Quadrant	Key Performance Indicator	KPI Definition	Formula
Customer	Query Resolution-Bidders	Measures the timely reply of queries of bidders/outside agencies Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 98%-99% 3-If percentage is between 96%-97% 2- If percentage is between 91%-95% 1- If percentage is less than 90%	Total queries timely replied/Total queries received*100
Customer	Query Resolution-Vigilance & CAG Department	Measures the timely reply of queries of Vigilance Department & CAG Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 98%-99% 3-If percentage is between 96%-97% 2- If percentage is between 91%-95% 1- If percentage is less than 90%	Total queries timely replied/Total queries received*100
Financial	Expenditure due to non compliance of process related to release and award of contract	Measures the additional expenditure incurred due to non compliance of tendering process by CMC Department Following rating scale to be adhered : 5- If percentage of cases of re tenders due to non compliance of tendering process is "0" percent 4- If percentage of cases of re tenders due to non compliance of tendering process is less than "5" percent 3- If percentage of cases of re tenders due to non compliance of tendering process is less than "10" percent 2- If percentage of cases of re tenders due to non compliance of tendering process is less than "15" percent 1- If percentage of cases of re tenders due to non compliance of tendering process is more than "15" percent	No of cases of re tenders due to non compliance of tendering process/No of tenders released in the year*100

Financial	Timely refund (EMD)to unsuccessful bidders	Measures the timely refund to unsuccessful bidder Following rating scale to be adhered : 5- If percentage of cases of timely refund is "100" 4- If percentage of cases of timely refund is between "80-99" 3- If percentage of cases of timely refund is between "60-79" 2- If percentage of cases of timely refund is between "50-59" 1- If percentage of cases of timely refund is less than 50	Number of cases of timely refund as per CMM/Subisdairy norms/Total number of refund to be made*100
Learning & Growth	Coordination Meeting	Measures the number of coordination meeting actually held against the required meeting 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%	Actual number of coordination meeting held/Number of coordination meetings required to be held*100
Learning & Growth	Employee Satisfaction Index	Measures the employee engagement in their work activities and responsiblities in terms of enthusiasm and commitments 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%	Number of employees giving a rating of 4 or 5 on a 5 point scale instrument/Total survey pupulation*100
Learning & Growth	E-tendering	Measures the gradual transition from physical tendering to e-tendering process by appointment of vendor for e-tendering process within target date Following scale to be adhered for rating: 5- If vendor is appointed within target date 4- If vendor is appointed within 15 days of lapse of target date 3- If vendor is appointed within 30 days of lapse of target date 2- If vendor is appointed within 60 days of lapse of target date 1- If vendor is appointed beyond 60 days of lapse of target date	As per rating scale

Learning & 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 & Growth	Process Improvement	Measuress the gradual transition from physical tendering to e-tendering process by appointment of vendor for etendering process within target date Following scale to be adhered for rating: 5-If vendor is appointed within target date 4-If vendor is appointed within 15 days of lapse of target date 3-If vendor is appointed within 30 days of lapse of target date 2-If vendor is appointed within 60 days of lapse of target date 1-If vendor is appointed beyond 60 days of lapse of target date	As per rating scale
Learning & Growth	Process Manual	Measures the timely updation of CMC Manual on a yearly basis Following scale to be adhered for rating: 5-If Process Manual is updated within 31st May of the next year for previous year 4-If Process Manual is updated within 30th June of the next year for previous year 3-If Process Manual is updated within 31st July of the next year for previous year 2-If Process Manual is updated within 31st August of the next year for previous year 1-If Process Manual is updated post 31st August of the next year for previous year	As per rating scale
Learning & Growth	Updation of employee skill	Measures the percentage of employees sent for training against the number of request for nomination received for 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%	Number of employees released for trainings by the HOD / Total number of employees nominated for trainings by HRD * 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	Comparative Statement(CS)	Measures the number of times there has been timely submission of CS for techincal evaluation 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%	Number of cases of submission of CS within prescribed norms/No of CS prepared*100
Process	Letter of Acceptance (LOA)	Measures the number of times there has been timely issue of Letter of Acceptance (Note : This excludes disputed court cases) 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%	Total number of LOA Released as per tender guidelines/Total number of LOA required to be released *100

Process	Audit Paragraph rate	A measure that highlights the degree to which documentation and process execution is in sync with the standard operating procedures of the company. 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 number of audit paragraphs dropped / Actual number of audit paragraphs raised * 100
Process	Claim Settlement of contract	Measures the total number of successful closure of cases of disputes (Note- The cases only includes those cases which were imposed by vendors/contractors before award of work) 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%	Number of cases in favor of the company/No of cases settled in the year *100
Process	Notice Inviting tender(NIT)	Measures the number of NIT to be released against the number of approved proposal for release of NIT Following rating scale to be adhered : 5 - 100% achievement 4 - 80-99% achievement 3 - 60-79% achievement 2 - 40-59% achievement 1 - less than 40% achievement	No of NIT issued/No of approved proposal prepared for release of NIT *100
Process	Preparation of Schedule of Rate	Measures the timely completion of revaluation of SOR/ESM rates and obtain approval from competent authority Following scale to be adhered for rating: 5-If SOR is prepared before expiry of existing SOR 4-If SOR is prepared after 7 days of expiry of existing SOR 3-If SOR is prepared after 15 days of expiry of existing SOR 2-If SOR is prepared after 21 days of expiry of existing SOR 1-If SOR is prepared after 30 days of expiry of existing SOR	As per rating scale

Process	Preparation of tender documents	Measures the timely release of tender documents as per NIT Timelines Following rating scale to be adhered : 5 - 100% achievement 4 - 80-99% achievement 3 - 60-79% achievement 2 - 40-59% achievement 1 - less than 40% achievement	Tender documents released as per timelines mentioned in NIT/Total number of tender documents released *100
Process	Publication of tender	Measures the timely provision of information to PR/IT for final print Following rating scale to be adhered : 5 - 100% achievement 4 - 80-99% achievement 3 - 60-79% achievement 2 - 40-59% achievement 1 - less than 40% achievement	No of times information to PR for print media publication and (or) GM Systems for web site publication sent post 3 working days of release of NIT/No of times information sent for publication of tender *100
Process	Scrutiny of estimate proposal	Measures the accuracy in scrutiny of estimate proposal by CMC Department Following rating scale to be adhered : 5 - 100% achievement 4 - 80-99% achievement 3 - 60-79% achievement 2 - 40-59% achievement 1 - less than 40% achievement	Number of files returned from Director (Technical) for rescrutiny of recommendations/Total number of files send post scrutiny*100
Process	Timely award of contract	Measures the number of cases of timely award of contract as pet CMM Norms (Note : The time period commences from the date of receipt of complete proposal in CMC Department) Following rating scale to be adhered : 5 - 100% achievement 4 - 80-99% achievement 3 - 60-79% achievement 2 - 40-59% achievement 1 - less than 40% achievement	Number of cases of timely award of contract as per CMM Norms/Total number of contracts awarded*100
Process	Timely MIS -Monthly report of Contract Status	Measures the timely publication of Monthly reports (Schedule timelines : within 1st week of next month for previous month) 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%	No of monthly MIS reports released within 1st week of the next month/12*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