

Quadrant	Key Performance Indicator	KPI Definition	Formula
Customer	% Technical accuracy in scrutiny of bid documents	Measures the percentage of centralized workshop items related 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
Customer	HEMM Availability %	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 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	Maturity of job specific work orders	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of work orders issued x 100 Number of tenders floated during the year
Customer	Maturity of supply order against RC / DA	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of supply orders issued x 100 Number of Indents processed for procurement
Customer	Maturity of 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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of tenders finalized within the validity period / Number of tenders floated during the year * 100
Customer	Metric tonne provided	Measures the actual metric tonne provided relative to target. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual metric tonne provided / Targeted metric tonne to be provided * 100

Customer	Number of items or spares provided/constructed	Measures the number of items or spares which have been provided or constructed relative to the target requirement. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of spares provided / Targeted number of spares to be provided * 100
Customer	Number of jobs reclaimed	Measures the number of jobs which have been reclaimed relative to total number of jobs received. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of jobs actually reclaimed / Total number of jobs received * 100
Customer	Number of Plant & Machinery attended	Measures the degree to which the Preventive Maintenance Schedule is actually getting adhered relative to the plan. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of preventive maintainance done / Target number of preventive maintainance to be done * 100
Customer	Number of sub assemblies / components repaired during the year	Measures the number of sub assemblies repaired out of the sub assemblies received. Note: The received assemblies excludes serviceable sub assemblies received from surveyed off and grounded equipments. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of sub assemblies repaired / Total number of sub assemblies received (excluding serviceable sub assemblies received from surveyed off and grounded equipment) * 100
Customer	Performance of the part	Measures the efficiency, with which the part is maintained, captured by the number of hours attained by the part relative to expected number of hours. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual life attained (in hours) / Expected life to be attained (in hours) * 100
Customer	Unit Demand Satisfaction	Measures the level of satisfaction of demand captured by the outcome generated in workshop. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual outcome generated by workshop as per annual action plan / Targeted outcome to be generated by workshop as per annual action plan * 100

Customer	Upkeep / maintenance of P&M installed / deployed in the shop	Measures the degree to which preventive maintenance pertaining to P&M is being carried out so as to minimise the breakdown frequency of the same. Following scale to be adhered to for rating: 5- if no breakdown related to P&M has been observed during the year 4- if the number of breakdowns in the current year is less than the number of breakdowns in the previous year 3- if the number of breakdowns in the current year is equal to the number of breakdowns in the previous year 2- if the number of breakdowns in the current year is more than the number of breakdowns in the previous year by upto 5% 1- if the number of breakdowns in the current year is more than the number of breakdowns in the previous year by upto 10%	No. of breakdowns related to P&M in the previous year / No. of breakdowns related to P&M in the current year * 100
Financial	% Technical accuracy in scrutiny of bid documents	Measures the percentage of centralized workshop items related 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	% Utilisation of capital budget	Measures the variance between actual and budgeted/forecasted activity. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual utilization of budget (in Rs.) / Target budget utilization (in Rs.) * 100
Financial	BER submission	Measures the number of sub assemblies which have been disposed off relative to the sub assemblies which are beyond economical repair. Following scale to be adhered to for rating 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of sub assemblies deposited in store / Total number of sub assemblies declared Beyond Economical Repair (BER) * 100
Financial	Controlling work in progress - Finished or Complete job	Measures the effective monitoring and control of work in progress during the year for finished or complete job. Following scale to be adhered to for rating: 5- if the float is less than the previous year 4- if the float is equal to the previous year 3- if the float is more than the previous year by 5% 2- if the float is more than the previous year by 6 to 10% 1- if the float is more than the previous year by 10%	Float in the previous year / Float in the current year * 100

Financial	Controlling work in progress - Unfinished or incomplete job	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	Cost per metric tonne delivered	Measures the actual incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- if the actual repair cost is upto 80% of the budget 4- if the actual repair cost is between 81 to 85% of the budget 3- if the actual repair cost is between 86 to 90% of the budget 2- if the actual repair cost is between 91 to 95% of the budget 1- if the actual repair cost is above 95% of the budget	Budgeted cost as per annual action plan / Actual repair cost as per Annual action plan * 100
Financial	Departmental repair cost per assembly/sub assembly delivered	Measures the actual repair cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- if the actual repair cost is upto 80% of the budget 4- if the actual repair cost is between 81 to 85% of the budget 3- if the actual repair cost is between 86 to 90% of the budget 2- if the actual repair cost is between 91 to 95% of the budget 1- if the actual repair cost is above 95% of the budget	Budgeted repair cost as per annual action plan / Actual repair cost as per annual action plan * 100
Financial	Departmental repair cost per assembly/sub assembly delivered - Electrical Repair Shop	Measures the actual repair cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- if the actual repair cost is upto 80% of the budget 4- if the actual repair cost is between 81 to 85% of the budget 3- if the actual repair cost is between 86 to 90% of the budget 2- if the actual repair cost is between 91 to 95% of the budget 1- if the actual repair cost is above 95% of the budget	Budgeted repair cost as per annual action plan / Actual repair cost as per annual action plan * 100
Financial	Departmental repair cost per assembly/sub assembly delivered - Engine	Measures the actual repair cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Budgeted repair cost as per annual action plan / Actual repair cost as per annual action plan * 100
Financial	Departmental repair cost per assembly/sub assembly delivered - Heavy Repair Shop	Measures the actual repair cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- if the actual repair cost is upto 80% of the budget 4- if the actual repair cost is between 81 to 85% of the budget 3- if the actual repair cost is between 86 to 90% of the budget 2- if the actual repair cost is between 91 to 95% of the budget 1- if the actual repair cost is above 95% of the budget	Budgeted repair cost as per annual action plan / Actual repair cost as per annual action plan * 100
Financial	Departmental repair cost per assembly/sub assembly delivered - Transmission Repair	Measures the actual repair cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- if the actual repair cost is upto 80% of the budget 4- if the actual repair cost is between 81 to 85% of the budget 3- if the actual repair cost is between 86 to 90% of the budget 2- if the actual repair cost is between 91 to 95% of the budget 1- if the actual repair cost is above 95% of the budget	Budgeted repair cost as per annual action plan / Actual repair cost as per annual action plan * 100

Financial	Loss variance per tonne	Measures the percentage variance in the actual loss amount per tonne and the budgeted loss amount per tonne. Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	a. Budgeted loss per tonne - actual loss per tonne / Budgeted loss per tonne * 100 b. i. If the answer of above is positive, then add 100 to the answer to get achievement % If the answer of above is negative, then subtract 100 to the answer to get achievement %
Financial	Procurement of capital item as per annual action plan	Measures the extent to which the process for initiating procurement of capital items has been initiated and followed. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of indents raised (excluding emergency indent) x100 Total number of indents to be raised as per annual action plan
Financial	Production mandays loss due to accidents	Measures the total number of productive mandays lost because of accidents or fatalities. Following scale to be adhered to for rating: 5- if the number of shifts in which accidents occur is zero 4- if the number of shifts in which accidents occur is upto 1% of the total shifts 3- if the number of shifts in which accidents occur is between 1 to 2% of the total shifts 2- if the number of shifts in which accidents occur is between 2 to 3% of the total shifts 1- if the number of shifts in which accidents occur is more than 3% of the total shifts	Number of shifts in which accidents occurred / Total number of manshifts * 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 x 100 Total number of manshifts
Financial	Profit variance per tonne	Measures the percentage variance in the actual profit amount per tonne and the budgeted profit amount per tonne. Following rating scale to be adhered : 5-100% and above achievement 4-Between 86%-99% achievement 3-Between 76%-85% achievement 2-Between 61%-75% achievement 1-Below 60% achievement	Actual profit per tonne / Budgeted profit per tonne * 100
Financial	Spare cost per assembly/sub assembly delivered	Measures the actual spare cost incurred for delivering assembly or sub assembly in current year as compared to budget. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Budgeted spare cost as per annual action plan / Actual spare cost as per annual action plan * 100

Financial	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual system capacity utilisation / Targeted system capacity utilisation * 100
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, power 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	% Utilization of revenue budget	Measures the actual utilisation/expenditure against the provision made headwise. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual budget consumed (in rupees) / Budget allocated (in rupees) * 100
Financial	Scrap generation/collection	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual scrap generated or collected / Targeted scrap to be generated or collected * 100
Financial	% of obsolete inventory items reduced	Measures the degree to which the locked capital in the form of the inventory has been released during the year	a. Obsolete inventory at the start of the year - Obsolete inventory at the end of the year / Obsolete inventory at the start of the year * 100 b. Actual reduction % of obsolete inventory items / Targeted reduction % of obsolete inventory items * 100
Financial	Utilisation of capital budget	Measures the actual utilisation/expenditure against the provision. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual utilization of budget (in Rs.) x100 Allocated capital budget (in Rs.)
Learning & Growth	Acredition	Measures the percentage of work completed for certification/ acredition against the activities planned for the phase. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of initiatives implemented/ Total no. of initiatives planned) * 100

Learning & Growth	Condition based monitoring (CBM) - B58Debre 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 tests done in the current year more than the number of tests done in the previous year 4- if the number of tests done in the current year more than the number of tests done in the previous year 3- if the number of tests done in the current year less than the number of tests done in the previous year by upto 5% 2- if the number of tests done in the current year less than the number of tests done in the previous year by upto 10% 1- if the number of tests done in the current year less than the number of tests done in the previous year by upto 15%	Actual number of tests done in the current year x100 Number of tests done in the previous year
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	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 percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	No. of employees giving a rating of 4 or 5 on a 5 point scale instrument / Total survey population * 100
Learning & Growth	Internal Trainer Certification (ITC) (<i>The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.</i>)	Measures the no. of under-reports who have obtained ITC in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100
Learning & Growth	Mentoring	Measures the no. of executives (mentees) covered under mentoring process against the target. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of mentees covered/ total no. of target mentees) * 100
Learning & Growth	Mentoring	Measures the no. of executives (mentees) guided under mentoring scheme in a year. For guiding 5 mentees– 5 For guiding 4 mentees– 4 For guiding 3 mentees– 3 For guiding 2 mentees– 2 For guiding 1 mentees– 1	Total no. of mentees guided successfully in a year

Learning & Growth	New ISO certifications obtained	Measures the number of new ISO certifications obtained in the current year relative to previous year. Following scale to be adhered to for rating: 5- if all ISO certifications have been received as per the target 3- if 50% or more ISO certifications have been received as per the target 1- if no ISO certification have been received as per the target	Number of new certifications added in the current year
Learning & Growth	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts against the no. of employees planned to be covered. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100
Learning & Growth	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of the department on new concepts against the no. of programmes planned. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of trainings conducted/ total no. of programmes planned) * 100
Learning & Growth	Number of new drawings developed	Measures the number of new drawings which have actually been developed relative to targeted number of drawings to be developed. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of new drawings developed / Targeted number of new drawings to be developed * 100
Learning & Growth	Obtaining ISO certification	Measures the degree to which ISO certification has been obtained / renewed as against the plan for the same. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of ISO certifications obtained / renewed / Total number of ISO certifications planned to be obtained / renewed * 100
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	Quality Circle (QC)	Measures the no. of quality circle projects implemented in a year against the no. of QC projects completed. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects implemented/ total no. QC projects completed) * 100

Learning & Growth	Quality Circle (QC) (<i>Department is expected to form Quality Circles for process/ cost improvement and undertake QC projects on relevant themes. A QC project should be completed within 6 months</i>)	Measures the no. of quality circle projects completed in a year against the planned no. of QC projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects completed/ total no. QC projects planned) * 100
Learning & Growth	Repair scope development / New Innovation	Measures the development of the repair scope by measuring the number of new jobs added. Following scale to be adhered to for rating: 5- if the number of new jobs added in current year is 2 or more than 2. 3- if the number of new jobs added in current year is 1 1- if the number of new jobs added in current year is zero	Number of new jobs added in current year
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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual system capacity utilisation x100 Targeted system capacity utilisation
Learning & Growth	Training hours	Measures the no. of under-reports (sub-ordinates) completed the planned hours of training in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100
Learning & Growth	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of employees released for trainings by the HOD / Total number of employees nominated for trainings by HRD * 100
Learning & Growth	Upkeep / maintenance of P&M installed / deployed in the shop	Measures the degree to which preventive maintenance pertaining to P&M is being carried out so as to minimise the breakdown frequency of the same. Following scale to be adhered to for rating: 5- if no breakdown related to P&M has been observed during the year 4- if the number of breakdowns in the current year is less than the number of breakdowns in the previous year 3- if the number of breakdowns in the current year is equal to the number of breakdowns in the previous year 2- if the number of breakdowns in the current year is more than the number of breakdowns in the previous year by upto 5% 1- if the number of breakdowns in the current year is more than the number of breakdowns in the previous year by upto 10%	No. of breakdowns related to P&M in the previous year x100 No. of breakdowns related to P&M in the current year

Learning & Growth	Year on year reduction in Non-Conformance related to ISO standards	Measures the rigorousness with which procedural norms as defined in ISO are being followed and maintained Following scale to be adhered to for rating: 5- if no Non-Conformance Report (NCR) has been received 4- if the number of Non-Conformance Report (NCR) in the current year is less than the number of Non-Conformance Report (NCR) in the previous year 3- if the number of Non-Conformance Report (NCR) in the current year is equal to the number of Non-Conformance Report (NCR) in the previous year 2- if the number of Non-Conformance Report (NCR) in the current year is more than the number of Non-Conformance Report (NCR) in the previous year by upto 5% 1- if the number of Non-Conformance Report (NCR) in the current year is more than the number of Non-Conformance Report (NCR) in the previous year by upto 10%	Number of Non-Conformance Report (NCR) received in the current year / Number of Non-Conformance Report (NCR) received in the previous year * 100
Learning & Growth	Year on year reduction in outsourced repair activity	Measures the percentage decrease in the value of out sourced repair activity in current year as compared to previous year. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Value of out sourced repair activity brought under departmental repair activity Total value of out sourced repair x100 activity decided to be brought under departmental repair activity
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- 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%	a. Overall inventory in previous year excluding obsolete inventory - Overall inventory in current year excluding obsolete inventory / Overall inventory in previous year excluding obsolete inventory * 100 b. Actual reduction % of overall inventory / Targeted reduction % of overall inventory * 100
Learning & Growth	ERP implementation	Measures the percentage of work completed for ERP implementation against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Quality Management System	Measures the percentage of work completed for Quality Management System against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Initiatives for system improvement	Measures the percentage of system improvement work completed against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Achieving MoU score	Measures the timely completion of MoU related projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of MoU projects completed in time/ total no. of MoU projects) * 100
Process	Achieving MoU score	Measures the MoU score achieved for the MoU related activities assigned to the executive 5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target	As per rating scale

Process	New initiative	Measures the percentage of work completion on new initiatives planned in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	% 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
Process	Condition based monitoring (CBM) - Debree Analysis, NDT Analysis, Spectroscopy Analysis, Vibration Analysis, Oil 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 tests done in the current year more than the number of tests done in the previous year 4- if the number of tests done in the current year more than the number of tests done in the previous year 3- if the number of tests done in the current year less than the number of tests done in the previous year by upto 5% 2- if the number of tests done in the current year less than the number of tests done in the previous year by upto 10% 1- if the number of tests done in the current year less than the number of tests done in the previous year by upto 15%	Actual number of tests done in the current year / Number of tests done in the previous year * 100
Process	Finalization of contract	Measures the number of orders or contracts which were finalized due to correct technical specifications relative to the total number of orders placed	Number of orders placed - Number of orders failed / Number of orders placed * 100
Process	Float Management	Measures the effectiveness with which float was managed during the year. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of times demand was met from available float instantly / Total number of sub assemblies delivered during the year * 100
Process	Incidents of premature failure of Electrically repaired item	Measures the premature failure rate of assembly in the current year as compared to previous year. Note: Excluding cases of operational abuse and poor maintenance / maintenance lapse at project. Following scale to be adhered to for rating: 5- if the number of premature failures of assembly is zero 4- if the number of premature failures of assembly is equal to or less than 5% of the total assemblies produced 3- if the number of premature failures of assembly is greater than 5% and equal to or less than 7% of the total assemblies produced 2- if the number of premature failures of assembly is greater than 7% and equal to or less than 10% of the total assemblies produced 1- if the number of premature failures of assembly is greater than 10% of the total assemblies produced.	Number of premature failures of assembly in current year

Process	Indent processing	Measures the extent to which the indent that has been submitted to MM for initiating procurement is complete from all respect for initiating procurement . Following scale to be adhered to for rating: 5- if the actual number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority on request of Material Management Department is 0% 4- if the actual number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority on request of Material Management Department is between 1% to 2% of the total indents submitted 3- if the actual number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority on request of Material Management Department is between 3% to 5% of the total indents submitted 2- if the actual number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority on request of Material Management Department is between 6% to 8% of the total indents submitted 1- if the actual number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority on request of Material Management Department is 8% or above of the total indents submitted	Number of indents where Technical Scrutiny & other parameters were furnished after approval of indent by Competent Authority x100 Department Total number of Indents submitted to MM Department
Process	Maintenance of measuring instrument stock as per current requirement	Measures the effective maintenance of measuring equipment stock. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of tools covered in the approved indent that has been raised / Quantity of measuring instruments identified in current year * 100
Process	Maturity of job specific work orders	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of work orders issued / Number of tenders floated during the year * 100
Process	Maturity of supply order against RC / DA	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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of supply orders issued / Number of Indents processed for procurement * 100
Process	Monitoring commissioning activity	Measures the degree to which the process of monitoring & ensuring that the sub-assembly delivered is getting commissioned in an appropriate manner. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	No. of commissioning report received / No. of sub-assemblies delivered * 100
Process	Number of Plant & Machinery attended	5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of preventive maintenance done x100 Target number of preventive maintenance to be done

Process	Performance monitoring & reporting of repaired Major Sub assemblies / consumables	Measures the number of claims related to performance of repaired 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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of cases taken up / Total number of cases to be taken up as per Supply Order * 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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of performance monitoring report submitted / Total number of performance monitoring report to be submitted * 100
Process	Performance monitoring of repaired HEMM equipments & major sub assemblies	Measures the number of reports on performance monitoring of repaired 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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of performance monitoring report submitted / Total number of performance monitoring report to be submitted * 100
Process	Procurement of capital/spares item as per annual action plan	Measures the extent to which the process for initiating procurement of capital items has been initiated and followed. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of indents raised (excluding emergency indent) x100 Total number of indents to be raised as per annual action plan
Process	Recommissioning/Repair of HEMM equipment breakdown	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 percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of equipments recommissioned or repaired / Number of equipments required to be recommissioned or repaired * 100
Process	Rehabilitation & reliability repair of equipment	Measures the total number of equipments which have been rehabilitated or repaired for reliability as against the total number of machines to be rehabilitated. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of equipments rehabilitated or repaired for reliability / Number of equipments planned to be rehabilitated or repaired for reliability * 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- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Total number of equipments processed for survey off / Total number of equipments due for survey off as per company policy * 100

Process	Timely calibration of measuring tools from external sources	Measures the number of tools calibrated on time externally. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual number of tools calibrated / Total number of tools required to be calibrated * 100
Process	Timely preparation and submission of material budget	Measures the timeliness with which the material budget was prepared & submitted vis a vis the target date of submission. 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 renewal of all workshop related agreements / contracts / AMC / RC	Measures the percentage of contracts that are renewed or retendered on or before the expiry date. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of contracts renewed on or before the expiry date / Total number of contracts renewed during the year * 100