

PROMOTION POLICY FOR SUPERVISORS – P-42

1.0.0 INTRODUCTION

MFL is a result-oriented Organisation.

1.1.0 It is committed to train, develop and sustain its human resources and to integrate individual career aspirations with the fulfillment of company objectives.

1.2.0 To develop and sustain an organizational environment which will encourage employees' initiative, innovativeness and creativity.

2.0.0 POLICY OBJECTIVES

The Policy objectives are:

2.1.0 To integrate the growth opportunities of the supervisors with the fulfillment of the company's objectives.

2.2.0 To identify, train and develop competent personnel with the growth potential and to provide a conducive environment for high levels of performance.

2.3.0 To provide all Supervisors with equal opportunity in growth and career prospects.

2.4.0 To ensure continuity of management by systematic succession plans for supervisory positions.

2.5.0 To provide for supervisory competence and skills by internal / external recruitment wherever necessary.

3.0.0 SCOPE

3.1.0 This Promotion Policy shall cover all promotions of supervisory personnel in scales E0 thru E6. In other words, this Policy excludes promotions to supervisory positions to scales E7 and E8.

3.2.0 This Policy shall be effective from 01.01.2009 and will be applicable to employees on roll as on the date of approval by the Board of Directors. This Policy will be open ended without any expiry date and such amendments as may be required will be effected from time to time on need basis.

4.0.0 DEFINITIONS

- 4.1.0 "ELIGIBILITY" means fulfillment of norms such as qualification, length of service, performance appraisal as described in this policy.
- 4.2.0 "SUITABILITY" means and includes the potential of the supervisors for promotions to the relevant higher position, which will be assessed as prescribed in this policy.
- 4.3.0 "SALARY SCALE" means the current scales of E0 thru E6 and such other Supervisory scales that may be introduced and included in this policy from time to time.
- 4.4.0 "PROMOTION" means placement of an employee from current position to the next higher position.
- 4.5.0 "QUALIFYING PERIOD" means the number of years of minimum service prescribed as per clause 6.7.1.2.
- 4.6.0 "SCALE SLIDING" means upgradation of an employee from one scale to the next higher scale in the same position with suitable suffix.

5.0.0 CLASSIFICATIONS

Supervisory positions will be divided into three levels as follows:

Gr E-0	- Management / Graduate Engineer Trainee
Gr E-1 – E-2	- Junior Management
Gr E-3 – E-4	- Middle Management
Gr E-5 – E-6	- Senior Management

6.0.0 PROMOTION

6.1.0. Positioning of E0 will be thru direct recruitment of candidates with professional qualification(s) as Management / Graduate Engineer Trainees.

6.2.0. Internal candidates with professional qualification(s) will be permitted to compete with external candidates with age relaxation as per norms subject to fulfilling the other eligibility criteria prescribed for the same.

6.3.0. All promotions will be through personal interview by the duly constituted DPC.

6.4.0. Promotions within the level and from one level to the next will be vacancy based.

6.5.0. The revised number of posts in E1 to E6 level is furnished in **Attachment-I.**

Procedure to be followed for Promotions :

6.6.0. Promotions will be taken up as indicated below.

6.6.1. All Promotions will be carried out once a year during June every year.

6.6.2. Vacancies arising out of separation of employees during the previous calendar year and likely vacancies to be caused by expected retirement in the next year i.e. from Jan to Dec will be reckoned for arriving at the total vacancies in different Grades.

Process of Promotion will be commenced during May every year for positioning during June of every year. The employees who are eligible for promotion during the year of evaluation will be evaluated and positioned after the eligible date. The effective date of promotion for vacancy based promotions will be date of vacancy arises or date of eligibility whichever is later. Under exceptional circumstances, management may take up promotions any time during the year.

6.7.0. PROMOTION NORMS

Promotion norms shall consist of two parts:

- a. Eligibility Factors and
- b. Suitability Factors (Potential)

6.7.1. ELIGIBILITY FACTORS

To qualify for consideration for promotion from the current position to the next higher Position / Grade Sliding, the following are the eligibility factors:

- a. Qualification
- b. Length of Service
- c. Performance Appraisal

6.7.1.1. Qualification (Enclosed in attachment II)

Qualifications acquired in fake universities as declared by UGC will not be considered. As and when the list is amended by UGC, it will be implemented.

6.7.1.2 Length of Service

From (Position/ Grade)	To (Position/ Grade)	Professional	Non-Professional	Type of Promotion
E-0	E-1	1 Year	Not Applicable	Vacancy Based
E-1	E-2	5 Years	6 Years	
E-2	E-3	4 Years	5 Years	
E-3	E-4	3 Years	4 Years	
E-4	E-5	3 Years	4 Years *	
E-5	E-6	3 Years	Not Applicable	

* for the Existing MFL Employees

Note :-

1. Relaxation in promotion to SC/ST employees, where sufficient candidates are not available will be given as per GOI guidelines.
2. The number of years indicated above is only for eligibility for Promotion/ Grade Sliding purpose.
3. Employees stagnating in one level for want of vacancies in the next level will be considered for Grade Slidings. The effective date of slidings will be the date of eligibility.
4. Norms for number of years for Grade Slidings will be same as mentioned in clause 6.7.1.2.

5. Such of those employees will be considered for regularization as and when vacancy arises in the next level and their seniority will be regularized with effect from date of vacancy arises, but will have to compete with other eligible candidates.

6.7.1.3 Performance Appraisal

Should have obtained an average appraisal score of 24.0 during three years preceding the date of consideration for promotion and the performance appraisal score for the last assessed year should not be less than 8.0 (eight) for all positions. For SC/ST employees relaxation will be given as 7.0 (Seven) and total appraisal score of 21.

6.8.0 SUITABILITY FACTORS

All positions shall be filled in within the respective Group. However, if no suitable candidate is available within the Group in lower position, such positions shall be filled in by all MFL basis.

6.8.1 QUALIFICATIONS

Basis for allotment of marks for qualification shall be as detailed in **Attachment III**.

6.8.2 Allotment of Marks

The individual marks for the various promotion norms are as under:

Vacancies in positions	Qualification	Eligibility Factors		Suitability Factor	Total	Total Qualifying Marks	Total Qualifying Marks for SC/STs
		Length of Service	Performance Appraisal	Potential			
E2,E3&E4	20	25	30	25	100	60	55
E5 &E6	15	25	30	30	100	70	65

Basis for allotment of marks will be as follows :

6.8.3 Length of Service

3.0 (Three) marks for each year of completed service in the current position, 1.0 (One) mark for every completed year of service in previous Supervisory position and 0.5 (Half) mark for every year of completed service in other Supervisory positions in MFL will be given. However, the maximum marks shall be limited to 25 for promotions in respect of all levels. Prorata marks in fractions will be awarded reckoning completed months of service.

6.8.4 Potential / Suitability

The potential of the Supervisor shall be assessed by the Promotion Committee, the constitution of which for various positions is specified in 9.0.0 of this Policy. The Promotion Committee shall assess the candidate's potential as per the Managerial Ability Factors for which separate marks are assigned as detailed in **Attachment – IV**.

6.8.5 Scale Sliding

The objective of Scale Slidings are

- a) To motivate good performers through upgradation
- b) To provide relief from stagnation in the salary. SCALE SLIDING is not considered as a promotion from one Position to the next Higher Position

For the purpose of Scale Slidings, all supervisory employees shall be eligible for slidings to the next higher scale subject to the fulfilling the eligibility factors as prescribed in 6.7.1.

7.0.0. PROCEDURE FOR FILLING UP OF VACANCIES

7.1.0. Number of vacancies for promotion calculated as the total of existing vacancies with cut off date for eligibility on 31st December every year and likely vacancies to be caused by expected retirement in the next year, will be intimated by the concerned Group in which such vacancies arise, to P&A Group by first week of January.

7.2.0. Based on this, P&A Group shall prepare a list of eligible candidates for promotion based on personal data indicating name, employee number and the marks obtained for length of service and performance appraisal.

- 7.3.0. A list with the names of the candidates for positions E2 to E6 shall be prepared and forwarded to the Chairman of the Promotion Committee by the P & A Group. The Chairman of the Promotion Committee after receipt of the above list, shall call for a meeting of the Committee after receipt of the above list, shall call for a meeting of the Committee members and the Committee shall assess the potential marks based on interview and award marks to the candidates listed by the P&A Group. P&A Group will co-ordinate interview activities.
- 7.4.0 The Promotion Committee shall record the recommendations in the assessment sheet detailing the basis of award of marks to the eligible candidates. The Promotion Committee shall make the recommendations in the order of merit arrived at on the basis of total marks obtained by the candidates.
- 7.5.0 The recommendations of the Promotion Committee shall be concurred by the concerned Group head, P&A Group Head and forwarded by P&A Group in strict confidence to the Chairman & Managing Director thru the concerned Group Head for approval.
- 7.6.0 Under exceptional circumstances, management may take up promotions any time during the year.

8.0.0 ZONE OF CONSIDERATION

For promotion for all positions based on vacancy, the zone of consideration shall apply. The number of candidates considered for interview or considered for evaluation shall be 2 times the number of vacancies plus 4 and the extended zone of consideration for SC/ST candidates will be in line with GOI norms.

9.0.0 CONSTITUTION OF PROMOTION COMMITTEE

The constitution of Promotion Committee shall be as under:

9.1.0 For vacancies in E2 & E3 positions

- a) Chairman – Department Head where the vacancy occurs
- b) Representative from Personnel Department
- c) Nominee(s) of the concerned Group Head.
- d) SC/ST nominee as per statutory requirements

9.2.0 For vacancies in E4 & E5 positions**A. Other than P&A Group**

- i) Chairman – Group Head / Dept. Head / Functional Head where the vacancy arises
- ii) Representative from P&A Group
- iii) Two nominees of CMD from two Groups other than the one where the vacancy occurs.
- iv) SC/ST nominee as per statutory requirements

B. In P&A Group

- i) Chairman – Group Head / Dept. Head / Functional Head
- ii) Group Head - Plant
- iii) Two nominees of CMD from two Groups other than P&A.
- iv) SC/ST nominee as per statutory requirements

9.3.0 For vacancies in E6 positions

- i) Chairman – Group Head of the concerned Group where vacancy occurs
 - ii) Chairman's nominee – concerned Department Head
 - iii) Group Head – P&A
 - iv) Nominee of CMD – Group Head other than the one where the vacancy occurs *
 - v) SC/ST nominee as per statutory requirements
- * For P&A, two nominees of CMD from other Groups.

10.0.0 PROMOTIONAL INCREMENT

Where an employee is given Grade Sliding or promoted against a clear vacancy, the employee shall be given one increment in the lower scale and his pay shall be fixed in the corresponding stage of the higher scale with suitable fitment benefit. However, if an employee gets grade sliding before position, he/she will not be eligible for increment at the time of promotion.

11.0.0 GENERAL

- 11.1.0 To be eligible for consideration for vacancy based promotion or grade sliding under this policy, the following are the norms:
- 11.2.0 Employee should not be undergoing, at the time of consideration for promotion or scale sliding any punishment other than censure or warning for misconducts under the Company's Service Policy.
- 11.3.0 An employee who declines promotion or opts for reversion to the lower position shall not be considered for promotion for one year from the date of declining or reversion as the case may be.
- 11.4.0 He/She should not be incapable of shouldering higher responsibility on the ground of medical fitness which should be certified by a Committee of Medical expert before being disqualified for promotion.

11.5.0 An employee with adverse remarks in the Performance Appraisal and/or non-certification of `Integrity` in any of the years for the qualifying duration may not be considered for promotion for atleast two years from the date of such remark.

11.6.0 If circumstances warrant, the Chairman & Managing Director may, at his discretion, make exceptions to and authorize deviation from this policy.

11.7.0 SEALED COVER PROCEDURE

11.7.1 In respect of employees against whom disciplinary proceedings are initiated and decision is yet to be made on the culpability of the charges, such employees will be considered for promotion/grade sliding. However, no result would be announced till the conclusion of the disciplinary proceedings.

On conclusion,

- i) If the employee is awarded with any punishment, his promotion will be decided based on the punishment.
- ii) In case the employee is exonerated from the charges framed against him, the decision arrived at by the DPC will be released viz., in case DPC recommends for promotion, he will be promoted with effect from the date of approval of DPC recommendations.

11.7.2 In respect of employees against whom punishment is awarded

- i) In the case of punishment specifying a period during which the employee should undergo punishment, that employee will not be considered for promotion during the period of punishment even though he is eligible for promotion, for eg. Reduction of basic pay without cumulative effect for a specific period.
- ii) However, based on performance, recommended by Group Head concerned and approved by CMD, exceptions may be given to such employees.
- iii) If the punishment is implemented immediately on the award of punishment, for example, "reduction of basic pay with cumulative effect", but there is no mention about the period of punishment, such employees will be considered for promotion on completion of one year from the date of award of punishment.

11.8.0 **SENIORITY**

"Seniority" will be decided in the order listed below:

- a) Date of position
- b) Date of grade
- c) Date of supervisory level in MFL
- d) Date of joining in MFL
- e) Date of birth

11.9.0 The anomalies arising out of policies which were in vogue and this policy will be redressed by a committee consisting

of Group Heads and one nominee represented by employee forums.

11.10.0 Vacancies generated at E1 level would be filled up either through promotion from Grade V to E1 or by recruitment at E0 by maintaining a ratio of 60:40 for professional and non-professional.

12.0.0. RESERVATION FOR SC/ST

The GOI orders issued from time to time relating to reservations for SC/ST candidates will be observed in promotion.



ATTACHMENT-I

APPROVED MANPOWER DETAILS

POSITION	CMD'S OFF. & VIGILAN CE	P&A	F&A	MIS	M&D	DIR(T) OFF.	PRODN	MAINTN	MATLS MGMT	TECH & ENGG SERV	# MAINTN		
											MECH	ELEC	INST
E6		1	2	1	3					1			
E5		1	2	1	10		6	6	1	2			
E4		2	4	1	12		8	7	2	4			
E3													
E2	2	8	19	4	132		130	63 #	6	23	34	14	15
E1													
SECRETARIAL													
E3													
E2	2	2	1		3	2	1	1	1	1			
E1													
TOTAL	4	14	28	7	160	2	145	77	10	31			

Exact number of employees in E1 to E6 Level will be decided by the Group Head concerned every year without exceeding the Board approval. The Cadre Strength will be notified at the end of every year and to be displayed in the notice board with the consultation of the employees' forum.

ATTACHMENT-II (1 of 2)**LIST OF QUALIFICATIONS PRESCRIBED FOR
RECRUITMENT AND PROMOTIONS****A PLANT GROUP****PROFESSIONAL QUALIFICATIONS**

1. Doctorate in Engineering or equivalent in concerned field
2. M.S / M.Tech / Equivalent PG Degree in concerned field
3. B.E / B.Tech / AMIE / AMICHE / M.Sc (Chem) / M.Sc (Physics)
4. P.G.Diploma in Petrochemicals / Maintenance Management (of 2 years duration)
5. BOE (Boiler Operations Engineer)

OTHERS

6. Any Diploma in Engineering
7. Any Degree not mentioned above

B M&D GROUP**PROFESSIONAL QUALIFICATIONS**

1. Doctorate in Agriculture or Equivalent in concerned field
2. Post Graduation Degree in Agriculture / Marketing Management / MBA with specialization in Marketing Management
3. B.Sc (Agri)
4. M.Com – Banking & Insurance Management
5. PG Diploma in Management (with 2 years duration recognized by GOI or equivalent to MBA) with specialization in Marketing Management, Sales Management, Agriculture Marketing and Insurance Management, P.G. Degree in Quantitative Sciences **

OTHERS

6. Any Degree other than mentioned above

F&A Group qualification of both professional and others will be applicable for employees looking after financial functions in M&D Group.

** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry

C F&A GROUP and INTERNAL AUDIT**PROFESSIONAL QUALIFICATIONS**

- 1 Doctorate in Finance or equivalent in concerned field
- 2 CA / ICWA / MBA with Finance specialization
- 3 M.Com
- 4 B.Com with BL / LLB

OTHERS

- 5 Any Degree not mentioned above

D MIS**PROFESSIONAL QUALIFICATIONS**

- 1 M.E – CS / IT / MS – Computer Science specialization
- 2 B.E – CS / IT / ECE, MCA
- 3 M.Sc (Computer Science)

OTHERS

- 4 Any Degree not mentioned above

E P&A GROUP / CMD's OFFICE / VIGILANCE/ SECTL OFFICERS**PROFESSIONAL QUALIFICATIONS**

- 1 Doctorate in Personnel Management / Industrial Relations or equivalent in concerned field
- 2 PG Degree in Personnel Management / Industrial Relations / Public Administration / Labour Welfare / Labour Management / Social Work / Sociology / HRM / MBA with specialization in HRM
- 3 ML / BL / LLB
- 4 MBBS for Occupational Health Centre
- 5 M.A. Hindi for Official Language Section

OTHERS

- 4 Any Degree other than mentioned above

F CORPORATE SECRETARIATE SECTION**PROFESSIONAL QUALIFICATIONS**

- 1 ACS with graduation

OTHERS

- 2 Any other degree

ATTACHMENT - III (1 of 8)

**ELIGIBILITY FACTOR FOR PROMOTION – QUALIFICATION
(REFERS TO SECTION 6.8.4 OF POLICY)
ALLOTMENT OF MARKS FOR QUALIFICATION**

A. PLANT GROUP*

SL.NO	Qualifications	Vacancy in Front Line / Middle Level Supervisory Position E2, E3 & E4	Vacancy in Senior Level Supervisory Position E5	Vacancy in Senior Level Supervisory Position E6
MARKS				
1	Doctorate in Engg. Or equivalent in Concerned fields	20	15	15
2	M.S./M.Tech./ Equivalent PG Engineering degree in concerned fields.	18	13.5	13.5
3.	BE/B.Tech/AMIE/ AMI(Chem)E/PG Degree in Quantitative Science**	17	13	13
4.	PG Diploma in Petro Chemicals / Maintenance Management (2 Years)	16	12	12
5.	Graduate degree in Quantitative Science**/ Diploma in Engg.	15	11	@
6.	Any PG degree/Graduate degree other than mentioned above	14	10	@
	@ Not eligible ** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry			

B. M & D GROUP

SL.NO	Qualifications	Vacancy in Front Line / Middle Level Supervisory Position E2, E3 & E4	Vacancy in Senior Level Supervisory Position E5	Vacancy in Senior Level Supervisory Position E6
MARKS				
1.	Doctorate in Agriculture or equivalent in Concerned field	20	15	15
2.	PG Degree in Agriculture / Marketing Management / MBA Specialization in Marketing Management	18	13.5	13.5
3.	B.Sc.(Agri)	17	13	13
4.	PG Diploma in Marketing / Sales/ Agriculture Marketing & Insurance Mgt (2 Year Duration) / M.Com Banking & Insurance Management / PG Degree in Quantitative Science**	16	12	12
5.	Degree in Quantitative Science** / Botany / PG Degrees other than mentioned above	15	11	@
6.	Any graduate degree other than Mentioned above	14	10	@
	@ Not eligible ** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry			

C. FINANCE & ACCOUNTS GROUP and INTERNAL AUDIT

SL.NO	Qualifications	Vacancy in Front Line / Middle Level Supervisory Position E2, E3 & E4	Vacancy in Senior Level Supervisory Position E5	Vacancy in Senior Level Supervisory Position E6
MARKS				
1.	Doctorate in Finance or equivalent in Concerned field	20	15	15
2.	CA plus ICWA/MBA with Finance Specialisation	19	15	15
3.	CA or ICWA with graduate degree	18	13.5	13.5
4.	CA or ICWA without graduate degree	17	13	13
5.	M.Com/MBA with Finance Specialisation	16	12	12
6.	PG degree in Quantitative science**	16	12	@
7.	Degree in Commerce/BBA with Finance Specialisation/Degree in Quantitative Science**	15	11	@
8.	Any PG degree other than mentioned above	14	10	@
9.	Any Graduate degree other than mentioned above	12	9	@
SECRETARIAL SECTION				
10.	ACS with ICWA or CA	19	19	19
11.	ACS with graduation	18	18	18
12.	ACS without graduation	17	17	17
13.	MCS	16	12	@
14.	BCS	15	11	@
	@ Not eligible			
	** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry			

D. MANAGEMENT INFORMATION SERVICES

SL.NO	Qualifications	Vacancy in Front Line / Middle Level Supervisory Position E2, E3 & E4	Vacancy in Senior Level Supervisory Position E5	Vacancy in Senior Level Supervisory Position E6
MARKS				
1	Doctorate in Computer Science & Engineering/ Information Technology	20	15	15
2	M.E / M.Tech in Computer Science & Engineering / Information Technology/ MS – Computer Science Specialization	18	13.5	13.5
3.	B.E / B.Tech in Computer Science & Engineering / Information Technology/ ECE / MCA	17	13	13
4.	MBA Specialization in Systems / Information Technology / M.Sc – Computer Science / Information Technology	16	12	12
5.	B.Sc Computer Science / Information Technology / BCA / DCA / DCS (3 Year Duration)	15	11	@
6.	Any PG degree other than mentioned above	14	10	@
7.	Any Graduate degree other than mentioned above	12	9	@
	@ Not eligible ** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry			

E. P&A GROUP / DELHI OFFICE / CMD'S OFFICE / VIGILANCE

SL.NO	Qualifications	Vacancy in Front Line / Middle Level Supervisory Position E2, E3 & E4	Vacancy in Senior Level Supervisory Position E5	Vacancy in Senior Level Supervisory Position E6
MARKS				
1.	Doctorate in Personnel Management/ Industrial Relations or Equivalent in Concerned field	20	15	15
2.	PG degree in Personnel Management/ Industrial Relations/Public Administration/ Labour Welfare/ Social Work / Sociology/ HRM / MBA with HR Specialization / M L / MBBS / M.A (Hindi)	18	13.5	13.5
3.	Any P G Degree with BL / LLB	16	12	12
4.	Any Graduate Degree other than mentioned above	15	11	@
	@ Not eligible ** Quantitative Sciences include Mathematics, Statistics, Physics and Chemistry			

ALLOTMENT OF MARKS FOR QUALIFICATION

The degrees / Diplomas as detailed below will be given additional marks over and above marks noted above, if not already specified, subject to overall limit of 20 or 15 as the case may be.

Qualification	Group	Additional Marks	
		E2, E3 & E4	E5 & E6
MBA with specialization in related fields	All Groups	2	1.5
BL / LLB	P&A Secretarial Section (F&A)	2	1.5
BL / LLB	F&A M&D	1	0.75
BGL	P&A	1	0.75
BOE	Plant	1	0.75
M.Phil in related fields	All Groups	1	0.75
Diploma in related fields: (2 years Duration)		1.0	
(1 years Duration)		0.75	

Note : A Second Diploma will not qualify for additional mark. Those Getting marks for MBA qualification will not be eligible to get marks for diploma.

**ALLOTMENT OF MARKS FOR POTENTIAL
(REFERS TO SECTION 6.8.4 OF PROMOTION POLICY)**

MANAGERIAL ABILITY FACTORS

SL NO.	MANAGERIAL ABILITY FACTORS	VACANCY IN E2, E3 & E4		VACANCY IN E5 & E6	
		SUB. SCORE	MAX. SCORE	SUB. SCORE	MAX. SCORE
1	CONCEPTUAL				
A	Ability to take a perspective view of the business functions of the Group / Department / Company	2.5		3.0	
B	Ability to look for better methods / techniques, conceive new ideas and determine innovative solution	2.5	5.0	3.0	6.0
2	ANALYTICAL				
A	Ability to anticipate problems and take necessary action to meet the situation	2.0		2.0	
B	Capacity to analyze / breakdown or reformulate an apparently complicated problem into workable terms and select a sound and imaginative solution	2.0	4.0	2.0	4.0
3	LEADERSHIP				
A	Ability to guide, counsel, motivate personnel on a continual basis	1.0		1.5	
B	Positive utilization of personnel, ability to integrate personnel into teams towards higher levels of performance	1.0		1.5	
C	Ability to promote positive discipline in the team	1.0		1.5	
D	Openness to new ideas	1.0	4	1.5	6.0
4	TIME MANAGEMENT				
A	Effective utilization of resources with regard to cost and time	1.0		1.0	
B	Prioritization of issues / timely completion of assigned tasks	1.0	2.0	1.0	2.0

SL NO.	MANAGERIAL ABILITY FACTORS	VACANCY IN E2, E3 & E4		VACANCY IN E5 & E6	
		SUB. SCORE	MAX. SCORE	SUB. SCORE	MAX. SCORE
5	COMMUNICATION				
A	Clarity of thought and effective oral communication	1.0		1.0	
B	Clarity of thought in effective communication in the written media	1.0		1.0	
C	Sharing of relevant information as necessary for teamwork & promoting a greater understanding of the overall task	1.0	3.0	1.0	3.0
6	DECISION MAKING				
A	Ability to formulate alternatives, substantiated by data, logic, rationale and assessment of possible impact within the Department / Section & externally	1.0		1.5	
B	Ability to present problems and solutions to superiors, peers and subordinates and external agencies if involved	1.0		1.5	
C	Seeing through implementation with appropriate feedback and course corrections to all concerned	2.0	4.0	2.0	5.0
7	SELF DISCIPLINE				
A	Observance of Company Policies, Procedures and Objectives in letter and spirit	1.0		1.0	
B	Demonstrated Commitment to Company interests over personal interests	1.0		1.5	
C	Setting an example to subordinates and peers in matters of self-discipline and good Corporate citizenship	1.0	3.0	1.5	4.0
	TOTAL		25.0		30.0