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Performance Report for Individual Development of Executive



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Section

Employee Information *(All relevant details to be filled by the employee)*

Employee Name:		EIS Number:	
Current Designation:		Present Functional Position:	
Current Place of Posting:		Service in Present Place of Posting:	

Level of Reporting- *as per the current position occupied by the employee*

Position	Name of Reporting Authority:	Designation of Reporting Authority:	Period of service under Reporting Authority (specify in months):
Reporting Authority:			

<p>Health Certificate: Employees in Grade E5 and above are required to attach a Health Certificate along with this form. Please indicate (Yes/No) if you have attached your Health Certificate duly signed by a Medical Practitioner.</p>		<p>Declaration: Please indicate (Yes/No) whether the annual return on immovable property for the preceding calendar year was filed within the prescribed date i.e. 31st January of the year following the calendar year?</p>	
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Formal Training: Please indicate any formal training undertaken by you in the current year?

Type	Period/Duration	Institution/Place	Nature of Training
In Company :			
Outside Company :			
Foreign:			

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Section

Performance - Key Performance Indicators (KPI)-Based on Balanced Scorecard framework

Guidelines:

- Sum of the total Weightage of all KPIs would be 100
- Number of KPIs in Process quadrant would vary between 1 (Minimum) and 5(Maximum) and for other quadrants it would vary between 1 and 3

Quadrant	(1) Key Performance Indicators	(2) Weightage	(3) Target	(4) Achievement	Rating			Weighted Score	
					(5) Self (To be filled by employee)	(6) Reporting Authority (To be filled by Reporting Authority)	(7) Accepting Authority (To be filled by Accepting Authority)	(8) Wgt * Reporting Authority Rating/100 To Multiply col (6) and col (2)	(9) Wgt * Accepting Authority Rating /100 To Multiply col (7) and col (2)
PROCESS (60%)	(Super-ordinate Goal) Coal Production Achievement	20							
FINANCIAL (20%)	(Super-ordinate Goal) Profit (Loss) Variance per tonne	10							

Sum of Weightage

Sum of Weighted Score



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Quadrant	(1) Key Performance Indicators	(2) Weightage	(3) Target	(4) Achievement	Rating			Weighted Score	
					(5) Self (To be filled by employee)	(6) Reporting Authority (To be filled by Reporting Authority)	(7) Accepting Authority (To be filled by Accepting Authority)	(8) Wgt * Reporting Authority Rating /100 To Multiply col (6) and col (2)	(9) Wgt * Accepting Authority Rating /100 To Multiply col (7) and col (2)
CUSTOMER (10%)									
LEARNING & GROWTH (10%)									

Sum of Weightage

Total Sum of Weightage (Page 5 & Page 6)

Target Setting: (To be completed by employee in discussion with Reporting officer)

Employee Signature

Reporting Officer Signature

Employee Signature post completion of Self Review

Sum of Weighted Score

Total Sum of Weighted Score (Page 3 & Page 4)



Half Year Review

PRIDE Form No.:

Item	Comments
Employee Comments:	Performance highlights and specific challenges faced by the employee:
Reporting Authority Comments:	Any specific feedback or inputs to the employee:

Employee Signature

Reporting Officer Signature

Date

Date



PRIDE Form No.:

Half Year Review (Record of the Copy to be sent to Head Quarters)

Item	Comments
Employee Comments:	Performance highlights and specific challenges faced by the employee:
Reporting Authority Comments:	Any specific feedback or inputs to the employee:

Employee Signature

Reporting Officer Signature

Date

Date

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Section

Personal Qualities (Ratings to be provided by Reporting Authority and Accepting Authority)

Rating Scale for Personal Qualities					
"5"- Consistently exceeds company's expectations			"4"- Consistently meets company's expectations		
"3"- Meets company's expectations most of the times			"2"- Partially meets company's expectations		
"1"- Consistently does not meet company's expectations					
No.	Personal Qualities	Definition	Comments to support the rating by Reporting Authority (if any)	Rating by Reporting Authority	Rating by Accepting Authority
i	Effective communication skills	The ability to communicate in a clear, simple and transparent way to make others understand the situation			
ii	Strategic orientation and Decision making ability	Has a good understanding of the business and the environment including the laws and rules related to the business Make efforts to develop self and team and to make them contribute to the long term business strategy and vision of Coal India Ltd.			
iii	Problem solving and Analytical ability	Analyzes and solves a problem by identifying the reasons of a problem in a proper way			
iv	Ability to develop and motivate team members	Provides guidance and support to the team, encourages team work, inspires and motivates team			

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No.	Personal Qualities	Definition	Comments to support the rating by Reporting Authority (if any)	Rating by Reporting Authority	Rating by Accepting Authority
V	Ability to coordinate and develop collaborative partnerships	Builds strong and effective relationship with internal and external stakeholders. Makes positive use of the existing relations through strong networking to meet the objectives of the organization			
vi	Innovation and change orientation	Takes efforts and initiatives to introduce innovative processes and systems in the department. Manages, directs and leads change initiatives for effective learning processes. Encourages new and innovative approaches in the department			
vii	Planning and Organizing	Has the ability to plan the activities to be carried out by self and by team. Is able to prioritize and handle emergencies to achieve goals and objectives within defined timelines			
viii	Result orientation	Has a strong willpower to achieve desired results. Ensures that the department and the organization adhere to high standards of efficiency and excellence to achieve effective results based on great performance			
ix	Business Acumen	Ability to understand the relationship between revenue and expenses. Uses the financial data and information to make practical business decisions			
x	External Influence for Personal Gains	Using external influence to persuade others to take biased decisions in favour of self			
Sum of the Score:					
Personal Qualities Score= <u>Average Score =Sum of score/No of Personal Qualities i.e. 10</u>				<input type="text"/>	<input type="text"/>

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Section

Special Achievements & Innovations *(Remarks to be provided by Self, Reporting Authority and Accepting Authority)*

Q. What are your significant achievements in the company? *(E.g. successful completion of an extraordinarily challenging task or major systemic improvement initiative)*

(Rating Scale: 5- Extraordinary Achievement, 4- High contribution towards achievement, 3- Average contribution towards achievement, 2- Low contribution towards achievement, 1- Negligible contribution towards achievement)

Remarks by Self:	Remarks and rating of Reporting Authority:
	Remarks and rating of Accepting Authority:

Q. What were the constraints that hindered your performance?

Remarks by Self:	Remarks of Reporting Authority:
	Remarks of Accepting Authority:

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Section

Final Rating

(To be filled by Reporting Authority and Accepting Authority)

Section	Reporting Authority	Accepting Authority
1. Performance (KPI) Score (Use the "Total sum of Weighted Score" as calculated in Page 4)		
2. Personal Qualities Score (Use " Personal Qualities Score " as calculated in Page 8)		
3.Special Achievements and Innovations Score (Use " Special Achievements Score " as calculated in Page 9)		
4. Overall Score: (To determine the Overall Score please refer Note 1 on Page 11)		
5.Final Grade : (To determine the Final Grade please refer Note 2 on Page 11)		
6.Signature & Date :		

The remaining section of this page is applicable only for executives who have employees in executive cadre directly reporting to them:

Total Number of executives directly reporting to you	
Number of executives for whom goal setting has been done at the beginning of the year	
Number of executives for whom Mid Year Review has been done	
Number of executives for whom PRIDE form has submitted as per the schedule after final assessment	

Note 1: Overall Score

Grade	Calculation for determine the Overall Score
E5 to E7	(65* Final KPI Score + 30* Personal Qualities Score + 5* Achievement Score)/100
E1 to E4	(75* Final KPI Score + 20* Personal Qualities Score + 5* Achievement Score)/100

Note 2 : Final Grade

Score Range	Rating
Below 1.25	Poor
1.25-1.99	Fair
2.00-2.99	Good
3.00-3.99	Very Good
4.00 & Above	Outstanding



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Section

Appellate Authority Remarks- (To be filled by Appellate Authority)

Comments :

Final Grade by Appellate Authority :

Signature of Appellate Authority:

Date:

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Section

Final Rating provided post review by Moderation Committee (if any)

Change in Rating post review in Moderation Committee	
Reasons for Change in Rating:	

Signature of Chairman of Moderation Committee:

Date:

I have gone through the PRIDE Form and I am aware of Final Rating and Grade assigned to me after completion of the Appraisal process.

Signature of Employee:

Date:



Instructions to fill the PRIDE Form

Section 1: In this Section, you need to fill in your relevant Personal Information

- Your Reporting Authority is your administrative Reporting Head
- Health Certificate is required for all employees in Grade E5 & above and the format of Health Certificate is available in PMS Manual

Section 2: In this Section, you need to fill your Key Performance Indicators (KPI's)

- There are four quadrants in this Section as per the Balanced Scorecard framework - Process, Financial, Customer and Learning & Growth
- Weightage for the four quadrants are defined as follows: Process- 60%, Finance-20%, Customer-10% and Learning & Growth-10%
- Number of KPIs in the Process quadrant could vary between 1 (Minimum) and 5 (Maximum) and for other quadrants it would vary between 1 (Minimum) and 3 (Maximum)
- It is mandatory that super-ordinate goals be present for all employees:
 - Profit Variance per tonne to be provided a minimum of "10" percent weightage for all executives working in CIL
 - Coal Production Achievement percentage to be provided a minimum of "20" percent weightage for all executives working in CIL
 - Targets for the super-ordinate goals would be determined as follows:
 - For executives at Unit Level - Profit per tonne and coal production target for the unit to be considered the target for all employees in the Unit
 - For executives at Project Level - Profit per tonne and coal production target for the project to be considered the target for all employees in the Project
 - For executives at Area Level - Profit per tonne and coal production target for the Area to be considered the target for all employees in the Area
 - For executives at Subsidiary/CIL HQ Level - Profit per tonne and coal production target for the Subsidiary/CIL respectively to be considered the target for all employees in Subsidiary HQ



PERFORMANCE REPORT FOR INDIVIDUAL DEVELOPMENT OF EXECUTIVE

- You need to refer to the unique position scorecard to identify your KPIs. In case the relevant KPI doesn't exist in the unique position scorecard, you can refer to the KPI inventory. This need to be discussed with the Reporting Officer with respect to the applicability and accordingly the goals would be set in the scorecard
- Once you complete the target setting for the year, you and your Reporting Officer needs to sign on Page 4

Half Year Review

- During the Half Year Review there would be a discussion between employee and Reporting Officer
- No ratings will be provided either by the employee or the Reporting Officer
- Overall feedback and challenges to meet targets can be captured in the Half Year Review Form

Section 3: In this Section, your Reporting Authority and Accepting Authority would evaluate you on your Personal Qualities

Section 4: In this Section, your Reporting Authority and Accepting Authority would evaluate you on Special Achievements and Innovation

Section 5: In this Section, All your ratings would be compiled to determine the Overall Ratings and the Final Grade.

Section 6: In case the rating is "Poor" the form has to be referred to the Appellate Authority. Final comments and ratings of Appellate Authority is recorded in this section

Section 7: In case the rating undergoes a change during the Moderation process, final comments and ratings of Moderation Committee is recorded in this section and this shall be considered as final rating

Employee needs to sign the form post completion of the Appraisal process

Schedule for completion of key PMS activities:

Activity	Timelines
Target Setting	1 st April to 30 th April
First Half Year Review	1 st Oct to 31 st Oct
Final Review	1 st April to 30 th April
Final Rating & Moderation	31 st May