

| Quadrant | Key Performance Indicator (KPI) | KPI Definition | Formula |
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| Financial | Penalties for late payment | Measures the amount of penalties which have been paid for late processing of phone bills, mobile bills and statutory fees in current year. Following scale to be adhered to for rating: 5- if no penalty has been paid 4- if the penalty paid is less than 1% of the bill amount 3- if the penalty paid is between 1 to 2% of the bill amount 2- if the penalty paid is between 2 to 4% of the bill amount 1- if the penalty paid is more than 4% of the bill amount. | $(\text{Penalty amount} / \text{Total bill amount}) * 100$ |
| Financial | % Utilization of frequency | Measures the utilization percentage of frequency of wireless radio equipments (WRE) relative to total number of WREs deployed. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement | $(\text{Number of WREs for which license is utilized} / \text{Total number of WREs deployed}) * 100$ |
| Financial | % Technical accuracy of NIT - Centralized items | Measures the percentage of contracts which are re-tendered because of technical discrepancies in NIT. 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 retendered due to technical discrepancies |
| Financial | % Technical accuracy of NIT - Decentralized items | Measures the percentage of contracts which are re-tendered because of technical discrepancies in NIT. 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 retendered due to technical discrepancies |
| 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 | Coal dispatch through silo/ CHP | Measures the quantity of coal dispatch through silo/ CHP against the target quantity. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{quantity of coal dispatch through silo/ CHP} / \text{target quantity of coal to be dispatched}) * 100$ |
| Financial | Coal washed through washery against the target | Measures the quantity of coal washed through washery against the target quantity. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{quantity of coal washed through washery} / \text{target quantity of coal to be washed}) * 100$ |
| Customer | % Internal telephone connections per unit / area | Measures the percentage of telephone connections available in area / unit or other levels relative to the connections required. Note: total requirement as per PR, RPR, scheme. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{Number of internal telephone connections provided} / \text{Number of internal telephone connections required}) * 100$ |

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| Customer | % CDS or UG communication connections per unit / area | Measures the percentage of CDS / UG communication system available in area / unit or other levels relative to the connections required. Note: total requirement as per PR, RPR, scheme. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of CDS / UG communication system provided/ Number of CDS / UG communication system required) * 100 |
| Customer | Reliability in availability of weighbridge | Measures the total hours for which weighbridge are not available and hence cannot be relied on in the current year relative to the previous year. Following scale to be adhered to for rating: 5- if the number of breakdowns per hour of working hours is less than the previous year by more than 10% 4- if the number of breakdowns per hour of working hours is less than the previous year by more than 5 but less than 10% 3- if the number of breakdowns per hour of working hours is less than the previous year by more than 0.1% but less than 5% 2- if the number of breakdowns per hour of working hours is equal to the previous year 1- if the number of breakdowns per hour of working hours is more than the previous year | $(\text{Number of breakdown per hour of working hours in current year}) - (\text{Number of breakdown per hour of working hours in previous year}) / \text{Number of breakdown per hour of working hours in previous year} * 100$ |
| Customer | Reliability in availability of CDS / UG communication system | Measures the total hours for which CDS / UG communication system are not available and hence cannot be relied on in the current year relative to the previous year. Following scale to be adhered to for rating: 5- if the number of breakdowns per hour of working hours is less than the previous year by more than 10% 4- if the number of breakdowns per hour of working hours is less than the previous year by more than 5 but less than 10% 3- if the number of breakdowns per hour of working hours is less than the previous year by more than 0.1% but less than 5% 2- if the number of breakdowns per hour of working hours is equal to the previous year 1- if the number of breakdowns per hour of working hours is more than the previous year | $(\text{Number of breakdown per hour of working hours in current year}) - (\text{Number of breakdown per hour of working hours in previous year}) / \text{Number of breakdown per hour of working hours in previous year} * 100$ |
| Customer | Reliability in availability of exchange | Measures the total hours for which exchange are not available and hence cannot be relied on in the current year relative to the previous year. Following scale to be adhered to for rating: 5- if the number of breakdowns per hour of working hours is less than the previous year by more than 10% 4- if the number of breakdowns per hour of working hours is less than the previous year by more than 5 but less than 10% 3- if the number of breakdowns per hour of working hours is less than the previous year by more than 0.1% but less than 5% 2- if the number of breakdowns per hour of working hours is equal to the previous year 1- if the number of breakdowns per hour of working hours is more than the previous year | $(\text{Number of breakdown per hour of working hours in current year}) - (\text{Number of breakdown per hour of working hours in previous year}) / \text{Number of breakdown per hour of working hours in previous year} * 100$ |
| 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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{Number of parliament questions/ RTI replied in time} / \text{Total number of parliament questions/ RTI replied}) * 100$ |
| Customer | Maturity of E& T related tender | Measures the number of tenders which were finalized within validity period relative to the total number of tenders placed. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{Number of tenders finalized within the validity period} / \text{Number of tenders floated during the year}) * 100$ |
| Process | % Uptime of exchange | Measures the efficiency with which exchange is being maintained during the year which is measured by the number of days it's working. Note: exceptions to the damage caused is from lighting and natural calamities. 12 is the number of days for which exchange may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{Sum of number of working days of each exchange in a year} / 365 - (12) \times \text{Total number of exchanges}) * 100$ |
| Process | Average Mean Time to repair (MTTR) for exchange | Measures the average maintenance time required to keep an exchange operational excluding the permissible rectification time. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | $(\text{Actual MTTR} / \text{Allowed MTTR}) * 100$ |

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| Process | % Uptime of CDS / UG communication system | Measures the efficiency with which CDS / UG communication system is being maintained during the year which is measured by the number of days it's working. Note: 12 is the number of days for which CDS / UG communication system may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of working days of each CDS / UG communication system in a year to be added individually x 100 (365 - 12) x Total number of CDS / UG communication system |
| Process | Average Mean Time to repair (MTTR) for CDS/UG communication system | Measures the average maintenance time required to keep a CDS / UG communication system operational excluding the permissible rectification time. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Actual MTTR/ Allowed MTTR) * 100 |
| Process | % Kilometres new phone lines laid | Measures the kilometers in percentage for which cable lines for phones have been laid as against the received telephone cable. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Actual (in kms) cables laid/ Targeted telephone cables (in kms) to be laid) * 100 |
| Process | Weighbridge installation rate | Measures the number of weighbridges which have actually been installed in the year compared to received number of weighbridges for installation. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of weighbridges installed within stipulated timeframe/ Number of weighbridges received for installation in current year) * 100 |
| Process | Weighment figure | Measures the quantity of coal which could be weighed as against the quantity of coal dispatched. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Quantity of coal weighed (in tonnes) / Quantity of coal dispatched (in tonnes)) * 100 |
| Process | Weighbridge availability % | Measures the effectiveness with which weighbridges are being maintained for ensuring their optimum availability. Note: Exceptions to the damage caused from lightning and natural calamities. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of working days of each weighbridge in a year to be added individually/ 365 - (12) x Total number of weighbridges) * 100 |
| Process | CDS / UG communication system survey off | Measures the degree to which life of CDS / UG communication systems are getting tracked for not delaying the survey off procedures. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Total number of CDS processed for survey off/ Total number of CDS due for survey off as per company policy) * 100 |
| Process | Weighbridge survey off | Measures the degree to which life of weighbridges are getting tracked for not delaying the survey off procedures. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Total number of weighbridge processed for survey off/ Total number of weighbridge due for survey off as per company policy) * 100 |
| Process | Exchange survey off | Measures the degree to which life of exchanges are getting tracked for not delaying the survey off procedures. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Total number of exchange processed for survey off/ Total number of exchange due for survey off as per company policy) * 100 |
| Process | Timely AMC renewal | Measures the number of AMCs which have been renewed on or before the expiry date. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of AMCs renewed on or before expiry/ Number of AMCs required to be renewed) * 100 |

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| Process | LAN Data network, DC, DNS, Proxy server uptime | Measures the effectiveness with which data network is being maintained for ensuring their optimum availability. Note: 18 is the number of days for which data network may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of days system is in operation/ 365 - (18)) * 100 |
| Process | Gateway level internet access uptime | Measures the effectiveness with which gateway level internet access is being maintained for ensuring their optimum availability. Note: exception of breakdown from ISP/external service provider. Note: 18 is the number of days for which gateway level internet access may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of days system is in operation/ 365 - (18)) * 100 |
| Process | Mail messaging centralised system uptime | Measures the effectiveness with which mail messaging centralised system is being maintained for ensuring their optimum availability. Note: exception for breakdown is from ISP/external service provider. 12 is the number of days for which mail messaging centralised system may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of days system is in operation/ 365 - (12)) * 100 |
| Process | Corporate web portal uptime | Measures the effectiveness with which corporate web portal is being maintained for ensuring their optimum availability. Note: 12 is the number of days for which corporate web portal may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of days system is in operation/ 365 - (12)) * 100 |
| Process | Centralised updation of latest patches/anti virus definitions of data network | Measures the effectiveness with which data network and servers are being maintained for ensuring their optimum availability. Note: 15 is the number of days for which data network and servers may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of days system is in operation/ 365 - (15)) * 100 |
| Process | Timely preparation of material budget | Measures the preparation of material budget and its submission within scheduled time period. 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 preparation of schemes & technical specifications | Measures the number of schemes and technical specifications which have been prepared as per requirement on time. Note: the time shall vary from scheme to scheme. 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 | Management of mobile connections | Measures the management of the mobile connections provided by the company by measuring number of mobile connections which has been provided within the stipulated timeframe. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of mobile connections provided within the stipulated time frame / Number of mobile connections provided by company) * 100 |
| Process | Timely processing of phone/mobile bills | Measures the number of phone or mobile bills which have been processed by the due date avoiding late penalty. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of bills processed by due date/ number of bills received) * 100 |

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| Process | % Utilization of revenue budget | Measures the variance between actual and budgeted / forecasted activity. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Actual amount of budget utilised / Total amount allotted in the budget) * 100 |
| Process | Website updation | Measures the regular and timely updation of company website with latest news/information. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of times website was updated on time/ Total number of times website was updated) * 100 |
| Process | Timely report submission | Measures the number of reports which have been submitted within specified timeframe relative to total number of reports submitted. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of reports submitted on time/ Total number of reports submitted) * 100 |
| Process | Publication of tenders on website | Measures the number of tenders which were published on the website on time relative to total number of tenders published. Also, this shall be applicable after the receipt of information or content. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of tenders published on website within scheduled time/ Number of tenders received) * 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 | Timely stamping of weighbridges by Weight & Measure Authority | Measures the delay in stamping of weighbridges by Weight & Measure Authority. Following scale to be adhered to for rating: 5- On or before time 4- if delayed by 1 to 2 weeks 3- if delayed by 3 to 4 weeks 2- if delayed by 5 to 6 weeks 1- If never submitted or if delayed by 7 or more weeks | Delay measured in weeks |
| Process | Timely technical scrutiny of proposals | Measures the number of proposals which have been technically scrutinized within the stipulated timeframe. 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 | Development of LAN infrastructure | Measures the number of LAN infrastructure which has been developed as compared to the target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of LAN infrastructure developed/ Targeted number of LAN infrastructure to be developed) * 100 |
| Process | Development of WAN infrastructure | Measures the number of WAN infrastructure which has been developed as compared to the target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of WAN infrastructure developed/ Targeted number of WAN infrastructure to be developed) * 100 |
| Process | Development of leased internet facilities | Measures the number of leased internet facilities which has been developed as compared to the target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of leased internet facilities developed/ Targeted number of leased internet facilities to be developed) * 100 |

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| Process | Development of MPLS/lease line/wireless/satellite | Measures the number of MPLS/lease line/wireless/satellite infrastructure which has been developed as compared to the target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of MPLS/lease line/wireless/ satellite infrastructure developed)/ (Targeted number of MPLS/lease line/wireless/satellite infrastructure to be developed) * 100 |
| Process | % Uptime of special system | Measures the efficiency with which a few special systems like tele monitoring, silo, PLC are being maintained during the year which is measured by the number of days it's working. Note: 12 is the number of days for which exchange may be down in a year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Sum of number of working days of each special system in a year/ 365 - (12) x Total number of exchanges) * 100 |
| Process | Planned Installation | Measures the no. of installations completed against the no. of planned installations. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of installations completed/ instalations planned) * 100 |
| Process | % Uptime of Weighbridge | Measures the percentage of uptime of installed weighbridges against previous year Following scale to be adhered to for rating: 5- above 100 % 4- 95% to 100% 3 -85% to 94% 2- 75% to 84% 1- Less than 75% | (uptime of installed weighbridges in the current year/ uptime of weighbridges in the previous year) * 100 |
| Process | Schemes & technical specifications prepared | Measures the no. of schemes/ technical specifications prepared against the planned no. of schemes. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of schemes/ technical specifications prepared/ no. of schemes/ technical specifications planned) * 100 |
| Process | HEMM Cards repaired | Measures the no. of HEMM cards repaired against the no. of cards to be repaired. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (No. of HEMM cards repaired/ no. of cards to be repaired) * 100 |
| Process | Methanometers repaired/ calibrated | Measures the no. of methanometers repaired/ calibrated against the no. of methanometers to be repaired/ calibrated. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (No. of methanometers repaired/ calibrated/ no. of methanometers to be repaired/ calibrated) * 100 |
| Process | Reduction of no. of failures of HEMM cards | Measures the percentage targeted reduction in no. of failures of HEMM cards against the previous year. Following scale to be adhered to for rating: 5- if reduction is 100 % 4- 90% to 99% 3 -80% to 89% 2- 70% to 79% 1- Less than 70% | (% reduction in no. of failures/ targeted percentage) * 100 |
| Process | New initiative | Measures the percentage of work completion on new initiatives planned in a year 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | 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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | Percentage equivalent of work completed |

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| 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 | R&D and S&T project Milestones | Measures the milestones achieved for R&D and S&T projects against the targeted milestones planned in a year 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | Percentage equivalent of targeted milestones completed |
| Process | R&D and S&T project prototypes | Measures the no. of prototypes successfully tried out against the targeted no. of prototypes to be tested. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (no. of prototypes tried out/ no. of prototypes to be tested) * 100 |
| Process | Sites installed with the system | Measures the no. of sites installed with the system against the planned no. of sites. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (No. of sites installed with the system/ planned no. of sites to be installed) * 100 |
| Process | Vehicles covered under the system | Measures the no. of vehicles covered under the system against the planned no. of vehicles to be covered. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (no. of vehicles covered under the system/ planned no. of vehicles to be covered) * 100 |
| Process | Management of mobile connections | Measures the no. of mobile connections against the no. of connections to be provided. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of mobile connections provided by the company/ Number of mobile connections to be provided) * 100 |
| Process | %age availability of Video/ tele conferencing system | Measure the %age of availability of VC equipment. 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 times the VC equipment was available/ no. of times the equipment was to be made available) * 100 |
| Process | Addition of new LAN/ WAN | Measures the no. of new LAN/ WAN added against the target. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (No. of new LAN/ WAN added/ no. of targeted LAN/ WAN to be added) * 100 |
| Process | % Uptime of mail messaging/ web portal | Measures the percentage of uptime against the target Following scale to be adhered to for rating: 5- above 100 % 4- 95% to 100% 3- 85% to 94% 2- 75% to 84% 1- Less than 75% | (percentage of uptime/ targeted uptime) * 100 |
| Process | %age availability of equipment | Measure the %age of availability of equipment. 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 times the equipment was available/ no. of times the equipment was to be made available) * 100 |
| Process | %age availability of equipment | Measure the %age of availability of equipment. 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 times the equipment was available/ no. of times the equipment was to be made available) * 100 |

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| Process | % Uptime of the system | Measures the percentage of uptime against the target Following scale to be adhered to for rating: 5- above 100 % 4- 95% to 100% 3 -85% to 94% 2- 75% to 84% 1- Less than 75% | (percentage of uptime/ targeted uptime) * 100 |
| Learning & Growth | Updation of employee skill | Measures the percentage of achieved training Mandays out of the total planned training Mandays. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of employees released for trainings by the HOD/ Total number of employees nominated for trainings by HRD) * 100 |
| Learning & Growth | Employee Satisfaction index | Measures the employees' engagement in their work activities and responsibilities in terms of enthusiasm and commitment. Following scale to be adhered to for rating: 5- if the number of employees giving a rating of 4 or 5 is 91% and above of the total survey population 4- if the number of employees giving a rating of 4 or 5 is between 81 to 90% of the total survey population 3- if the number of employees giving a rating of 4 or 5 is between 71 to 80% of the total survey population 2- if the number of employees giving a rating of 4 or 5 is between 61 to 70% of the total survey population 1- if the number of employees giving a rating of 4 or 5 is equal to or less than 60% of the total survey population | (No. of employees giving a rating of 4 or 5 on a 5 point scale instrument/ Total survey population) * 100 |
| Learning & Growth | Utilization of capital budget | Measures the variance between actual and budgeted / forecasted activity. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Actual amount of budget utilised/ Total amount allotted in the budget) * 100 |
| Learning & Growth | Number of safety recommendations implemented in E&T dept | Measures the total number of safety recommendations implemented in the E&T dept. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of safety recommendations implemented in E&T dept/ Total number of recommendations agreed to be implemented) * 100 |
| Learning & Growth | Reduction in complaints | Measures the reduction in the complaint rate in the current year as compared to previous year. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | a. (Number of written complaints in previous year - Number of written complaints in current year/ Number of written complaints received in previous year) * 100 b. (Actual reduction % in complaints/ Targeted reduction % in complaints) * 100 |
| Learning & Growth | % Increase in infrastructure trained executives | Measures the number of executives who have been trained on the required infrastructure knowledge as compared to the target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (Number of executives trained on the required infrastructure knowledge/ Targeted number of executives to be trained on the required infrastructure knowledge) * 100 |
| Learning & Growth | Coordination meeting | Measures the no. of coordination meetings held during a year against the planned no. of meetings Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (no. of meetings held/ no. of meetings planned) * 100 |
| Learning & Growth | Automation of processes | Measures the no. of processes automated against the planned no. of processes during the year Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (no. of processes automated/ no. of processes planned) * 100 |
| Learning & Growth | No. of trainings conducted on new concepts | Measures the no. of training conducted for employees of E&T department on new concepts against the no. of programmes planned. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (no. of trainings conducted/ total no. of programmes planned) * 100 |

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| 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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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 100% - 5 91% to 99% - 4 81 % 90% - 3 71% to 80% - 2 Less than 80% - 1 | (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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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 & 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 | Measures the percentage of work completed for certification/ acredition against the activities planned for the phase. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement | (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 |