



OFFICE OF THE EXECUTIVE DIRECTOR (HR)

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Date:- 31/12/2010

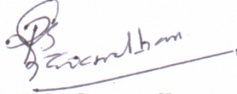
**CIRCULAR**

**Sub:- Implementation of Phase-II of PMS for evaluating performance of employees working in Various functions (HR, Finance, IT, Commercial, Projects etc.)**

The PMS-Phase I to evaluate the performance of field engineers is already designed and uploaded on the company's website. The phase II of PMS system for various functions across the organization is also designed to evaluate employee's performance. The Key Result Areas (KRA) and Key Performance Indicators (KPI) provides necessary guidelines to evaluate individual employee's performance are also enclosed herewith.

The implementation of PMS-Phase II should start from the period April 2010-11. The PMS-Phase II is available on the website of Company i.e. www.mahadiscom.in.

Encl:-As Above

  
**Col. R B Gowardhan**  
**Executive Director(HR)**

To  
All Departmental Heads in Corporate Office

Copy s.w.rs. to:

1. Managing Director M.S.E.D.C.L.
2. Director (Operations)/Director (Projects)/Director (Finance)/Director (Vigilence), MSEDCL, Mumbai

Copy f.w.cs.to:

1. Regional Executive Director-I/II/III, MSEDCL
2. The Executive Director (CP)/(Project)/(Comm.), MSEDCL, Mumbai.
3. All Chief Engineers, MSEDCL in field.

Copy to:-

All Superintending Engineers, MSEDCL in field.

# **PERFORMANCE MANAGEMENT SYSTEM FOR ACCOUNTS & GAD**

## **Introduction:**

Performance Management System plays a vital role in success of an organization. Organizations succeed when they continuously nourish the top performers and improve the poor performers. The PMS system helps to relate employee's work performance and achievements to the operational and strategic performance of the organization.

The Phase-I of PMS for Engineers working in field is already uploaded on website, the PMS is designed keeping in view the performance of an employee and the potential for development. The Phase-II of PMS extends to rest of the functions in the organization (i.e. HR, Finance, Commercial, and Projects, etc.)

The PMS for functions mentioned above will be implemented for the year 2010-2011. The goal setting exercise in order to evaluate employees needs to be carried out from top to bottom so that employees know exactly what are the parameters for evaluation. The report also includes annexure-II giving details of Key Result Areas (KRA) & Key Performance Indicators (KPI) that form the basis for setting organizational as well as individual goals. The KRA / KPI help to maintain strategic congruence within the organization.

## **Objectives of PMS:**

1. The following are the objectives of PMS:-
  - (a) Aligning employee's performance with organizational goals.
  - (b) Providing focus, direction and common understanding on company's performance needs.
  - (c) Foster performance oriented culture and accountability at all levels.
  - (d) Effectively communicate organizational, departmental and individual goals and targets across the company for focusing and achieving the same.
  - (e) Clarity regarding standards of achievement at all levels.
  - (f) Ensure objective assessment of employee's performance and potential.

## **Guidelines for PMS:**

2. The performance planning and goal setting will be the basis for PMS at MSEDCL. The following guidelines are enumerated for implementation of PMS.

- (a) The schedule of the dates for setting targets at Corporate, Region and Zone level are specified.
- (b) Similarly schedule will be fixed for target setting down to section level.
- (c) It will be ensured that targets for next year will be communicated to individuals in writing by 1<sup>st</sup> June positively. The copy of Targets set will be given two steps up. e.g. Targets set by C.E. and equivalent will be communicated to the concerned Executive Director's and Director's Office.
- (d) The process of targets setting will be from top to down. Therefore Corporate Office will give the targets set by M.D. to Directors and Executive Directors by 15<sup>th</sup> April.
- (e) Half yearly review of the targets set will be conducted during the month of October. Accordingly if required fresh targets will be set and communicated in writing to individuals with a copy to Countersigning and Accepting Officers.
- (f) All renegotiated/ reviewed targets will be recorded in the review form along with the reasons for change and will be forwarded to next Superior Officer for approval. The form will be submitted by 30<sup>th</sup> Nov to Corporate Office. This will also be subsequently attached to CR form of the individual .
- (g) Each employee's development and progress in performance against the targets will be reviewed during Half yearly review. No rating will be awarded in half yearly review. However, individual will be apprised verbally by Reporting Officer about his performance in last six months.
- (h) Employee whose performance is likely to result into outstanding grading be communicated to Countersigning and Accepting Officers by 30<sup>th</sup> Nov in writing. Only these employees will be considered for 'Outstanding' grading by the Countersigning and Accepting Officers. In case any other employee shows potential later on but not later than 31<sup>st</sup> Jan, in exceptional case his name may be forwarded by 15<sup>th</sup> Feb to Countersigning and Accepting officers.
- (i) The targets for each Region, Zone, Circle, Division and Sub-Division will be maintained on Intranet and will be updated from time to time.

### **Role of Leadership Team (ED / CEs and equivalent)**

3. The leadership team will be the apex body in driving, monitoring and assessing the effectiveness of the system. Their responsibilities toward successful implementation of the PMS in the organization are listed below:

- (a) Finalize strategic thrust areas for the organization (Corporate Goals).
- (b) Decide on the unit's specific performance expectations for the year.
- (c) Assess the unit's/function's performance status.
- (d) Communicate with respective heads of departments on the functioning of the system.
- (e) Monitor progress on corporate goals, unit goals and individual performance on quarterly basis.
- (f) Finalize the need and nature of changes to strategic thrust areas during the year, if required.
- (g) Review potential and competencies of individuals (depending on position) during the Half yearly review.
- (h) Assess and ratify ratings by the Countersigning and Accepting Officers on individual's performance.
- (i) Ascertain feedback on the Performance Management System (PMS) and finalize changes, as necessary.

### **Role of Unit Leadership (SE / EEs and equivalent):**

4. The responsibilities of the unit leadership for effective implementation and management of the PMS in the organization are listed below:

- (a) Monitoring units activity on PMS is the primary responsibility of unit leadership.
- (b) Assess the effectiveness of the system in people development and performance regularly.
- (c) Ensure timely completion of the process (Adherence to PMS schedules).
- (d) Obtain feedback on the system and analyze the causes for adverse feedback, if any, and recommend the changes to the E.D.(HR) after due discussion with Regional / Zonal Heads.
- (e) Assess overall performance of the unit against unit goals.
- (f) Function as a core team on the PMS at the unit level with complete accountability for successful implementation.



## **Guidelines for Goal Setting:**

5. The following process will be followed for goal setting:-
  - (a) The goal setting process for the entire organization will start with the finalization and communication of the business plan by the M.D.
  - (b) Directors / Executive Director's goals for the forthcoming year will be finalized by 15<sup>th</sup> April of the current year jointly by the M.D. and the respective Director / Executive Director.
  - (c) Based on the Executive Director's goals, the specific unit heads will derive their goals and target respectively through joint finalization before 30<sup>th</sup> April of the current year.
  - (d) The Reporting Officer / Individual will be involved in discussions for the finalization of individual goals.
  - (e) Individual goals and targets should be derived from unit goals with clear schedule i.e, upto 31<sup>st</sup> March next year for achieving the same.
  - (f) The resources required for achieving targets against individual goals will be discussed and finalized by the Reporting Officer and his next superior and the individual concerned during individual goal setting process.
  - (g) The goal setting process for the entire organization should be completed by 1<sup>st</sup> June of current year.
  - (h) Changes to goals once set will be permitted only under following conditions:-
    - (i) Change/transfer to other department/location.
    - (ii) Redundancy of goals so chosen in light of changes in the environment.

## **KRA / KPI for Goal Setting:**

6. The Key Result Areas (KRA), Key Performance Indicators (KPI) for the engineers working in the field are already defined in the phase –I of PMS. The KRA / KPIs help to measure the performance of an individual. KRA are the major result areas depending upon the objectives and purpose of a department, the key performance indicators (KPIs) help to measure the defined goals in terms of Quality, Quantity, Effectiveness, Efficiency and Time required for completion, etc. The Key Performance Indicators help to measure the assigned goals to an individual. The sample copy of KRA / KPI in the annexure-II gives an idea regarding the goal setting for evaluating the individual's performance. However it may be noted that the KRA / KPIs mentioned in the annexure-II are not binding to set the goals for an individual. The Reporting Officer and the individual employee have freedom to define the KPIs to be included for assessing the individual's performance, keeping in mind the goal congruence i.e. the individual goals to be aligned with the organizational goals. The best practice that may be followed for goal setting is by deriving individual's KPIs from his superiors KPIs.

The PMS system not only accounts for the performance / results achieved but also considers the process followed. Hence, it may please be noted that the KPIs are to be bifurcated into results achieved and process followed for grading and individual's performance. The details regarding allocation of grading points are discussed in details under the sub topic – 'Evaluation Process'.

## **Personal Development Plan:**

7. Based on the goals set for each employee, the personal development plan will be finalized through discussion between the employee concerned and his/her immediate superior, with target dates for completion. The following will be assured:-

- (a) The CE and equivalent concerned must approve the personal development plan (PDP) of all the individuals in the zone before being effective.
- (b) The duplicate copy of approved PDP will be forwarded to ED (HR) for finalization of the training calendar for the year.
- (c) A consolidated training calendar will be prepared by the HR Department and provided to all the functions.

### **Half Yearly Review:**

8. Half yearly review will be conducted during the month of Oct and will include the following:-

- (a) Review will focus on competency development and performance review. Individual's performance against goals will also be reviewed to ensure progress and further support required.
- (b) Review will be conducted by the immediate superior (First Appraiser) and the individual jointly. A minimum half an hour should be spent with each employee for the appraisal process.
- (c) Employee development will be assessed based on performance, learning and competencies.
- (d) The review form will be sent to HR Department after review for further action.

### **Evaluation Process:**

9. The evaluation process will include performance and competencies with weight factor. The following weightage will be given:-

- (a) Competencies- 30% - Part I (CR Form)
- (b) Performance - 70% - Part II (CR Form)  
(operational parameters)
  - (i) Results - 50%  
(quantifiable)
  - (ii) Processes followed - 20%  
(Non quantifiable)

## **PART- I COMPETENCIES ( 30% WEIGHTAGE)**

### **Competencies:**

10. Total 15 competencies have been identified and they are divided into Individual Qualities, Leadership Qualities and Professional Abilities. They are listed at Annexure-I. All the qualities are to be graded from 1 to 5. The marks allotment in relation to existing system of grading is as follows:

Outstanding	:- 5
Very Good	:- 4
Good	:- 3
Satisfactory	:- 2
Poor	:- 1

11. **Arriving at overall grading for competencies:** - Total marks for 15 qualities be totaled and average to be worked out as follows:-

(a) Example- I

$$\begin{array}{l} \text{Total Marks} \quad - 68 \\ \text{Average- } \frac{68}{15} = 4.5 \end{array}$$

## **PART- II- PERFORMANCE (70% WEIGHTAGE)**

12. The performance parameters are divided into Part II A- Results and Part II-B-Processes followed.

### **Part II-A- Results:**

13. Quantifiable parameters with 50% weightage. This will include following parameters in the format shown below:

## RESULTS

<b>Sr. No.</b>	<b>Key Performance Indicator</b>	<b>Targets for current year</b>	<b>% of KPI achieved</b>	<b>Overall grading</b>	<b>Remarks</b>
1	2	3	4	5	6
(a)	<b>KPI-I</b>				
(b)	<b>KPI-II</b>				
(c)	<b>KPI-III</b>				
(d)	<b>KPI-IV</b>				
(e)	<b>KPI-V</b>				
<b>Average Grading</b>					

14. Award of Grading Part II-A:- To arrive at grading for each parameter the following guidelines will be followed:-

- (a) If result achieved is more than 100 % - 5
- (b) If result achieved is upto target (i.e. 100 %) - 4
- (c) If result achieved is between 75% to 99% - 3
- (d) If result achieved is between 50% to 74 % - 2
- (e) Below 50% of Target set be considered - 1

15. After grading each parameter, average for part II-A will be worked out upto one decimal and endorsed. e.g. 4.4.



**Part II B- Process Followed:**

16. Non quantifiable parameters leading to achieving targets set/improvement in performance are listed as below. This part will have 20% weightages.

Sr. No	Key Performance Indicator	Grading for Process followed
1	2	3
a)	KPI-I	
b)	KPI-II	
c)	KPI-III	
d)	KPI-IV	
e)	KPI-V	
Average Grading		

17. Overall Grading Part II-B:- The gradings to each parameter be awarded and average be worked out upto one decimal to arrive at overall grading for this part and to be recorded.

**Overall Grading for the period of reporting:-**

18. It will be total of part I, Part II-A and Part II-B grading with weight factor. The same to be worked out as per example given below:

Part	Average Marks	Wt.factor	Total
a) Part I	4.5	3	13.5
b) Part II-A	4.4	5	22.00
c) Part II-B	4.4	2	8.8
Total	-	-	44.3

Overall Grading  $\frac{44.3}{10} = 4.33$  – Say 4.5

19. Final overall grading to be awarded as follows:-

- |    |            |       |
|----|------------|-------|
| a) | 4.6 to 5   | - 5   |
| b) | 4.1 to 4.5 | - 4.5 |
| c) | 3.6 to 4   | - 4   |
| d) | 3.1 to 3.5 | - 3.5 |
| e) | 2.1 to 2.5 | - 2.5 |
| f) | 1.6 to 2.0 | - 2   |
| g) | 1.1 to 1.5 | - 1.5 |
| h) | below 1.00 | - 1   |

### **Part- III (MISCELLENOUS)**

20. This part of CR will record following aspects.

- |  |   |   |
|--|---|---|
| (a) Fitness to work in present post          | ] |   |
| (b) Staying at HQs during the year of report | ] | Descriptive, to be written<br>in few lines. |
| (c) Moral reputation and integrity           | ] |   |
| (d) Training Needs Identified                | ] |   |
| (Technical, Financial, HR etc.)              | ] |   |

21. Pen picture of Assessee:- Mandatory for all Reporting Officers. It should include aspects other than covered in assessment.

22. Dates of performance counselling carried out:-

- |                                |   |
|--------------------------------|---|
| a) First (For setting Targets) | - |
| b) Second (Half yearly)        | - |
| c) Any other                   | - |

23. Any shortcomings brought to the notice of Assessee:- The details may be endorsed if shortcomings have been communicated to assessee.

24. No change in columns of countersigning and assessing officers in the present CR form. However, it will be mandatory for these officers to mention about intimation received about likely outstanding report and if they wish to endorse outstanding, they need to write few lines justifying outstanding reports. For CRs of Executive Engineers and equivalent necessary change for adding reviewing officers has been notified.

**Conclusion:-**

25. The procedure suggested above will bring objectivity in assessment. This will also add to clarify regarding what is to be achieved at each level. This will be followed for employees from year 2010-2011 onwards. Review will be taken to modify parameters if any. The CR forms will be modified accordingly and Half Yearly Review form will be prepared and issued.

## **ANNEXURE-I**

### **PART – I ( QUALITIES/ ABILITIES)**

- (a) Professional Knowledge
- (b) Creativity
- (c) Communication skill  
(written & oral)
- (d) Physical & Mental fitness

#### **Leadership Qualities**

- (e) Managerial Abilities
- (f) Initiative & Drive
- (g) Decision Making
- (h) Team work/Co-operation  
and Social Adaptability
- (i) Emergency /Disaster  
Management

#### **Professional Abilities**

- (j) Consumer / Employer / Vendor etc. - Industrial  
Relation  
(Behavior and problem solving)
- (k) HR Management  
(Training, GAD issues and  
Welfare)
- (l) Finance Management
- (m) Equipment Management ? ( Asset Management)
- (n) Potential for Growth

## ANNEXURE-I

### PART – I ( QUALITIES/ ABILITIES)

#### Individual Qualities

a) Practical /Effective Intelligence

	1	2	3	4	5
	Unimaginative	Clumsy	Adequate	Effective	Inventive/ creative

b) Professional Knowledge

	Not understanding, lack reasons	Slow, inconsistent	Logical, adequate	Inquisitive clear headed	Very knowledgeable

c) Sense of Responsibility

	Irresponsible	Easy going	Dutiful & obedient	Conscientious Faithful and Responsible	Highly Responsible

d) Communication Skill (written and oral)

	Incoherent or Inadequate	Strained in expression	Expressive	Fluent	Eloquent and convincing

e) Physical & Mental stamina

	Weak	Soft & Inadequate	Adequate	Tough	Indefatigable or very tough

#### Leadership Qualities

f) Managerial Ability

	Submissive or Bullying	Mild	Convincing	Assertive	Inspiring

g) Initiative & Drive

	Inert & Apathetic	Casual/ Forceless	Painstaking	Pushing/ enterprising	Zealous or Gogetter

h) Decision Making

	Indecisive	Hesitant	Adequately sure	Fairly quick	Absolute certain/ very positive



i) Team work, Co- operation and Social Adaptability
j) Emergency or Disaster Management
<b><u>Professional Abilities</u></b>
k) Consumer / Employee / Vendor etc. – Industrial relation (Behavior & Problem solving)
l) HR Management (Behavior & problem solving)
m) Finance Management (Accounts handling, Cost Consciousness and procedures )
n) Equipment Management ? (Asset Management )
o) Potential for Growth

	1	2	3	4	5
Selfish, uncooperative Inconsiderate	Individualistic aloof , unconcerned about others	Friendly, participating, sociable	Stands shoulder to shoulder, considerate and adjustable	Resilient, Goes out of way to help others and popular with team	
Confused, Fails to handle	Poor organizer & Hesitant	Can arrange, organize to some extent	Good Organizer and systematic	Thorough in handling and very resourceful	
Irresponsible and no interest in welfare of workers	Slack, wavering	Fairly Attentive & Tries to solve problem	Responsible and maintains good IR	Very responsive , quick and resolute to solve problem	
Obstructive and irresponsible	Careless and no knowledge	Fairly adequate in handling	Follows procedure and well conversant	Very knowledgeable , quick in handling HR issues.	
Ignorant	Wasteful	Indifferent	Normally alert and conscious	Very systematic and resut oriented	
Poor Handling	Indifference	Just adequate	Effective	Very effective	
Unfit for next Assignment	Requires improvement	May be able to perform	Can handle higher jobs	High potential to grow	

## Annexure – II

### Function:- HUMAN RESOURCE

SR. NO	DEPARTMENT	KRAs	KPIs	REMARKS
1	HRD	<i>Policy formulation and Standardization of procedures.</i>	1) Adherence to time lines for formulation and implementation of Policies	
			2) HR Policy Manual	
			3) Training Manual	
			4) Safety Manual	
			5) Work Norms	
			6) Human Resource Allocation	
2	Recruitment Cell	<i>HR Demand forecasting</i>	1) Collection of Data regarding retirements, new creations (offices) and turnover at each post. 2) Calculating post wise demand for next five years.	
		<i>Recruitment process</i>	1) Time taken for activities like publishing advertisement, conducting written tests, personal interviews and declaration of results.	
3	Establishment	<i>Recruitment</i>	1) Time taken for issue of appointment orders.	
		<i>Promotion Planning</i>	1) Time taken to scrutinize data related to promotions.	
			2) Time taken for formation of promotion panels.	
			3) Maintenance of Data regarding reservation policy and roster.	
		<i>Transfer Policies</i>	1) Maintaining seniority data within a Zone/Circle (Duration of stay of an employee at a place)	
			2) Maintaining Data of request transfer applications	
3) Maintaining data of various vacancies.				

		<i>Employee Data</i>	1) Time taken to publish updated seniority list on web site.	
			2) Time taken to complete Backward class verification and maintain roster.	
			3) Verification and updating employee service records.	
			4) Maintaining records related to leave, Salaries, increments etc.	
		<i>BCR Cell</i>	1) Time taken to clear CS-28 cases.	
		<i>Disciplinary Actions</i>	1) Correspondence with the various Zone, Circles and Divisions.	
			2) Verifying proposals and to call and keep follow up of explanations from concerned offices.	
			3) Formalizing disciplinary action, final orders.	
			4) Appeals to concerned authorities	
			5) Maintaining property return data	
			6) Correspondence with ACB/ Govt. Authorities.	
			7) Revocation of suspended employee.	
		<i>Performance Appraisal</i>	1) Collection of employee's CRs under state level seniority as per declared time schedule.	
			2) Acknowledgement for CRs received.	
			3) Scrutinizing the CRs and communicating the grading to the employees as per time schedule.	
			4) Adherence to time lines for communicating decisions on representations against adverse remarks in CRs.	

	<i>Industrial Relations.</i>	1) Correspondence with Zone/Circle/Division Offices regarding IR issues.	
		2) No. of Grievance redressal meetings held between unions and management at Corporate/Zone/Circle/Division level.(Deciding frequency of meetings)	
		3) No. of complaints resolved.	
		4) Conducting Sports competition at Zone/Circle level.	
		5) Implementation of wage revision.	
		6) Introducing employee welfare schemes.	
	<i>Retirement Benefits.</i>	1) Maintaining up to date record of employees retiring during the year	
		2) Budget provision for disbursement of claims to employees retiring.	
		3) Processing of Gratuity , PF and other claims.	
		4) Time taken for settling employee claims.	
		5) Adjustment of advances.	
		6) Maintaining Statistical Information	
	<i>Employee Satisfaction</i>	1) Arrears drawl as per wage revision, retirement benefits, other claims.	

		<i>Inspection</i>	1) Verify whether registers are maintained as per company rules.	
			2) Verify that rules and regulations are being observed.	
			3) Communicate discrepancies in working through inspection reports.	
			4) Review of recommendations in report being implemented.	
		<i>O &amp; M</i>	1) Time taken for Issuing new circulars as per company's policy	
			2) Amendment of existing circulars.	
			3) Maintaining Circulars.	
			4) Uploading circulars on company's website.	
<b>4</b>	<b>Training and Safety</b>	<i>Training and Safety</i>	1) Training Need Analysis.	
			2) Preparation of Training Calendar	
			3) Designing course content and material for various training programs	
			4) Preparation of Training Budget.	
			5) Variance Analysis of Budget.	
			6) Maintaining Training Statistics.	
			7) Feedback and Evaluation Monitoring.	
			8) Time taken for preparation of training schedule for new recruits.	
			9) Conduct Safety Programs, Safety Audits and carry out analysis of accidents.	



## Function:- Finance

Sr No.	DEPARTMENT	KRAs	KPIs	REMARKS
1	Corporate Account	Quarterly Revenue Accounts	<ol style="list-style-type: none"> <li>1) Consolidation of information received from various heads/units.</li> <li>2) Preparation of trial balance, P&amp;L A/c and final A/cs of the company.</li> </ol>	Target dates for completion to be decided.
		Conducting Statutory Audit within time limits.	<ol style="list-style-type: none"> <li>1) Completion of statutory audit within time frame.</li> <li>2) Carry out internal audits completion of proforma &amp; annexure to the CA report &amp; ensure submission of CA reports.</li> <li>3) Appointment of cost auditor.</li> <li>4) Submit Annual A/c report to CAG for conducting supplementary audit.</li> <li>5) Compliance of observations in supplementary CAG Audit.</li> <li>6) Submitting the Annual A/c report to the board along with the draft audit report.</li> </ol>	
		Filing returns within time frame.	<ol style="list-style-type: none"> <li>1) Maintaining Accounts, carry out audits and filing yearly returns in respect of Income tax, Wealth tax etc.</li> <li>2) Carrying out Tax audit.</li> </ol>	
		Clearing of A/cs.	<ol style="list-style-type: none"> <li>1) Clearing of WIP.</li> <li>2) Clearing Suspense A/cs.</li> </ol>	
		Asset Management	<ol style="list-style-type: none"> <li>1) Carry out inventory verification and control.(Submission of annual inventory verification report.)</li> <li>2) Maintain voltagewise asset records.</li> </ol>	
		Funds Provision/ Management	<ol style="list-style-type: none"> <li>1) Bank reconciliation monthwise.</li> <li>2) Provision for gratuity, PF etc in case of employees retiring.</li> <li>3) Track investment pattern of pension fund with FIs.</li> <li>4) Scrutinising proposals related to new creation/ bifurcation of offices</li> <li>5) Processing &amp; settlement of regular supplier/contractor bills.</li> <li>6) Scrutiny of proposals involving financial implications concerned with procurement administrative sanctions.</li> </ol>	
		MIS	Consolidation of MIS reports of all F & A sections.	

2	Corporate Finance	Financial Planning	<ol style="list-style-type: none"> <li>1) Business plan.</li> <li>2) Financial Restructuring.</li> <li>3) Seeking approval of Revenue budget.</li> <li>4) Issue of RB circulars and schedule of activities.</li> <li>5) To seek Board approvals for CB, RE(current year) and BE(next year.)</li> <li>6) Bill collection policies.</li> <li>7) Standardizing terms &amp; conditions of agreement, approval, renewals.</li> <li>8) Asset revaluation.</li> <li>9) Develop &amp; implement processes for credit rating.</li> </ol>	
		Financial Discipline	<ol style="list-style-type: none"> <li>1) Economy in expenditure &amp; austerity measures.</li> <li>2) Delegation of power.</li> <li>3) Rationalization of existing loans.</li> <li>4) Checks for timely remittances, reconciliation, preventing frauds &amp; misappropriations.</li> </ol>	
		Co-ordination	<ol style="list-style-type: none"> <li>1) Co-ordinating planned &amp; unplanned expenditure issues with GoM.</li> <li>2) Reconciliation of receivables &amp; payables from/ to GoM.</li> <li>3) Co-ordination with Bill collection agencies, banks, institutions, post offices, field etc to improve revenue collection mechanism.</li> <li>4) Conduct periodic meeting with all CE/SE level to monitor Zone/ Circle performance against major items of RE budget.</li> </ol>	
3	CAPEX	Capital Budgeting	<ol style="list-style-type: none"> <li>1) Maintaining Capital Budget circulars.</li> <li>2) Submission of CBs for necessary approval from the Board.</li> <li>3) Financial analysis of tenders and scrutiny of estimates keeping in view cost benefit analysis for financial concurrence.</li> </ol>	
4	Loan Sanction	Adherence to loan processes and generation of reports.	<ol style="list-style-type: none"> <li>1) Preparation of loan agreement, Escrow agreements, Tripartite agreements with respect to loans received from REC/PFC.</li> <li>2) Maintaining loan profile data &amp; tracking the profile for loan repayment in time along with the interest.</li> <li>3) Status report for loan draws w.r.t to target to be maintained.</li> </ol>	
5	Wages & Means	Working Capital Management	<ol style="list-style-type: none"> <li>1) Manage working capital borrowings.</li> <li>2) Identify cheaper sources of finances like short term loans etc.</li> <li>3) Judicious management of inflow &amp; outflow of funds.</li> <li>4) Maintaining Accounts related to Wages &amp; Means.</li> <li>5) Monitoring repatriation of funds at various Banks at Head Office.</li> <li>6) Ensure timely remittances / payment of funds.</li> <li>7) Bank reconciliation with all banks.</li> <li>8) Timely clearance of outstanding items in Bank reconciliation.</li> <li>9) Ensuring automisation in Bank activities.</li> </ol>	

**Function:- Commercial**

Sr No.	DEPARTMENT	KRAs	KPIs	REMARKS
1	Commercial	Data Collection / Consolidation & Processing	1) Consolidation of various activities viz Release of Services, HT pending applications. 2) Scrutinizing & Processing of commercial estimates 3) Processing consumer requests for installations.	
		Coordination	1) Correspondence on subsidy issues and incentives to industrial consumers. 2) Communicating necessary information to field on commercial issues pertaining to terms & conditions of power supply. 3) Coordinating activities of TRC, Power Purchase depts.	
	Tariff Regulatory Cell	Annual Revenue Requirement	1) Collecting data from Power Purchase, Load Management Commercial, Finance & Accounts, Capex, HR, Projects, Franchisee. 2) Processing data collected, carrying out analysis and communicating variances to respective departments 3) Integration and submitting data to MERC 4) Technical Validation Session, Answering Queries, raised by MERC, Consumer representatives. 5) Replying to Queries raised during public hearing 6) Consolidation of Petition, Print and disseminate petition to all field offices for sale to public.	
	TRC	Other submissions to MERC	1) Adhere to timelines given by MERC in respect of various orders and directives, issued by the commission 2) Submission of comments on various draft regulations which are supposed to be framed by the commission.	
		Dealing legal cases related to tariff at MERC, HC, SC etc	1) Replying to appeals petitions filed by the opponents. At times drafting the petition on issues which have financial impact due to discrepancies in the tariff set by MERC 2) Briefing the Advocates in various legal matters. 3) No. of legal matters pending and percentage of matters cleared during the year. 4) Monitoring expenditure on court cases.	
		RTI Complaints	1) Total Cases received and replied within time limits.	

		Documentation	1)Seggregation of data reports and maintaining related files.	
		Identifying best practices in distribution,related to tariff	1) Comparison of tariffs, philosophy behind tariff setting. 2)Implementation of best practices after identifying them.	
Power Purchase Department		1) Data Collection and analysis	1) Collecting load forecasting data from LM Cell 2) Depending upon the future demand deciding the duration of PPAs (long, medium, short term)	
		2) Power Procurement Process	Deciding the Power Procurement process based on case I, Case II as per standards by MoP.	
		3) Preparing PPAs	1)Preparing RFP, based on standard binding document (SBD) issued by MoP. 2) Preparing PPA based on SBD. 3)Deviations if any, petition to MERC to be submitted for approval.	
		4)PPA Process	1)Issuing RFP in case of bidders other than Mahagenco Central, Sector etc 2) Carrying out bidding process. 3) Evaluating bids on Technical & Financial Parameters. 4) Selection of qualified bidders as per standard procedures 5) Signing PPA, hypothication,Escrow A/c, relevant agreemts.	
		5) Legal matters	Attending legal matters related with procurement, scheduling, wheeling Charges, transmission issues pending at MERC,CERC, Apellate tribunals.	
		6) Billing	1) Defining procedures for billing. 2)Scrutinizing monthly, weekly energy bills in respect of mahagenco, Central Sector, RGPPL, Traders, Open access, IEX,	
		7) Online Power trading	On line bidding for short term / daily power requirements in Day ahead / term ahead markets.	

**Function:- Project**

Sr No.	DEPARTMENT	KRAs	KPIs	REMARKS
	Project	Planning	1) Identification of Works studying field survey data 2) Deciding time lines, target dates for various projects as per priority. 3) Setting Quality standards for projects	
		Formulation	1) Preparation of various schemes and estimates 2) Deciding the priorities of various estimates.	
		Evaluation	1) Evaluating the estimates on Technical and Commercial basis 2) Evaluating various agencies to carry out projects.	
		Financing	1) Co-ordination with finance department for project activities 2) Evaluating various financial options available 3) Getting financial approval for the projects from Fis like PFC, REC	
		Implementation	1) Issue of work orders. 2) Deciding Tmielines or target dates for various activities of a project. 3) Ensure, set quality standards are maintained 4) Processing of bills submitted by contractors 5) Preparation and processing claims of funding agency. 6) Ensure Resource availability.	
		Review & Monitoring	1) The information regarding activities lagging behind time schedule to be communicated to the concerned for necessary corrective action. 2) Variance in quality standards cost and time if any to be communicated to initiate necessary corrective measures. 3) Submitting progress reports to the management.	
		Project Closure	1) Duly maintaining initial accounts and prompt closure of work orders 2) Submitting closure reports for the schemes implemented, along with cost benefit analysis.	

**Function:- Material Management**

Sr No.	DEPARTMENT	KRAs	KPIs	REMARKS
	Central Purchase Agency	Indenting	1) Preparation of indents in co-ordination with planning section 2) Budget control & approval of indent in co-ordination with Finance department.	
		Vendor selection & Issuing Purchase orders	1) Selection of vendors by technically scrutinizing the bids and also considering the past performance data of vendors. 2) Issue PO to selected vendor.	
		Closing Purchase Order	1) Co-ordinating with stores billing section to confirm that items are supplied by supplier as per purchase order 2) Monitor the performance and quality of items supplied and initiate recovery in case of faults. 3) Ensure that supplier disputes / claims are settled. So as to close the PO	
		Inspection and Audit	1) Ensure that the material supplied is as per quality standards mentioned in the purchase order. 2) Take periodic stock of various materials laying at stores.	

SR. NO	KRA	KPIs	Perf. Grading					Process Grading					REMARKS
			5	4	3	2	1	5	4	3	2	1	
1	Loss Reduction	a. ATCE.											As per target setting.
		b. Energy Audit											Grading to be given by comparing Current Year data with the Previous Year data.
		i. Energy Input											
		ii. Metered Sale											
		iii. Unmetered Sale											
		iv. Loss of Energy											
		c. Installation of High Accuracy Meters.											As per target setting.
d. T.C. sealing.											As per target setting.		
e. Fixing meters to Ag consumers.											As per target setting.		
f. Paid – Pending cases. <sup>A</sup>													



SR. NO	KRA	KPIs	Perf. Grading					Process Grading					REMARKS		
			5	4	3	2	1	5	4	3	2	1			
2	Consumer Services	a. Reliability Indices(SAIFI,SAIDI,CAIDI)												As per target setting	
		b. Service Complaint Index (Based on call centre data. No. of complaints recd / Total consumers)													As per target setting
		c. DTC failures( No. of DTC failed during yr / No. of DTCs in service)													5 - below 3%, 4 - 3 to 5%, 3 - 5 to 7 %, 2 - 7 to 10 %, 1- above 10 %
		d. Customer base growth rate(No. of Cons at the end of the yr/ No. of cons at the beginning of the yr)													As per target setting.
3	Revenue Management	a. Demand raised quarterly.												As per target setting.	
		b. Collection Efficiency.												As per target setting.	
		c. Normal metering (%).												As per target setting.	
		d. Reduction in arrears as per targets set by the MD (Both Live and PD).												As per target setting.	



SR. NO	KRA	KPIs	Perf. Grading					Process Grading					REMARKS	
			5	4	3	2	1	5	4	3	2	1		
			T1					T2						
		e. Normal Billing (%).												As per target setting.
		f. Prompt and Accurate Billing.												As per MIS Reports
4	Office Management / Administration.	a. Updating Infrastructure Data												
		b. Timely submission of Routine Reports.												
		c. Initiatives for System Improvement.												
		d. Monitoring of Sanctioned Schemes.												
5	Safety Management	a. Employee Safety Index. (No. of employee accidents during the yr / No. of employees).												Grading as per observations made by the controlling officer.
		<b>Sub Total</b>												Targets to be set for grading. (5- no accidents)
		<b>Total</b>												

Note: - 50 % weight age given for the performance and 20 % for the process followed.