

Key Performance Indicators for CMP (Coal & Mineral Preparation Division)					
Quadrant	S.No	KPI Name	KPI Definition	Measurement Formula	Rating Scale (1 to 5; where 1 is the lowest and 5 is the highest)
	1	Engineering Days Consumption (Utilization)	Measures percentage of actual engineering days consumed for various reports & tasks in relation to estimated engineering days required for various reports & tasks in the given period	(Actual engineering days consumed for various reports and tasks / Estimated engineering days)*100	<p>1 - if actual engineering days consumed are 116% or more of the estimated engineering days</p> <p>2 - if actual engineering days consumed are 111% to 115% of the estimated engineering days</p> <p>3 - if actual engineering days consumed are 106% to 110% of the estimated engineering days</p> <p>4 - if actual engineering days consumed are 101% to 105% of the estimated engineering days</p> <p>5 - if actual engineering days consumed are 100% or lesser of the estimated engineering days</p>
	2	Savings	Measures percentage of actual cost incurred on various activities as compared to the estimated cost to be incurred	(Actual cost incurred / Estimated or Budgeted cost) *100	<p>1 - if actual cost incurred are 116% or more percentage of the estimated cost</p> <p>2 - if actual cost incurred are 111% to 115% of the estimated cost</p> <p>3 - if actual cost incurred are 106% to 110% of the estimated cost</p> <p>4 - if actual cost incurred are 101% to 105% of the estimated cost</p> <p>5 - if actual cost incurred are 100% or lesser percentage of the estimated cost</p>
	3	Preparing Coal Washery Modification Report	Measures percentage of actual number of coal washery modification report prepared as compared to targeted number of coal washery modification report to be prepared	(Actual number of reports prepared / Targeted number of reports)*100	<p>1 - if the actual number of report prepared is less than 60% of the targeted number</p> <p>2 - if the actual number of report prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number of report prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number of report prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number of report is 100% of the targeted number</p>
	4	Preparing Coal Washery Conceptual Report / Chapters on Washery for Mines PR	Measures percentage of actual number of coal washery conceptual report and chapters on Washery for Mines PR prepared as compared to targeted number of coal washery conceptual report to be prepared	(Actual number prepared / Targeted number to be prepared)*100	<p>1 - if the actual number of report prepared is less than 60% of the targeted number</p> <p>2 - if the actual number of report prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number of report prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number of report prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number of report is 100% of the targeted number</p>
	5	Preparing Coal Washery Feasibility Report	Measures percentage of actual number of coal washery feasibility report prepared as compared to targeted number of coal washery feasibility report to be prepared	(Actual number of reports prepared / Targeted number of reports)*100	<p>1 - if the actual number of report prepared is less than 60% of the targeted number</p> <p>2 - if the actual number of report prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number of report prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number of report prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number of report is 100% of the targeted number</p>

Financial

6	NIT Preparation	Measures percentage of actual number of NIT prepared as compared targeted number of NIT to be prepared	$(\text{Actual number of NIT prepared} / \text{Targeted number of NIT}) * 100$	<p>1 - if the actual number of NIT prepared is less than 60% of the targeted number</p> <p>2 - if the actual number of NIT prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number of NIT prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number of NIT prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number of NIT prepared is 100% of the targeted number</p>
7	Tender Evaluation	Measures percentage of actual number of tender evaluated as compared to targeted or assigned number of tender to be evaluated	$(\text{Actual number of Tender Evaluated} / \text{Targeted or Assigned number}) * 100$	<p>1 - if the actual number of Tender evaluated is less than 60% of the targeted number</p> <p>2 - if the actual number of Tender evaluated is 60% to 79% of the targeted number</p> <p>3 - if the actual number of Tender evaluated is 80% to 89% of the targeted number</p> <p>4 - if the actual number of Tender evaluated is 90% to 99% of the targeted number</p> <p>5 - if the actual number of Tender evaluated is 100% of the targeted number</p>
8	Preparing Contract Document	Measures percentage of actual number of Contract Document prepared as compared to targeted or assigned number of Contract Document to be prepared	$(\text{Actual number of Contract Document prepared} / \text{Targeted or Assigned number}) * 100$	<p>1 - if the actual number of contract document prepared is less than 60% of the targeted number</p> <p>2 - if the actual number of contract document prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number of contract document prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number of contract document prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number of contract document prepared is 100% of the targeted number</p>
9	Preparing Revised Cost Estimate/ Updated Cost Estimate	Measures percentage of actual number of revised or updated cost estimate prepared as compared to targeted or assigned number of revised or updated cost estimate to be prepared	$(\text{Actual number} / \text{Targeted or Assigned number}) * 100$	<p>1 - if the actual number prepared is less than 60% of the targeted number</p> <p>2 - if the actual number prepared is 60% to 79% of the targeted number</p> <p>3 - if the actual number prepared is 80% to 89% of the targeted number</p> <p>4 - if the actual number prepared is 90% to 99% of the targeted number</p> <p>5 - if the actual number prepared is 100% of the targeted number</p>

	10	Sample Collection, Coal Testing & Test Report Preparation	Measures percentage of actual number of coal testing done as compared to targeted or assigned number of coal testing to be done	$(\text{Actual number of coal testing done} / \text{Targeted or Assigned number}) * 100$	<ul style="list-style-type: none"> 1 - if the actual number coal testing done is less than 60% of the targeted number 2 - if the actual number coal testing done is 60% to 79% of the targeted number 3 - if the actual number coal testing done is 80% to 89% of the targeted number 4 - if the actual number coal testing done is 90% to 99% of the targeted number 5 - if the actual number coal testing done is 100% of the targeted number
Customer	1	Completion of Scheduled Jobs as per Annual Plan	Measures percentage of scheduled jobs completed on time in relation to total scheduled jobs allocated during the period	$(\text{Number of scheduled jobs completed on time} / \text{Total number of scheduled jobs allocated}) * 100$	<ul style="list-style-type: none"> 1 - if the number of scheduled jobs completed on time is less than 60% of the total number of scheduled job 2 - if the number of scheduled jobs completed on time is 60% to 79% of the total number of scheduled job 3 - if the number of scheduled jobs completed on time is 80% to 89% of the total number of scheduled job 4 - if the number of scheduled jobs completed on time is 90% to 99% of the total number of scheduled job 5 - if the number of scheduled jobs completed on time is 100% of the total number of scheduled job
	2	Completion of Unscheduled Jobs as Required	Measures percentage of unscheduled jobs completed on time in relation to total unscheduled jobs allocated during the period	$(\text{Number of unscheduled jobs completed on time} / \text{Total number of unscheduled jobs allocated}) * 100$	<ul style="list-style-type: none"> 1 - if the number of unscheduled jobs completed on time is less than 60% of the total number of unscheduled job 2 - if the number of unscheduled jobs completed on time is 60% to 79% of the total number of unscheduled job 3 - if the number of unscheduled jobs completed on time is 80% to 89% of the total number of unscheduled job 4 - if the number of unscheduled jobs completed on time is 90% to 99% of the total number of unscheduled job 5 - if the number of unscheduled jobs completed on time is 100% of the total number of unscheduled job
	3	Project / Task Review Meetings with Internal & External Customers	Measures percentage of actual number of review meetings done in relation to estimated number of review meetings to be done during the given period or on the specific project	$(\text{Actual number of review meetings} / \text{Estimated number of review meetings}) * 100$	<ul style="list-style-type: none"> 1 - if actual number of review meetings are less than 60% of the estimated number of review meetings 2 - if actual number of review meetings are 60% to 79% of the estimated number of review meetings 3 - if actual number of review meetings are 80% to 89% of the estimated number of review meetings 4 - if actual number of review meetings are 90% to 99% of the estimated number of review meetings 5 - if actual number of review meetings are 100% of the estimated number of review meetings
	4	Re-work Scenario	Measures percentage of number solutions that have been accepted at one go by internal or external customers in relation to total number of solutions provided	$(\text{Solutions accepted at one go} / \text{Number of solutions provided}) * 100$	<ul style="list-style-type: none"> 1 - if less than 60% of total solutions have been accepted at one go 2 - if 60% to 79% of total solutions have been accepted at one go 3 - if 80% to 89% of total solutions have been accepted at one go 4 - if 90% to 99% of total solutions have been accepted at one go 5 - if 100% of total solutions have been accepted at one go

	5	Customer Satisfaction Rating YoY	Measures percentage of Year on Year improvement in customer satisfaction rating	(Current year customer satisfaction rating / Previous year customer satisfaction rating)*100	<p>1 - if the customer satisfaction rating in current year is 70% or lesser of the previous / last year</p> <p>2 - if the customer satisfaction rating in current year is 80% to 89% of the previous / last year</p> <p>3 - if the customer satisfaction rating in current year is 90% to 99% of the previous / last year</p> <p>4 - if the customer satisfaction rating in current year is 100% of the previous / last year</p> <p>5 - if the customer satisfaction rating in current year is more than 100% of the previous / last year</p>
	1	Norms Adherence	Measures percentage of number of norms not adhered to in relation to number of norms to be followed	(Number of non-adherence to norms / Number of norms to be followed)*100	<p>1 - if 10% or more of the norms have not been adhered to</p> <p>2 - if 8% to 9% of the norms have not been adhered to</p> <p>3 - if 6% to 7% of the norms have not been adhered to</p> <p>4 - if 4% to 5% of the norms have not been adhered to</p> <p>5 - if 3% or lesser of the norms have not been adhered to</p>
	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	(Time Taken / Allocated Time)*100	<p>1 - if the time taken is 116% or more of the allocated time</p> <p>2 - if the time taken is 111% to 115 % of the allocated time</p> <p>3 - if the time taken is 106% to 110 % of the allocated time</p> <p>4 - if the time taken is 101% to 105 % of the allocated time</p> <p>5 - if the time taken is 100 % or lesser of the allocated time</p>
	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	(Time Taken / Allocated Time)*100	<p>1 - if the time taken is 116% or more of the allocated time</p> <p>2 - if the time taken is 111% to 115 % of the allocated time</p> <p>3 - if the time taken is 106% to 110 % of the allocated time</p> <p>4 - if the time taken is 101% to 105 % of the allocated time</p> <p>5 - if the time taken is 100 % or lesser of the allocated time</p>
	4	Documentation Efficiency	Measures percentage of number of reports got wasted due to error or other factors in comparison to total number or reports generated during the period	(Number of reports that got wasted / Total number of reports generated)*100	<p>1 - if 9% or more of total number of reports got wasted</p> <p>2 - if 7% to 8% of total number of reports got wasted</p> <p>3 - if 5% to 6% of total number of reports got wasted</p> <p>4 - if 3% to 4% of total number of reports got wasted</p> <p>5 - if 2% or lesser of total number of reports got wasted</p>
	5	Resolving Technical or Functional Issues with in Department or with Interfacing Department	Measures percentage of number of technical issues or problems resolved as compared to total number of technical issues or problems that came up while executing scheduled or unscheduled job during the period	(Number of technical issues or problems resolved / Total number of technical issues or problems)*100	<p>1 - if the number of issues or problems resolved are less than 60% of the total number of issues or problems raised / came</p> <p>2 - if the number of issues or problems resolved are 60% to 79% of the total number of issues or problems raised / came</p> <p>3 - if the number of issues or problems resolved are 80% to 89% of the total number of issues or problems raised / came</p> <p>4 - if the number of issues or problems resolved are 90% to 99% of the total number of issues or problems raised / came</p> <p>5 - if the number of issues or problems resolved are 100% of the total number of issues or problems raised / came</p>

Process

6	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	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	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
8	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%
9	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%
10	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%

11	Quality Management Syst	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	1 - if 50% or lesser employees have given higher rating 2 - if 51% to 60% employees have given higher rating 3 - if 60% to 79% employees have given higher rating 4 - if 80% to 89% 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	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	Scheduled & Unscheduled Jobs Output (YoY)	Measures percentage of volume or quantity of schedule & unscheduled jobs performed in current year in relation to quantity or volume of scheduled & unscheduled job performed in previous year	(Quantity or volume of schedule & unscheduled jobs performed in the current year / Quantity or volume of scheduled & unscheduled jobs performed in previous year)*100	1 - if the scheduled & unscheduled jobs output in current year are 70% or lesser of the previous / last year 2 - if the scheduled & unscheduled jobs output in current year are 80% to 89% of the previous / last year 3 - if the scheduled & unscheduled jobs output in current year are 90% to 99% of the previous / last year 4 - if the scheduled & unscheduled jobs output in current year are 100% of the previous / last year 5 - if the scheduled & unscheduled jobs output in current year are 101% or more of the previous / last year
4	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	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

5	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	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	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	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) 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%

8	Mentoring	<p>Measures the no. of executives (mentees) guided under mentoring scheme in a year.</p> <p>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</p>	<p>Total no. of mentees guided successfully in a year</p>	<p>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</p>
9	<p>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>)</p>	<p>Measures the no. of Learning chat sessions conducted against no. of training attended</p> <p>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%</p>	<p>(no. of L-Chat sessions conducted/ no. of training programmes attended) * 100</p>	<p>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%</p>
10	Training hours	<p>Measures the no. of under-reports (sub-ordinates) completed the planned hours of training in a year against the total no. of under-reports</p> <p>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%</p>	<p>(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100</p>	<p>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%</p>

11	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%
12	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%
13	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%

14	Developing best practices(<i>Department is expected to undertake continuous 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
15	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

16	Acredition	<p>Measures the percentage of work completed for certification/ acredition against the activities planned for the phase.</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90 %-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is less than 60%</p>	<p>(Number of initiatives implemented/ Total no. of initiatives planned) * 100</p>	<p>5- If percentage is 100%</p> <p>4- If percentage is between 90 %-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is less than 60%</p>
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