

Scribbles

Bringing colour to your lives

Volume No. 6

September - October 2015

Issue No. 5

From the Editor's desk...

The appraisal season just got over! It was time for recognition. The first few pages of this issue of *Scribbles* is full of photos – of those who were recognised for their performance and also those who received long service awards. Hearty congratulations and best wishes to all! Hope to see many more faces – new and old, in these pictures in the coming years.

Performance appraisal is a subset of a Performance Management System (PMS). It is a topic of interest to everyone. In this issue of *Scribbles* many people share their thoughts on various aspects of our PMS.

I would like to present a different angle – why do we need a PMS. Here's an old story worth reading (even if you have read it before).

The little boy and the telephone conversation

A little boy went into a drug store, reached for a soda carton and pulled it over to the telephone. He climbed onto the carton so that he could reach the buttons on the phone and proceeded to punch in seven digits (phone numbers).

The store-owner observed and listened to the conversation:

Boy: "Lady, can you give me the job of cutting your lawn?"

Woman: (at the other end of the phone line): "I already have someone to cut my lawn."

Boy: "Lady, I will cut your lawn for half the price of the person who cuts your lawn now."

Woman: I'm very satisfied with the person who is presently cutting my lawn.

Boy: (with more perseverance): "Lady, I'll even sweep your curb and your sidewalk, so on Sunday you will have the prettiest lawn in all of Palm beach, Florida."



Send your contributions / responses to scribbles@sanmargroup.com



Guess Who?! Given at the bottom of each page are the tips that will lead on to the photo of the person on the last page.



Woman: No, thank you.

With a smile on his face, the little boy replaced the receiver. The store-owner, who was listening to all this, walked over to the boy.

Store Owner: “Son... I like your attitude; I like that positive spirit and would like to offer you a job.”

Boy: “No thanks”,

Store Owner: But you were really pleading for one.

Boy: No Sir, I was just checking my performance at the job I already have. I am the one who is working for that lady I was talking to!”

This is what we call “Self Appraisal”

I would like to campaign for: Moving beyond being appraised – appraise yourself!

How many of us would have the courage to do something like this!

For some, writing a self-appraisal and going through the various steps of the performance management system seems like an onerous task. Something that needs to be finished because the process requires it! And in that story is a little boy seeking feedback on performance, when he did not have to!

After all, at the end of a day’s work, we know best what we have accomplished and what we have not. There is a great danger in believing to have achieved something when actually, we have not. This could hit our self esteem in a big way.

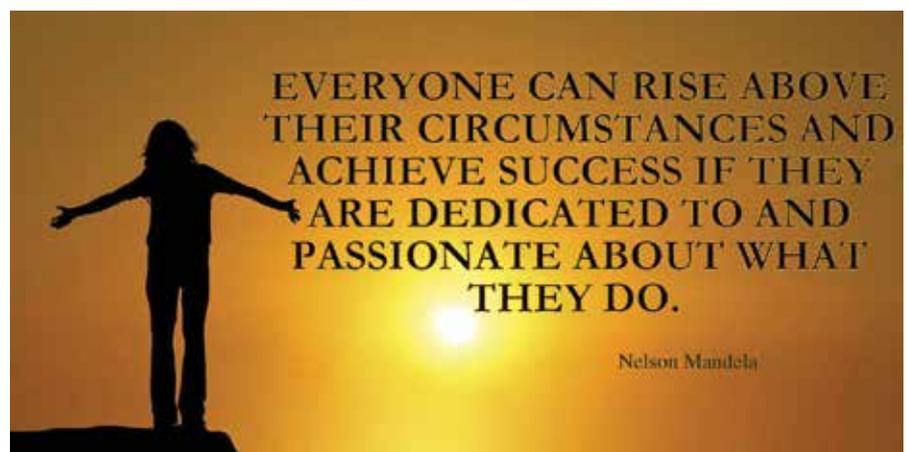
Therefore, a realistic assessment and periodic self-assessment of ourselves is the most powerful tool one could use in our quest to achieve our professional goals. Some probing questions that we can ask,

- o Are our goals challenging and interesting? Are we raising the benchmark every year?
- o Are we too soft in terms of our expectations?
- o Are they such that we desire and want to achieve them?
- o Are we progressing well towards achieving the goal and will they be achieved?
- o Any course correction required in the path?
- o Are we seeking help whenever required?
- o Do we feel good about our performance?

Such an assessment will make the formal annual appraisal a ‘formality’. These assessments when done with honesty go a long way in ensuring that we take firm steps towards our goals – both short term and long term. We are no longer worried about our rating! The organisation’s appraisal process becomes a different experience! This way we discover peace within ourselves.

Let us go beyond being appraised by others and perhaps we could transcend limits to reach greater heights. Good luck to you in taking stock and being your own judge and jury!

Ananda Jagann



‘You deserved it, for performing so very well at work’

Sanmar is a performance driven organisation, one that sets difficult goals for itself and ensures it achieves them. A measure of performance is

- How well a person achieves the goals he/she sets for himself/ herself and
- How much of the goals set reflects the success of the Group

Performance is evaluated both quantitatively and qualitatively. Whilst achievement of quantifiable results is emphasised in the short term, the qualitative assessment of skills, competencies etc., are key to assessing the employee and his capacity in the medium term.

The best talent is acknowledged with appropriate rewards. Employees who have ‘Exceeded Expectations’ in a particular year are publicly recognised and encouraged.

Sanmar’s ‘Long Service Awards’ commemorate the significant milestone years of service of an employee. It recognises 10, 20, 25, 30, 35, 40 and above years and celebrates the long-term commitment and loyalty of the employee. Long service awardees are honoured for their long-term dedication to the Group.

Kudos awardees! As it is said, once you have experienced excellence, you will never again be content with mediocrity.

Head Office



Performance Awardees *Standing (L-R): S Veeramanikandan, K Sathish Kumar, K Kumaresan, P Lakshmanan, Sarada Jagan, K Karnan, G Sankara Subramanian, Vijay Sankar, Rajesh Jagan, K Ravi, N Ramachandran, GVV Ramesh Babu, S Rajagopalan, G Sundar, P Vidhyapradha, M Komathi, M Uthra.*

Sitting (L-R): E Sivakumar, SR Vijay, R Govindaraj, M Sriram, B Bhoopathi.



Long Service Awardees *(L-R): M Milton Asirvatham, SS Rameshwari, V Balasubramanian, A Nageshwari, B Natraj, Vijay Sankar, PR Somaskandan, Rajesh Jagan, Mahavir Singh, Latha A Kumar, S Venkatesh, B Mathialagan.*

■ Guests

Mettur



Performance Awardees Standing (L-R): M Madesh, S Premkumar, M Muthukumar, M Tamilarasan, C Govindaraj, S Seetharaman, Prashanta Kumar Jal, K Karthikeyan, T Dharmarajan, S Kannan, P Dhandapani, M Mariappan, V Sriram Kumar, R Sakkaravarthi, KS Sampathkumar, V Subramanian, R Selvaraj, R Shreeram, V Seenivasan, I Ananda Krishnan.

Sitting-Chair (L-R): P Manoharan, S Mathivanan, Krishna Kumar Rangachari, S Venkatesan, Ramkumar Shankar, S Gajendiran, S Karthikeyan, SK Nair.

Sitting-Ground (L-R): R Jeyalingam, J Ramasamy, R Ravikumar, VR Ganesan, S Sundararajan, P Sankar, M Raghu, P Chithambaraselvam, R Mohan Raj, D Prabu, C Vignesh Kumar, T Rajkumar, M Marimuthu, K Sasikumar, P Ramachandran, S Sathiyamoorthy, T Sabarinath, C Sakthivel, R Sathiyaseelan, S Manivannan, K Prakash, R Rajesh, T Murugan, M Parameswaran, P Manikandan, V Alagarsamy, B Senthil Kumar, M Anbarasu.



Long Service Awardees (L-R): T Saravanan, S Mathivanan, V Raghuraman, S Gajendiran, R Doraisamy.



Long Service Awardees (L-R): M Karthikeyan, S Mathivanan, V Raghuraman, S Gajendiran, R Doraisamy.

Employee Recognition



Vedaranyam



Performance Awardees (L-R): R Subburaman, S Venkatesan, K Soundararajan, S Sivasankar.



Cuddalore



Karaikal



Performance Awardees *Standing (L-R): S Karthikeyan, N Arul, C Venkatesan, R Padmanabhan, K Ravichandran, D Senthil Murugan, V Srinivasan, G Vigneshwaran, S Alagar, T Suresh, CM Thirunavakkarasu, T Puthiaraj, K Natarajan, A Swaminathan, L John Anand Antony, A Raju, V Prabakaran, D Sabarivasan.*

Sitting (L-R): N Palanisamy, Ramkumar Shankar, T Sundaresan.



Long Service Awardees *(L-R): N Palanisamy, R Padmanabhan, Ramkumar Shankar, T Sundaresan.*



Long Service Awardees *(L-R): Mrs C Venkatesan, C Venkatesan, N Palanisamy, Ramkumar Shankar, T Sundaresan.*



Performance Awardees

(L-R): G Purusbothaman, S Sundararaman, R Muthuselvan, P Ramalingam, R Ramesh, S Vengedesan, S Sriraj, P Prabukumar, S Balamurugan, J Sridhar, T Naresh, Ramkumar Shankar, S Rameshbraja, S Murugan, V Neelakandan, N Saravanakumar, S Samraj, L Ramesh, P Kodisundaram, V Visnukumar, E Venugopal, R Satheesh, S Venkatesh.

Berigai



Performance Awardees *(L-R): Yogeeswara Basappa Gowda, T Athavan, J Murugesan, M Jayakumar, S Gnanavel, S Suresh, S Ragavendra Prasad, Krishna Kumar Rangachari, M Rajendran, A Tamizbarasan, P Prabakaran, N R Kannan.*

Front row (L-R): M Manikandan, M Magalingam, P Sathish, E Ramesh Babu.



Viralimalai



Long Service Awardees *Standing (L-R): P Dhayalan, D Balaji, R Devaraj, KR Rajasekar, N Panivu, GD Janarthanan, VP Koteeshwaran, Akhil Narula, L John Selvin, B Arokiyaraj Fernando, S Kotteeswaran, S Kumaran, P Somasundaram, S Govindaraj. Sitting (L-R): K Shankar, G Muralidharan, S Shivram, A Viswanathan, B Visweswaran, T Jeyaseelan, TN Srinam.*

Tyco Sanmar



Performance Awardees *Standing (L-R): M Siranjeevi, R Saravanan, M Suresh Kumar, U Balamurugan, S Arut Jothi. Sitting (L-R): K Shankar, G Muralidharan, S Shivram, A Viswanathan, B Visweswaran, T Jeyaseelan, TN Srinam.*

“Nothing is impossible, the word itself says,

Xomox Sanmar



Performance Awardees *Standing (L-R): A Prabu, J Antony Kulanthaithevas, GR Chandrasekaran, J Venkatasubramanian, D Krishnaraj, S Asokan, Dillip Kumar Satapathy.*
Sitting (L-R): K Shankar, G Muralidharan, S Shivram, A Viswanathan, B Visweswaran, T Jeyaseelan, TN Sriram.

Pacific Valves Division



Performance Awardees *Standing (L-R): V Guruprasath, M Rajesh, J Saravanan, J Antony Jefrin.*
Sitting (L-R): K Shankar, G Muralidharan, S Shivram, A Viswanathan, B Visweswaran, T Jeyaseelan, TN Sriram.

I'm possible."

-Audrey Hepburn



Sanmar Foundries



Performance Awardees *Standing (L-R): A Senthil Murugan, RK Muthumariappan, GN Raghu Raman, MB Jagadeesan, S Karnesh, S Malliraj, LV Sivanandham, PM Raj Bino, P Singaraja, S Balamani, K Manivannan, C Balamurugan, K Sankar Ganesh, M Madesh, S Saravanan, V Sasi Kumar, R Anand Babu, N Ganesan, Maheswaran S, S Raju, G Arul Vadivelan, C Kousik Anand, S Thirumoorthy, D Jesuraja, V Mohankumar, S Kumaran, MJ Gulam Razool.*

Sitting (L-R): K Shankar, G Muralidharan, S Shivram, A Viswanathan, B Visweswaran, T Jeyaseelan, TN Sriram.



Performance Awardees (L-R): *K Shankar, A Vinoth Kannan.*



Long Service Awardees (L-R): *B Visweswaran, M Lakshmanan, BBVR Krishnan.*



Performance Awardees (L-R): *TN Sriram, SS Harikaran.*



Performance Awardees (L-R): *G Muralidharan, S Kannan, S Selvam, R Krishnan.*



Karapakkam



Long Service Awardees (L-R): H Karthik, Sudarshan Kumar Saini, N Dayakar Reddy, Rajneesh Sharma, K Chelladurai, M Sundararajan, L Elumalai, K Kirubakaran, M Rajendran, K Gunasekaran, V Suresh, Yogesh R Vithalani, S Srijith.



Performance Awardees (L-R): VE Ramanathan, S Kalai Selvan, T Sundarapandian, J Madhavan, R Karthikeyan, VP Rajkumar, S Maheswaran, A Sivaprakash, V Ramesh, V Srinivasan, M Sridharanarayanan, A Sankar.

Branches

Delhi

Performance Awardees

*(L-R): Akhil Narula,
B Mahendheren,
A Viswanathan, GK Prakash,
Pawan Kumar,
Rajneesh Sharma,
Akhil Bhargava, Amit Gupta.*



■ Guests

Mumbai & Pune

Performance Awardees

(L-R): P Aravindan,
Nitin S Pawar,
Umesh Suryawanshi,
Abhijeet Lokhande,
Aditya Milind Taware,
Sudarshan Kumar Saini,
Mohammad Feroz Husain,
M Mariappan,
Abhinandan Milind Jadhav,
Vivek S Sawala, Raju K Davis.



Kolkata

Performance Awardees

(L-R): Vinay Radhakrishnan, Rohit Kumar,
B Mahendheren, Bhaskar Nandi,
N Dayakar Reddy, Subhra Roy,
Amitava Majumder.

Jamnagar

Performance Awardees

(L-R): A Sandeep Andrew, RB Satish Kumar,
Narendra P Nemade,
Gopal Rao R Rawoor, KR Mohan,
N Dayakar Reddy.



Vadodara

Performance Awardees (L-R): Nilesb C Doshi, Hemant S Dave, G Muralidharan, Nayan M Shah, Rakesh H Gajjar,
Viral Rameshchandra Shah, Sanketkumar S Thakur, Nikunj Chandrakantbhai Nakum, R Venkatesan, M Mariappan, Jigar V Rathod,
Vishal Vyas, Shalin Kiritkumar Parikh, Navinkumar S Tiwari, Omprakash R Shah.

■ Guests

Concept of self-appraisal

Appraisal is a tool for the growth and development of an individual in an organisation. Self-appraisal is powerful, as the individual gets an opportunity to assess himself. It falls in line with the organisations' bottom line of performance and development culture which includes transparency, fairness and equal opportunity for an individual to grow.

It provides fair opportunity to an individual to review, express and record his achievements and views, before being judged and commented by others. Primarily we are the best judges.

It gives immense pleasure and self-satisfaction to record our own achievements in a defined form. When we appraise it in a comprehensive manner, it helps the superiors to recall our achievements to do the appraisal.

Wide candid space is given to showcase our achievements and put forth our views. Self-appraisal helps an individual to showcase not only his performance but also his potential to take up additional responsibilities and enlarged roles. It's a good chance to record our intention of our self-development, seeking relevant training, new exposure and higher responsibility. Through this we knock the door and express our interest to stretch our hands.

Our self-appraisal system is a wide spectrum which paves way for highlighting our hits, misses, factors that influenced etc. Not only achievements are recorded, but also the misses. This triggers us to learn from mistakes and transform to perform for success.



In a nutshell it is a methodology, with multiple approaches. Self-development, transparency and fair treatment are clearly evident in the form of self-appraisal system. Hence it is a great opportunity for the employer and the employee to evaluate in an organisation.

There might be scope for improvement of any system. But there cannot be a better system of evaluation than self-appraisal.

It is not I say, you do, I appraise. It is we say, you do, we appraise.

S Thangavel, *Instrumentation, Cabot Sanmar, Mettur.*

Exceeding expectations

On a Factory Day, receiving an award 'Exceeding Expectations', I happened to recall my school days, where I had won few awards in some of the competitions. Receiving awards in any annual day function used to be very exciting giving us a sense of pride. I felt the same after a long time on our Factory Day.

Kudos to Sanmar and their appraisal processes. It is one of the well designed and well executed performance appraisals, I have ever seen and experienced.

The goals are no longer pushed from top to the bottom, but emerge through dialogue and collaboration.

I am happy to receive this award on the first year of my joining Sanmar. It was possible only with the support of my team members and seniors. I take this opportunity to thank Sanmar for recognising my efforts.

While I congratulate every awardee, I wish, more and more employees join this club to outdo our best in the days to come.

I would like to sign off by saying:

Don't Just Meet Expectations, Exceed Them Every Time!

VP Rajkumar, *Sales, Xomox Sanmar, Viralimalai.*

Employee motivation

Being acknowledged for good performance at Flowserve Sanmar, makes me feel privileged to be a part of such a promising organisation.

Sanmar policies have always been motivating employees through the thick and thin of the market conditions. By recognising one's efforts, Sanmar is not only appreciating good work but also successfully motivates others to perform exceptionally.

The process of evaluation is purely based on a transparent methodology. The parameters used for assessing are thoughtfully incorporated. I would say that the entire exercise is carried out in an unbiased manner.

I am thankful for the support and guidance from the seniors and the top management. I appreciate my colleagues for maintaining a lively and friendly environment. I have always been able to face challenging work situations and overcome them with all your support.

Nothing inspires an employee more than when a company recognises its employee's efforts.

Nothing succeeds like success!

Aditya Milind Taware, *Sales, Flowserve Sanmar, Pune.*



Performance management & evaluation - My experience

Performance management is used as a buzzword that exists in every organisation. But what is it? How does one define it? Every organisation has a system of annual appraisal but is it same as performance management?

For example, give an individual or team a specific target, say sales - a specific goal to increase business by 10 % in the country and then evaluate at the end of the year as “Yes or No”, this process is not performance management in my view. Sadly the above process is much common and the HR in such organisations justifies the process of annual appraisal as performance management. Why I say so? With a decade of work experience in varied fields of travel/Forex/banking in some of biggest names of industry in the world, I have been exposed to various performance management practices at such places.

Performance management and evaluation process in vogue at Sanmar is in my opinion an extremely well developed system. It has a holistic approach that has allowed me as an individual coming from a starkly different background, to grow as a professional in the last 4 years. Sanmar has motivated me on a daily basis and challenged me to think out of box when faced with a difficult situation. The support and faith bestowed on me has helped me perform at my best which has been duly recognised by the organisation. Performance management mechanism of Sanmar ticks all the boxes of a transparent system that is expected out of a global company of repute. KRAs are set in consultation with the employee wherein targets and challenges are discussed freely. Any specific training, if needed by the employee to achieve the KRA is recognised and provided over the year whether it is expertise on product or in effective business communication skills. A Mid Year Review gives an opportunity to the employee and organisation to take corrective steps if needed. The two way dialogue wherein individual's feedback is given equal weightage instills a

sense of security and confidence in the organisation.

My way of effective performance management is self-appraisal on a bi-weekly basis to figure-out loopholes in performance. It gives an instant opportunity to rectify mistakes by taking corrective actions on time, achieving the required self-actualisation. Also, I firmly believe that keeping the communication channel open with supervisor(s) is of utmost importance, but not a many do it. With Sanmar's open door policies, I freely speak to my supervisor(s) on various tasks assigned to me, seeking their guidance to enable me to get the best out of their experiences which in turn avoids me to 're-invent the wheel'. Rather, I would say that I have been lucky that all are willing to teach/educate me from their rich experiences giving me new perspective at all the times to approach a task with new zeal.



Last but not the least, it's not uncommon that two highly talented and motivated individuals may have a difference of opinion on certain topics. What if this is between an employee and his S1? In most places survival of the junior partner in the set up becomes difficult. Feeling threatened by the boss is not a healthy situation and can lead best of employees to their way out; but not in Sanmar, here the employee at no level is discriminated. The employee's S2, his branch mentor, the HR are all willing and available to address such issues. Open performance review dialogues are done noting the differences which are suitably acted upon giving an inner satisfaction to all levels of employees.

Saurabh Tripathi, *Corporate Services, Corporate Divn., Delhi.*

Recognition for performance

I am happy to achieve the feat of performance recognition for the second time in my stint of 4 years with Sanmar. As we say behind every success there are few good souls. Similarly, my S1 and S2's attention and feedback about my previous year performance played a key role. They highlighted my areas of improvement with appropriate examples and also clearly established their expectation from me. This made me to relook/ introspect within me and start focussing on my role's commitment that will align with organisational goals.

A special mention to the complete manager training which further developed my doing first things first, increased my delegation power, handling conflicts situation, etc., which helped to stay focussed in my roles and responsibilities.

P Prabakaran, *Production, SSCL, Berigai.*



Appraisal - Theory and Practice

In business schools one major term that people often hear is 'key competitive advantage' – this is one factor which makes some businesses more successful than others. In today's globalised world, with high speed of communication, information asymmetry is not as significant a problem as before, which organisations have to deal with. Access to technology is no more difficult and therefore in many industries, earlier strengths such as product differentiation cease to be key competitive advantages. This leads to the one competitive advantage which is gaining more and more importance and that is people sustenance.

Performance management systems are the key tools to transform people's talent and motivation into a strategic business advantage. It is a continuous process of identifying, measuring and developing performance in organisations by linking each individual's performance and objectives to the organisation's overall mission and goals. However, few organisations use their existing performance management systems in productive ways. Many view it as an HR department requirement. Moreover, many fail to take a holistic view and the focus tends to be on the measuring performance aspect as the results would be directly linked to rewards.

Good performance management systems value continuous improvement, adapt well to change, strive to attain ambitious goals, promote learning and professional development, are engaging and reward employees and encourages creativity

I have been through two appraisal cycles since I joined Chemplast and have had very engaging experience. I feel that the performance management system is quite clear and transparent. Goals are aligned with that of the organisation and are ambitious. Performance analysis is done both, quantitatively as well as qualitatively with periodic reviews taking place to assess where one is at. Moreover, the review process is transparent, recorded and is visible to all parties. The performance management system also captures inputs from both sides on learning and professional development and rewards performance in a systematic and transparent way. Creativity is one aspect which is not directly captured by the system. However, I feel that one needs to factor in the industry we operate in as a consideration. I am sure that this will also be incorporated in future as and when required.

Aravind Thayat, Sales, Chemplast Sanmar, HO.

Joy of appraising

Every year during the first week of April, a mail from "Employee Communication" pops in our inbox informing us on triggering the appraisal process and deadlines for achieving milestones.



The adrenal level shoots up instantly due to the excitement on two accounts. The first is due to our own self-appraisal and the other due to the responsibility to appraise our sub-ordinates. You start getting frequent calls and reminders from location HR team for completion of the appraisal and many avoid speaking to a HR person during this period.

I see this appraising process as an opportunity to tell every one about the achievements of my team. This creates a platform for me to introspect about an individual's performance, professional competencies, his qualities and abilities, attributes, etc. This helps us to evaluate a person with certain standards and not on personal basis. The candid feedback that we give an individual as a part of the appraisal process helps to correct himself and get aligned with the organisation's goal/ interest. I have come across few occasions wherein an employee takes this as an opportunity to express his views and thoughts which completely changes your perspective about the individual. I enjoy every moment of this appraisal process.

At the end of the process when the ratings are declared, we have a feel of satisfaction within ourselves "Mission accomplished". Our appraisal process is so rugged that we have seldom fear about any misjudgement occurring during the process. I personally feel that our appraisal process is very mature and we need to thank our HR team for facilitating this process function flawlessly year on year.

V Sriram Kumar, Maintenance, Chemplast Sanmar, Mettur.

Sanmar - Getting the most out of performance appraisal

Performance appraisal system is normally a formidable and cumbersome task.

In many organisations, the Human Resource officials often get bogged down with the process, and managers are often untrained in delivering effective reviews that actually impact workforce performance.

But we crossed these teething problems in Sanmar that our engineers and managers are well trained and aware of the system resulting in effective goal alignment and ensured performance monitoring. By making it both efficient and effective for managers and employees, Sanmar gets more out of the same.

In Sanmar, our online performance appraisal system is centrally located within a formal framework that managers are able to communicate business strategy and create measurable goals for their employees more easily.

The system being simple and clear in turn, gives management, the tools to measure individual performance throughout the organisation and identify top performers for further development.

By all the above Sanmar could establish a pay-for-performance compensation plan. Yes, it's no secret that the key to retaining your top performing employees is recognising and compensating them appropriately. In fact, many companies overcompensate poor performers, since there may not be an effective implementation of such a system. This leads to an increase in costs due to recruiting and the training associated with new hires. Sanmar provides compensation & rewards based on individual and team performance that lays the foundation for employee engagement which helps to hold on to high performing employees.

By using a performance appraisal system, we ensure that everyone keeps their established goals that are aligned with company goals. Additionally, management has the

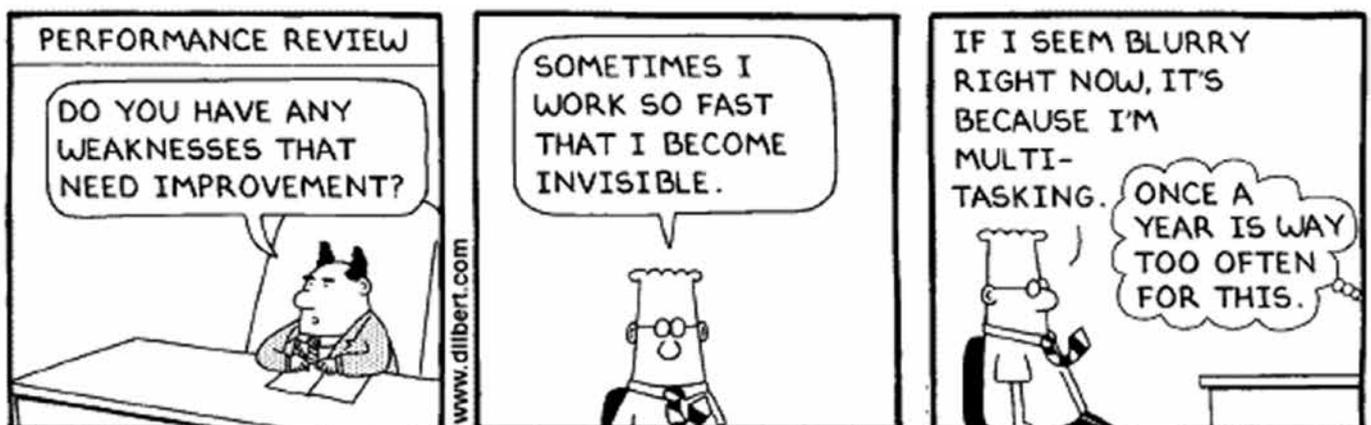


tools to make informed business decisions based upon the completion or non-completion of these recognised goals.

Need of the hour:

1. Managers need to be available and check in with their sub-ordinates on a regular basis other than mid-year-review and annual basis, to give feedback and/or coaching as necessary.
2. They should be aware of any obstacles that may keep their subordinates from achieving these established goals. If there are obstacles, the manager and employee can create a plan to overcome them, such as reviewing the skill development or training necessary to be successful or evaluate the current available resources to identify whether additional resources are required.
3. Increased frequency in performance monitoring, feedback and coaching creates a separate feedback loop within the larger annual appraisal loop, which should take place more than an annual review, allowing for changes as necessary.

A Arivudai Nambi, *Mechanical Maintenance, Chemplast Sanmar, Cuddalore.*



Sanmar appraisal process and feedback

I have been working with Sanmar since August, 2006 and already gone through the Sanmar appraisal process more than seven times. I would like to say that it is the best procedure established in the company to evaluate alignment of individual performance towards common goal of Team-Company-Corporate.

I would like to re-picturise the topic, I studied in engineering 'Hydro power plant'. It involves the need to restrict the uncontrolled flow to take water at an elevated level to perform the required function. Also once the water accumulated reaches the elevated position, required water should follow the guided path to hit the target (turbine wheel) to generate expected result (electricity). I also understood from the same chapter that, if water is forced to flow by putting some pressure to perform the end function the ultimate efficiency will come down.

Last but not the least after performing targeted function water is relieved to the down stream to flow smoothly and settle down.

Similarly in Sanmar everybody has been given a chance required to perform duty within policy limit. Also superb guidance through KRA (Discussion), Mid Year Review, Performance Review Dialogue and Annual appraisal. The S1&S2 experience and exclusive technical training gives guided path to hit the goal. The proper appraisal method should be linked with proper appraisal evaluation and



compensation revision. This will give the employees an opportunity to work in a peaceful environment and settle down.

In Sanmar appraisal process, there is provision to evaluate on different points to make an employee fulfilled with capacity to perform his duty. Also I believe that this process is taking care of getting elevated (without pressure) to perform end task.

Whenever I go through Sanmar Appraisal Procedure, I believe that it is in-line with the stream of water from uncontrolled flow-elevation-flow through guided path. Hit the target to perform end goal to ensure smooth flow after performance.

Omprakash R Shah, Sales, BS&B, Baroda.

Earth Facts

We are travelling every minute at 1788.66 km speed and we do not realise it. This is the highest speed at which one travels... Unimaginable!

Estimated Weight	5,940,000,000,000,000,000,000 metric tons
Estimated Age	4.6 billion years
Current Population	7,000,000,001
Surface Area	510,066,000 sq km
Land Area	148,647,000 sq km 29.1%
Ocean Area	335,258,000 sq km
Total Water Area	361,419,000 sq km 70.9%
Type of Water	97% salt, 3% fresh
Circumference at the equator	40,066 km
Circumference at the poles	39,992 km
Diameter at the equator	12,753 km
Diameter at the poles	12,710 km
Radius at the equator	6,376 km
Radius at the poles	6,355 km
Orbit Speeds: The earth orbits the Sun at	66,700 mph (107,320 km per hour)
Sun orbits: The earth orbits the Sun every	365 days, 5 hours, 48 minutes and 46 seconds

N Premachandran, Purchase, SSCL, HO.

LPG Safety Tips (Safety tips Domestic)

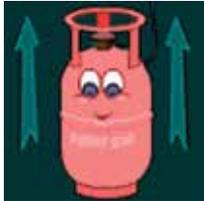


Safety Tip 1

Before using the new cylinder check for leakage from cylinder valve and other joints by applying soap solution.

Safety Tip 2

Always keep the cylinder in vertical position with valve on top.

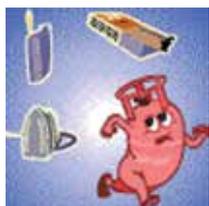


Safety Tip 3

Cylinders must be installed at ground level on a level surface.

Safety Tip 4

Cylinders must be installed in a sufficiently ventilated place.

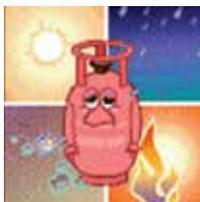


Safety Tip 5

Cylinders must not be kept near any source of heat.

Safety Tip 6

Do not keep cylinders exposed to sun, rain, dust and heat.

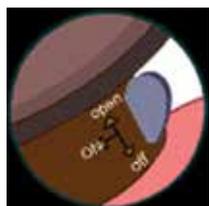


Safety Tip 7

Cylinders not in use should always be capped.

Safety Tip 8

Always keep the telephone number of your distributor or emergency service cell in a safe place.

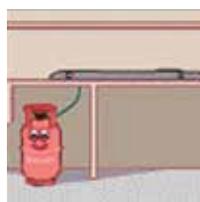


Safety Tip 9

The regulators should always be kept in OFF position when the cylinder is not in use.

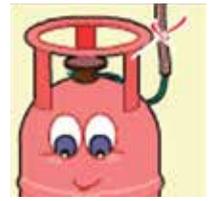
Safety Tip 10

Cooking should be done on a raised platform, where the stove is placed above the cylinder level.



Safety Tip 11

The rubber tube should not be covered with any casing.



Safety Tip 12

Use BIS approved tubes. Check tube for cracks periodically and replace. After every two years replacement of tube is essential.

Dr D Valaiparameswaran, *Medical Services, Chemplast Sanmar, Mettur.*

Stop worrying

Are you anxious? Is worrying one of your characteristics? Well, stop! It is okay to worry, but at the right time.

Psychologists at the University of Pennsylvania tell patients who suffer from anxiety to regularly do a daily twenty minute "worry session," always at the same time and in the same place. Collect your head full of worries during the day (don't suppress them!) and then pour them out during your daily worry session.

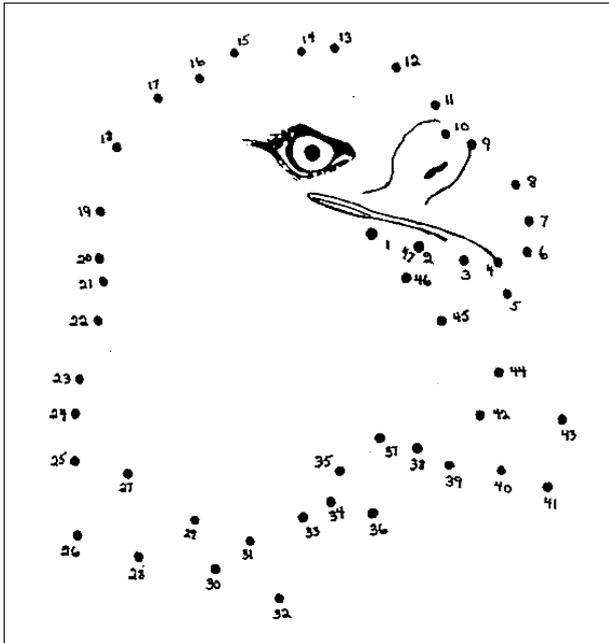
Exaggerate your worries to the point of absurdity - knit your brows, make faces, let the sweat flow, shake and cower as much as you like. In other words, make a caricature of the part of yourself that is always worried, and in so doing exercise it.

Eliminating worry will help prevent numerous psychosomatic illnesses, which result from living in a state of permanent anxiety.

KV Neelakantan, *Administration, Corporate Divn., HO.*

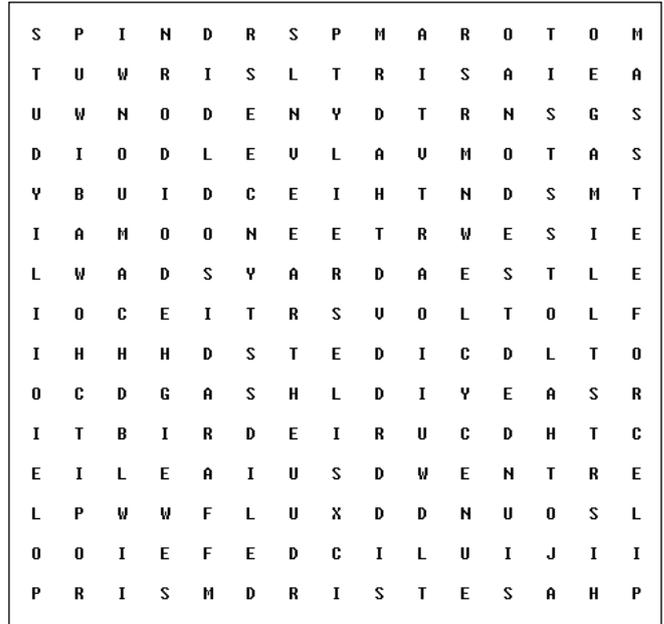


Find the hidden Image



1. Connect the dots.
2. Colour the beak and eye yellow.
3. What bird is this?
4. Why is it special to the United States?

Word search



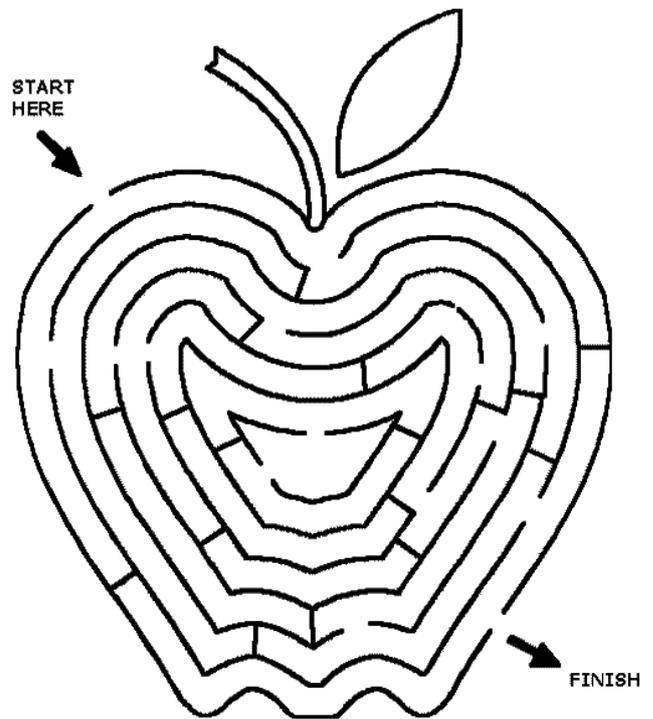
Find as many words as you can that are hidden in the grid.
Clue: The words are all from 'Physics'.

Guess What? Where?



Where is this space research organisation situated in South India?

Write in to scribbles@sanmargroup.com



Can you spot 12 differences between these pictures?



Solution: 1. Shovel handle removed. 2. Line on right shell removed. 3. Seam in boy's hat removed. 4. Girl's chin missing. 5. Girl's shovel changed. 6. Portion of girl's hair ribbon removed. 7. Pail of water coloured in. 8. Umbrella top coloured in. 9. Boy's button changed. 10. Window in castle moved. 11. Starfish moved. 12. Flagpole longer.

Word search - Answer

