



Ref CIL/C-5A(PC)/BSC-PMS/ 111

Dated 25 03 2014

**OFFICE MEMORANDUM**

**Sub: Modifications in the Performance Management System Manual**

The Balanced Scorecard based Performance Management System was introduced in Coal India and its Subsidiary Companies for all executives upto E-7 Grade w.e.f. 2013-14 as per Office Memorandum No CIL/C-5A(PC)/BSC/277 Dated 26<sup>th</sup> March, 2013 issued by the Director(P&IR), CIL, Kolkata On the basis of inputs received during the implementation of the PMS from different quarters, the process has now been fine tuned and streamlined. Accordingly, the following modifications have been approved by the Competent Authority for the year 2014-15 as part of the Online PMS .-

**1. Minimum number of KPIs (FAQ No.13)**

It is mandatory that a minimum of 8 KPIs are assigned to an executive out of which Process Quadrant will have minimum 3 KPIs including the super ordinate goal In addition to these 8 mandatory KPIs the Learning and Growth Quadrant will have the following 2 additional KPIs with weightage as mentioned against them

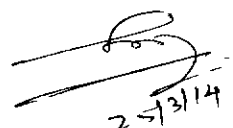
SI No	KPI	Weight age
1	Timely completion of PMS cycle (from Goal setting to half yearly review to final assessment ) as per schedule for self.	2
2*	Timely completion of PMS cycle (from Goal setting to half yearly review to final assessment ) as per schedule for all subordinates	2

*\*This will not be applicable to executives who are not reporting/accepting officers*

**2. Reporting and Accepting Officers (FAQ No.20)**

**a. Unit/Project/Sub Area**

- i. For officers posted in mining department Reporting Authority is an executive to whom the appraiser reports directly and Accepting Authority is the Reporting Head of such Reporting Authority
- ii. Colliery Manager will be either Reporting Authority or Accepting Authority for all executives on the roll of a mine
- iii. Project Officer/Sub Area Manager will be Reporting Authority for all executives directly reporting to him and will be the Accepting Authority for executives reporting to his Direct Reports
- iv. Staff officers in a project will be the Reporting Authority for executives reporting directly to them and will be the Accepting Authority for executives of their respective discipline for whom Colliery Manager is the Reporting Authority

  
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**b. Area**

- i For Staff officers based in Area, the Reporting Authority is Area General Manager.
- ii For executives under Staff officers based in Area, the Reporting Authority is Staff Officer and Area General Manager will be their Accepting Authority
- iii Staff officers in an Area will be the Accepting Authority for executives of their respective discipline for whom Project Officer is the Reporting Authority Where there is no staff function at Area level, Area General Manager will be the Accepting Authority for such executives of the Project
- iv. Area General Manager will be the Reporting Authority for all mining executives directly reporting to him and Accepting Authority for mining executives reporting to Project Officer
- v. Area General Manager will be the Reporting Authority for Executives in the secretarial cadre reporting to him and Director (P), subsidiary, will be their Accepting Authority

**c. Company HQ**

- i For HODs based in HQ, the Reporting Authority is Functional Director
- ii. For executives under HOD based in HQ, the Reporting Authority is HOD and Functional Director will be their Accepting Authority.
- iii Where work is sectionalized under an HOD, the Sectional Head will be the Reporting Authority for executives in the section and the HOD will be their Accepting Authority.
- iv Functional Director will be both the Reporting and Accepting Authority for executives up to E7 directly reporting to him
- v. CMDs/Chairman will be both the Reporting and Accepting authority for executives up to E7 directly reporting to them in their Secretariate
- vi Functional Director or Authorised HOD of HQ will be the Accepting Authority for Area Staff Officer for whom the Area General Manager is the Reporting Authority
- vii Technical Secretary to Functional Director/CMD/Chairman will be the Reporting Authority for executives directly reporting to them and Functional Director/CMD/Chairman will be their Accepting Authority
- viii For other special circumstances the Area General Manager, for Areas or the Functional Directors may decide the reporting and accepting hierarchy within the frame of 'Dual Assessment' and 'Empowerment at lower level'

**3. Timeline for completion of PMS Process Cycle (FAQ No.24)**

Process	Modification
Target setting	1 <sup>st</sup> April to 30 <sup>th</sup> April
First Half yearly Review	1 <sup>st</sup> Oct to 31 <sup>st</sup> Oct
Yearly Review	1 <sup>st</sup> June to 30 <sup>th</sup> June (Subsequent year)
Moderation at Area/Subsidiary	1 <sup>st</sup> July to 20 <sup>th</sup> July
Moderation & Final Rating at CIL	31 <sup>st</sup> July

  
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**4. Transfer during the Assessment year (FAQ No.28 & Circular No.CIL/C 5A(PC)/BSC/311 Dated 8.5.2013)**

In the assessment year, if the period of assessment is more than nine months, such rating will be considered final for the whole year, and no further assessment is required for the period of less than three months

In all other cases average of all PRIDE rating will be taken as the final score for the year. There will be no assessment for a period less than 3 consecutive months

**5. PRIDE Review of officers under vigilance cases (FAQ No.34)**

PRIDE evaluation of officers under vigilance case would be done as in the case of any other executive PRP entitlement will be decided as per the final outcome of the vigilance case

**6. Communication of PRIDE rating to officers concerned post completion of the PMS cycle (FAQ No. 12)**

Final PRIDE rating after moderation can be viewed by executives by their EIS log in ID and password

**7. Custody of PRIDE form (FAQ No.11).**

Data access control will be given to EIS Domain Mangers and other user department as per their need

**8. Submission of PRIDE form (FAQ No.10) : Omitted**

**9. Distribution of PRIDE form (FAQ No.8) : Omitted**

**10. Eligibility of Management Trainees for PRIDE Evaluation (FAQ No.4).**

Management Trainees will also be eligible for PRIDE evaluation. KPIs and Goals for MTs would be from the area of learning and development such as hrs of training, transfer of training in work setting, learning projects undertaken, improvement in job knowledge and skill, Mentoring performance etc Relevant KPIs will be made available in the KPI inventory


**11. PRIDE evaluation on Transfer/retirement of Reporting /Accepting Authority.**

PRIDE evaluation to be done by Reporting Authority and Accepting Authority on roll at the time of Assessment provided the reporting period is more than 3 months

If the reporting period with a Reporting Authority is less than 3 months the Accepting Authority will review PRIDE both as Reporting and Accepting Authority

Similarly if the period of engagement with Accepting Authority is less than 3 months the Reporting Authority will review PRIDE on behalf of the Accepting Authority.

In other cases falling outside the scope of the above instances, the Reporting & Accepting Authority on roll will review the PRIDE Form irrespective of their period of engagement with the Appraiser



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## 12. Explanation to ' Special Achievement & Innovation' (Section 4 of PRIDE)

Successful Completion of an extraordinarily challenging task, or, Major systemic improvement initiative, or, Process improvement leading to

- Cost optimization
- Process cycle time reduction
- Quality improvement
- Productivity improvement
- Waste elimination

The above modification in the Online PMS shall come into force from the year 2014-15.

Yours faithfully,

  
(M. Nazar Ali) 25/3/14  
General Manager(Per/PC)

Distribution .

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- 4 D(P), ECL/BCCL/CCL/SECL/WCL/NCL/MCL
5. D(T/ES), CMPDIL, Ranchi
- 6 CVO, CIL, Kolkata
- 7 ED, IICM, Ranchi
- 8 ED(Internal Audit), CIL, Kolkata
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- 14 GM, CIL, New Delhi
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- 16 Company Secretary, CIL, Kolkata
- 17 Sr Officer(Secretarial), D(P&IR), CIL
- 18 Guard file