



भारतीय राष्ट्रीय राजमार्ग प्राधिकरण

(सड़क परिवहन और राजमार्ग मंत्रालय)

National Highways Authority of India

(Ministry of Road Transport and Highways)

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No.11041/217/2007-Admn.

29.03.2016

POLICY MATTERS – ADMN./FIN (173/2016)

Sub: Modification of Individual Target Setting Process at NHAI w.e.f. 1st April, 2016

1. In continuation of Para 12 of Policy Matters-Admn./Fin.(118/2013) No. 11041/217/2007-Admn., dated 17.06.2013, target setting is an essential element of performance management across high performing organizations. Setting quantifiable and realistic targets helps in motivating, energizing employees and boosting overall organizational engagement. It also helps organizations achieve their goals on a consistent basis.
2. Every year, MoRTH and NHAI agree upon annual targets for award, construction, tolling etc at the organizational level. These targets are also closely tracked throughout the year. These organization level targets need to trickle down to form '**Individual Level Targets**' for all employees at NHAI. This individual level target setting process at the beginning of the year would help NHAI in better achieving its goals.
3. In order to resolve limitations observed in the existing target setting process, with the approval of the competent authority, the methodology for the same has been modified as explained hereinafter.
4. In the modified approach the ratee and reporting officer will mutually agree on targets to be achieved during the year against specified KPIs (*Key Performance Indicators*). KPIs for assessment will be selected from a '**Master List of KPIs**' (Please refer to attached **Annexure 1**). This will allow ample flexibility to the ratee and the Reporting Officer to jointly choose the most relevant KPIs based on the ratee officer's nature of workload and context.
5. The ratee and reporting officer need to discuss and mutually decide upon the following:
 - a. KPIs selected for assessment. (From the 'Master List of KPIs').
 - b. Weightage assigned to the selected KPIs (cumulative total of 100%).
 - c. Quantitative six monthly targets for each of the selected KPIs.

Contd..

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6. The target setting forms will be filled at the beginning of the coming financial year for the period Apr 2016 – Sept 2016. During Sep-Oct 2016 (after 6 months), a review will be conducted to measure performance against set targets. The process for selecting KPIs for assessment and target setting will be repeated again for the time period Oct 2016 – Mar 2017. Current APAR forms would be modified to include these targets as part of the Self Appraisal and Work output sections. In case you have any feedback/clarifications on the individual target setting form, please contact the undersigned or Mr. Ankit Girdhar from BCG team at girdhar.ankit@bcg.com or +91 – 9953577090.

7. **Action Urgently Required:** All Reporting Officers and Ratees are requested to fill the attached individual target setting forms jointly and send to the respective reviewing officer **by the 3rd day of the receipt of this letter by email**. Please send an excel file of the target setting form in the designated format as well.

8. This issues with the approval of the Competent Authority.

Encl: 04 pages



(Niraj Verma)
Member (PPP/Admn.)

To,

All officers and employees of NHAI (Technical)

GENERAL INSTRUCTIONS

1. The 'Individual Target Setting' forms have to be duly filled for all employees (irrespective of mode of employment) of NHA1 working in the technical function.
2. The ratee and reporting officer should mutually agree and select a **minimum of 4 and a maximum of 8 KPIs** from the 'Master list of KPIs' based on the ratee officer's nature of workload and context..
3. After mutually selecting the KPIs, the reporting officer and ratee should assign weightage (out of a total of 100%) to each of the KPIs.
The following guidelines need to be followed for assigning weightages:
 - No KPI can have weightage greater than 50%
 - The targets should collectively cover all aspects of the ratee officer's workload
 - Please note that there is a KPI called 'Special Responsibilities' which can be used to capture targets unique to a ratee officer's workload which have not been mentioned in other KPIs.
4. The ratee and reporting officer to mutually define **quantitative targets** for each of the selected KPIs. The targets can be set project wise (for PIUs) or PIU wise (for ROs). The targets against each KPI should be aggregated to finalize the 'Total Target' for the officer.
5. The ratee officer and the reporting officer need to sign the document and discuss the same with the reviewing officer.
6. For new inductees, individual target setting form needs to be filled in within 14 days of posting order.
7. Respective reviewing officers need to send a copy of the finalized "Individual Target Setting" form to their concerned Member who will send them to Member, Sh. Niraj Verma. He will further send a copy to Admin. Division for records and to the reporting and ratee officer for intimation.



INDIVIDUAL TARGET SETTING FORM

Name of the Ratee Officer : _____

Designation : _____

Whether working in HQ/RO/PIU : _____

Period of Target Setting : _____

Name and designation of the Reporting Officer(s) : _____

Name and designation of the Reviewing Officer(s) : _____

1. Targets for the upcoming financial year*:

S. No.	Key Performance Indicator	Units	Weightage (%)	P 1	P 2	P 3	P 4	Total Target
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
			100 %					

*Brief Instructions:

1. Minimum of 4 KPIs and a maximum of 8 KPIs to be selected
2. No KPI can have weightage more than 50%
3. The 'Special Responsibilities' KPI can be used to capture targets unique to a ratee officer's workload which have not been mentioned in other KPIs

Signature of ratee officer with date

Signature of reporting officer with date



MASTER LIST OF KPIS

S. No.	Project Stage	KPI	Unit	Remarks
1	DPR	Number of kms. of DPR awarded by NHAI	Kms	
2	DPR	Number of DPRs awarded by NHAI	Number	
3	DPR	Number of DPR report milestones completed	Number	Targets to include all 'Payment linked milestones' in the MCA
4	DPR	Number of draft DPR/feasibility reports completed	Number	More relevant for PIU officers
5	DPR	Number of final DPR/feasibility reports completed	Number	More relevant for RO and HQ officers
6	DPR	Time taken for award of DPR projects to consultants	Months	
7	LA and clearances	Total land acquired (3A)	Hectares	
8	LA and clearances	Total land acquired (3D)	Hectares	
9	LA and clearances	Total land acquired (3G)	Hectares	
10	LA and clearances	Total number of tree clearance proposals approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
11	LA and clearances	Total number of forest clearance proposals approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
12	LA and clearances	Total number of environment clearance proposals approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
13	LA and clearances	Total number of wildlife clearance proposals approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
14	LA and clearances	Total number of GAD proposals approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
15	LA and clearances	Total number of utility estimates approved	Number	Each proposal submitted to a separate zonal officer to be considered as a line item in targets
16	Project approval & contracting	Number of kms. approved by MoRTH	Kms	
17	Project approval & contracting	Total number of kms. awarded by NHAI	Kms	
18	Construction	Total length completed	Kms	
19	Construction	Physical progress	%	Relevant for officers responsible for project construction
20	Construction	No. of construction milestones achieved	Number	Milestones refer to physical or payment milestones mentioned in the MCA



S. No.	Project Stage	KPI	Unit	Remarks
21	Construction	Number of non-compliance reports pending for more than 2 months	Number	NCRs to be referred from the monthly IE/AE progress report
22	Construction	No. of CODs achieved	Number	
23	O&M	No. of contracts awarded for OMT	Number	
24	O&M	No. of contracts awarded for O&M and periodic maintenance	Number	
25	O&M	Time taken for award of O&M contracts	Months	
26	O&M	Time taken for award of OMT contracts	Months	
27	O&M	Total length of kms tolled	Kms	
28	O&M	Toll collected (in Cr.)	INR Cr.	
29	O&M	Number of non-compliance reports pending for more than 2 months	Number	NCRs to be referred from the monthly IE/AE progress report
30	NA	Special Responsibilities	NA	This KPI can include other functions of officer not covered in the KPIs above. Eg. legal, stakeholder management etc.

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