

Quadrant	Key Performance Indicator	KPI Definition	Formula
Financial	Departmental repair cost per cubic meter of excavation	Measures the repair cost which is incurred for excavation per cubic meter. Note: Maintenance cost will not be added in repair cost. Following scale to be adhered to for rating: 5- if the actual repair cost per cubic meter of excavation is less than the budgeted repair cost per cubic meter of excavation 4- if the actual repair cost per cubic meter of excavation is equal to the budgeted repair cost per cubic meter of excavation 3- if the actual repair cost per cubic meter of excavation is more than the budgeted repair cost per cubic meter of excavation by upto 5% 2- if the actual actual repair cost per cubic meter of excavation is more than the budgeted repair cost per cubic meter of excavation by upto 10% 1- if the actual repair cost per cubic meter of excavation is more than the budgeted repair cost per cubic meter of excavation by upto 15%	$(\text{Budgeted repair cost per cubic metre} / \text{Actual repair cost per cubic metre}) * 100$
Financial	Inventory or spare cost per cubic meter of excavation	Measures the spare cost which is incurred for excavation per cubic meter. Note: Maintenance cost will not be added in space cost. Following scale to be adhered to for rating: 5- if the actual spare cost per cubic meter of excavation is less than the budgeted spare cost per cubic meter of excavation 4- if the actual spare cost per cubic meter of excavation is equal to the budgeted spare cost per cubic meter of excavation 3- if the actual spare cost per cubic meter of excavation is more than the budgeted spare cost per cubic meter of excavation by upto 5% 2- if the actual actual spare cost per cubic meter of excavation is more than the budgeted spare cost per cubic meter of excavation by upto 10% 1- if the actual actual spare cost per cubic meter of excavation is more than the budgeted spare cost per cubic meter of excavation by upto 15%	$(\text{Budgeted spare cost per cubic metre} / \text{Actual spare cost per cubic metre}) * 100$
Financial	Spare cost reduction	Measures the percentage of spare cost reduced. The target is percentage of previous year spare cost. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual percentage of spare cost reduced} / \text{targeted spare cost percentage to be reduced}) * 100$
Financial	Repair cost reduction	Measures the percentage of repair cost reduced. The target is percentage of previous year repair cost. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual percentage of repair cost reduced} / \text{targeted repair cost percentage to be reduced}) * 100$
Financial	Breakdown prevention	Measures the hours of breakdown reduced against the target 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual hours of breakdown} / \text{targeted hours of breakdown}) * 100$
Financial	Breakdown prevention	Measures the reduction in breakdown of number of equipments as compared to previous year 5- if the percentage is less than 70% 4- if the percentage is 71% to 80% 3- if the percentage is 81% to 90% 2- if the percentage is 91% to 100% 1- if the percentage is more than 100%	$(\text{Actual no. of equipments breakdown in current year} / \text{no. of equipments breakdown in previous year}) * 100$
Financial	Reliability improvement	Measures the increase in MTBF (Mean Time Between Failure) against the target. (MTBF = Working hrs./No. of failures) 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual increase in MTBF} / \text{Targeted increase in MTBF}) * 100$
Financial	Reliability improvement	Measures the decrease in MDT (Mean Down Time) against the target. (MDT= Breakdown hrs./No. of failures) 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual decrease in MDT} / \text{Targeted decrease in MDT}) * 100$
Financial	Budget utilization in relation to output	Measures the percentage revenue budget utilized per tonne against the target. The target is the percentage reduction in the revenue budget utilized in the previous year for the output. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	$(\text{Actual percentage revenue budget utilized} / \text{percentage reduction in the previous year revenue budget per tonne}) * 100$

Financial	Controlling work in progress	Measures the effective monitoring and control of work in progress during the year. Following scale to be adhered to for rating: 5- if the closing work in progress of current year less than the closing work in progress of previous year 4- if the closing work in progress of current year equal than the closing work in progress of previous year 3- if the closing work in progress of current year more than the closing work in progress of previous year by upto 5% 2- if the closing work in progress of current year more than the closing work in progress of previous year by upto 10% 1- if the closing work in progress of current year more than the closing work in progress of previous year by upto 15%	(Work in progress in previous year/ Work in progress in current year) * 100
Financial	POL consumption per cubic metre of excavation	Measures the total quantity of POL being consumed for extracting out a cubic metric ton of coal. Following scale to be adhered to for rating: 5- if the actual POL consumed per cubic metre of excavation is less than the budgeted POL consumed per cubic meter of excavation 4- if the actual POL consumed per cubic meter of excavation is equal to the budgeted POL consumed per cubic meter of excavation 3- if the actual POL consumed per cubic meter of excavation is more than the budgeted POL consumed per cubic meter of excavation by upto 5% 2- if the actual POL consumed per cubic meter of excavation is more than the budgeted POL consumed per cubic meter of excavation by upto 10% 1- if the actual POL consumed per cubic meter of excavation is more than the budgeted POL consumed per cubic meter of excavation by upto 15%	(Budgeted litre per cubic meter of excavation/ Actual litre per cubic meter of excavation) * 100
Financial	% Technical accuracy of NIT specification	Measures the percentage of contracts which are re-tendered because of technical discrepancies in NIT specification. 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 handled 3- if the number of contracts that were re-tendered is between 6 to 10% of the total number of contracts handled 2- if the number of contracts that were re-tendered is between 11 to 15% of the total number of contracts handled 1- if the number of contracts that were re-tendered is more than 15% of the total number of contracts handled	Number of contracts re-tendered due to technical discrepancies in NIT specification
Financial	Variable Cost Index	Measures the difference between the standard variable overheads absorbed in production and the actual variable overheads incurred. Note: Variable cost includes overtime, sunday deployment and POL. Following scale to be adhered to for rating: 5- if the actual variable cost per tonne is less than or equal to 90% the budget 4- if the actual variable cost per tonne is between 91 to 95% of the budget 3- if the actual variable cost per tonne is between 96 to 100% of the budget 2- if the actual variable cost per tonne is between 101% to 105% of the budget 1- if the actual variable cost per tonne is over 105% of the budget	(Budgeted variable cost per tonne/ Actual variable cost per tonne) * 100
Financial	Production manshifts loss due to accidents	Measures the total number of productive manshifts lost because of accidents or fatalities. Following scale to be adhered to for rating: 5- if the number of shifts in which production could not be done because of accidents is zero 4- if the number of shifts in which production could not be done because of accidents is upto 1% of the total shifts 3- if the number of shifts in which production could not be done because of accidents is between 1 to 2% of the total shifts 2- if the number of shifts in which production could not be done because of accidents is between 2 to 3% of the total shifts 1- if the number of shifts in which production could not be done because of accidents is more than 3% of the total shifts	(Number of shifts in which production could not be done because of accidents/ total number of manshifts) * 100
Financial	Recovery % of burned oil	Measures the quantity of burned oil that has been recovered in the current year as compared to the previous year. Following scale to be adhered to for rating: 5- if the quantity of burned oil recovered per cubic meter of excavation is more than the previous year 4- if the quantity of burned oil recovered is equal to the previous year 3- if the quantity of burned oil recovered is less than the previous year by upto 5% 2- if the quantity of burned oil recovered is less than the previous year by upto 10% 1- if the quantity of burned oil recovered is less than the previous year by more than 10%	(Burned oil recovered per cubic meter of excavation in previous year/ Burned oil recovered per cubic meter of excavation in current year) * 100

Financial	% Technical accuracy in scrutiny of bid documents	Measures the percentage of 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 handled 3- if the number of contracts that were re-tendered is between 6 to 10% of the total number of contracts handled 2- if the number of contracts that were re-tendered is between 11 to 15% of the total number of contracts handled 1- if the number of contracts that were re-tendered is more than 15% of the total number of contracts handled	Number of contracts re-tendered due to technical discrepancies in scrutiny of bid documents
Financial	Consumption of diesel, power, explosives	Measures the percentage reduction in specific consumption against the target. The target is the percentage reduction in the specific consumption in the previous year. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	(Actual percentage reduction in specific consumption/ percentage reduction in the previous year specific consumption) * 100
Customer	Timely safety audit	Measures the number of times safety audit is being done by the due date. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of times safety audit was conducted on time/ Target number of times safety audit was required to be conducted)* 100
Customer	Stockout situation	Measures the efficiency with which excavation related spares inventory levels are efficiently being maintained. Following scale to be adhered to for rating: 5- if the no. of NA issued is upto 1% of total indents raised 4- if the no. of NA issued is between 1 to 5% of total indents raised 3- if the no. of NA issued is between 5 to 6% of total indents raised 2- if the no. of NA issued is between 7 to 12% of total indents raised 1- if the no. of NA issued is more than 12% of total indents raised	Number of excavation related spare items not included in the material budget for which NA has been issued
Customer	Compliance of violations identified by DGMS	Measures the percentage of the pending rate of action to be taken against DGMS violations of safety norms for Excavation activities. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of violations complied on time/ Total number of violations reported) * 100
Customer	Compliance of violations identified by ISO	Measures the percentage of the pending rate of action to be taken against ISO violations of safety norms for Excavation activities. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	)
Customer	Timely reply of Parliament/RTI Queries	Measures the number of RTIs which have been replied on time relative to total number of RTIs which have been replied. Following scale to be adhered to for rating: 5- if the number of Parliament/RTI Queries replied within time is 100% 4- if the number of Parliament/RTI Queries replied on time is between 98%-99% of the total queries received 3- if the number of Parliament/RTI Queries replied on time is between 96%-97% of the total queries received 2- if the number of Parliament/RTI Queries replied on time is between 91%-95% of the total queries received 1- if the number of Parliament/RTI Queries replied on time is less than 90% of the total queries received	(Number of Parliament/RTI Queries replied on time/ Total number of Parliament/RTI Queries replied) * 100

Customer	HEMM Availability % - Drill	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM Availability % - Shovel	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM Availability % - Dumper	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM Availability % - Dragline	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM Availability % - Dozer	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM Availability % - Grader & others	Measures the effectiveness with which HEMM equipments are being maintained for ensuring their optimum availability to produce OB & Coal. Following scale to be adhered to for rating: 5- if the actual availability is above the CMPDI norm 4- if the actual availability is equal to the CMPDI norm 3- if the actual availability is less than to the CMPDI norm by to 5% 2- if the actual availability is less than to the CMPDI norm by 10% 1- if the actual availability is less than to the CMPDI norm by 15% or more	(Actual availability/ Availability norm as per CMPDI) * 100
Customer	HEMM utilization	Measures the actual utilization of an HEMM equipment as against the targeted utilization. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual utilization (in hours)/ Targeted utilization (in hours)) * 100
Customer	Inventory in terms of month's Consumption - Excavation related spares	Measures the number of months running for which inventory is being purchased and stocked. Note: Running inventory = Total inventory - Dead inventory. Following scale to be adhered to for rating: 5- if actual inventory (in months) is equal or less than the inventory norm 4- if actual inventory (in months) is upto 10% of the inventory norm 3- if actual inventory (in months) is between 11 to 20 % of the inventory norm 2- if actual inventory (in months) is between 21 to 30% of the inventory norm 1- if actual inventory (in months) is above 31% of the inventory norm	(Inventory in value as on 31st March/ Total consumption in value during the year) * 100

Customer	Inventory in terms of month's Consumption - Excavation related consumable	Measures the number of months running for which inventory is being purchased and stocked. Note: Running inventory = Total inventory - Dead inventory. Following scale to be adhered to for rating: 5- if actual inventory (in months) is equal or less than the inventory norm 4- if actual inventory (in months) is upto 10% of the inventory norm 3- if actual inventory (in months) is between 11 to 20 % of the inventory norm 2- if actual inventory (in months) is between 21 to 30% of the inventory norm 1- if actual inventory (in months) is above 31% of the inventory norm	(Inventory in value as on 31st March/ Total consumption in value during the year) * 100
Customer	Maturity of Excavation 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 60%-75% achievement 1- Below 60% achievement	(Number of tenders finalized within the validity period/ Number of tenders floated during the year) * 100
Customer	Environment norms compliance	Measures the number of equipments complying higher emission norms against the targeted. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	(no. of equipments complying higher emission norms/ targeted no. of equipments) * 100
Customer	Environment norms compliance	Measures the number of percentage of compliance of environmental norms. 5- if the percentage is 100% 4- if the percentage is 95% to 99% 3- if the percentage is 90% to 94% 2- if the percentage is 85% to 89% 1- if the percentage is less than 85%	(no. of environmental norms complied/ total no. of environmental norms) * 100
Customer	Vendor development	Measures the number of vendors developed against the target. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(no. of vendors developed/ targeted no. of vendors to be developed) * 100
Customer	Developing repairing capability	Measures the development of repairing capability against the target. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Capability developed/targeted capability development) * 100
Process	% Utilization of revenue budget	Measures the actual utilisation/expenditure against the provision. Following rating scale to be adhered for rating : 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual budget consumed (in Rs.)/ Allocated budget (in Rs.)) * 100
Process	Indent processing	Measures the number of indents which have been processed accurately relative to targeted number of indents to be approved. Following scale to be adhered to for rating: 5- 100% and above achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of indents processed accurately/ Actual number of indents received) * 100
Process	Survey off of P&M equipments which are not in use	Measures the degree to which life of P&M equipments, which are not in use, are getting tracked for facilitating correct mine capacity by 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 60%-75% achievement 1- Below 60% achievement	(Total number of equipments processed for survey off/ Total number of equipments due for survey off as per company policy) * 100
Process	Survey off of HEMM Equipment which are not in use	Measures the degree to which life of HEMM items are getting tracked for facilitating correct mine capacity by 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 60%-75% achievement 1- Below 60% achievement	(Total number of equipments processed for survey off/ Total number of equipments due for survey off as per company policy) * 100

Process	Survey off of Workshop Equipment which are not in use	Measures the degree to which life of Workshop equipments are getting tracked for facilitating timely 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 60%-75% achievement 1- Below 60% achievement	(Total number of equipments processed for survey off/ Total number of equipments due for survey off as per company policy) * 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	Safety inspections conducted	Measures the total number of inspections which have been carried out as against the total number of inspections to be carried out. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of safety inspections conducted/ Total number of safety inspections required to be carried out) * 100
Process	Timely AMC / RC/ Depot agreement renewal	Measures the percentage of AMC / RC/ Depot agreement that are renewed within 2 months from 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 60%-75% achievement 1- Below 60% achievement	(Number of AMC / RC/ Depot agreement renewed within 2 months of the expiry date/ Total number of AMC / RC/ Depot agreement renewed) * 100
Process	Rehabilitation of equipment as per Annual Action Plan	Measures the total number of equipments which have been rehabilitated as against the total number of machines to be rehabilitated. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of equipments rehabilitated/ Number of equipments planned to be rehabilitated) * 100
Process	Procurement of equipments as per Annual Action Plan	Measures the extent to which the process for initiating procurement has been initiated as per the Annual Action Plan. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of indents raised/ Total number of indents to be raised as per annual action plan) * 100
Process	Recon Exchange management	Measures the number of reconstructions that were carried out against the initial plan. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of reconstructions carried out/ Budgeted number of reconstructions carried out) * 100
Process	Procurement of spares as per Annual Action Plan	Measures the extent to which the process for initiating procurement has been initiated as per the Annual Action Plan. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of indents raised/ Total number of indents to be raised as per annual action plan) * 100
Process	Procurement of P&M items as per Annual Action Plan	Measures the extent to which the process for initiating procurement has been initiated as per the Annual Action Plan. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of indents raised/ Total number of indents to be raised as per annual action plan) * 100

Process	Number of safety violations identified in tri-partite meetings related to Excavation department	Measures the total number of safety violations identified in tri-party meetings (DGMS, trade union and management). Following scale to be adhered to for rating: 5- if the number of safety violations identified in tri-party meetings is zero 4- if the number of safety violations identified in tri-party meetings is less than previous year 3- if the number of safety violations identified in tri-party meetings is equal to previous year 2- if the number of safety violations identified in tri-party meetings is more than previous year 1- if the number of safety violations identified in tri-party meetings is double than previous year.	Number of safety violations identified in tri-party meetings in the current year
Process	Number of safety violations identified in Excavation department by DGMS authorities/ISO	Measures the total number of safety violations identified by the DGMS auditors/ISO . Following scale to be adhered to for rating: 5- if the number of safety violations identified by DGMS auditors is zero 4- if the number of safety violations identified by DGMS auditors is less than previous year 3- if the number of safety violations identified by DGMS auditors is equal to previous year 2- if the number of safety violations identified by DGMS auditors is more than previous year 1- if the number of safety violations identified by DGMS auditors is double than previous year	Number of safety violations identified by DGMS auditors/ISO in the current year
Process	Timely preparation & submission of material budget	Measures the degree to which the material budget was prepared and submitted as per schedule . 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	Float Management	Measures the effectiveness with which float was managed 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 60%-75% achievement 1- Below 60% achievement	(Number of times demand was met from available float instantly/ Total number of sub assemblies delivered during the year) * 100
Process	Float Management	Measures the percentage availability of float on population as compared to norms.  5- if the percentage is 100% 4- if the percentage is 90% to 99% 3- if the percentage is 80% to 89% 2- if the percentage is 70% to 79% 1- if the percentage is less than 70%	(Availability of float on population/ availability as per norms) * 100
Process	Timely submission of Annual/ monthly Report	Measures the delay in submission of annual/ monthly report beyond stipulated date.  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	Processing of bills - LP	Measures the number of bills of equipment purchase processed on time relative to total number of bills processed. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of bills processed on time/ Total number of bills processed) * 100
Process	Processing of bills - repair bill	Measures the number of bills of equipment purchase processed on time relative to total number of bills processed. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of bills processed on time/ Total number of bills processed) * 100

Process	Scheduled Maintenance	A measure of the amount of maintenance downtime required to keep equipment (or plant) operating. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual maintenance done (in numbers)/ Scheduled maintenance to be done (in numbers)) * 100
Process	Recommissioning / Repair of HEMM equipment breakdown for more than 3 months	Measures the number of equipments which have been recommissioned or repaired relative to the required number of equipments. Following scale to be adhered to for rating: 5- if the number of HEMM equipment registered as having breakdown for more than 3 month in the current year is 0 4- if the number of HEMM equipment registered as having breakdown for more than 3 month in the current year is less than the number of HEMM equipment registered as having breakdown for more than 3 month in the previous year 3- if the number of HEMM equipment registered as having breakdown for more than 3 month in the current year is equal to the number of HEMM equipment registered as having breakdown for more than 3 month in the previous year 2- if the number of HEMM equipment registered as having breakdown for more than 3 month in the current year is more than the number of HEMM equipment registered as having breakdown for more than 3 month in the previous year by upto 5 % 1- if the number of HEMM equipment registered as having breakdown for more than 3 month in the current year is more than the number of HEMM equipment registered as having breakdown for more than 3 month in the previous year by more than 5 %	(Number of HEMM equipment registered as having breakdown for more than 3 month in the current year/ Number of HEMM equipment registered as having breakdown for more than 3 month in the previous year) * 100
Process	Recommissioning / Repair of HEMM equipment breakdown for more than 1 month	Measures the number of equipments which have been recommissioned or repaired relative to the required number of equipments. Following scale to be adhered to for rating: 5- if the number of HEMM equipment registered as having breakdown for more than 1 month in the current year is 0 4- if the number of HEMM equipment registered as having breakdown for more than 1 month in the current year is less than the number of HEMM equipment registered as having breakdown for more than 1 month in the previous year 3- if the number of HEMM equipment registered as having breakdown for more than 1 month in the current year is equal to the number of HEMM equipment registered as having breakdown for more than 1 month in the previous year 2- if the number of HEMM equipment registered as having breakdown for more than 1 month in the current year is more than the number of HEMM equipment registered as having breakdown for more than 1 month in the previous year by upto 5 % 1- if the number of HEMM equipment registered as having breakdown for more than 1 month in the current year is more than the number of HEMM equipment registered as having breakdown for more than 1 month in the previous year by more than 5 %	(Number of HEMM equipment registered as having breakdown for more than 1 month in the current year/ Number of HEMM equipment registered as having breakdown for more than 1 month in the previous year) * 100
Process	Departmental OB removal achievement %	Measures the actual quantity of OB removed for the organisation v/s target. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual OB Removed (in cubic meter)/ Budgeted OB Removal (in cubic meter)) * 100
Process	Monitoring of Maintenance and Repair Contract (MARC)	Measures the effectiveness with which the HEMM is getting monitoring during the economic life of the asses so as so obtain the desired level of performance. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of equipments performing as per OEM standards/ Total number of equipments covered under MARC) * 100
Process	Generation & monitoring of performance report of consumables & tendered items	Measures the number of reports on performance monitoring of consumables & tendered items that were submitted as against the reports required to be submitted. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of performance monitoring report submitted/ Total number of performance monitoring report to be submitted) * 100

Process	Performance monitoring of new HEMM equipments & major sub assemblies	Measures the number of reports on performance monitoring of new HEMM equipments & major sub assemblies that were submitted as against the reports required to be submitted. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of performance monitoring report submitted/ Total number of performance monitoring report to be submitted) * 100
Process	Timely preparation & submission of Annual Action Plan related to Rehabilitation	Measures the degree to which the Annual Action Plan related to Rehabilitation was prepared and submitted as per scheduled. 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	Maintenance of Logbook as per prescribed format	Measures the number of actual entries that have been made in the log book vis-e-vis the entries that are required to be made in the logbook.. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of actual entries that have been made in the log book/ Number of entries that are required to be made in the logbook) * 100
Process	Performance monitoring & reporting of Major Sub assemblies / consumables	Measures the number of claims related to performance of Major Sub assemblies / consumables been taken up relative to targeted number of claims to be settled. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of cases taken up/ Total number of cases to be taken up as per Supply Order) * 100
Process	Performance related data capturing & reporting for spares	Measures the degree to which performance related data of all spares are getting captured and measured. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of samples sent/ Targeted number of samples required to be sent) * 100
Process	Performance related data maintenance of all consumables	Measures the degree to which performance related data of all consumables are getting captured and measured. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of samples sent/ Targeted number of samples required to be sent) * 100
Process	Performance improvement of tyre life	Measures the percentage of tyres cut-repaired/ retread 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(numbers of tyres cut-repaired/ retread/ total no. of tyres to be cut-repaired/ retreaded) * 100
Process	Tyre performance data capturing (inflation, NSD, RTD, TKPH)	Measures the number of tyres for which data captured and maintained in the tyre card/ register. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(numbers of tyres for which data captured/ targeted no. of tyres) * 100
Process	Tyre procurement	Measures the number of tyres procured against the targeted number. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(numbers of tyres procured/ targeted no. of tyres to be procured) * 100
Process	Equipment erection and commissioning	Measures the no. of equipments erected/ commissioned against the planned number. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of equipments erected/ commissioned/ Planned no. of equipments) * 100

Process	Maintenance/ reclamation/ repair	Measures the no. of machines/components maintained/ reclaimed/ repaired against the planned number of machines/ components. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of machines/components maintained/ reclaimed/ repaired/ planned number of machines/ components) * 100
Process	Condition based monitoring (CBM) (Physical inspection, spectroscopy/FTIR/ ICP (Oil analysis), wear debris analysis, vibration analysis, thermography)	Measures the no. of equipments checked under CBM. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of equipments checked under CBM/ total no. of equipments to be checked under CBM) * 100
Process	Technology adoption	Measures the no. of new technology adopted as per plan 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of new technology adopted/ total no. of new technology to be adopted) * 100
Process	Scheme preparation	Measures the no. of schemes prepared and submitted for approval against the plan. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of schemes submitted/ total no. of schemes to be submitted as per plan) * 100
Process	(Beyond Economical Repair) BER report preparation	Measures the no. of BER reports prepared as per plan. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of BER reports prepared/ total no. of BER reports to be prepared as per plan) * 100
Process	Scrap generation /collection (grounding of HEMM)	Measures the actual quantity of scrap which has been generated or collected as against 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 60%-75% achievement 1- Below 60% achievement	(Actual scrap generated or collected/ Targeted scrap to be generated or collected) * 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 60%-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 60%-75% achievement 1- Below 60% achievement	Percentage equivalent of work completed
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	Technical and financial evaluation of reports	Measures the no. of technical and financial evaluation of reports against the planned no. of reports. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of technical and financial evaluation of reports/ planned no. of reports) * 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 60%-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	Number of safety recommendations implemented in Excavation dept	Measures the total number of safety recommendations implemented in the Excavation dept. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of safety recommendations implemented in Excavation dept./ Total number of recommendations given) * 100
Learning & Growth	Utilisation of capital budget	Measures the actual utilisation/expenditure against the provision. Following rating scale to be adhered for rating : 5- If percentage is 91% and above 4- If percentage is between 81%-90% 3- If percentage is between 71%-80% 2- If percentage is between 61%-70% 1- If percentage is less than 60%	(Actual utilization of budget (in Rs.)/ Allocated capital budget (in Rs.)) * 100
Learning & Growth	Year on year reduction in inventory of non moving items (excluding non obsolete items & non insurance items)	Measures the percentage reduction in inventory of non moving items (excluding non obsolete items & non insurance items) in 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 60%-75% achievement 1- Below 60% achievement	(Value of non moving items (excluding non obsolete items & non insurance items) in the start of current year — Value of non moving items (excluding non obsolete items & non insurance items) at the end of year / Closing value of non moving items (excluding non obsolete items & non insurance items) in previous year) * 100
Learning & Growth	Year on year reduction in overall inventory	Measures the percentage reduction in overall inventory value in 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 60%-75% achievement 1- Below 60% achievement	(Value of overall inventory (excluding obsolete inventory) in start of the current year — Value of overall inventory (excluding obsolete inventory) in end of the current year/ Value of overall inventory (excluding obsolete inventory) at the end of the previous year) * 100
Learning & Growth	Reduction in fatality incidence related to Excavation Plant & Machinery	Measures the degree to which adequate provisions were undertaken to control the occurrence of fatalities. Following scale to be adhered to for rating: 5- if the number of fatal incidents in current year is zero 1- if the number of fatal incidents in current year is 1 or more	Total number of fatalities per million cubic metre of material (Coal and OB) excavated in current year
Learning & Growth	Reduction in serious injury incidence related to Excavation Plant & Machinery	Measures the degree to which adequate provisions were undertaken to control the occurrence of serious injuries. Following scale to be adhered to for rating: 5- if the number of serious injury incidents in current year is zero 4- if the number of serious injury incidents in current year is less than previous year 3- if the number of serious injury incidents in current year is equal to previous year 2- if the number of serious injury incidents in current year is more than previous year 1- if the number of serious injury incidents in current year is double than previous year	Total number of serious injuries per million cubic metre of material (Coal and OB) excavated in current year
Learning & Growth	Reduction in reportable injuries related to Excavation Plant & Machinery	Measures the degree to which adequate provisions were undertaken to control the occurrence of reportable injuries. Following scale to be adhered to for rating: 5- if the number of reportable injuries in current year is zero 4- if the number of reportable injuries in current year is less than previous year 3- if the number of reportable injuries in current year is equal to previous year 2- if the number of reportable injuries in current year is more than previous year 1- if the number of reportable injuries in current year is double than previous year	Total number of reportable injuries serious injuries per million cubic metre of material (Coal and OB) excavated in current year
Learning & Growth	Year on Year reduction in average cycle time of indent processing- others (Proprietary/Single/ Limited Tender)	Measures the relative efficiency with which the indent processing is managed vis a vis the previous year. 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%	a. Average number of days taken between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the previous year - Average number of days taken between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the current year Average number of days taken x100 between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the previous year b. (Actual reduction % of average cycle time of indent processing/ Targeted reduction % of average cycle time of indent processing) * 100

Learning & Growth	Year on Year reduction in average cycle time of indent processing- competitive bidding (Open Tender)	Measures the relative efficiency with which the indent processing is managed vis a vis the previous year. 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%	a. Average number of days taken between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the previous year - Average number of days taken between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the current year x100 Average number of days taken between ""Date of receipt of unapproved Indent"" to ""Date on which approved indent got submitted to MM"" in the previous year b. (Actual reduction % of average cycle time of indent processing/ Targeted reduction % of average cycle time of indent processing) * 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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of employees giving a rating of 4 or 5 on a 5 point scale instrument/ Total survey population) * 100
Learning & Growth	Number of new safety guidelines circulated	Measures the total number of new safety guidelines formulated with respect to safety and rescue operations. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of new safety guidelines circulated/ Target number of new safety guidelines planned for circulation) * 100
Learning & Growth	Enhancement of RC/depot agreement scope	Measures the number of new items with long lead time & high usage frequency covered under RC/Depo agreement. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual number of items covered under RC/Depo agreement/ Target number of items to be covered under RC/Depo agreement) * 100
Learning & Growth	Number of training sessions provided	Measures the total number of training sessions imparted in the current year as compared to the required number of training sessions to be imparted. Following scale to be adhered to for rating: 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of training sessions conducted in current year/ Number of training sessions required to be conducted as per the company's plan of action) * 100
Learning & Growth	System capacity utilisation	Measures the degree to which the system capacity utilisation is happening vis a vis the plan. Following rating scale to be adhered for rating : 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Actual system capacity utilisation/ Targeted system capacity utilisation) * 100
Learning & Growth	New technology adoption / implementation	Measures the degree to which pre-planned milestones for adoption / implementation of new technology has been implemented during the year as against the plan for the same. Following rating scale to be adhered for rating : 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(No. of milestones achieved/ No. of milestones assigned) * 100
Learning & Growth	Condition based monitoring (CBM) - Oil Analysis/Vibration Analysis/Debre Analysis/NDT Analysis/Spectroscopy Analysis	Measures the degree to which predictive maintenance is done to prevent the occurrence of failure so as to improve the reliability of equipment. Following scale to be adhered to for rating: 5- if the number of samples sent in the current year more than the number of samples sent in the previous year 4- if the number of samples sent in the current year more than the number of samples sent in the previous year 3- if the number of samples sent in the current year less than the number of samples sent in the previous year by upto 5% 2- if the number of samples sent in the current year less than the number of samples sent in the previous year by upto 10% 1- if the number of samples sent in the current year less than the number of samples sent in the previous year by upto 15%	(Number of samples sent in the current year/ Number of samples sent in the previous year) * 100

Learning & Growth	Closure of abnormalities identified during condition based monitoring	Measures the degree to which adequate action to eliminate the abnormalities have been closed. Following rating scale to be adhered for rating : 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of reports against which ATR have been submitted/ Number of reports with abnormalities received) * 100
Learning & Growth	Coordination meeting	Measures the no. of coordination meetings held during a year against the planned no. of meetings  5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-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  5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-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 Excv. department on new concepts against the no. of programmes planned.  5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(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- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-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 60%-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 60%-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 60%-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 60%-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 &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	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 60%-75% achievement 1- Below 60% achievement	(Number of initiatives implemented/ Total no. of initiatives planned) * 100
Learning & Growth	Software development and testing	Measures the no. of softwares developed and tested against the planned no. of softwares. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of softwares developed and tested/ Total no. of softwares planned) * 100
Learning & Growth	Retrieval of on-board data and analysis	Measures the no. of equipments covered against the planned no. of equipments. 5- 100% achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 60%-75% achievement 1- Below 60% achievement	(Number of equipments covered/ Total no. of equipments 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