to Average** : Performance meets normal expectations. Carries out routine jobs as scheduled.
- Unsatisfactory/Below Average:** Does not meet minimum or basic expectations of the job.

PART - A : SELF APPRAISAL

1. Please list briefly your major achievements at work during the review period.

- a. _____

- b. _____

- c. _____

- d. _____

2. List factors which may have positively contributed / facilitated your performance during the year.

- a. _____

- b. _____

3. List factors which may impeded / constrained your achievements / performance during the year

- a. _____

4. What do you perceive as your immediate development/learning needs? List job related training programmes that you would like to undergo.

- a. _____

- b. _____

- c. _____

5. Briefly describe any outstanding contribution made by you which you feel proud about

PART – B: APPRAISAL BY SUPERIORS

RATER				<p>This appraisal will become an important part of the appraisee's record. You are, therefore requested to give it as much attention and care as you would like from those appraising you:</p> <p>Please indicate your appraisal by ticking in the appropriate column. In case any of the dimensions are not applicable. Please write not applicable.</p>	RATER				
UNSATISFACTORY (or Below Average)	FAIR (Or Average)	GOOD (Or Superior)	OUTSTANDING (Or Excellent)		UNSATISFACTORY (or Below Average)	FAIR (Or Average)	GOOD (Or Superior)	OUTSTANDING (Or Excellent)	
1	2	3	4		1	2	3	4	
				PERFORMANCE DIMENSIONS					
				1. Work Output: Volume of work as compared to departmental Standards: consistency and regularity of output.					
				2. Quality of Work: Thoroughness, accuracy, timeliness and excellence of work.					
				3. Job Knowledge/Skills: Understanding the job in all its complexities. Demonstrated technical professional expertise, awareness of latest developments in functional discipline. familiarity with systems. policies and procedures. Ability to learn new aspects and keep abreast of the latest changes in his functional areas and authorities.					
				4. Attendance & Punctuality: Punctuality, Productive utilisation of working hours.					
				5. Human Relations: Ability to get along well with people and to maintain harmonious relations. sensitivity and sympathy to other's ideas.					
				6. Positive Attitude: Being receptive and enthusiastic in one's outlook .:					
				7. Reliability under Pressure: Ability to remain unflustered by work pressure or crisis.					
				8. Appreciation / Conformity to Company's Policies : Attitude and commitment towards Company Policies and Programmes.					
				9. Housekeeping and safety: Awareness and commitment to Safety and good house keeping practices					
				10. Communication Skills: Clarity and precision of verbal and written communications; readiness to share relevant information with appropriate person, willingness to listen to others view points.					
				11. Planning and organizing skills: Demonstrated ability to visualise all aspects of a job, anticipate eventualities, mobilize people and resources, and ensure coordinate work.					
				12. Creativity and Initiative: Improvement - Orientation; demonstrated ability to think of new approaches to job-related problems; readiness to initiate action voluntarily.					
				13. Development of Subordinates (or team-members) : Ability to identify their strengths, weakness and development needs, training them for improving their Performance in the present jobs as well as to adapt themselves to changing organizational needs.					
				14. Leadership and Motivation at Skills: Demonstrated ability to assume responsibility, set directions and inspire team-members to produce exceptional results. Basic desire and energy to get things done to attain goals.					
				15. Analytical and Problem Solving Skills: Ability to analyse complex problems by bringing into force under disciplinary skills, evaluate alternatives and to take timely decisions.					
				16. Decision making: Demonstrated ability to analyse relevant information, think of and evaluate alternatives and arrive at timely and workable decisions.					
				17. Corporate responsibility: Contributing in areas other than his direct responsibility. Identity with the organisation Membership / Ownership.					
				18. Helicopter view: Sees each problem in totality, takes decisions/action in the interest of total organisation. Takes a world view of issues, lives and events.					
x1	x2	x3	x4			x1	x2	x3	x4
				For Official use only	a) Column wise total of tick marks.				
					b) Multiply by column weight				
					c) Weighted columnwise total				
					d) Overall weighted total (all columns)				
					e) Average index (Overall weighted total)				
				No. of Tick Marks					

13. What are the appraisee's strengths at work?

Rater	Reviewer
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

14. In which areas does the appraisee need to make improvements?

Rater	Reviewer
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

15. What type of training or development do you recommend for the appraisee?

You may also recommend technical / functional programmes & managerial competing improvement programmes.

Rater	Reviewer
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

	Rater	Reviewer
Name		
Designation		
Remarks		
Signature		

Comments of unit chief / office use

Signature of HR & OD - Head

Signature of unit Chief

Please return this completed form to : HRD & OD Department or Unit Personnel & Admin.Dept.