LODHA
BUILDING A BETTER LIFE

# Performance Review Form (FY 2018-19) for Gauri Kulkarni

## Employee Information

| | | | |
|---|---|---|---|
| First Name | Gauri | Last Name | Kulkarni |
| Designation | Associate General Manager - Architecture | Cell | Architecture |
| Reviewer | Ajay Gandhewar | Department | Design |
| Location | Corporate Office | | |

## Performance Review Cycle

## 1st April 2018 - 31st March 2019

## KRAs (100.0%)

This section is for evaluating performance on KRAs of an Associate. The ratings given and the percentage weight for each KRA, will determine the Final Rating.

1.1 Demonstrate proper knowledge of Bylaws , statutory requirements, local/national codes and ensuring design deliverable's are compliant at all stages with these requirements in addition to compliance with company Policies/Process/Specifications

15.0% of total score

Not Started

"Qualitative Assessment- Design Compliance to Management Goals at each stage (Manager Assessment)
"

### Associate's Rating

Exceeds Expectations

### Reviewer's Comments

She has been effectively coordinating the Prime square new typology with all the internal & external stakeholders.
Her meticulousness has been appreciated by me and the consultants too.
Most of the deliveries are on time with few deliveries delayed from the Squeezed DDS timelines.

### Associate's Comments

I always make sure that all my design feedback goes to the Consultants after co-ordinating with our Liaison team by understanding the rules & discussing how certain important design aspects can be still be retained.The enclosed balcony lines were retained in Lakefront project(Prime Square) as the change in column profiles would have hampered the room spaces.
I also go through our design policies & make sure the guidelines are understood by the consultants at the concept stage by conducting Design Co-ordination meetings.The drawings are also reviewed continuously during co-ordination stage to check if there is any major variation/deviation.
The process of continuous review with the Liaison team , study of the guide lines set by our organization & regular discussions with the Design Consultants (Arch,MEP,Struc) help me deliver the design as intended by the Consultant but also complies to various other stake holders.

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## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Demonstrate proper knowledge of Bylaws , statutory requirements, local/national codes and ensuring design deliverable's are compliant at all stages with these requirements in addition to compliance with company Policies/Process/Specifications | Unit of Measures (KPI) | "Qualitative Assessment- Design Compliance to Management Goals at each stage (Manager Assessment) " |
| Start Date | 07/01/2018 | Due Date | 08/31/2018 |
| % Complete | 0.0% | Weightage | 15.0% |
| Status | Not Started | | |

1.2 Stake holder management.
1.Proactive Management and Effective Coordination with external consultants. In case of international consultants/partners ensuring that work processes are managed effectively to help them deliver to our requirements
2. Lakeshore Greens- Sector 3 Customer care queries, site civil & finishing issues. The project is complete design wise. Post construction issues on going.
3.Model Area co-ordination & completion- Lakefront & overall model of Sector 3,4,5,6 & 7

15.0% of total score

On Track

Quality
Annual feedback from Stake holders

**Associate's Rating**



Exceeds Expectations

**Reviewer's Comments**

She has developed as an effective Manager for the proper and on time delivery from the consultants.
Her effort at understanding the requirements and isolating the stage wise work as per priority is giving the desired results.

**Associate's Comments**

I feel if we know our requirements well then the task of conveying it to the stakeholders for getting our deliverable is simpler.
Understanding of the project brief, sharing the data required to the design consultants like the population, category of people to be catered to, expected entry points, comparative of the ticket sizes & hence the apartment areas of the similar sized/category units of the projects within or outside Palava. All the above mentioned data is quickly & specifically shared with the Consultants in order to achieve the required product. During the Concept design stage of Lodha Crown & Lodha Trinity all the data was provided to the consultants & also area comparatives of Exotica & Belmondo were studied.
During the execution stage of LSG buildings various civil & finishing issues were resolved.
Model for the whole Palava Phase 2 at Sales office is also being executed by co-ordination with GAC (Singapore)

## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Stake holder management.<br>1.Proactive Management and Effective Coordination with external consultants. In case of international consultants/partners ensuring that work processes are managed effectively to help them deliver to our requirements<br>2. Lakeshore Greens- Sector 3 Customer care queries, site civil & finishing issues. The project is complete design wise. Post construction issues on going.<br>3.Model Area co-ordination & | Unit of Measures (KPI) | Quality<br>Annual feedback from Stake holders |

| | | | |
|---|---|---|---|
| | completion- Lakefront & overall model of Sector 3,4,5,6 & 7 | | |
| Start Date | 04/01/2018 | Due Date | 04/01/2019 |
| % Complete | 100.0% | Weightage | 15.0% |
| Status | On Track | | |

## 1.3 Suggested Business KRA: Project milestone achievement

30.0% of total score

Not Started

Time taken to deliver the drawings to CM ( planned vs actual-Target 90% on time delivery)

### Associate's Rating



Meets Expectations

### Reviewer's Comments

Had struggled with the deliveries during the crown & trinity buildings, post her short sabbatical she has returned with a renewed resolve to get the project deliveries on time and error free.

### Associate's Comments

At our end we give our best to get the dwgs released at site on time. We make sure that the correctness of the dwg is maintained & not affected.
For issuing the electrical dwg for the ground floor of Lodha Crown we had prepared dwg in house & issued it on site to not miss out on the deliverable date.
The typical floor dwgs for the Aluminium shuttering for Lodha Crown were also co-ordinated with structural team by taking feedback from the Design Consultants to not miss out on S-Form delivery date.

## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Suggested Business KRA: Project milestone achievement | Unit of Measures (KPI) | Time taken to deliver the drawings to CM ( planned vs actual-Target 90% on time delivery) |
| Start Date | 04/01/2018 | Due Date | 03/31/2019 |
| % Complete | 0.0% | Weightage | 30.0% |
| Status | Not Started | | |

## 1.4 Suggested Business KRA: Improvement in customer satisfaction

10.0% of total score

Not Started

-CSAT Department Score Target:4
-CSAT on quality of design /Innovation

### Associate's Rating



Exceeds Expectations

### Reviewer's Comments

Has been able to convince few of the difficult customers on her own.
The delivery of lake shore buildings is a good precedent for Palava in terms of customer feedback on buildings and Infra development and the lifestyle it provides them.

### Associate's Comments

Customer Satisfaction being one of our key responsibilities I make sure that any query is understood & responded quickly.
**Lodha Crown-2201**- The customer was not agreeing to the area break up diagram which was provided to him by us. But we arranged a meeting with him to help him understand the break up of further details like jambs walls etc after which he was convinced.
**Casa Regalia D -403-** Inspite of sharing the area break up diagram the customer wasn't convinced hence we arranged a meeting with him to explain in detail, but even after that he suggested a joint measurement with an architect from his side. We agreed to it & conducted the joint measurement & produced the necessary documentation for him.

## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Suggested Business KRA: Improvement in customer satisfaction | Unit of Measures (KPI) | -CSAT Department Score Target:4<br>-CSAT on quality of design /Innovation |
| Start Date | 04/01/2018 | Due Date | 03/31/2019 |
| % Complete | 0.0% | Weightage | 10.0% |
| Status | Not Started | | |

### 1.5 Suggested Business KRA: % Variation of costs from concept to DD Budgets

20.0% of total score

Not Started

-maintain variation within 6%
-Cost impact due to design change

**Associate's Rating**

Meets Expectations

**Reviewer's Comments**

The team has saved ~ 11% from DD budgets on Buildings and Infra and deserves appropriate appreciation.

**Associate's Comments**

The feedback given to the DCO team during the concept stage is based on a general survey of the vendors & the project cost they offer for their products. We contact various vendors to get this information. I compare it to the bench mark costs provided by the DCO team & and try to keep the overall budget from varying vastly.
The DD budget is based on the dwgs under process for VFC stage,hence we make sure that there is no much variation. But if any variation observed & is for better aesthetics then we get it approved by discussing it with the team/management.

## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Suggested Business KRA: % Variation of costs from concept to DD Budgets | Unit of Measures (KPI) | -maintain variation within 6%<br>-Cost impact due to design change |
| Start Date | 04/01/2018 | Due Date | 03/31/2019 |
| % Complete | 0.0% | Weightage | 20.0% |
| Status | Not Started | | |

### 1.6 Overview of design deliverables/drawings produced to ensure they are as per required quality norms set by company policy/ respective codes and dept HOD at all stages.

10.0% of total score

Not Started

Number of critical incidents encountered

**Associate's Rating**

Exceeds Expectations

**Reviewer's Comments**

The system adopted for effective communication with consultants is  effective but very elaborate, need to work out a quicker means of communicating the same.

**Associate's Comments**

I go through all the necessary policies & procedures required for completing a particular project eg. The Liaison cor-ordination,inputs to DCO team, design co-ordination agendas for weekly meetings, preparing the MOM's, reviewing the dwgs for their correctness & their adherence to policies & procedures as per company norms. I discuss the areas of concern with my manager so that he can guide me in the right direction.
I make sure that I share all the details of our policy guidelines, expectations of the quality norms & also the premise of our requirement with our Design Consultants such that the Design output is as per the Architect's wish but also meets our standards.
The deliverable is generally managed by weekly meetings at HO or in case of tight timelines I also conduct meetings at the Design Consultant's office (KAPL) to ensure that co-ordinated  dwg is released to the site on time.

## Goal Details

| | | | |
|---|---|---|---|
| Goals (KRA) | Overview of design deliverables/drawings produced to ensure they are as per required quality norms set by company policy/ respective codes and dept HOD at all stages. | Unit of Measures (KPI) | Number of critical incidents encountered |
| Start Date | 04/01/2018 | Due Date | 04/01/2019 |
| % Complete | 0.0% | Weightage | 10.0% |
| Status | Not Started | | |

## Additional Reviewer Comments

The comments section below is for **Additional Reviewer** to provide feedback on Associate's performance.

The same will be shared with the Associate, so they gain more insight into their performance.

Kindly note, some Associates may not have an Additional Reviewer.

Section Comments:

**Comments by Ajay Kumar Singh**

Gauri takes her job seriously and goes in details. makes effort to give deliverables in time barring constraints. Is open to suggestions and takes them positively.

## Areas of Strength

The comments section below is for the **Associate** and the **Reviewer** to highlight Associate's Areas of Strength

Section Comments:

**Associate's Comments**

I believe in team work.
Communication in terms of keeping people aware of issues & taking preventive measures to avoid confusions.

Documenting all the meeting decisions & keeping records.

**Reviewer's Comments**

Has evolved as a good manager post her sabbatical and her confidence and systems of delivering result is showing results.
She needs to develop quicker means of effective communications so that she can handle more work in the future and grow in the organisation.

## Areas of Improvement

The comments section below is for the **Associate** and the **Reviewer** to highlight Associate's Areas of Improvement

Section Comments:

**Associate's Comments**

Need to have better negotiation skills.

**Reviewer's Comments**

Develop confidence to be a team leader and handle multiple projects simultaneously.
Needs to be more open minded for last minute changes or emergencies.

## Summary Section

| | **Weight** |
|---|---|
| **KRAs** | 100.0% of total score |
| Demonstrate proper knowledge of Bylaws , statutory requirements, local/national codes and ensuring design deliverable's are compliant at all stages with these requirements in addition to compliance with company Policies/Process/Specifications | 15.0% |
| Stake holder management.<br>1.Proactive Management and Effective Coordination with external consultants. In case of international consultants/partners ensuring that work processes are managed effectively to help them deliver to our requirements<br>2. Lakeshore Greens- Sector 3 Customer care queries, site civil & finishing issues. The project is complete design wise. Post construction issues on going.<br>3.Model Area co-ordination & completion- Lakefront & overall model of Sector 3,4,5,6 & 7 | 15.0% |
| Suggested Business KRA: Project milestone achievement | 30.0% |
| Suggested Business KRA: Improvement in customer satisfaction | 10.0% |
| Suggested Business KRA: % Variation of costs from concept to DD Budgets | 20.0% |
| Overview of design deliverables/drawings produced to ensure they are as per required quality norms set by company policy/ respective codes and dept HOD at all stages. | 10.0% |

Section Comments:

**Reviewer's Comments**

to be in top bracket of increments.