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Combined Assessment Year End: 2011

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Direct Manager: Pazhore Krishnakumar
Matrix Manager: Nigel B. Chilcott



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Goals - *What We Do*

Goals Cascaded by Business

Personal Goals

Goal #1	
Disk Reclamation – To save cost by reclaiming unused disk using tools like Solutions Enabler/ ECC/SCANSscreen and been put back into storage pool thus contributing to cost avoidance. And reporting to SAN Manager as well as tracking & updating them into SMART on regular basis. To make all attempts to do the cleanup on SAN environment (DMX/VMax/HDS/McData /Cisco)	
Employee Comments: Storage Optimization – Unused device Reclamation: This is a self driven initiative, apart from the day-to-day stuff being done as a BAU storage administrator on the front of Storage optimization. It is really cumbersome to track, identify the devices and reclaim it from the existing production running host, and I have been successful in completing this task without a single issue. The process is to really deep into device allocation for each of the hosts for a specific array, track whether there is any reads/writes on the devices for a period of time, and if there is none, work with the platform to release it from the configurations if any and then de-allocate from that server. This could be re-allocated against any new server installations or for supporting existing server volume growth. The highlights of this initiative are as below. ● The earlier said process was carried out for 25 number of frames and about 300 servers which is really significant, without causing any issues and outage to the business applications. ● A total of ~28 TB of Tier-3 Usable storage and 60 TB of usable Tier-4 Storage were able to recovered with this initiative. ○ For Tier 3 storage a total RAW capacity of 100 TB is reclaimed ○ For Tier 4 storage a total RAW capacity of 80 TB is reclaimed ○ A Total of <u>~180 TB of RAW capacity is reclaimed during 2011.</u> ● With this there is cost avoidance of ~2.2MM has been achieved without which we may need to have procured that much capacity (US\$12/GB Green dollar calculation) ● From SAN Side, Every week raising the UNUSED SAN REMOVALS AND DECOMMISSIONS RFC & performing the disk removals on Green zone time. ● Using SANSCREEN Vulnerabilities Report "Unused Masked Volumes" which provides devices masked but not reachable to any host are collected and reviewed with SA/Business. So get the confirmation from System Administrators of these un-used devices and then inform SA to raise the relevant Disk ● As taking the ownership of this activity, on weekends spending some extra time and performing these reclaims apart from the BAU work. ● Regularly updating the SAN reclaims information into SMART report. SAN Environment Clean up: ● Regularly performing clear off 'List Logins' - ○ Some of the hosts are migrated to another frame and some of them already decommissioned but still 'list logins' are showing in masking database. So regularly performing "clear off the list logins". This cleanup will improve the performance of masking database ● Regularly performing clear off/Update Device Groups – ○ Sometimes device groups are missing, so regularly reviewing & updating 'Device Groups' as per the assigned the devices. This activity will useful to save the time on weekend/COB tests ● Regularly performing the old zones removals from the Cisco/Mcdata fabrics – ○ This clean up will improve the performance of the zone sets and because of this activity the ZONESET	Employee Rating: Exceptional

won't reach the maximum limitation	
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Exceptional A well executed initiative that has been well publicised and received by CTI management. Much of Ashoks own free time was taken up to perform the tasks needed to deliver this. Dazzle Award given in recognition of the achievement.	

Goal #2	
Effective Queue Management - Ensure that Fault and Request queues are managed effectively on an ongoing basis, with daily reviews taking place to prevent tickets aging past 30 or 60 days unnecessarily. I will take the responsibility on Virtual tickets which are more than 20 days and I will make sure update and close off them on regular basis. To be able to provide core support functions required for SAN BAU in Timely Manner & without manual errors- Zoning and Disk Allocations – To perform Zoning and disk allocations with in time range (with respect to the storage space availability) and without any manual errors COB Tests – To perform all checks and make ready for the COB environment before the COB Tests. Perform the SAN actions without any manual errors and get the satisfactory confirmation. Performance Statistics – produce the performance reports on regular basis.	
Employee Comments: Effective Queue Management - Implemented Daily Matrix mechanism which is to prevent aging tickets which are more than 30 or 60 days - Preparing & Reporting to SAN manager for the statistics of VTs, VRs, VCCs, Aperture & TCRS regular basis. - Taking the responsibility of aged tickets and follow-up with the owners and updating/closing off on regular basis - No Sev-1 VTs received for this year - Most of Sev-2 VTs are raised by EUDSSAN for break-fix SAN hardware such as disk/port/power supply replacements - I m trying to keep less than 20 VTs Whenever I m responsible for VT Rota BAU core support & Zoning and Disk Allocations – Zero Defect : There is no Sev-1/2 incident happened due to the change activities performed or due to new allocations. This was achieved by - By making sure that the detailed steps for execution is prepared, and well planned in advance to avoid any manual errors. - By proactively planning the current Storage frame utilization such as front end usage, number of IOPS before proceeding with adding huge capacity on the existing arrays. - By properly planning for COB in details with server allocated devices, R2 volumes and BCV volumes so that there is nothing going wrong while doing activities, - Extensively and diligently using SANscreen reservations for planned allocations, and also by properly reviewing the reservation of devices against any other project prior to allocation/configuration. Continuity of Business Tests:- Successful execution and no issues related to COB from storage infrastructure perspective - Received RAVE Award from SAN Manager for the support of the RDC COB Annual test where our team reviewed 1500 emails and 650 SRDF actions were completed. - Participating in every COB tests and performing the SAN action according to the SAN Operations .Works with various business units and SA teams to provide effective COB strategy and testing. All requests received were completed in scope. Performance Statistics – - Generating performance reports on regular basis - Generating “ HDS SAN STORAGE PERFORMANCE Report “ monthly wise and keep them track for any performance issues - Co-ordinate with HDS vendor and implemented the Performance Manager templates in HDS Tuning Manager - Properly utilizing the Cisco Fabric manager & HDS Tuning Manager & ECC for performance related issues. And also using these products for utilization reports & collecting the statistics. - Utilizing SANSCREEN/ECC for monitoring and performance related issues Involving in CEEMEA Workload & Rainbow projects:- - Regularly attending SA, Storage & project meetings for CEEMEA migration projects. - We ensured that compliant support procedures and processes are in place when CEEMEA applications migrate to FDC/RDC environments in EMEA	Employee Rating: Exceptional

● Involving in Cisco FCIP SRDF/A setup between SG/HK to FDC/RDC ● Reviewed RAINBOW & CEEMEA TCRS requests and helped reserving the SAN disks with EMEA capacity team ● Working with APAC Storage team for setup the Array & Switch Configurations ● Recently allocated 6TB of Tier-4 for RAINBOW SSO infra servers ● Project RAINBOW - User acceptance test (UAT) servers are built and 7.5TB of Tier-4 storage had been allocated successfully	
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective Overall I agree that Ashok has been highly effective in all of these areas. Ticket queue management has been managed well and must ensure that his team members handle them likewise. Allocations have been accurate and we have seen no outages due to mistakes. COB tests - along with other team members Ashok has prepared and supported many planned and unplanned COB tests. Some at very late notice and in very unsociable hours. Performance Statistics - this was a good initiative that has now been taken up by HDS to produce similar reports. Performance is an area where the SAN team have not been able to concentrate and this was a welcome initiative.	

Goal #3	
Service Quality and Customer Satisfaction 1. Accelerate 2011 Plan delivery by strengthening our overall business alignment and partnership, focusing on improved service quality. 2. Continue to improve infrastructure reliability and resilience; including business continuity (data center strategy). 3. Increase customer satisfaction by focusing on client excellence – build the right culture based on Citi's mission and values, aligned with the O&T Operating principles 4. Achieve or Exceed our Customer operations performance targets. <u>Outage Reduction:</u> ● Maintain Sev 1 EMS ticket volume flat to 2010 actual of 9, with no more than 6 being change induced. ● Reduce Sev 2 target to a total of 24 for 2011, with no more than 8 being change induced. ● Reduce Technical Impact duration for Sev 1 incidents by one third (33%) from 94.18 hours to no more than 63.1 hours. ● Reduce Technical Impact duration for Sev 2 incidents by one quarter (25%) from 310.44 hours to no more than 232.83 hours. ● EMEA SAN tickets to be no more than 1 change induced ticket for the year. ● EMEA SAN EMS tickets to be flat to 2010 numbers (2 sev1 + 2 sev2) <u>Monitoring & Alerting</u> ● Ensure and maintain a 100% record for all Production and COB based servers are fully monitored including both OS and Hardware across all countries within EMEA. ● No outages are to be reported or assigned to DC Operations as a result of insufficient monitoring across all Production or COB platforms / servers. ● Enhance tool sets to be able to high-light and track change in monitoring environments as server level in order to ensure 100 % of standard baseline monitoring is deployed and active. ● Produce Road Map displaying strategy and migration plans of both Monitoring and Alerting products in line with CATE EMEA standards. <u>Incident Ticket Management</u> ● Ensure we have the means to track tickets older than 30 days, and that Trending is performed for duration of tickets open and closed, to assist with identifying areas of improvement to reduce overall number and turnaround time of tickets, thus improving DC efficiency, and improving service. ● Objective is only 2% of open and closed tickets per week to be older than 30 days, and 1% to be older than 60 days, for those that are within our control. <u>COB</u> ● No repeat failures in COB tests attributable to the DC teams. Remain flat to the number of COB failures attributed to the DC baseline of 6. ● Move towards a more robust and Site testing strategy, for major platforms, and critical defined applications. <u>Change Management</u> ● Continue to drive a 'customer service' approach to change management with further enhancements of 'bundled' changes communicated via a forward schedule.	
Employee Comments: Service Quality and Customer Satisfaction ● Received 4 " Thank you " RAVE Awards from SAN manager for commence of successful COB Tests, and excellent work performed on some of the weekend ● Some of the high Priority Disk allocations performed successfully and received customer satisfaction - Genesis HACMP/RAC cluster allocations, FALCON Infrastructure build-out, SAN storage for EMEA COMET Capacity increase, Business critical Credit Trader servers, Intellect Treasury Storage Request - High demand, business critical SRDF/STAR disk allocations for Western Europe Project, NPI TTM SAN allocations, BESPOKE/Commodity aperture ticket, etc.	Employee Rating: Highly Effective

<u>Outage Reduction:</u> - As a member of SAN team I had closed off many of SAN tickets for incident resolutions, provisioning, Disk removals, migration related requests to satisfy the business requirements without any outage to customer <u>Monitoring & Alerting</u> - Performing SANITY & HEALTH CHECKS in SAN Environment on daily basis and actioned in timely manner and raise the appropriate requests and follow-up with venders/clients until the issue resolves. - Utilizing SAN SCREEN/ECC for monitoring and performance related issues <u>Incident Ticket Management</u> - Implemented Daily Matrix mechanism which is to prevent aging tickets which are more than 30 or 60 days. - Regularly monitored and closing off the Virtual Tickets without any delay and also taking the responsibility ensuring the tickets will not the escalate or Overdue - Regularly Monitoring, Resolving & Preventing false alarm Virtual tickets in SAN queue. - Discussing with team members for any repeated problems and improve where ever there is root and act proactively - Raising the Virtual tickets for any SAN Hardware related replacement/issues and follow-up with the DCSM team for Data Center access and closing off in timely manner. - I m taken additional responsibility and keep the less than 20 VTs in SAN queue whenever I m responsible for VT Rota. - No Sev-1 VTs received for this year - Most of Sev-2 VTs are raised by EUDSSAN for break-fix SAN hardware such as disk/port/power supply replacements <u>COB</u> - I have involved and supported all the COB tests during this year. - Recently i have involved RDC COB Re-Test and completed almost 54 requests alone and received customer satisfaction - performed all pre-checks and make ready for the COB environment before the COB Tests - Review all the COB related VRs before the COB tests which will save the time on COB day. - Reviewed and found some Device Groups were missing in Storage frames 552/745. So worked with various business units and SA teams and created the missing groups back again - Recreation of equities, MultiFonds, and some of the other application replication groups as per their new requirements by application wise or service wise replication group creation <u>Change Management</u> - Regularly reviewing & approving all the EUDSSANA related changes and updating them in weekend work sheet - Any SAN related changes are communicating with SA teams/Business well advance with proper risk analysis. - Before implement the change, perform the sanity check and commence the change successfully. Get the customer confirmation and close off the change.	
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective Ashoks commitment to customer service is fantastic. I have seen many times Ashok volunteering out of hours to support planned and unplanned workload. He has been rewarded with RAVE rewards and a Dazzle award this year. A fantastic effort and a valued team member.	

Goal #4	
Risk Management & Control - Continue to raise the standard of Citi's Information Security Program, with increased capabilities and results. - Design and implement the operational risk strategy to address the "Top 10 Key Risk Areas" for O&T. - Ensure 90% of internal audits are "satisfactory", with no repeat "Needs Improvement" audits. - Ensure there are no past due BIs or MBIs. - Deliver Collections Targets <u>ISO Certifications:</u> - Ensure ISO9001 certification is gained by the end of 1st Qtr 2011 - Maintain the ISO27001 certification standard during 2011 <u>Risk and Control:</u> - Identify all EOVS hardware within the DC and track established reduction initiatives. Where gaps exist implement remediation activities. EMEA SAN - All staff to identify areas to share the R&C workload as this is a shared responsibility. All individuals to have participated in at least 1 RCSA in the year.	
Employee Comments: RCSA Q1 was successfully completed for EMEA DS SAN with No failures. Participated & collected the required evidences and successfully	Employee Rating: Exceptional

● RCSA Q2 successfully completed with no failures. Collected the RCSA evidences and created the Templates according to control tests. Successfully uploaded the test units into Catalyst. ● RCSA Q3 Successfully completed. All evidence has been collected. All questions have been answered and loaded into Catalyst. Review of submitted information was completed. Successfully uploaded the test units into Catalyst before the deadline ● Regularly reviewing SAN PCMs and update if any changes required as per the day to day activities. ● Now a days reviewing VCC tasks and uploading the required evidences and closing off timely fashion.	
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager rating Highly Effective Ashoks commitment in this area is appreciated. Completing 3 RCSA's was not in the plan but he helped the team to get them completed.	

Goal #5	
Technology refresh of SAN environment to save on maintenance cost of existing frames/Switches (perform Microcode upgrades, High Availability & Scalability)	
Employee Comments: ● Performance Enhancements and Improvements in the new microcode ● Involved into technology refresh V-max migrations project where the hosts are migrating from Thick provisioning to Thin provisioning where lots of Green Dollars savings from Business side as well as better performance and quick disk provisioning. ● Involved in Hitachi Storage Command Suite (HSCS) upgrade from v6 to v7, in order to take advantage of improvements in the latest generation of the software which will provide operational efficiencies as a result to decreased refresh times and more efficient integration with the storage arrays. ● Involved in pre/post checks for Solutions Enabler version 7.3 upgrade for Fully Automated Storage Tiering for Virtual Pools (FAST VP) ● Involved the Solutions Enabler Upgrade project - Upgraded ALL SAN MANAGEMENT workstations Solutions Enabler to 7.1.1 for supporting latest code as well as V-MAX support. ● Involved & co-ordinate with EMC/HDS for MICROCODE UPGRADES ● Always ensure the microcode are standardized with the global storage engineering standards ● Regularly reviewing and generating the latest configuration matrix from the CATE and distributing to the team members ● Involved & performing the post/pre checks in Microcode upgrades, firmware upgrades, SAN applications upgrades	Employee Rating: Highly Effective
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective Ashok has assisted in many of these initiatives and demonstrate that his knowledge level is above his current S grade.	

Goal #6	
Team Goal - SAN Health check Each member of the team to share responsibility of this goal SAN team to assign a lead. Perform a periodical review SAN infrastructure for gaps in monitoring including performance. Perform regular checks and tests of monitoring in place to ensure it is up to date and operational. Work with CATE and Vendors to find new and better solutions to infrastructure monitoring. All new hardware is installed to the CATE standards and has sufficient monitoring in place. Installation checklist to be kept up to date. Progress report monthly to the SAN manager.	
Employee Comments: ● Performing SANITY & HEALTH CHECKS in SAN Environment on daily basis and auctioned in timely manner and raise the appropriate requests and follow-up with vendors/clients until the issue resolves. ● Ensuring SAN team is following the GDSE standards ● Gathering the " GDSE latest SAN Configuration Matrix " for all the SAN related products and sharing to the other team members ● Generating " HDS SAN STORAGE PERFORMANCE Report " monthly wise and keep them track for any performance issues	Employee Rating: Consistently Strong

Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Partially Effective This was a team task to cover the whole infrastructure and not enough has been done to show progress and results. The SAN team as a whole were to drive this and report back to the SAN manager regularly this has not happened.	

Goal #7	
To enhance the current Monitoring configuration	
Employee Comments: - Involved with many monitoring enhancements - implemented Singapore/PAC scripts on HDS management stations for easy of managing the HDS frames - regularly monitoring the ECC/Cisco alerts and proactively working with Vendors for resolutions	Employee Rating: Consistently Strong
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Consistently Strong	

Overall Rating (Goals - *What We Do*)

Employee Rating: Highly Effective
Manager Rating: Highly Effective

How We Achieve Our Business Goals

Common Purpose - One team, with one goal: serving our clients and stakeholders	
- Maintains client focus - understands client needs and drives customer satisfaction - Embraces collaboration and knowledge-sharing; builds on ideas of others - Understands and communicates clear, measurable goals and priorities - Adjusts management and communication styles to effectively manage virtual team members and matrix reports - Keeps abreast of industry changes - Holds self and others accountable for results and decisions	
Employee Comments: - Understand the client/customer requirement and provide the suitable solution and get the customer satisfaction - Technical Knowledge sharing with team members - Effectively communicating and reporting to the team members and managers - Taking the ownership and accountable for end results.	Employee Rating: Highly Effective
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating Highly Effective Ashok rates highly in this area as he demonstrates a desire to get the job done with the minimal of direction and always with the company and customer in mind.	

Ingenuity - Enhancing our clients' lives through innovation that harnesses the breadth and depth of our information, global network, and world-class products	
- Encourages fresh bold ideas - Supports experimentation and learning from mistakes	

- Challenges the conventional and fosters healthy debate - Recognizes and rewards ingenuity - Adopts proactive, not reactive, approach - Offers both simple and creative solutions - Manages ambiguity; adapts to and drives positive change	
Employee Comments: - Sharing the ideas with the team members and getting the encourages from the manager - Taking the responsibility for any mistakes - Got the recognizes and received 4 RAVE Thank you e-cards from the manager - Providing simple and creative solutions to the customer requirements	Employee Rating: Highly Effective
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Consistently Strong I would like to see more ingenuity from Ashok especially where the team can provide efficiency saves. In 2012 Ashok can help the globalisation by suggesting best practices across the regions.	

Leadership - Talented people with the best training who thrive in a diverse meritocracy that demands excellence, initiative and courage	
- Selects, promotes, recognizes, and rewards individuals based on performance - Provides robust feedback, coaching, and development opportunities - Is a role model for corporate and global citizenship - Promotes diversity of thought, background, and experience - Generates energy, enthusiasm and engagement in others - Is dedicated to self improvement and learning - Engages in open, honest dialogue with others and directly addresses conflict when it arises	
Employee Comments: - Getting the trainings for any new products - Organized lunch-learn sessions - Good team member ability to learn new things - Dedicated to self improvement and learning - Sharing the responsibilities for other members roles and responsibilities and ON-CALL support as well	Employee Rating: Highly Effective
Manager Comments:	Manager Rating:
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective	

Overall Rating (How We Achieve Our Business Goals)

Employee Rating: Highly Effective
Manager Rating: Highly Effective

Responsible Finance

Manage Risk and Compliance.
- Understands and proactively manages risk and compliance in respective area of responsibility. - Appropriately assesses risk/reward relationships when making business decisions. - Identifies risk inherent in particular situations or transactions and its impact on other areas of Citi/Citi as a whole. - Ensures that issues are resolved with urgency and escalates them in a timely manner. - Adheres to corporate and business specific policies and considers appropriate controls as part of day-to-day responsibilities. (e.g., anti-money laundering) - Contributes to a 'no surprises' compliance culture by ensuring transparency and candor in managing control issues. - Is transparent and open in communications

Employee Comments: ● Understands and proactively manages the risk and compliance ● Participated and collected the evidences for RCSA in last 3 quarters ● Ensures that analyses the severity of the problem and escalate to the Manager in timely manner ● Resolved the issues urgency and share the resolution methods with the team members ● Attending and completion of any internal risk/AML certifications ● regularly completion of Code of Conduct certifications	Employee Rating: Highly Effective
Manager Comments:	Manager Rating: Highly Effective
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective Ashok's completion of 3 RCSA's is much appreciated. The BAU team need to work together on more timely completion of BAU checks.	

Overall Assessment

Overall Comments	
Manager Comments: Overall an impressive year for Ashok. Customer service was excellent and continued dedication to projects such as CEEMEA migration and storage reclamation has resulted in RAVE and Dazzle accolades. Ashok continues to show his strength as a technician and valued team member. I have seen a step up from last years good performance with Ashok taking on more responsibility and providing more initiatives. Communications with the team have improved and it was a pleasure for the SAN manager to meet himself and Krishnam in Singapore in June. It is my recommendation that he is promoted to AVP as soon as possible to reflect his knowledge and standing among his peers.	Manager Rating: Highly Effective
Matrix Manager Comments (Nigel B. Chilcott): Manager Rating: Highly Effective Overall an impressive year for Ashok. Customer service was excellent and continued dedication to projects such as CEEMEA migration and storage reclamation has resulted in RAVE and Dazzle accolades. Ashok continues to show his strength as a technician and valued team member. I have seen a step up from last years good performance with Ashok taking on more responsibility and providing more initiatives. Communications with the team have improved and it was a pleasure for the SAN manager to meet himself and Krishnam in Singapore in June. It is my recommendation that he is promoted to AVP as soon as possible to reflect his knowledge and standing among his peers.	
Employee Comments:	