

Key Performance Indicators for BDD					
Quadrant	S.No	KPI Name	KPI Definition	Measurement Formula	Rating Scale (1 to 5; where 1 is the lowest and 5 is the highest)
Financial	1	Obtaining Consultancy Jobs YoY CIL & Outside CIL (Submission of offer to the clients after obtaining approval from Competent Authority)	Measures percentage of actual value of jobs obtained as compared to value of jobs as per MoJ	$(\text{Actual Value of jobs obtained} / \text{Target as per MoJ}) * 100$	<ul style="list-style-type: none"> 1 - if the value of job in current year is 70% or lesser of the previous / last year 2 - if the value of job in current year is 71% to 80% of the previous / last year 3 - if the value of job in current year is 81% to 90% of the previous / last year 4 - if the value of job in current year is 91% to 100% of the previous / last year 5 - if the value of job in current year is more than 100% of the previous / last year
	2	Billing - Raising Bills on Intimation from Lead Division as per the Contract for Jobs Outside CIL	Measures percentage of actual amount realised from customers as compared to the amount billed to the customers	$(\text{Actual amount realised from customer} / \text{Amount billed to customers}) * 100$	<ul style="list-style-type: none"> 1 - if the actual amount is 94% or lesser of the billed amount 2 - if the actual amount is 94% to 95% of the billed amount 3 - if the actual amount is 96% to 97% of the billed amount 4 - if the actual amount is 98% to 99% of the billed amount 5 - if the actual amount is 100% of the billed amount
	3	New Customers Acquisition / New Business Development	Measures percentage of actual number of new customers acquired as compared to the Targeted number of new customers to be acquired	$(\text{Actual number of new customers acquired} / \text{Targeted number of new customers}) * 100$	<ul style="list-style-type: none"> 1 - if the actual new customers acquired are 70% or lesser of the targeted number of new customers 2 - if the actual new customers acquired are 71% to 80% of the targeted number of new customers 3 - if the actual new customers acquired are 81% to 90% of the targeted number of new customers 4 - if the actual new customers acquired are 91% to 100% of the targeted number of new customers 5 - if the actual new customers acquired are 101% or more of the targeted number of new customers
	4	Business Growth YoY	Measures percentage of number of repeat business done this year as compared to number of repeat business done last year	$(\text{Number of repeat business done this year} / \text{Number of repeat business done last year}) * 100$	<ul style="list-style-type: none"> 1 - if the number of repeat business done in current year is 70% or lesser of the previous / last year 2 - if the number of repeat business done in current year is 71% to 80% of the previous / last year 3 - if the number of repeat business done in current year is 81% to 90% of the previous / last year 4 - if the number of repeat business done in current year is 91% to 100% of the previous / last year 5 - if the number of repeat business done in current year is more than 100% of the previous / last year
Customer	1	Catering to Customers Queries at Business Development Stage	Measures percentage of actual number of queries responded to as compared to the total number of queries raised by the customers at business development stage	$(\text{Actual number of queries responded} / \text{Total number of queries raised}) * 100$	<ul style="list-style-type: none"> 1 - if the actual number of queries responded to are 60% or lesser of the total number of queries raised 2 - if the actual number of queries responded to are 61% to 70% of the total number of queries raised 3 - if the actual number of queries responded to are 71% to 80% of the total number of queries raised 4 - if the actual number of queries responded to are 81% to 90% of the total number of queries raised 5 - if the actual number of queries responded to are 91% to 100% of the total number of queries raised

Cus	2	Customer Satisfaction Rating YoY	Measures percentage of Year on Year improvement in customer satisfaction rating	$(\text{Current year customer satisfaction rating} / \text{Previous year customer satisfaction rating}) * 100$	<ul style="list-style-type: none"> 1 - if the customer satisfaction rating in current year is 70% or lesser of the previous / last year 2 - if the customer satisfaction rating in current year is 71% to 80% of the previous / last year 3 - if the customer satisfaction rating in current year is 81% to 90% of the previous / last year 4 - if the customer satisfaction rating in current year is 91% to 100% of the previous / last year 5 - if the customer satisfaction rating in current year is more than 100% of the previous / last year
	1	Norms Adherence	Measures percentage of number of norms not adhered to in relation to number of norms to be followed	$(\text{Number of non-adherence to norms} / \text{Number of norms to be followed}) * 100$	<ul style="list-style-type: none"> 1 - if 10% or more of the norms have not been adhered to 2 - if 8% to 9% of the norms have not been adhered to 3 - if 6% to 7% of the norms have not been adhered to 4 - if 4% to 5% of the norms have not been adhered to 5 - if 3% or lesser of the norms have not been adhered to
	2	Information Sourcing / Data Gathering	Measures percentage of time taken to source the required information or data in relation to time allocated for the same in the assigned project or task	$(\text{Time Taken} / \text{Allocated Time}) * 100$	<ul style="list-style-type: none"> 1 - if the time taken is 116% or more of the allocated time 2 - if the time taken is 111% to 115 % of the allocated time 3 - if the time taken is 106% to 110 % of the allocated time 4 - if the time taken is 101% to 105 % of the allocated time 5 - if the time taken is 100 % or lesser of the allocated time
	3	Information / Data Sharing	Measures percentage of time taken to send the required information or data to concerned departments in relation to time allocated for the same	$(\text{Time Taken} / \text{Allocated Time}) * 100$	<ul style="list-style-type: none"> 1 - if the time taken is 116% or more of the allocated time 2 - if the time taken is 111% to 115 % of the allocated time 3 - if the time taken is 106% to 110 % of the allocated time 4 - if the time taken is 101% to 105 % of the allocated time 5 - if the time taken is 100 % or lesser of the allocated time
	4	Resolving Issues with in Department or with Interfacing Department	Measures percentage of number of issues or problems resolved as compared to total number of issues or problems that came up while executing tasks	$(\text{Number of issues or problems resolved} / \text{Total number of issues or problems}) * 100$	<ul style="list-style-type: none"> 1 - if the number of issues or problems resolved are 60% or lesser of the total number of issues or problems raised / came 2 - if the number of issues or problems resolved are 61% to 70% of the total number of issues or problems raised / came 3 - if the number of issues or problems resolved are 71% to 80% of the total number of issues or problems raised / came 4 - if the number of issues or problems resolved are 81% to 90% of the total number of issues or problems raised / came 5 - if the number of issues or problems resolved are 91% to 100% of the total number of issues or problems raised / came
	5	Achieving MoU score	Measures the timely completion of MoU related projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	$(\text{no. of MoU projects completed in time} / \text{total no. of MoU projects}) * 100$	<ul style="list-style-type: none"> 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%

Process	6	Achieving MoU score	Measures the MoU score achieved for the MoU related activities assigned to the executive 5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target	As per rating scale	5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target
	7	New initiative	Measures the percentage of work completion on new initiatives planned in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
	8	Initiatives for system improvement	Measures the percentage of system improvement work completed against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
	9	ERP implementation	Measures the percentage of work completed for ERP implementation against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
	10	Quality Management System	Measures the percentage of work completed for Quality Management System against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%

1	Employee Satisfaction	Measures percentage of employees given higher satisfaction rating in relation to total number of employees who participated in survey	(Number of employees given higher rating / Number of employees participated) * 100	<ul style="list-style-type: none"> 1 - if 50% or lesser employees have given higher rating 2 - if 51% to 60% employees have given higher rating 3 - if 61% to 70% employees have given higher rating 4 - if 71% to 80% employees have given higher rating 5 - if 81% or more employees have given higher rating
2	New Ideas Generation	Measures percentage of number of new solutions provided and accepted by internal or external customers in relation to total number of solutions provided	(Number of new solutions provided and accepted by internal or external customers / Total number of solutions provided)*100	<ul style="list-style-type: none"> 1 - if 3% or lesser solutions have new ideas 2 - if 4% to 6% solutions have new ideas 3 - if 7% to 9% solutions have new ideas 4 - if 10% to 12% solutions have new ideas 5 - if 13% or more solutions have new ideas
3	Reduction in Disciplinary Actions (YoY)	Measures percentage of reduction in disciplinary actions during the year as compared to previous year	(Number of disciplinary actions in current year / Number of disciplinary actions in previous year)*100	<ul style="list-style-type: none"> 1 - if there has been increase in disciplinary action cases by 10% or more 2 - if there has been increase in disciplinary action cases by 5% to 9% 3 - if there has been increase in disciplinary action cases by 0% to 4% 4 - if there has been decrease in disciplinary action cases by 1% to 5% 5 - if there has been decrease in disciplinary action cases by 6% or more
4	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of the department on new concepts against the no. of programmes planned. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of trainings conducted/ total no. of programmes planned) * 100	<ul style="list-style-type: none"> 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
5	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts against the no. of employees planned to be covered. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100	<ul style="list-style-type: none"> 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%

6	Mentoring	Measures the no. of executives (mentees) covered under mentoring process against the target. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of mentees covered/ total no. of target mentees) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
7	Mentoring	Measures the no. of executives (mentees) guided under mentoring scheme in a year. For guiding 5 mentees– 5 For guiding 4 mentees– 4 For guiding 3 mentees– 3 For guiding 2 mentees– 2 For guiding 1 mentees– 1	Total no. of mentees guided successfully in a year	For guiding 5 mentees– 5 For guiding 4 mentees– 4 For guiding 3 mentees– 3 For guiding 2 mentees– 2 For guiding 1 mentees– 1
8	Learning chat (L-Chat) sessions(<i>Executives are expected to conduct L-Chats with their under-reports and others in the department on their new learning after attending a training program</i>)	Measures the no. of Learning chat sessions conducted against no. of training attended 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of L-Chat sessions conducted/ no. of training programmes attended) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
9	Training hours	Measures the no. of under-reports (subordinates) completed the planned hours of training in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%

10	Internal Trainer Certification (ITC) <i>(The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.)</i>	Measures the no. of under-reports who have obtained ITC in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
11	Quality Circle (QC) <i>(Department is expected to form Quality Circles for process/ cost improvement and undertake QC projects on relevant themes. A QC project should be completed within 6 months)</i>	Measures the no. of quality circle projects completed in a year against the planned no. of QC projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects completed/ total no. QC projects planned) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
12	Quality Circle (QC)	Measures the no. of quality circle projects implemented in a year against the no. of QC projects completed. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects implemented/ total no. QC projects completed) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%
13	Developing best practices <i>(Department is expected to undertake continuous process improvement projects for improving efficiency, saving cost, reducing wastage & loss etc. A 'Process Improvement' will be judged as Best practice in the company through a mechanism of Best practice competition to be organized at company level)</i>	Measures the no. of processes developed/ improved as best practices. If atleast 1 process is improved as best practice and implemented - 5 If atleast 1 process is improved as best practice- 4 If atleast 2 processes significantly improved - 3 If atleast 1 process is significantly improved - 2 If atleast 1 process is improved marginally - 1	No. of processes developed/ improved as best practices.	If atleast 1 process is improved as best practice and implemented - 5 If atleast 1 process is improved as best practice- 4 If atleast 2 processes significantly improved - 3 If atleast 1 process is significantly improved - 2 If atleast 1 process is improved marginally - 1

14	Organizing conferences/ seminars/ workshops/ evening lectures	Measures the no. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation If the no. of programs organized is 4 or more- 5 If the no. of programs organized is 3 - 4 If the no. of programs organized is 2 - 3 If the no. of programs organized is 1 - 2	No. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation	If the no. of programs organized is 4 or more- 5 If the no. of programs organized is 3 - 4 If the no. of programs organized is 2 - 3 If the no. of programs organized is 1 - 2
15	Acredition	Measures the percentage of work completed for certification/ acredition against the activities planned for the phase. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of initiatives implemented/ Total no. of initiatives planned) * 100	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%