Quadrant	Key Performance Indicator	KPI Definition	Formula
CUSTOMER	% of sized coal dispatched by rail	Measures the percentage of sized(crushed) coal dispatched as per Annual Action Plan (AAP) Note : The grade of sized coal should be as per MOU target Following scale to be adhered to for rating: 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%	Quantity of sized coal (crushed) dispatched/Total quantity of coal dispatched *100
CUSTOMER	Acknowledgement to VIP requests	Measures percentage of actual number of VIP References replied in relation to total receipt of VIP References 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%	(Actual number of VIP references Replied / Receipt of VIP References)*100
CUSTOMER	Coal grade materialization	Measures the total amount of coal dispatched as per declared grade which shows improvement in coal quality. Following scale to be adhered to for rating: 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%	Total tonnes of coal dispatched as per declared grade / Total tonnes of coal dispatched by subsidiary * 100
CUSTOMER	Dispatch target achievement overall (quantity) %	Measures the sector wise despatch against the sector wise target. Following scale to be adhered to for rating: 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%	Actual despatch (tonnes) / Targeted despatch (tonnes) * 100
CUSTOMER	Timely reply of Parliament/RTI Queries	Measures the number of RTIs which have been replied on time relative to total number of RTIs which have been replied. Following scale to be adhered to for rating: 5- if the number of Parliament/RTI Queries replied within time is 100% 4- if the number of Parliament/RTI Queries replied on time is between 98%-99% of the total queries received 3- if the number of Parliament/RTI Queries replied on time is between 96%-97% of the total queries received 2- if the number of Parliament/RTI Queries replied on time is between 91%-95% of the total queries received 1- if the number of Parliament/RTI Queries replied on time is less than 90% of the total queries received	Number of Parliament & RTI Queries replied on time / Total number of Parliament & RTI Queries replied * 100

CUSTOMER	Timely submission of Statutory report to Ministry	Measures whether the various statutory reports are submitted on time Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3-If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	No of statutory reports actually sent/No of statutory reports required to be sent*100
FINANCIAL	% Technical accuracy in scrutiny of bid documents	Measures the percentage of repair contracts which are re-tendered because of technical discrepancies in scrutiny of bid documents. Following scale to be adhered to for rating: 5- if no contracts were re-tendered due to technical discrepancies 4- if the number of contracts that were re-tendered is less than 5% of the total number of contracts 3- if the number of contracts that were re-tendered is between 6 to 10% of the total number of contracts 2- if the number of contracts that were re-tendered is between 11 to 15% of the total number of contracts 1- if the number of contracts that were re-tendered is more than 15% of the total number of contracts	Number of contracts re-tendered due to technical discrepancies in scrutiny of bid documents
FINANCIAL	% Technical accuracy of NIT specifications	Measures the percentage of contracts which are re-tendered because of technical discrepancies in NIT specifications. Following scale to be adhered to for rating: 5- if no contracts were re-tendered due to technical discrepancies 4- if the number of contracts that were re-tendered is less than 5% of the total number of contracts 3- if the number of contracts that were re-tendered is between 6 to 10% of the total number of contracts 2- if the number of contracts that were re-tendered is between 11 to 15% of the total number of contracts 1- if the number of contracts that were re-tendered is more than 15% of the total number of contracts	Number of contracts re-tendered due to technical discrepancies in NIT specifications

FINANCIAL	OB Removal cost per cubic meter	Measures the expenditure registered at end of the reporting period per cubic meter of mineral rocks or coal mined Following rating scale to be adhered for rating 5- If the actual OB removal cost is less than or equal to 90% of the budget 4- If the actual OB removal cost is between 91%-95% of the budget 3- If the actual OB removal cost is between 96%-100% of the budget 2- If the actual OB removal cost is between 101%-105% of the budget 1- If the actual OB removal cost is above 105% of the budget	Actual cost (in Rs. Per cubic meter)/Budgeted cost (in Rs. Per cubic meter)*100
FINANCIAL	Production cost per tonne	Measures the expenditure registered at end of the reporting period per ton of coal mined Following rating scale to be adhered for rating 5- If the actual production cost is less than or equal to 90% of the budget 4- If the actual production cost is between 91%-95% of the budget 3- If the actual production cost is between 96%-100% of the budget 2- If the actual production cost is between 101%-105% of the budget 1- If the actual production cost is above 105% of the budget	Actual cost (in Rs. Per tonne)/Budgeted cost (in Rs. Per tonne)*100
FINANCIAL	Selling price per tonne	Measures the variance in the actual selling price per tonne and the budgeted selling price per tonne for the year Following rating scale to be adhered for rating 5- If the actual selling price per tonne is 100% of the budget 4- If the actual selling price per tonne is between 91%-99% of the budget 3- If the actual selling price per tonne is between 81%-90% of the budget 2- If the actual selling price per tonne is between 61%-80% of the budget 1- If the actual selling price per tonne is below 60% of the budget	Actual selling price (in Rs per tonne)/Budgeted selling price (in Rs per tonne)*100
LEARNING AND GROWTH	Evaluation against MoU parameters	Measures timely submission of report on performance against MoU parameters Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3-If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	No of reports circulated/No of reports required to be circulated*100

LEARNING AND GROWTH	Extending Help in Preparing Technical Papers, Key Note Addresses for CMD	Measures percentage of actual number of Technical Papers, Key Note & Addresses for CMD prepared in relation to assigned number Following rating scale to be adhered : 5 - if the actual number prepared are 100% of the targeted assigned number 4 - if the actual number prepared are 90% of the targeted assigned number 3 - if the actual number prepared are 80% of the targeted assigned number 2 - if the actual number prepared are 70% of the targeted assigned number 1 - if the actual number prepared are 60% or lesser of the assigned number	Actual number of Technical Papers, Key Note & Addresses for CMD prepared / Assigned number*100
LEARNING AND GROWTH	Implementation of new projects / future projects	Measures the number of milestones that have been achieved for new or future projects as against the planned number of milestones to be achieved. Following scale to be adhered to for rating: 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%	Actual number of milestones achieved / Target number of milestones to be achieved * 100
LEARNING AND GROWTH	Mandays of training undergone by each individual	Measures the number of mandays spent on training by each individual relative to the nominated mandays to be spent on training Following rating scale to be adhered for rating : 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%	Actual mandays spent on training/Total mandays nominated for training*100
LEARNING AND GROWTH	Mine Capacity Utilisation	Measures the degree to which the capacity utilisation is happening vis a vis the plan. Following rating scale to be adhered for rating : 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%	Actual Capacity utilisation/ Targeted Capacity utilisation * 100
LEARNING AND GROWTH	New Technology implementation plan	Measures the adherence to Implementation plan of new technologies Following rating scale to be adhered : 5 - if the actual number prepared are 100% of the targeted assigned number 4 - if the actual number prepared are 90% of the targeted assigned number 3 - if the actual number prepared are 80% of the targeted assigned number 2 - if the actual number prepared are 70% of the targeted assigned number 1 - if the actual number prepared are 60% or lesser of the assigned number	Actual no of initatives taken/Target no of initatives*100

LEARNING AND GROWTH	R & D initatives	Measures the adherence to R & D plan for the year Following rating scale to be adhered : 5 - if the actual number prepared are 100% of the targeted assigned number 4 - if the actual number prepared are 90% of the targeted assigned number 3 - if the actual number prepared are 80% of the targeted assigned number 2 - if the actual number prepared are 70% of the targeted assigned number 1 - if the actual number prepared are 60% or lesser of the assigned number	Actual no of initatives taken/Target no of initatives*100
LEARNING AND GROWTH	Utilisation of capital budget	Measures the actual utilisation/expenditure against the provision made headwise. Following rating scale to be adhered for rating : 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%	Actual utilization of budget / Capital budget of the subsidiary * 100
Learning & Growth	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
Learning & Growth	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
Learning & Growth	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

Learning & Growth	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
Learning & Growth	Training hours	Measures the no. of under-reports (sub-ordinates) 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
Learning & Growth	Internal Trainer Certification (ITC) *(The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.)*	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
Learning & Growth	Quality Circle (QC) *(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)*	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
Learning & Growth	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

Learning & Growth	Developing best practices *(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)*	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.
Learning & Growth	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
Learning & Growth	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
Learning & Growth	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
PROCESS	% Departmental Quarterly Coal Production Schedule Adherence	Measures the degree to which coal production targets were achieved on quarterly basis during the measurement period of time Following scale to be adhered to for rating: 5- if the number of quarters in which targets are achieved is 100% 4- if the number of quarters in which targets are achieved is 75% 3- if the number of quarters in which targets are achieved is 50% 2- if the number of quarters in which targets are achieved is 25% 1- if the number of quarters in which targets are achieved is 0%	No of quarters in which targets are achieved/4*100

PROCESS	% Departmental Quarterly OB Production Schedule Adherence	Measures the degree to which OB removal targets were achieved on quarterly basis during the measurement period of time Following scale to be adhered to for rating: 5- if the number of quarters in which targets are achieved is 100% 4- if the number of quarters in which targets are achieved is 75% 3- if the number of quarters in which targets are achieved is 50% 2- if the number of quarters in which targets are achieved is 25% 1- if the number of quarters in which targets are achieved is 0%	No of quarters in which targets are achieved/4*100
PROCESS	Audit Paragraph	A measure that highlights the degree to which documentation and process execution is in sync with the standard operating procedures of the company. Following scale to be adhered to for rating: 5- if the number of audit paragraphs that have been dropped is 100% 4- if the number of audit paragraphs that have been dropped is between 91 to 99% of the number raised 3- if the number of audit paragraphs that have been dropped is between 81 to 90% of the number raised 2- if the number of audit paragraphs that have been dropped is between 61 to 80% of the number raised 1- if the number of audit paragraphs that have been dropped is less than 60% of the number raised	Actual number of audit paragraphs dropped / Actual number of audit paragraphs raised * 100
PROCESS	Collation of ATR on CMD Meeting	Measures the timely collation and circulation of ATR on CMD Meeting Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of timely circulation of ATR on CMD Meeting / No of ATR on CMD Meeting required to be collated and circulated*100
PROCESS	Correspondence Management	Measures the number of new issues highlighted due to improper management of correspondence Following rating scale to be adhered : 5-If less than 5 cases of escalataion in the year 4-If less than 7 cases of escalataion in the year 3-If less than 9 cases of escalataion in the year 2-If less than 11 cases of escalataion in the year 1-If more than 11 cases of escalataion in the year	No of issues highlighted

PROCESS	Departmental Coal Production achievement %	Measures the actual quantity of coal produced for the organisation v/s target. Following scale to be adhered to for rating: 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%	Actual Coal Production / Subsidiary Coal Production Target * 100
PROCESS	Departmental OC coal production - annual	Measures the total percentage of actual coal production being done from open cast mines relative to the budgeted open cast production . Following scale to be adhered to for rating: 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%	Actual OC Production (in tonnes)/ Budgeted OC Production (in tonnes) * 100
PROCESS	Departmental UG coal production - annual	Measures the total percentage of actual coal production being done from underground mines relative to the budgeted under ground production. Following scale to be adhered to for rating: 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%	Actual UG Production (in tonnes)/ Budgeted UG Production (in tonnes) * 100
PROCESS	Extending Help in Preparing Technical Papers, Key Note Addresses for CMD	Measures percentage of actual number of Technical Papers, Key Note & Addresses for CMD prepared in relation to assigned number Following rating scale to be adhered : 5 - if the actual number prepared are 100% of the targeted assigned number 4 - if the actual number prepared are 90% of the targeted assigned number 3 - if the actual number prepared are 80% of the targeted assigned number 2 - if the actual number prepared are 70% of the targeted assigned number 1 - if the actual number prepared are 60% or lesser of the assigned number	Actual number of Technical Papers, Key Note & Addresses for CMD prepared / Assigned number*100
PROCESS	Preparation and circulation of agenda for CMD Meeting	Measures the timely preparation and circulation of agenda for CMD Meeting (Agreed Timelines: Atleast 7 working days before the schedule date of CMD Meeting) Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of agenda for CMD meeting prepared within agreed timelines/No of CMD meeting agenda required to be prepared*100

PROCESS	Timely circulation of MOM	Measures the timely circuation of MOM (Draft MOM- within 7 days, Final MOM-14 days) Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of MOM circulated within agreed timelines/ No of MOM required to be prepared*100
PROCESS	Timely collation and circulation of ATR on Coordination Meeting	Measures the timely collation and circulation of ATR on Coordination Meeting Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of timely circulation of ATR on Coordination Meeting / No of ATR on Coordination Meeting required to be collated and circulated*100
PROCESS	Timely collation and circulation of ATR on FD Meeting	Measures the timely collation and circulation of ATR on FD Meeting Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of timely circulation of ATR on FD Meeting / No of ATR on FD Meeting required to be collated and circulated*100
PROCESS	Timely collation and circulation of ATR on MOM of CMD Meeting	Measures the timely collation and circulation of ATR on MOM of CMD Meeting Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of timely circulation of ATR on MOM of CMD Meeting / No of ATR on MOM of CMD Meeting required to be collated and circulated*100
PROCESS	Timely collation and circulation of ATR on MOM of Ministry of Coal Meeting	Measures the timely collation and circulation of ATR on MOM of Ministry of Coal Meeting Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of timely circulation of ATR on MOM of Ministry of Coal Meeting / No of ATR on MOM of Ministry of Coal Meeting required to be collated and circulated*100
PROCESS	Timely creation and circulation of CMD Agenda notes	Measures the timely creation and circulation of FD Agenda notes Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of CMD Agenda notes prepared within agreed timelines/No of CMD Agenda notes required to be prepared*100
PROCESS	Timely creation and circulation of Coordination Agenda notes	Measures the timely creation and circulation of Coordination Agenda notes Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of Coordination meeting Agenda notes prepared within agreed timelines/No of Coordination meeting Agenda notes required to be prepared*100

PROCESS	Timely creation and circulation of FD Agenda notes	Measures the timely creation and circulation of FD Agenda notes Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of FD Agenda notes prepared within agreed timelines/No of FD Agenda notes required to be prepared*100
PROCESS	Timely creation and circulation of Coordination Agenda notes	Measures the timely creation and circulation of Coordination Agenda notes Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of Coordination meeting Agenda notes prepared within agreed timelines/No of Coordination meeting Agenda notes required to be prepared*100
PROCESS	Timely preparation and circulation of agenda for CMD Meeting	Measures the timely preparation and circulation of agenda for Coordination Meeting (Agreed Timelines: As per the timelines directed by CIL HQ) Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of agenda for Coordination meeting prepared within agreed timelines/No of Coordination meeting agenda required to be prepared*100
PROCESS	Timely preparation and circulation of agenda for Coordination Meeting	Measures the timely preparation and circulation of agenda for Coordination Meeting (Agreed Timelines: Atleast 7 working days before the schedule date of Coordination Meeting) Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of agenda for Coordination meeting prepared within agreed timelines/No of Coordination meeting agenda required to be prepared*100
PROCESS	Timely preparation and circulation of agenda for FD Meeting	Measures the timely preparation and circulation of agenda for FD Meeting (Agreed Timelines: Atleast 7 working days before the schedule date of FD Meeting) Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	No of agenda for FD meeting prepared within agreed timelines/No of FD meeting agenda required to be prepared*100
PROCESS	Timely submission of Annual report	Measures the delay in submission of annual report beyond stipulated date. Following scale to be adhered to for rating: 5- On or before time 4- if delayed by a week 3- if delayed by 2 weeks 2- if delayed by 3 weeks 1- If never submitted.	Delay measured in days

PROCESS	Timely submission of monthly report (including D O letter to Ministry of Coal)	Measures the number of times when monthly report is submitted to CIL and MoC on time. Following scale to be adhered to for rating: 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 times monthly report was submitted on time / Number of montly reports required to be submitted * 100
Process	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%	(no. of MoU projects completed in time/ total no. of MoU projects) * 100
Process	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
Process	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
Process	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
Process	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