Quadrant	Key Performance Indicator	KPI Definition	Formula
Customer	Annual MIS reports submitted on time	Measures the delay in submission of annual report beyond stipulated date. Following scale to be adhered to for rating: 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. Note: 30th June is the deadline for each year	Delay measured in days
Customer	Communication of court order	Measures the number of times when order of court was communicated to concerned departments within specified time limit preventing further legal action and penalties. 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 court order communicated to the concerned department within stipulated time / Number of times court order received * 100

Customer	Contempt cases rate	Measures the percentage of contempt cases registered in the current year. Following scale to be adhered to for rating: 5- if no contempt cases have been registered in the current year 4- if the number of contempt cases registered in the current year is 1 3- if the number of contempt cases registered in the current year is between 2 to 3 2- if the number of contempt cases registered in the current year is between 3 to 5 1- if the number of contempt cases registered in the current year is more than 5	No. of contempt cases registered in the current year
Customer	Lawyer Satisfaction Index - Payments	Measures the efficiency with which external lawyers related obligations (Bills / Reimbursement of travel bills etc) are timely fulfilled. Following scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of times lawyers payment was processed on time / Total number of times lawyers bills were received * 100

Customer	Maintenance of Case records	Measures the efficiency with which case records / files are maintained and updated by way of timely upkeep of case records. Following scale to be adhered to for rating: 5- if no discrepencies have been identified in the file 4- if the number of discrepencies identified in the file is 1 3- if the number of discrepencies identified in the file is between 2 to 3 2- if the number of discrepencies identified in the file is between 3 to 5 1- if the number of discrepencies identified in the file is more than 5	Number of discrepencies identified in a file
Customer	Monthly MIS reports submitted on time	Measures the number of times monthly MIS reports sent on time (Benchmark is 3 week after expiry& the month). 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 months MIS reports submitted on time / 12 * 100

Customer	Non adjournment of hearings	Measures the number of hearings in courts that went without any adjournment. This displays the satisfaction rate of lawyers with regards to assistance, cooperation and documentation provided to them by employees. Note: the adjournments to not include the ones which have been granted by court on the request of CIL's lawyer or the opposite party. Also, the reason for adjournment must be a fault of legal dept. Following scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of times hearing went without adjournment / Total number of hearings by a lawyer * 100
Customer	Quarterly MIS reports submitted on time	Measures the number of times quarterly MIS reports sent on time. 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 quarters MIS reports submitted on time / 4 * 100

Financial	Cost due to non-compliance	Measures the number of cases during the year in which cost was imposed. Following scale to be adhered to for rating: 5- if the number of cases in which cost was imposed is zero 4- if the number of cases in which cost was imposed is between 1 to 5 3- if the number of cases in which cost was imposed is between 6 to 10 2- if the number of cases in which cost was imposed is between 11 to 15 1- if the number of cases in which cost was imposed is more than 15 Note: Its because of non-proper briefing to lawyers and non-timely submission of documents by legal inspectors	Number of cases in which cost is imposed
Learning & Growth	Employee Satisfaction index	Measures the employee engagement in their work activities and responsiblities in terms of enthusiasm and commitments. 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 employees giving a rating of 4 or 5 on a 5 point scale instrument / Total survey population * 100

Learning & Growth	Mandays of training undergone by each individual	Measures the number of mandays spent on training by each individual relative to the nominated mandays to be spent on training Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual mandays spent on training / Total mandays nominated for training * 100
Learning & Growth	Number of lectures conducted by legal executives	Measures the total number of lectures which have been conducted by the legal executives relative to the total number of lectures that should have been conducted. 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 lectures conducted / Number of lectures to be conducted * 100
Learning & Growth	Promoting legal awareness	Measures the response by legal executives towards promotion of legal awareness through publications. 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 publications published / Targeted number of publications to be published * 100

Learning & Growth	Updation of employee skill	Measures the percentage of employees sent for training against the number of request for nomination received for training. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Number of employees released for trainings by the HOD / Total number of employees nominated for trainings by HRD * 100
Learning & Growth	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of the department on new concepts against the no. of programmes planned. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of trainings conducted/ total no. of programmes planned) * 100
Learning & Growth	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts against the no. of employees planned to be covered. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100

Learning & Growth	Mentoring	Measures the no. of executives (mentees) covered under mentoring process against the target. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of mentees covered/ total no. of target mentees) * 100
Learning & Growth	Mentoring	Measures the no. of executives (mentees) guided under mentoring scheme in a year. For guiding 5 mentees– 5 For guiding 4 mentees– 4 For guiding 3 mentees– 3 For guiding 2 mentees– 2 For guiding 1 mentees– 1	Total no. of mentees guided successfully in a year
Learning & Growth	Training hours	Measures the no. of under-reports (sub-ordinates) completed the planned hours of training in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100

Learning & Growth	Internal Trainer Certification (ITC) *(The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.)*	Measures the no. of under-reports who have obtained ITC in a year against the total no. of under-reports 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100
Learning & Growth	Quality Circle (QC) *(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)*	Measures the no. of quality circle projects completed in a year against the planned no. of QC projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects completed/ total no. QC projects planned) * 100
Learning & Growth	Quality Circle (QC)	Measures the no. of quality circle projects implemented in a year against the no. of QC projects completed. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects implemented/ total no. QC projects completed) * 100

Learning & Growth	Developing best practices*(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)*	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- 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	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	% of litigation matters closed	Measures the percentage of litigation matters which have been closed 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 litigation matters closed in a year / Total number of litigation matters filed in the year * 100
Process	% of times re-work done on a file	Measures the total number of times when a file had to be re-worked on due to inefficiency. Following scale to be adhered to for rating: 5- if the average number of times re-work done on a file is zero 3- if the average number of times re-work done on a file is 1 or 2 1- if the average number of times re-work done on a file is more than 2 Note: there is a difference between file being received again and being re-worked on.	Average number of times re-work done per file

Process	Audit Paragraph rate	A measure that highlights the degree to which documentation and process execution is in sync with the standard operating procedures of the company. 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 number of audit paragraphs dropped / Actual number of audit paragraphs raised * 100
Process	Ensuring witness attendance	Measures the number of instances when witness was present relative to total number fo times witness was required to be present. 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 instances when witness was present when required / Number of instances when witness was required to be present * 100

Process	Obtaining expert advice	Measures the number of times expert advice was sorted from experts relative to total number of times when advice was proposed or suggested to the management. Following scale to be adhered to for rating: 5- if the number of times expert advice sorted is less than 60% of the total number of advices proposed to management 4- if the number of times expert advice sorted is between 61 to 70% of the total number of advices proposed to management 3- if the number of times expert advice sorted is between 71 to 80% of the total number of advices proposed to management 2- if the number of times expert advice sorted is between 81 to 90% of the total number of advices proposed to management 1- if the number of times expert advice sorted is more than 90% of the total number of advices proposed to management	Number of times expert advice was sorted / Number of advices proposed to the management * 100
Process	Preparation of brief for lawyers	Measures the number of times brief was prepared on time to be given to lawyers. 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 brief was prepared within the stipulated timeframe / Number of times brief was required * 100

Process	Presence of law officer	Measures the number of instances when law officer was present before the arbitrator relative to total number fo times law officer was required to be present. 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 instances when law officer was present before arbitrator / Number of instances when law officer was required to be present before arbitrator * 100
Process	Success Rate	Measures the percentage of cases disposed off in favor of the company in various courts of law. Following scale to be adhered to for rating: 5- if the number of cases favoured or won is 51% or above the total number of cases disposed in the year 4- if the number of cases favoured or won is between 41 to 50% of the total number of cases disposed in the year 3- if the number of cases favoured or won is between 31 to 40% of the total number of cases disposed in the year 2- if the number of cases favoured or won is between 21 to 30% of the total number of cases disposed in the year 1- if the number of cases favoured or won is less than 20% of the total number of cases disposed in the year	Total favorable awards or cases won / Total cases disposed during the year * 100

Process	Timely collection & submission of documents	Measures the number of times required legal documents were collected from other departments and submitted on time. 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 required documents were collected & submitted within the stipulated timeframe / Number of times documents were required to be submitted * 100
Process	Timely drafting of legal documents	Measures the number of times required legal documents were drafted on time. 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 legal documents were drafted within the stipulated timeframe / Number of times legal documents were required to be drafted * 100
Process	Timely filing of appeal	Measures the number of times when appeal was filed timely in court leading to non-admission of appeal on account of limitations. Note: this shall be applicable for appeals which are under the jurisdiction of legal department and the submission needs to be done to the concerned authority. 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 appeal filed on time / Total number of times appeals filed * 100

Process	Timely preparation & submission of revenue budget	Measures the preparation of revenue budget and its submission to head quarter within scheduled time period. Following scale to be adhered to for rating: 5- if the revenue budget has been prepared a week before the scheduled time 4- if the revenue budget has been prepared as per the scheduled time 3- if the revenue budget preparation has been delayed by a week 2- if the revenue budget preparation has been delayed by 2 weeks 1- if the revenue budget preparation has been delayed by more than 2 weeks	Delay measured in days
Process	Timely vetting of legal documents	Measures the number of documents which have been vetted legally during a given period of time. Note: timeframe may vary from a document to another document type. 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 legal documents vetted within the agreed time limit / Total number of legal documents vetted * 100

Process	Achieving MoU score	Measures the timely completion of MoU related projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of MoU projects completed in time/ total no. of MoU projects) * 100
Process	Achieving MoU score	Measures the MoU score achieved for the MoU related activities assigned to the executive 5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target	As per rating scale
Process	New initiative	Measures the percentage of work completion on new initiatives planned in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed

Process	Initiatives for system improvement	Measures the percentage of system improvement work completed against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Quality Management System	Measures the percentage of work completed for Quality Management System against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed