

Quadrant	Key Performance Indicator (KPI)	KPI Definition	Formula
Financial	% sale of scrap items	Measures the percentage of the value of surveyed off items that has been put on sale as scrap during the current 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 below 60%	$(\text{Value of survey off reports put for auction} / \text{Value of approved survey off report received}) * 100$
Financial	Inventory in terms of month's Consumption - spares/ consumables	Measures the number of months running for which inventory is being purchased and stocked. Note: Running inventory = Total inventory - Obsolete 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	$(\text{Inventory in value (as on 31st March)} / \text{Total consumption in value during the year}) * 100$
Financial	Loss due to theft / pilfrage / fire / material handling	Measures the total number of stock items that exist as per the stock verification report as against the number of stored items. The loss can happen due to theft or pilfrage of items or fire in store or due to inappropriate material handling. Following scale to be adhered to for rating: 5- if the number of items existing in stock is 100% as per company records 4- if the number of items existing in stock is between 91 to 99% of the company records 3- if the number of items existing in stock is between 81 to 90% of the company records 2- if the number of items existing in stock is between 71 to 80% of the company records 1- if the number of items existing in stock is equal to or less than 61% of the company records	$(\text{Number of items existing as per stock verification report} / \text{Total number of stored items as per company record}) * 100$
Financial	Value of procurement from ancillaries/MSMEs vis a vis total procurement	Measures the percentage improvement in the value of procurement from all the ancillaries/MSMEs vis a vis total procurement made. Note: Applicable to only those subsidiaries where the Ancillary/MSMEs Development is looked after by MM Department.. 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 below 60%	$(\text{Actual proportion of procurement from ancillaries/ MSMEs vis a vis total procurement made} / \text{Target proportion of procurement from ancillaries vis a vis total procurement made}) * 100$
Financial	Maturity of tender - centralised/decentralised item	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 below 60%	$(\text{Number of tenders finalized within the validity period} / \text{Number of tenders floated during the year}) * 100$

Financial	% sale of scrap items	Measures the percentage of the value of surveyed off reports that have been sent to the HQ relative to the target determined by the HQ. 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 below 60%	(Actual value of survey off reports sent to HQ/ targeted annual value of survey off report for the year determined by the HQ) * 100
Financial	% Commercial accuracy of NIT specifications	Measures the percentage of contracts which are re-tendered because of commercial discrepancies in NIT specifications. Following scale to be adhered to for rating: 5- if no contracts were re-tendered due to commercial discrepancies 4- if the number of contracts that were re-tendered is less than 5% of the total number of contracts 3- if the number of contracts that were re-tendered is between 6 to 10% of the total number of contracts 2- if the number of contracts that were re-tendered is between 11 to 15% of the total number of contracts 1- if the number of contracts that were re-tendered is more than 15% of the total number of contracts	(Number of contracts re-tendered due to commercial discrepancies/ Total number of contracts tendered) * 100
Financial	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- if the reduction in inventory is 10% or more 4- if the reduction in inventory is 7 to 9% or more 3- if the reduction in inventory is 4 to 6% or more 2- if the reduction in inventory is 1 to 3% or more 1- if the reduction in inventory is 0%	(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
Financial	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 the reduction in inventory is 10% or more 4- if the reduction in inventory is 7 to 9% or more 3- if the reduction in inventory is 4 to 6% or more 2- if the reduction in inventory is 1 to 3% or more 1- if the reduction in inventory is 0%	(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
Financial	Disposal of scrap	Measures the increase in the value of scrap being disposed off in current year relative to the value of scrap disposed off in previous year. Following scale to be adhered to for rating: 5- if the scrap auctioned is equal to the scrap generated/ collected during the year 4- if the scrap auctioned is less than the scrap generated/ collected by upto 5 % 3- if the scrap auctioned is less than the scrap generated/ collected by upto 10 % 2- if the scrap auctioned is less than the scrap generated/ collected by upto 15 % 1- if the scrap auctioned is less than the scrap generated/ collected by upto 20 %	(Value of scrap sold in the current year/ Value of scrap off report received during the year) * 100

Financial	Revival of sick ancillaries	Measures the number of sick ancillaries which have been revived in the current year relative to the targeted number of sick ancillaries to be revived. Note: Applicable to only those subsidiaries where the Ancillary Development is looked after by MM Department.. 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 below 60%	(Actual number of sick ancillaries revived/ Targeted number of sick ancillaries to be revived) * 100
Financial	Identification/ generation of scrap report of un-serviceable item	Measures the % of scrap report generated during the year in relation to the set 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 below 60%	(No. of scrap report generated/ no. of scrap report generation planned) * 100
Financial	Disposal/ delivery of the sold items	Measures the value of the % of items sold in relation to the value delivery advice issued 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 below 60%	(Value of items sold/ value of delivery advice received) * 100
Financial	Percentage of scrap report generation	Measures the % of value of scrap generated vis-a-vis set target during the 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 below 60%	(Value of scrap generated/ target value of scrap generation planned) * 100
Financial	Auction and placement of sale order	Measures the no. of survey off reports converted into sale orders 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 below 60%	(No. of sale orders issued/ no. of survey off reports approved) * 100
Financial	Auction and placement of sale order	Measures the no. of survey off reports converted into sale orders within 180 days from the date of receipt of SOR  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 below 60%	(no. of sale orders issued within 180 days from the date of receipt of SOR / no. of SOR received) * 100
Financial	Auction and placement of sale order	Measures the % value of survey off reports received vis-a-vis % of value sold 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 below 60%	(Value of scrap sold/ value of SOR) * 100

Financial	Reduction of non-moving and obsolete items	Measures the no. of non-moving/ obsolete items reduced in a year  If reduction is more than 5% - 5 4 to 5% - 4 3 to 4% - 3 2 to 3% - 2 Below 2% - 1	(no. of non-moving or obsolete items reduced/ total no. of items) * 100
Financial	Timely finalization of scrap disposal contract for service provider	Measures the number of times when contract for scrap disposal was finalized 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 below 60%	(Number of times when contract was finalized on or before the due date/ Number of times the contract was finalized during the year) * 100
Customer	Fill rate - spares/ consumables	Measures the number of items which have issued as and when requisitioned. 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 below 60%	(Number of items issued/ Total number of items requisitioned during the year) * 100
Customer	Plant level advisory committee meetings	Measures the number of plant level advisory committee meetings which have been conducted in the current year relative to the planned number of meetings. Note: Applicable to only those subsidiaries where the Ancillary Development is looked after by MM Department.. 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 below 60%	(Actual number of meetings conducted in current year/ Planned number of meetings to be conducted during the current year) * 100
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	Value of procurement from ancillaries/MSMEs vis a vis total procurement	Measures the percentage improvement in the value of procurement from all the ancillaries/MSMEs vis a vis total procurement made. Note: Applicable to only those subsidiaries where the Ancillary/MSMEs Development is looked after by MM Department.. 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 below 60%	(Actual proportion of procurement from ancillaries/ MSMEs vis a vis total procurement made/ Target proportion of procurement from ancillaries vis a vis total procurement made) * 100

Customer	Timely renewal of all agreements / contracts	<p>Measures the percentage of contracts that are renewed within 2 months from the expiry date.</p> <p>Following scale to be adhered to for rating:</p> <p>5- if the number of contracts renewed is 100%</p> <p>4- if the number of contracts renewed is between 91 to 99%</p> <p>3- if the number of contracts renewed is between 81 to 90%</p> <p>2- if the number of contracts renewed is between 71 to 80%</p> <p>1- if the number of contracts renewed is less than 70%</p>	<p>(Number of all agreements / contracts renewed within 2 months of the expiry date/ Total number of all agreements/contracts renewed) * 100</p>
Process	Average time to procure -(Proprietary / Single / Limited / Open tender) - Centralized/ decentralized items	<p>Measures the average time lag between request for procurement (i.e. receipt of approved intent) and signing of contract (i.e. signing of offer letter).</p> <p>Note: Average time would mean - Sum of all time lag between "Date of receipt of Approved and concurred Indent" to "Date of signing of supply order" / Total number of contracts signed.</p> <p>Following scale to be adhered to for rating:</p> <p>5- if the average time taken is less than the targeted time</p> <p>4- if the average time taken is equal to 50% above targeted time</p> <p>3- if the average time taken is between 51 to 74% above targeted time</p> <p>2- if the average time taken is between 75 to 100% above targeted time</p> <p>1- if the average time taken is above 100% above targeted time</p>	<p>(Actual average time taken for procurement/ Targeted average time taken for procurement as per validity period) * 100</p>
Process	Award of ancillary	<p>Measures the total number of ancillaries which have been awarded during the current year relative to the number of ancillaries in the previous year.</p> <p>Note: Applicable to only those subsidiaries where the Ancillary Development is looked after by MM Department.. Following scale to be adhered to for rating:</p> <p>5- if the number of ancillaries awarded in the current year is more than 50% of the ancillaries awarded in the previous year</p> <p>4- if the number of ancillaries awarded in the current year is between 40 to 50% of the ancillaries awarded in the previous year</p> <p>3- if the number of ancillaries awarded in the current year is between 30 to 40% of the ancillaries awarded in the previous year</p> <p>2- if the number of ancillaries awarded in the current year is between 20 to 30% of the ancillaries awarded in the previous year</p> <p>1- if the number of ancillaries awarded in the current year is less than 20% of the ancillaries awarded in the previous year."</p>	<p>(Number of ancillaries awarded in the current year/ Number of ancillaries awarded in the previous year) * 100</p>
Process	Inspection pending rate	<p>Measures the percentage of the number of inspections calls given after two working days of receipt of the goods, along with complete relevant documents, in the physical form out of the total number of inspections.</p> <p>Following scale to be adhered to for rating:</p> <p>5- if 100% of the inspection calls are made within 3 working days from the date of receipt of consignment</p> <p>4- if 96%-99%% of the inspection calls are made within 3 working days from the date of receipt of consignment</p> <p>3- if 91%-95% of the inspection calls are made within 3 working days from the date of receipt of consignment</p> <p>2- if 86%-90% of the inspection calls are made within 3 working days from the date of receipt of consignment</p> <p>1- if less than or equal to 85% of the inspection calls are made within 3 working days from the date of receipt of consignment</p>	<p>(Number of consignment of which all required documents were available are offered for inspection within 3 working days from the receipt of the consignment/ Total number of consignments received) * 100</p>

Process	DRR processing rate	Measures the percentage of pending rate of DRRs out of the total number of DRRs. Following scale to be adhered to for rating: 5- if 100% of the DRRs are made within 7 working days from the date of receipt of inspection 4- if 96%-99% of the DRRs are made within 7 working days from the date of receipt of inspection 3- if 91%-95% of the DRRs are made within 7 working days from the date of receipt of inspection 2- if 86%-90% of the DRRs are made within 7 working days from the date of receipt of inspection 1- if less than or equal to 85% of the DRRs are made within 7 working days from the date of receipt of inspection	(Number of DRRs pending not beyond 7 working days after inspection and acceptance of material/ Total number of DRRs processed) * 100
Process	Timely preparation of material budget	Measures the number of times when material budget was prepared as per scheduled relative to total number of material budgets. 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 weeks
Process	Controlling store discrepancies	Measures the reduction in error lines (sum of cross posting & cross issue error). Following scale to be adhered to for rating: 5- if the error line is 1% or less 4- if the error line is more than 1 % but less than 2 % 3 - if the error line more than 2 % but less than 3 % 2 - if the error line is more than 3% but less than 4% 1 - if the error line is 4% or more	(Total no. of error lines identified in the current year / Total number of posting done during the year) * 100
Process	Success Rate in cases referred to Independent External Monitors	Measures the percentage of cases disposed off in favor of the company . 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 below 60%	(Total favorable awards or cases won/ Total cases during the year on which decision was awarded) * 100
Process	Time taken for sending SRV	Measures the average time taken for sending SRV to finance department from the date of acceptance of material  within 1 week – 5 within 10 days – 4 10 to 15 days – 3 beyond 15 days – 0	No. of SRV sent to finance department within time.
Process	% of approved & concurred indent finalised	Measures the percentage of approved and concurred indent requests which were materialized during the year relative to the total number of approved indent requests. Note: Tender opened on or before 1st Sep. of the financial 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 below 60%	(Number of approved indents request against which purchase order were issued/ Total number of approved indents received during the year) * 100
Process	Timely creation of scrap report	Measures the gap in number of days by which the scrap report preparation was delayed. 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	Lifting / Delivery of Scrap Material	Measures the percentage Sales cum Delivery Order that got matured relative to the total number of Sales cum Delivery Order 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 below 60%	(Number of Sales cum Delivery Order matured/ Number of Sale cum Delivery Order issued from HQ) * 100
Process	Timely completion of physical verification of store	Measures the degree to which the physical verification of store was completed on time vis a vis the planned 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	Timely preparation of annual action plan	Measures the gap in number of days taken to prepare the annual action plan (AAP) from the planned date of preparation. Following scale to be adhered to for rating: 5- if the AAP has been prepared a week before the scheduled time 4- if the AAP has been prepared as per the scheduled time 3- if the AAP preparation has been delayed by a week 2- if the AAP preparation has been delayed by 2 weeks 1- if the AAP preparation has been delayed by more than 2 weeks	Delay measured in days
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	Preparation and submission of reports	Measures the number of reports which have been prepared and submitted within the stipulated time period. 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 below 60%	(Number of reports prepared and submitted on time / Total number of reports to be prepared and submitted) * 100
L & G	% stores covered under online MM system implementation	Measures the percentage of stores which are covered under the implementation plan of online material management system. 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 below 60%	(Number of stores covered under online MM system implementation/ Total number of stores to be brought under online MM system) * 100

L & G	Year on Year reduction in average cycle time of tendering	<p>Measures the relative efficiency with which the tendering process is managed vis a vis the previous year.</p> <p>Note: Average cycle time of tendering would be calculated as - Sum of all time lag between "Date of receipt of Approved and concurred Indent" to "Date of signing of supply order" / Total number of contracts signed.</p> <p>Following scale to be adhered to for rating:</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90%-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is below 60%</p>	<p>(Actual reduction % of average cycle time of tendering/ Targeted reduction % of average cycle time of tendering) * 100</p>
L & G	Procurement through e-mode in respect of open tender / competitive bid (as per company policy)	<p>Measures the value of procurement which is done by way of e-mode relative to the total value of procurement which has been done from all sources.</p> <p>Following scale to be adhered to for rating:</p> <p>5- if value of procurement through e-mode is 100% vis a vis total procurement from all sources</p> <p>4- if value of procurement through e-mode is less than 100% but more than or equal to 98% of total procurement from all sources</p> <p>3- if value of procurement through e-mode is less than 98% but more than or equal to 96% of total procurement from all sources</p> <p>2- if value of procurement through e-mode is less than 96% but more than or equal to 95% of total procurement from all sources</p> <p>1- if value of procurement through e-mode is less than 95% of total procurement from all sources</p>	<p>(Value of procurement through e-mode/ Total value of procurement from all sources) * 100</p>
L & G	Implementation % of PLAC recommendations	<p>Measures the number of PLAC recommendations which have been implemented out of the total number of PLAC recommendations suggested.</p> <p>Note: Applicable to only those subsidiaries where the Ancillary Development is looked after by MM Department.. Following scale to be adhered to for rating:</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90%-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is below 60%</p>	<p>(Number of PLAC recommendations implemented / Total number of PLAC/ recommendations suggested) * 100</p>
L & G	Employee Satisfaction index	<p>Measures the employees' engagement in their work activities and responsibilities in terms of enthusiasm and commitment.</p> <p>Following scale to be adhered to for rating:</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90%-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is below 60%</p>	<p>(No. of employees giving a rating of 4 or 5 on a 5 point scale instrument/ Total survey population) * 100</p>
L & G	New ancillary development	<p>Measures the number of new items on which ancillary development action has been initiated for ancillarization relative to the total number of items identified for ancillarization.</p> <p>Note: Applicable to only those subsidiaries where the Ancillary Development is looked after by MM Department.. Following scale to be adhered to for rating:</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90%-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is below 60%</p>	<p>(Number of new items for which ancillary development action has been initiated/ Number of new items identified for ancillarization) * 100</p>

L & G	Coordination meeting	Measures the no. of coordination meetings held during a year against the planned no. of meetings  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 below 60%	(no. of meetings held/ no. of meetings planned) * 100
L & G	Buyers sellers meet	Measures the no. of meetings held during a year against the planned no. of meetings  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 below 60%	(no. of meetings held/ total no. of meetings planned) * 100
L & G	Automation of processes	Measures the no. of processes automated against the planned no. of processes during the 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 below 60%	(no. of processes automated/ no. of processes planned) * 100
L & G	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of MM department on new concepts like OLMMS, e-procurement etc. 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 below 60%	(no. of trainings conducted/ total no. of programmes planned) * 100
L & G	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts like OLMMS, e-procurement etc. 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 below 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100
L & G	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 below 60%	(no. of mentees covered/ total no. of target mentees) * 100
L & G	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

L & G	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
L & G	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 below 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100
L & G	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 below 60%	(No. of QC projects completed/ total no. QC projects planned) * 100
L & G	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 below 60%	(No. of QC projects implemented/ total no. QC projects completed) * 100
L & G	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.
L & G	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
L & G	Identification of multiple codes	Measures the % of items taken up for identification of multiple codes against the planned no. of items 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 below 60%	(No. of items taken up for identification of multiple codes/ no. of items planned) * 100
L & G	Removal of multiple coding	Measures the reduction of % of duplicate code against total no. of duplicate code  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 below 60%	(no. of duplicate codes reduced/ total no. of duplicate codes) * 100

L & G	Audit Paragraph	<p>A measure that highlights the degree to which documentation and process execution is in sync with the standard operating procedures of the company.</p> <p>Following scale to be adhered to for rating:</p> <p>5- if the number of audit paragraphs that have been dropped is 100%</p> <p>4- if the number of audit paragraphs that have been dropped is between 91 to 99% of the number raised</p> <p>3- if the number of audit paragraphs that have been dropped is between 81 to 90% of the number raised</p> <p>2- if the number of audit paragraphs that have been dropped is between 61 to 80% of the number raised</p> <p>1- if the number of audit paragraphs that have been dropped is less than 60% of the number raised</p>	(Actual number of audit paragraphs dropped/Actual number of audit paragraphs raised) * 100
Learning & Growth	ERP implementation	<p>Measures the percentage of work completed for ERP implementation against the planned activities in a year</p> <p>5- If percentage is 100%</p> <p>4- If percentage is between 90 %-99%</p> <p>3- If percentage is between 80%-89%</p> <p>2- If percentage is between 60%-79%</p> <p>1- If percentage is less than 60%</p>	Percentage equivalent of work completed