

Quadrant	Key Performance Indicator	KPI Definition	Formula
FINANCIAL	Customs Clearance Timelines Index	Measures whether there is any delay in clearance of goods from customs area due to delay in payment of customs duty, port charges etc. Following rating scale to be adhered for rating : 5-If the number of instances of interest/penalties/fine imposed is "0" 4-If the number of instances of interest/penalties/fine imposed is less than "5" 3-If the number of instances of interest/penalties/fine imposed is less than "10" 2-If the number of instances of interest/penalties/fine imposed is less than "15" 1--If the number of instances of interest/penalties/fine imposed is more than "15"	Number of instances of interest/penalties/fines imposed
CUSTOMER	Bill Clearance	Measures the timely clearance of custom bills (Benchmark- 7 working days from receipt of bill) 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 instances of clearance of custom bills within benchmark norms/No of instances of of clearance of custom bills *100
CUSTOMER	Timely reply to parliament questions / RTI	Measures the number of parliament questions/RTI replied in time relative to total number of parliament questions/RTI replied. 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 parliament questions/RTI replied in time / Total number of parliament questions/RTI replied * 100
CUSTOMER	Report & MIS	Measures the timely filing of statutory returns/ documents Following scale to be adhered to for rating: 5- If the percentage of timely submission is 100% 4- If the percentage of timely submission is between 90%- 99% 3- If the percentage of timely submission is between 80%- 89% 2-If the percentage of timely submission is between 70%- 79% 1-If the percentage of timely submission is less than 70 %	No of statutory returns submitted on time/ Total no of statutory returns actually submitted*100

PROCESS	Customs Clearance Timelines Index	Measures the timely receipt of clearance of goods from customs area (Benchmark for customer clearance timelines- To be internally decided) Following scale to be adhered to for rating: 5-If the number of instances of delay is "0" 4-If the number of instances of delay is less than "5" 3-If the number of instances of delay is less than "10" 2-If the number of instances of delay is less than "15" 1--If the number of instances of delay is more than "15"	No of instances of delay in days
PROCESS	Submission of debit memos	Measures the timeliness in raising debit memos for subsidiaries (Benchmark-To be internally decided) 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%	No of instances of timely in submission of debit memos/Total no of debit memos submitted*100
PROCESS	Reconciliation of Transaction	Measures the timely reconciliation of transactions related to subsidiaries (Benchmark-To decide the date for reconciliation of transaction) Following scale to be adhered to for rating: 5-If the reconciliation of transactions related to subsidiaries is completed within agreed timelines 4-If the reconciliation of transactions related to subsidiaries is completed within 7 days of lapse of agreed timelines 3-If the reconciliation of transactions related to subsidiaries is completed within 15 days of lapse of agreed timelines 2-If the reconciliation of transactions related to subsidiaries is completed within 21 days of lapse of agreed timelines 1-If the reconciliation of transactions related to subsidiaries is completed beyond 21 days of lapse of agreed timelines	Delay in days
PROCESS	Documentation	Measures the availability of all relevant document for the purpose of custom clearance 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%	No of cases of delay in custom clearance due to non availability of documents/Total no of custom clearance*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
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) <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
Learning & Growth	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
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 <i>(Department is expected to undertake continuous process improvement projects for improving efficiency, saving cost, reducing wastage &amp; 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.
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	<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>	(Number of initiatives implemented/ Total no. of initiatives planned) * 100
Learning & Growth	ERP implementation	<p>Measures the percentage of work completed for ERP implementation against the planned activities in a year</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>	Percentage equivalent of work completed