

Quadrant	Key Performance Indicator	KPI Definition	Formula
Financial	Productive man hours lost due to IR Challenges	Measures the number of workdays lost due to industrial disputes against the total number of mandays available in the year Following rating scale to be adhered : 5- 0% of workdays lost due to industrial disputes 4- Between 1%-10% of workdays lost due to industrial disputes 3- Between 11%-20% of workdays lost due to industrial disputes 2- Between 21%-30% of workdays lost due to industrial disputes 1- Above 30% of workdays lost due to industrial disputes	Number of mandays lost due to IR challenges/Total mandays available* 100
Financial	Timely processing of vendor bills	Measures the timely scrutinising and forwarding of vendors bills to Finance Department within 15 days of receipt of bills provided all provisions in work order are complied by the vendor 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 bills scrutinised and forwarded to Finance Department for final clearance within 15 days of receipt of bills provided all provisions in work order are complied by the vendor/ Total no of bills received for scrutiny* 100
Financial	Unauthorised absenteeism Control	Measures the actual number of mandays lost on account of unauthorised absenteeism against the total number of mandays available in the year Following rating scale to be adhered : 5- Less than 20% 4- Between 20%-30% 3- Between 31%-40% 2- Between 41%-50% 1- Above 50%	Number of working days lost due to unauthorised absenteeism/ Total mandays available *100
Financial	CSR Budget utilization	Measures the efficiency with which budget is utilized by measuring amount of budget which has been utilized relative to amount allocated for CSR activities 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%	Amount spent on CSR activities (in Rs.)/Total amount allocated (in Rs)* 100
Customer	% Departmental Inquiry Case Disposal Rate	Measures the percentage of cases of completion of Departmental inquiry within 6 months of receipt of Departmental inquiry Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 80 %-99% 3- If percentage is between 50%-79% 2- If percentage is between 30%-49% 1- If percentage is less than 30%	Actual number of cases of completion of Departmental inquiry within 6 months /Total number of Departmental inquiry required to be completed* 100

Customer	Timely reply to parliament questions / RTI	Measures the number of parliament questions/RTI replied in time relative to total number of parliament questions/RTI replied. 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 parliament questions/ RTI replied in time/Total number of parliament questions/RTI replied* 100
Customer	"New hire retention ratio (Applicable only for executives)"	Measures the number of new hires who have retained in the organisation within the first year of joining Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 80%-99% 3- If percentage is 50%-79% 2- If percentage is 25%- 49% 1- If percentage is less than 25%	No of new hires in the system post completion of 1 year/Number of new hires *100
Customer	Special Quota Hiring (SC/ST/PH (OH) and OBC)	Measures the percentage of actual number of positions to be fulfilled in hiring of reserved quota (SC/ST/PH (OH) and OBC) against the target number of positions to be hired (SC/ST/PH (OH) and OBC) in the current year 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 no of positions hired in reserved quota (SC/ST/PH (OH) and OBC) / Target no of positions to be hired in reserved quota (SC/ST/PH (OH) and OBC)* 100
Customer	Grievance settlement rate	Measures the percentage of grievances of the employees are required to be redressed against the total grievances recorded (Redressal- includes response to grievances with plans of action undertaken or would be undertaken in future within defined timelines) Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Number of grievances redressed /Total grievances recorded* 100
Customer	Timely payment of Terminal dues	Measures the percentage of separated employees whose terminal benefits have been cleared on the last working day provided Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 80 %-99% 3- If percentage is between 50%-79% 2- If percentage is between 30%-49% 1- If percentage is less than 30%	(No of cases where terminal dues cleared on the last working day/ Total cases of separation) * 100
Process	Timely submission of Manpower Budget	Measures the timely submission of yearly manpower budget so that total resource requirement of company can be timely finalised Following rating scale needs to be adhered: 5- If budget is submitted as on schedule date 4- If budget is submitted post 30 days of schedule date 3- If budget is submitted post 45 days of schedule date 2- If budget is submitted post 60 days of schedule date 1- If budget is submitted post 90 days of schedule date	As per rating scale

Process	% of Redeployment of Surplus manpower	Measures the percentage of employees who were redeployed relative to total number of employees who were required to be redeployed Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Total number of employees redeployed /Total employees targetted to be redeployed* 100
Process	Adherence to recruitment Plan (For employees in Executives cadre)	Measures the percentage of recruitment plan being met with respect to new hires as per the manpower plan (New hires- include Management Trainees and hiring in open positions at various levels) Following rating scale to be adhered : 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 joinees/Target number of employees to be hired* 100
Process	Adherence to recruitment Plan(For employees in non Executives cadre)	Measures the percentage of recruitment plan being met with respect to new hires as per the manpower plan (New hires- include hiring at entry levels and hiring in open positions at various levels) Following rating scale to be adhered : 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 joinees/Target number of employees to be hired* 100
Process	Time Updation of new employees data in EIS (Employee Information System)	Measures the timely updation of new employee data in EIS within one month of joining of the new employee Following rating scale needs to be adhered: 5- If 100% of data of new joinees have been updated within 30 days of joining 4- If 99%-80% of data of new joinees have been updated within 30 days of joining 3- If 79%-60% of data of new joinees have been updated within 30 days of joining 2- If 59%-40% of data of new joinees have been updated within 30 days of joining 1- If less than 40% of data of new joinees have been updated within 30 days of joining	Number of new joinees whose data has been updated in EIS within 30 working days of joining/Total number of new joinees *100
Process	Goal Setting Process	Measures the percentage of employees who submitted the filled goal sheets at the start of the year against the total number of employees who were required to fill up the goal sheets Following rating scale needs to be adhered: 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 who completed goal setting within agreed timelines /Total target population of the eligible employees* 100

Process	Performance appraisal participation rate	Measures the percentage of employees who completed the appraisal process (including review by Reporting and Reviewing authority) against the total population of eligible employees Following rating scale needs to be adhered: 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 who completed PMS process/Total population of the eligible employees* 100
Process	Timely completion of performance appraisal	Measures the proportion of employee performance appraisals completed as scheduled (at the end of the year) from the total number of appraisals due Following rating scale needs to be adhered: 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 who have completed appraisal process within the due date/ Total population of the eligible employees* 100
Process	DPCs completion	Measures the number of DPCs completed against the planned no. of DPCs during the year Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49% - 25% 1- If percentage is less than 25%	Actual number of DPC held /Target number of DPC required to be held* 100
Process	Introduction of HR Process Audit Scheme	Measures the timelines to introduce a HR Process audit scheme for evaluation of service records Following rating scale needs to be adhered: 5- If scheme is introduced as on schedule date 4- If scheme is introduced post 30 days of schedule date 3- If scheme is introduced post 45 days of schedule date 2- If scheme is introduced post 60 days of schedule date 1- If scheme is introduced post 90 days of schedule date	As per rating scale
Process	% of disposal of employment cases under NCWA	Measures the percentage of disposal of eligible NCWA cases (As per NCWA, one employment is to be given to the eligible dependent against death/Medical unfitness of a permanent worker of the company) Following rating scale to be adhered for rating : 5- If percentage is 100% of eligible claims being processed 4- If percentage is between 75%-99% of eligible claims being processed 3- If percentage is 50%-74% of eligible claims being processed 2- If percentage is 49%- 25% of eligible claims being processed 1- If percentage is less than 25% of eligible claims being processed	Number of eligible claims processed for disposal/Total number of eligible claims received* 100
Process	Timely pay fixation of all new hires and promotees	Measures the timely pay fixation of all new hires/promotees (Timeframe-should be communicated within one month of taking the new charge) Following rating scale needs to be adhered: 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 instances of pay fixation within scheduled time/Total no of instances of pay fixation *100

Process	Chargesheet Issuance	Measures the timely issuance of chargesheet Following rating scale to be adhered for rating : 5- If 100% of the meetings is held as required 4- If 75%-99% of the meetings is held as required 3 - If 50%-74% of the meetings is held as required 2- If 49%-25% of the meetings is held as required 1- If less than 25% of the meetings is held as required	
Process	JBCCI/JCC Meetings schedule adherence rate	Measures the adherence to schedule of JBCCI/JCC Meetings Following rating scale to be adhered for rating : 5- If 100% of the meetings is held as required 4- If 75%-99% of the meetings is held as required 3- If 50%-74% of the meetings is held as required 2- If 49%-25% of the meetings is held as required 1- If less than 25% of the meetings is held as required	Actual number of meetings held/ Total meetings required to be held*100
Process	Disposal of Conciliation cases	Measures the percentage of conciliation cases actually disposed 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 cases disposed/ No of cases received* 100
Process	Timely disposal of Appeal cases referred to Personnel Department	Measures the percentage of disposal of appeal cases referred to Personnel Department 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 appeal cases disposed within 3 months of date of receipt/Total number of appeal cases received* 100
Process	CSR Beneficiaries	Measures the number of beneficiaries under CSR activities. 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 beneficiaries in the current year/Targeted number of beneficiaries* 100\
Process	CSR Plan	Measures the adherence to schedule of activities planned under CSR Plan for 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%	Total number of CSR activities in the current year/Targeted number of CSR activities planned in the current year* 100
Process	% of Disposal cases of PAP (Projected affected people)	Measures the percentage of disposal of eligible PAP cases Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Number of claims processed for disposal/Total no of claims received which are complete in all aspects* 100

Process	Timely issue of retirement notices	Measures the timely issue of retirement notices Following rating scale needs to be adhered: 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 retirement notices issued/ No of people actually retired* 100
Process	Time updation of employees data in EIS on a monthly basis	Measures the timely updation of employee data on a monthly basis on cases of transfers, family details (incase of inclusion of new members),education qualifications Following rating scale needs to be adhered: 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%	Updation of employee data/12* 100
Process	Employee Suggestions Program	Measures the total number of suggestions generated per employee per year Following rating scale to be adhered: 5- 100 % Achievement 4- Between 80-99% Achievement 3- Between 60-79% Achievement 2- Between 40-59% Achievement 1- Less than 40% Achievement	Actual number of Suggestions generated per employee per year/Target number of Suggestions to be generated per employee per year* 100
Process	Quarterly meetings with CISTEA and Council	Measures the adherence to schedule of CISTEA and Council Meetings Following rating scale to be adhered for rating : 5- If 100% of the meetings is held as required 4- If 75%-99% of the meetings is held as required 3- If 50%-74% of the meetings is held as required 2- If 49%-25% of the meetings is held as required 1- If less than 25% of the meetings is held as required"	Actual number of meetings held Total meetings required to be x 100 held
Process	Implementation of HRIS new modules	Measures the no. of new HRIS modules implemented against the no. of HRIS modules planned to be implemented 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 new HRIS modules implemented/ No. of new HRIS planned to be implemented) * 100
Process	Automation of HR practices	Measures the no. of HR practice automated against the no. of HRIS practices planned to be automated 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 new HR practice automated/ no. of HRIS practices planned to be automated)* 100
Process	Probation closure	Measures the success rate of probation closure within 1 month of completion of probation period. 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 probation closures done in time/ no. of probation closures to be done) * 100

Process	Job rotation	Measures the no. of executives rotated in sub-area/ area against the no. of executives become eligible for job rotation 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 executives transferred between sub-area/ area / no. of executives become eligible for job rotation) * 100
Process	Inter-area Transfers	Measures the no. of executives transferred against the no. of executives become eligible for inter-area transfer 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 executives transferred/ no. of executives become eligible for inter-area transfer) * 100
Process	Inter-subsidiary Transfers	Measures the no. of executives transferred against the no. of executives become eligible for inter-company transfer. 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 executives transferred/ no. of executives become eligible for inter-company transfer) * 100
Process	Implementation of HR Vision	Measures the no. of activities implemented against the no. of activities planned under HR Vision 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%	(No. of activities implemented/no. of activities planned under HR Vision in a year) * 100
Process	Knowledge Communities formation under Knowledge Management System	Measures the no. of of knowledge communities formed against the target no. of communities. 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 of knowledge communities formed/ target no. of communities) *100
Process	Manpower availability	Measures the improvement in percentage of availability of critical manpower for production against the targeted percentage improvement as compared to previous 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%	(improvement in percentage of availability of critical manpower for production/ targeted percentage improvement as compared to previous year) x 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
Process	Eviction of Unauthorized construction/ land/ quarters/ shopping complex	Measures the no. of Unauthorized construction/ land/ quarters/ shopping complex evicted against the targeted no. of Unauthorized construction/ land/ quarters/ shopping complex to be evicted 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 Unauthorized construction/ land/ quarters/ shopping complex evicted/ targeted no. of Unauthorized construction/ land/ quarters/ shopping complex to be evicted) x 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
Learning & Growth	Policy Benchmarking Report Submission	Measures the annual benchmark report of the policies of HR with other public sectors Following rating scale needs to be adhered: 5- If policy benchmark report is submitted as on schedule date 4- If policy benchmark report is submitted post 30 days of schedule date 3- If policy benchmark report is submitted post 45 days of schedule date 2- If policy benchmark report is submitted post 60 days of schedule date 1- If policy benchmark report is submitted post 90 days of schedule date	As per rating scale
Learning & Growth	Induction	Measures the successful launch of induction program Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Number of eligible new joinees whose induction has completed within a "quarter" of their joining x 100 Number of eligible new joinees for induction

Learning & Growth	Coordination/Learning Meetings	Measures the number of coordination/learning meeting held internally for knowledge update Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Actual no of coordination/ learning meetings held x 100 Target no of coordination/ learning meetings required to be held
Learning & Growth	Structured IR Meetings	Measures the number of coordination meeting held internally for knowledge update Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Actual no of structured meetings held x 100 Target no of structured meetings required to be held
Learning & Growth	HR Branding	Measures the participation in HR Conferences & forums to showcase the HR practices in the industry 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 HR <u>C onferences attended x 100</u> Target number of HR Conferences to attend
Learning & Growth	% Succession plans for key positions	Measures the percentage of key organizational positions that are supported and secured by a succession plan from the total number of key positions (roles) within the organization 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 positions for which successors have been identified x 100 Total number of key positions for which succession plan needs to be developed
Learning & Growth	Reward & Recognition	Measures the number of programs launched to reward top performers and motivate employees 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 total R & R Implemented x 100 Number of Total R & R Programs Launched
Learning & Growth	Automation	Measures the number of processes automated against plan Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	Actual no of processes automated x 100 Target no of processes to be automated

Learning & Growth	Employee Satisfaction Index	Measures the employee engagement in their work activities and responsibilities in terms of enthusiasm and commitments Following rating scale to be adhered for rating : 5- If percentage is 91% and above 4- If percentage is between 81 %-90% 3- If percentage is between 71%-80% 2- If percentage is between 50%-70% 1- If percentage is less than 50%	Number of employees giving a rating of 4 or 5 on a 5 point scale instrument x 100 Total survey population
Learning & Growth	Sports & Cultural Activities	Measures the adherence to sports and cultural activities plan Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	No of events actually conducted No of events planned to be x 100 conducted
Learning & Growth	Annual updation of changes in labour norms and laws across by conducting biannual workshop	Measures the annual updation of changes in labour norms and lawsby conduction biannual workshop Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	No of workshops actually conducted x 100 No of workshops required to be conducted
Learning & Growth	Digitalisation of records	Measures the percentage of records actually digitalised for the current assessment year Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	No of records actually digitalised x 100 No of records to be digitalised for the current year
Learning & Growth	Timely updation of employee skill inventory	Measures the timely updation of employee skill inventory 5- If employee skill inventory is updated as on scheduled timelines 4- If employee skill inventory is updated within 7 days of lapse of scheduled timelines 3- If employee skill inventory is updated within 14 days of lapse of scheduled timelines 2- If employee skill inventory is updated within 21 days of lapse of scheduled timelines 1- If employee skill inventory is updated post 21 days of lapse of scheduled timelines	As per rating scale
Learning & Growth	Development/Assessment Centre for employees	Measures the total number of employees involved in Assessment/ Development Centre: Following rating scale to be adhered: 5- 100 % Achievement 4- Between 80-99% Achievement 3- Between 60-79% Achievement 2- Between 40-59% Achievement 1- Less than 40% Achievement	Actual number of employees who participated in Assessment/ Development Center x 100 Target number of employees who need to undergo Assessment/ Development Center

Learning & Growth	Mentorship Program	Measures the total number of employees covered under mentoring program against the target Following rating scale to be adhered: 5- 100 % Achievement 4- Between 80-99% Achievement 3- Between 60-79% Achievement 2- Between 40-59% Achievement 1- Less than 40% Achievement	Actual number of executive covered in Mentorship program x 100 Target number of executive to be covered in Mentorship program
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) <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	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	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 <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	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