

September 11<sup>th</sup>, 2009

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# Territorial Circle

# Group Performance Management System (GPMS) scorecard

## Territorial Circle (I)

### Key Performance Indicators

### Targets and Scores

Group level weightage	Key Performance Indicators (KPI)	Weighting factor	Target	Performance levels <sup>1</sup>			Targets achieved	Marks achieved	Weighted score
				Fair	Good	Excellent			
<b>Consumer Fixed Access</b> <b>Mr. N.K. Narang</b> (GM, Product & Pricing)	<b>25%</b> <b>Financial</b> 1. CFA revenue (Rs. Cr.) (50% weightage each for Basic and broadband)	40%	xxx	xxx	xxx	xxx	xxx	xxx	
	<b>Customer / Market</b> 2. Net adds - (by number of subscribers) Basic (in 000's)	5%							
	3. Net adds - (by number of subscribers) Broadband (in 000's)	10%							
	<b>Operations</b> 4. CCR rate for Landline – 50% weightage each for local and STD	10%							
	5. Fault rate (LL, BB)	5%							
	6. % of faults cleared by next working day (LL, PCO, BB)	10%							
	7. % of new services (LL, BB) provisioned within the norm of 7 days	10%							
	<b>Overall Performance</b> 8. Overall performance (on scale of 1 to 5 - to be assessed by Director - CFA)	10%							
<b>Consumer Mobility</b> <b>Mr. B.N. Mishra</b> (GM, Product & Pricing)	<b>30%</b> <b>Financial</b> 1. CM revenue (Rs. Cr.)	40%							
	<b>Customer / Market</b> 2. CM Net adds (by number of subscribers) (in 000's)	20%							
	<b>Operations</b> 3. BTS availability (%)	10%							
	4. Call drop rate (%)	10%							
	5. Blocked call rate - TCH congestion (%)	10%							
	<b>Overall Performance</b> 6. Overall performance (on scale of 1 to 5 - to be assessed by Director - CM)	10%							
<b>Enterprise</b> <b>Mr. S. K. Seth</b> (GM, Business Planning)	<b>15%</b> <b>Financial</b> 1. Enterprise BU revenue (Rs. Cr.)	40%							
	<b>Customer / Market</b> 2. Number of new Enterprise Gold + Silver accounts penetrated	20%							
	<b>Operations</b> 3. MLLN / MPLS network uptime (%)	15%							
	4. Average provisioning time (no. of days)	15%							
	<b>Overall Performance</b> 5. Overall performance (on scale of 1 to 5 - to be assessed by Director - Enterprise)	10%							

1. Marks for Fair rating = 60, Good = 80, Excellent = 100. Marks achieved for rating below Fair = 0. Achievement between Fair and Good and between Good and Excellent would be linearly scaled

# Group Performance Management System (GPMS) scorecard

## Territorial Circle (II)

### Key Performance Indicators

### Targets and Scores

Group level weightage	Key Performance Indicators (KPI)	Weighting factor	Target	Performance levels <sup>1</sup>			Targets achieved	Marks achieved	Weighted score
				Fair	Good	Excellent			
<b>New Businesses</b>  <b>Other</b>	<b>Financial</b>								
	1. Other revenue (Rs. Cr.)	15%	xxx	xxx	xxx	xxx	xxx	xxx	xxx
	2. Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	15%							
	3. Operating profit (Rs. Cr)	15%							
	4. Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Dir-Finance)	15%							
	<b>Customer / Market</b>								
5. Customer satisfaction level (including QoS) (Scale of 1 to 5)	20%								
<b>HR</b>	<b>Employee development</b>								
	6. Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Dir-HR)	20%							
<b>Overall performance</b>	<b>Overall performance</b>								
	1. Overall performance (on scale of 1 to 5 - to be assessed by CMD)	100%							
<b>Total</b>	<b>100%</b>								

1. Marks for Fair rating = 60, Good = 80, Excellent = 100. Marks achieved for rating below Fair = 0. Achievement between Fair and Good and between Good and Excellent would be linearly scaled  
 Note: Contact persons for New Businesses: Mr. N.K. Yadav (GM, Infrastructure), HR: Mr. Neeraj Verma (GM, Training) , Finance: Mr. K.R. Tiwari (GM, Transfer Pricing, Revenue Assurance & Finance Personnel)

# Guide to understanding the scorecard KPI's (I)

## Territorial Circle

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Consumer Fixed Access</b>	<b>25%</b>	<b>Financial</b>	CFA revenue (Rs. Cr.)	Revenue from Consumer Fixed Access business. 50 % weightage for each; Basic (LL, PCO, ITC, FLPP etc.) and Broadband (incl. IPTV) (Rs. Cr)	Circle level financial statements	Office of Director (CFA) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Director (CFA). PMS team to coordinate.	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Director (CFA)
		<b>Customer / Market</b>	Net adds - (by number of subscribers) Basic (in 000's)	Number of net subscriber additions in Consumer Fixed Access business (Basic (LL)) (in 000's)	Circle level MIS reports		
			Net adds - (by number of subscribers) Broadband (in 000's)	Number of net subscriber additions in Consumer Fixed Access business - Broadband (incl. IPTV) (in 000's)	Circle level MIS reports		
		<b>Operations</b>	CCR rate for Landline – 50% weightage each for local and STD	CCR (Call completion rate) for Landline – Local and STD (50% weightage each)	TRAI/Circle level MIS reports		
			Fault rate (LL, BB)	Number of faults per 100 customers/month	Circle level MIS reports		
			% of faults cleared by next working day (LL, PCO, BB)	Faults completed by next working day / Total faults.	Circle level MIS reports		
			% of new services (LL, BB) provisioned within the norm of 7 days	New services provisioned in 7 days / Total number of services provisioned (in %)	Circle level MIS reports		
Overall performance (on scale of 1 to 5 - to be assessed by Director - CFA)	Qualitative metric - to be given by Director CFA based on (but not limited to): (1) adherence to budget (2) marketing activities (3) BU specific training (4) meeting company's strategic objectives (5) accomplishments on key projects like CDR (6) Planning and Developmental activities carried out	Rating on a scale of 1 to 5 by Director CFA					

# Guide to understanding the scorecard KPI's (II)

## Territorial Circle

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Consumer Mobility</b>	<b>30%</b>	<b>Financial</b>	CM revenue (Rs. Cr.)	Revenue from Consumer Mobility business (GSM Voice & VAS, WLL, Data cards - 3G & EVDO, WiMax) (Rs.Cr.)	Circle level financial statements	Office of Director (CM) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Director (CM). PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Director (CM)
		<b>Customer / Market</b>	CM Net adds (by number of subscribers) (in 000's)	Number of net subscriber additions in Consumer Mobility business (GSM-2G, WLL, GSM-3G, Data cards-3G & EVDO)	Circle level MIS reports		
		<b>Operations</b>	BTS availability (%)	BTS availability (%)	TRAI / internal report		
			Call drop rate (%)	Call drop rate (%)	TRAI / internal report		
			Blocked call rate - TCH congestion (%)	TCH congestion rate (%)	TRAI / internal report		
	Overall performance (on scale of 1 to 5 - to be assessed by Director - CM)	Qualitative metric - to be given by Director CM based on (but not limited to): (1) adherence to budget (2) marketing activities (3) BU specific training (3) meeting company's strategic objectives (5) accomplishments on key projects (6) Planning and Developmental activities carried out	Rating on a scale of 1 to 5 by Director CM				

# Guide to understanding the scorecard KPI's (III)

## Territorial Circle

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Enterprise</b>	<b>15%</b>	<b>Financial</b>	Enterprise BU revenue (Rs. Cr.)	Revenue from Enterprise customers (leased circuits, managed services, voice and data offerings e.g. PRI, mobile CUG, EPABX, data cards, wholesale revenue)	Circle level financial statements	Office of Director (Enterprise) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Director (Enterprise). PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Director (Enterprise)
		<b>Customer / Market</b>	Number of new Enterprise Gold + Silver accounts penetrated	Number of new Gold accounts penetrated (minimum business of Rs 10 lakhs, i.e. 5% of annual average business potential). Number of new Silver accounts penetrated (minimum business of Rs. 2.5 lakhs, i.e. 5% of annual average business potential).	Circle level MIS reports		
		<b>Operations</b>	MLLN / MPLS network uptime (%)	MLLN / MPLS network uptime in percentage (as measured from NOC)	From NOC reports		
			Average provisioning time (no. of days)	Average number of days taken to provide connections, services for Gold and Silver customers	Circle level MIS reports		
			Overall performance (on scale of 1 to 5 - to be assessed by Director - Enterprise)	Qualitative metric - to be given by Director Enterprise based on (but not limited to): (1)adherence to budget (2) marketing activities (3) BU specific training (4) meeting company's strategic objectives (5) accomplishments on key projects (6) Quality of customers obtained (long term vs short term contracts)	Rating on a scale of 1 to 5 by Director Enterprise		

# Guide to understanding the scorecard KPI's (IV)

## Territorial Circle

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Other</b>	<b>20%</b>	<b>Financial</b>	Other revenue (Rs. Cr.)	Revenue from USO	Circle level financial statements	Office of Executive Director (New Businesses) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Executive Director (New Businesses). PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Executive Director (New Businesses)
			Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	Circle P&L, Schedule Q	Office of Director (Finance) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Director (Finance). PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Director (Finance)
			Operating profit (Rs. Cr)	Operating profit for the year for the circle	Circle level financial statements		
			Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Dir-Finance)	Qualitative metric - to be given by Director Finance based on (but not limited to): (1) adherence to budget (2) financial planning (3) accounting (4) revenue assurance	Rating on a scale of 1 to 5 by Director Finance		

# Guide to understanding the scorecard KPI's (V)

## Territorial Circle

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
Other	20%	<b>Customer / Market</b>	Customer satisfaction level (including QoS) (Scale of 1 to 5)	Average of rating given on a scale of 1 to 5 by customers	Customer survey to be conducted on annual basis across Circles	Coordinated by PMS team	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of CMD
		<b>Employee development</b>	Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Dir-HR)	Qualitative metric - to be given by Director HR based on (but not limited to): (1) issues including training (2) following of recruitments, promotion, transfers directives. Includes promotion and transfer orders (3) training and employee productivity (4) ability to retain talent (5) training in functional and business roles (6) Number of persons trained	Rating on a scale of 1 to 5 by Director HR	Office of Director (HR) in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of Director (HR). PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of Director (HR)
<b>Overall performance</b>	10%		Overall performance (on scale of 1 to 5 - to be assessed by CMD)	Subjective assessment given based on circle's performance by CMD based on (but not limited to): (1) meeting of company's strategic objectives (2) implementation of strategic projects (3) steps taken for employee development (4) performance vis-à-vis competition (5) Planning and developmental activities carried out (6) Optimum network utilization	Rating on a scale of 1 to 5 by CMD	Office of CMD in consultation with Circle Head. Nodal designate from Circle to coordinate with PMS team. (For 2009-10, Nodal designate from Circle to prepare. To get ratified by Circle Head and office of CMD. PMS team to coordinate.)	To be prepared by Nodal designate from Circle in coordination with PMS team. To be ratified by Circle Head, and reviewed by office of CMD

September 11<sup>th</sup>, 2009

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**SSA**

# Group Performance Management System (GPMS) scorecard

## SSA (I)

### Key Performance Indicators

### Targets and Scores

Group level weightage	Key Performance Indicators (KPI)	Weighting factor	Target	Performance levels <sup>1</sup>			Targets achieved	Marks achieved	Weighted score
				Fair	Good	Excellent			
Consumer Fixed Access 25%	<b>Financial</b>								
	1. CFA revenue (Rs. Cr.) (50% weightage each for Basic and broadband)	40%	xxx	xxx	xxx	xxx	xxx	xxx	xxx
	<b>Customer / Market</b>								
	2. Net adds - (by number of subscribers) Basic (in 000's)	5%							
	3. Net adds - (by number of subscribers) Broadband (in 000's)	10%							
	<b>Operations</b>								
	4. CCR rate for Landline – 50% weightage each for local and STD	10%							
	5. Fault rate (LL, BB)	5%							
6. % of faults cleared by next working day (LL, PCO, BB)	10%								
7. % of new services (LL, BB) provisioned within the norm of 7 days	10%								
<b>Overall Performance</b>									
8. Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	10%								
Consumer Mobility 30%	<b>Financial</b>								
	1. CM revenue (Rs. Cr.)	40%							
	<b>Customer / Market</b>								
	2. CM Net adds (by number of subscribers) (in 000's)	20%							
	<b>Operations</b>								
	3. BTS availability (%)	10%							
4. Call drop rate (%)	10%								
5. Blocked call rate - TCH congestion (%)	10%								
<b>Overall Performance</b>									
6. Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	10%								
Enterprise 15%	<b>Financial</b>								
	1. Enterprise BU revenue (Rs. Cr.)	40%							
	<b>Customer / Market</b>								
	2. Number of new Enterprise Gold + Silver accounts penetrated	20%							
	<b>Operations</b>								
3. MLLN / MPLS network uptime (%)	15%								
4. Average provisioning time (no. of days)	15%								
<b>Overall Performance</b>									
5. Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	10%								

1. Marks for Fair rating = 60, Good = 80, Excellent = 100. Marks achieved for rating below Fair = 0. Achievement between Fair and Good and between Good and Excellent would be linearly scaled  
Note: Circle to appoint appropriate contact persons at the Circle for each business segment to interface with Nodal Designate at the SSA

# Group Performance Management System (GPMS) scorecard

## SSA (II)

### Key Performance Indicators

### Targets and Scores

Group level weightage	Key Performance Indicators (KPI)	Weighting factor	Target	Performance levels <sup>1</sup>			Targets achieved	Marks achieved	Weighted score
				Fair	Good	Excellent			
Other 20%	<b>Financial</b>								
	1. Other revenue (Rs. Cr.)	20%	xxx	xxx	xxx	xxx	xxx	xxx	xxx
	2. Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	20%							
	3. Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Circle Head)	20%							
	<b>Customer / Market</b>								
4. Customer satisfaction level (including QoS) (Scale of 1 to 5)	20%								
Overall performance 10%	<b>Employee development</b>								
	5. Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Circle Head)	20%							
	<b>Overall performance</b>								
	1. Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	100%							
<b>Total</b>									<b>100%</b>

1. Marks for Fair rating = 60, Good = 80, Excellent = 100. Marks achieved for rating below Fair = 0. Achievement between Fair and Good and between Good and Excellent would be linearly scaled  
Note: Circle to appoint appropriate contact persons at the Circle to interface with Nodal Designate at the SSA

# Guide to understanding the scorecard KPI's (I)

## SSA

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Consumer Fixed Access</b>	<b>25%</b>	<b>Financial</b>	CFA revenue (Rs. Cr.)	Revenue from Consumer Fixed Access business. 50 % weightage for each; Basic (LL, PCO, ITC, FLPP etc.) and Broadband (incl. IPTV) (Rs. Cr)	SSA level financial statements	Circle Head in consultation with SSA head. Nodal designate from SSA to coordinate with Nodal designate from circle. (For 2009-10, Nodal designate from SSA to prepare. To get ratified by SSA Head and Circle Head)	To be prepared by Nodal designate from SSA. To be ratified by SSA Head, and reviewed by office of Circle Head
		<b>Customer / Market</b>	Net adds - (by number of subscribers) Basic (in 000's)	Number of net subscriber additions in Consumer Fixed Access business (Basic (LL)) (in 000's)	SSA level MIS reports		
			Net adds - (by number of subscribers) Broadband (in 000's)	Number of net subscriber additions in Consumer Fixed Access business - Broadband (incl. IPTV)) (in 000's)	SSA level MIS reports		
		<b>Operations</b>	CCR rate for Landline – 50% weightage each for local and STD	CCR (Call completion rate) for Landline – Local and STD (50% weightage each)	TRAI / internal MIS report		
			Fault rate (LL, BB)	Number of faults per 100 customers/month	SSA level MIS reports		
			% of faults cleared by next working day (LL, PCO, BB)	Faults completed by next working day / Total faults.	SSA level MIS reports		
			% of new services (LL, BB) provisioned within the norm of 7 days	New services provisioned in 7 days / Total number of services provisioned (in %)	SSA level MIS reports		
			Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	Qualitative metric - to be given by Circle head based on (1) adherence to budget (2) marketing activities (3) BU specific training (4) meeting company's strategic objectives (5) accomplishments on key projects like CDR (6) Planning and Developmental activities carried out	Rating on a scale of 1 to 5 by Circle Head		

# Guide to understanding the scorecard KPI's (II)

## SSA

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Consumer Mobility</b>	<b>30%</b>	<b>Financial</b>	CM revenue (Rs. Cr.)	Revenue from Consumer Mobility business (GSM Voice & VAS, WLL, Data cards - 3G & EVDO, WiMax) (Rs.Cr.)	SSA level financial statements	Circle Head in consultation with SSA head. Nodal designate from SSA to coordinate with Nodal designate from circle. (For 2009-10, Nodal designate from SSA to prepare. To get ratified by SSA Head and Circle Head)	To be prepared by Nodal designate from SSA. To be ratified by SSA Head, and reviewed by office of Circle Head
		<b>Customer / Market</b>	CM Net adds (by number of subscribers) (in 000's)	Number of net subscriber additions in Consumer Mobility business (GSM-2G, GSM-3G, WLL, Data cards-3G & EVDO)	SSA level MIS reports		
		<b>Operations</b>	BTS availability (%)	BTS availability (%)	TRAI / internal report		
			Call drop rate (%)	Call drop rate (%)	TRAI / internal report		
			Blocked call rate - TCH congestion (%)	TCH congestion rate (%)	TRAI / internal report		
			Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	Qualitative metric - to be given by Circle head based on (but not limited to): (1) adherence to budget (2) marketing activities (3) BU specific training (4) meeting company's strategic objectives (5) accomplishments on key projects (6) Planning and Developmental activities carried out	Rating on a scale of 1 to 5 by Circle Head		

# Guide to understanding the scorecard KPI's (III)

## SSA

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Enterprise</b>	<b>15%</b>	<b>Financial</b>	Enterprise BU revenue (Rs. Cr.)	Revenue from Enterprise customers (leased circuits, managed services, voice and data offerings e.g. PRI, mobile CUG, EPABX, data cards, wholesale revenue)	SSA level financial statements	Circle Head in consultation with SSA head. Nodal designate from SSA to coordinate with Nodal designate from circle. (For 2009-10, Nodal designate from SSA to prepare. To get ratified by SSA Head and Circle Head)	To be prepared by Nodal designate from SSA. To be ratified by SSA Head, and reviewed by office of Circle Head
		<b>Customer / Market</b>	Number of new Enterprise Gold + Silver accounts penetrated	Number of new Gold accounts penetrated (minimum business of Rs 10 lakhs, i.e. 5% of annual average business potential). Number of new Silver accounts penetrated (minimum business of Rs. 2.5 lakhs, i.e. 5% of annual average business potential).	SSA level MIS reports		
		<b>Operations</b>	MLLN circuit uptime (%)	MLLN / MPLS network uptime in percentage (as measured from NOC)	From NOC reports		
			Average provisioning time (no. of days)	Average number of days taken to provide connections, services for Gold and Silver customers	SSA level MIS reports		
			Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	Qualitative metric - to be given by Circle head based on (but not limited to): (1) adherence to budget (2) marketing activities (3) BU specific training (4) meeting company's strategic objectives (5) accomplishments on key projects (6) Quality of customers obtained (long term vs short term contracts)	Rating on a scale of 1 to 5 by Circle Head		

# Guide to understanding the scorecard KPI's (IV)

## SSA

Group	Group level weightage	Dimension	KPI	Definition / Formula	Source of data / information	Target to be set by	To be reviewed by
<b>Other</b>	<b>20%</b>	<b>Financial</b>	Other revenue (Rs. Cr.)	Revenue from USO	SSA level financial statements	Circle Head in consultation with SSA head. Nodal designate from SSA to coordinate with Nodal designate from circle. (For 2009-10, Nodal designate from SSA to prepare. To get ratified by SSA Head and Circle Head)	To be prepared by Nodal designate from SSA. To be ratified by SSA Head, and reviewed by office of Circle Head
			Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	Budget adherence on opex (% actual spend vs. budgeted) (on items excluding those in schedule P)	SSA P&L, Schedule Q		
			Overall assessment on Finance related issues, including budget adherence, financial planning, accounting, revenue assurance etc. (on scale of 1 to 5 - to be assessed by Circle Head)	Qualitative metric - to be given by Circle head on (but not limited to): (1) adherence to budget (2) financial planning (3) accounting (4) revenue assurance	Rating on a scale of 1 to 5 by Circle Head		
		<b>Customer / Market</b>	Customer satisfaction level (including QoS) (Scale of 1 to 5)	Average of rating given on a scale of 1 to 5 by customers	Customer survey to be conducted on annual basis across Circles		
		<b>Employee development</b>	Overall assessment on HR related issues, including training, recruiting, promotion, transfers etc. (on scale of 1 to 5 - to be assessed by Circle Head)	Qualitative metric - to be given by Circle head based on (but not limited to): (1) issues including training (2) following of recruitments, promotion, transfers directives. Includes promotion and transfer orders (3) training and employee productivity (4) ability to retain talent (5) training in functional and business roles (6) Number of persons trained	Rating on a scale of 1 to 5 by Circle Head		
<b>Overall performance</b>	<b>10%</b>		Overall performance (on scale of 1 to 5 - to be assessed by Circle Head)	Subjective assessment given based on (but not limited to): SSA's performance by circle head based on: (1) meeting of company's strategic objectives (2) implementation of strategic projects (3) steps taken for employee development (4) performance vis-à-vis competition (5) Planning and developmental activities carried out	Rating on a scale of 1 to 5 by Circle Head		