Government of India

R F D

(Results-Framework Document)
for

Department of Public Enterprises

(2013-2014)

Section 1:
Vision, Mission, Objectives and Functions

Vision

Enable PSEs to become strong, effective and globally competitive.

Mission

To continuously improve the management of public sector enterprises facilitating better corporate governance, human resource management (HRM), research & development, innovation efforts and reviving sick PSEs.

Objectives

1	Facilitating growth in CPSEs
2	Improving corporate governance in CPSEs
3	Improving personnel & management in CPSEs
4	Improving efficiency of MoU system
5	Counseling, Retraining and Redeployment Scheme (CRR) for separated employees of CPSEs
6	Implementation of 'CSR and Sustainability' Policy
7	Collection and maintenance of information on key areas of the functioning of CPSEs
8	Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration
9	Extending support to states for introducing Performance Monitoring System
10	Improving internal efficiency through implementation of e-office.

Functions

1	Co-ordination of matters of general policy of non-financial nature relating to public sector enterprises.
2	Formulation of policies, pertaining to public sector enterprises, in areas like board structures, personnel management, performance improvement, financial management, wage settlement, etc.
3	Conferring and review of Maharatna, Navratna and Mini Ratna status to CPSEs.
4	Policy relating to delegation of powers to Board of Directors.
5	Policy relating to deputation of Government officers to public sector enterprises.
6	Publication of the annual survey of CPSEs known as Public Enterprises Survey.

Section 1:
Vision, Mission, Objectives and Functions

7   Memorandum of Understanding (MoU) between the public sector enterprises and the administrative Ministries/ Departments.

8   Policy relating to Counseling, Retraining and Redeployment Scheme (CRR) for rationalized employees of CPSEs.

9   Policy relating to Board for Reconstruction of Public Sector Enterprises (BRPSE).

10   Policy relating to reservation of posts in the public sector enterprises for certain classes of citizens.

11   Settlement of disputes through Permanent Machinery of Arbitration (PMA) among Public Sector Enterprises and between Public Sector Enterprises and government departments except disputes relating to tax matters.

12   Matters relating to International Centre for Promotion of Enterprises (ICPE) and Standing Conference of Public Enterprises (SCOPE).

13   Bringing out annual Survey of CPSEs/SLPEs to create a reliable time series data on their performance.

14   Organizing capacity building programmes for CPSE/SLPE executives.

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
[1] Facilitating growth in CPSEs	10.00	[1.1] Improving Gross Margin.	[1.1.1] Increase registered in respect of MoU signing CPSEs.	%	2.00	4	3	2	1	--
			[1.1.2] Increase registered in respect to other CPSEs	%	2.00	1.25	1	0.75	0.50	0.25
		[1.2] Improving Turnover.	[1.2.1] Increase registered in respect of MoU signing CPSEs.	%	2.00	7	6	5	4	3
			[1.2.2] Increase registered in respect to other CPSEs.	%	2.00	3	2.5	2	1.5	1
		[1.3] Facilitating increased capital expenditure.	[1.3.1] Increase in capital expenditure in MoU signing CPSEs.	%	1.00	4	3	2	1	--
			[1.3.2] Increase in capital expenditure in other CPSEs.	%	1.00	0.80	0.60	0.40	0.20	--
[2] Improving corporate governance in CPSEs	4.00	[2.1] Assessment of CPSEs on the basis of their compliance with guidelines on corporate governance.	[2.1.1] Grading of the CPSEs for the year 2012-13	Date	1.00	29/11/2013	10/12/2013	17/12/2013	24/12/2013	31/12/2013
			[2.1.2] Increase in number of 'excellent and very good' graded CPSEs over previous year	%	3.00	10	9	8	7	6

Generated on 12/04/2013 3.14 PM

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[3] Improving personnel & management in CPSEs	13.00	[3.1] Appointment of Non-official Directors.	[3.1.1] Cases disposed off within the stipulated period(55 days)	%	2.00	100	90	80	70	60
		[3.2] Capacity Building for non-official Directors.	[3.2.1] Non-official directors covered.	Nos.	2.00	100	90	80	70	60
		[3.3] Performance Appraisal of top management incumbents of CPSEs.	[3.3.1] Study on implementation of Guidelines on writing of APARs of top management incumbents of CPSEs	Date	2.00	28/02/2014	14/03/2014	20/03/2014	25/03/2014	31/03/2014
		[3.4] Analysis and approval of the proposal of concerned Administrative Ministries for creation of Board level posts on the Boards of CPSEs.	[3.4.1] Cases disposed of within prescribed time limit (60 days)	%	2.00	90	80	70	60	50
		[3.5] Enhancing professionalization of CPSEs.	[3.5.1] Sensitizing CPSEs for follow up action on advisory	Nos.	2.00	75	70	65	60	55
		[3.6] Issue of DA orders in respect of IDA/CDA pattern employees of CPSEs.	[3.6.1] Issue of orders within 5 working days after receipt of official orders	Nos.	3.00	6	5	4	3	2
[4] Improving efficiency of MoU system	20.00	[4.1] Holding negotiation meetings with CPSEs and administrative Ministry and finalize	[4.1.1] Finalization of minutes of Task Force meetings of CPSEs which	Date	4.00	21/03/2014	24/03/2014	27/03/2014	28/03/2014	31/03/2014

Generated on   12/04/2013 3.14 PM

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
		MoU Target.	submit draft MoU by target date.							
		[4.2] Placing Finalized MoUs on DPE's website.	[4.2.1] Uploading finalized MoUs within 20 days of laying in both Houses of Parliament by Administrative Ministries	%	2.00	100	90	80	70	60
		[4.3] Revamping of MoU system.	[4.3.1] Submission of agenda note of Working Group Report to HPC	Date	2.00	31/07/2013	07/08/2013	14/08/2013	21/08/2013	28/08/2013
		[4.4] Submission of MoU 2012-13 final scores and rating to High Power Committee.	[4.4.1] Submission to Cabinet Secretary the file containing final MoU score and rating of CPSEs as evaluated by respective Task Force Group.	Date	4.00	02/12/2013	16/12/2013	15/01/2014	17/02/2014	17/03/2014
		[4.5] Finalization of MoU Guidelines to CPSEs and Administrative Ministries.	[4.5.1] Circulation of MoU guidelines	Date	2.00	15/11/2013	25/11/2013	09/12/2013	24/12/2013	06/01/2014
		[4.6] Preparation of Critiques of Maharatna CPSEs.	[4.6.1] Appointment of Consultant	Date	2.00	15/07/2013	31/07/2013	16/08/2013	30/08/2013	16/09/2013
			[4.6.2] Receipt of Critiques	Date	2.00	15/01/2014	22/01/2014	30/01/2014	07/02/2014	14/02/2014
		[4.7] Implementation of RFMS system in MoU Division.	[4.7.1] Preparation of action plan on RFMS system in MoU Division	Date	2.00	03/03/2014	10/03/2014	17/03/2014	24/03/2014	31/03/2014

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[5] Counseling, Retraining and Redeployment Scheme (CRR) for separated employees of CPSEs	3.00	[5.1] Coverage of VRS Optees	[5.1.1] No. of VRS optees covered	Nos.	2.00	3000	2500	2000	1500	1000
		[5.2] Broad-base coverage by associating agencies and setting up Employees Assistance Centers (EACs) in places not yet covered under CRR	[5.2.1] Setting up of EACs	Date	1.00	31/07/2013	16/08/2013	30/08/2013	16/09/2013	30/09/2013
[6] Implementation of 'CSR and Sustainability' Policy	6.00	[6.1] Creation of Institutional structure for effective utilization of CSR allocations.	[6.1.1] Submission of Note to Cabinet.	Date	2.00	01/03/2014	16/03/2014	31/03/2014	--	--
		[6.2] Capacity building of executives of CPSE for implementation of CSR and Sustainability.	[6.2.1] Organising of training / orientation programmes for executives of CPSEs.	Nos.	2.00	4	3	2	1	--
			[6.2.2] Executives covered.	Nos.	2.00	200	180	160	140	120
[7] Collection and maintenance of information on key areas of the functioning of CPSEs	10.00	[7.1] Publication of PE Survey 2012-13	[7.1.1] Placing of the PE Survey 2012-13 in Parliament	Date	6.00	28/02/2014	31/03/2014	--	--	--
		[7.2] Generating information on the performance of CPSEs	[7.2.1] Posting survey data in a user friendly format on website for 2011-12 PE survey	Date	4.00	30/04/2013	15/05/2013	30/05/2013	14/06/2013	28/06/2013
[8] Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration	6.00	[8.1] Disposal of Arbitration cases.	[8.1.1] Disposal of cases pending as on 1.4.2013	%	6.00	75	65	55	45	35

Generated on   12/04/2013 3.14 PM

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[9] Extending support to states for introducing Performance Monitoring System	4.00	[9.1] Adoption of MoU system in SLPEs.	[9.1.1] Number of new States agreeing in principle	Nos.	1.00	5	4	3	2	1
			[9.1.2] States implementing MoU system	Nos.	1.00	10	9	8	7	6
		[9.2] Implementation of Scheme for capacity building for SLPEs	[9.2.1] Organising of training / orientation programmes for executives of SLPEs.	Nos.	2.00	4	3	2	1	--
[10] Improving internal efficiency through implementation of e-office.	9.00	[10.1] Preparatory activities for e-office	[10.1.1] To complete all Preparatory activities for e-office	Date	1.00	25/04/2013	27/05/2013	25/06/2013	25/07/2013	26/08/2013
		[10.2] Employee Data Collection (for e-file, e-leave, e-tour etc.) of DPE	[10.2.1] Validation of Employee Data of DPE and submission to NIC	Date	1.00	27/05/2013	27/06/2013	29/07/2013	27/08/2013	27/09/2013
		[10.3] Preparation of Infrastructure Gap Report	[10.3.1] Filling of Infrastructure Gap	Date	1.00	26/08/2013	26/09/2013	28/10/2013	26/11/2013	26/12/2013
		[10.4] Preparation of e-office database and setting up of e-office environment	[10.4.1] Preparation of e-office database and setting up of e-office environment	Date	1.00	11/09/2013	11/10/2013	11/11/2013	11/12/2013	13/01/2014
		[10.5] Setting up Knowledge Management System (KMS)	[10.5.1] Identification, Standardization and finalization of KMS	Date	2.00	14/10/2013	15/11/2013	16/12/2013	14/01/2014	14/02/2014
		[10.6] Implementation phase of e-office in DPE	[10.6.1] Training and Handholding to	Date	1.00	10/12/2013	10/01/2014	10/02/2014	10/03/2014	31/03/2014

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
			all e-office users in DPE							
			[10.6.2] Go live for e-office (e-file, KMS, e-leave etc.)	Date	2.00	31/01/2014	28/02/2014	10/03/2014	20/03/2014	31/03/2014
* Efficient Functioning of the RFD System	3.00	Timely submission of Draft RFD 2014-15 for Approval	On-time submission	Date	2.0	05/03/2014	06/03/2014	07/03/2014	08/03/2014	11/03/2014
		Timely submission of Results for 2012-13	On-time submission	Date	1.0	01/05/2013	02/05/2013	03/05/2013	06/05/2013	07/05/2013
* Improving Internal Efficiency/Responsiveness/ Transparency/Service delivery of Ministry/Department	6.00	Independent Audit of implementation of Citizens'/Clients' Charter (CCC)	% of implementation	%	2.0	100	95	90	85	80
		Independent Audit of implementation of Public Grievance Redressal System	% of implementation	%	2.0	100	95	90	85	90
		Update departmental strategy to align with 12th Plan priorities	Timely updation of the strategy	Date	2.0	10/09/2013	17/09/2013	24/09/2013	01/10/2013	08/10/2013
* Administrative Reforms	6.00	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	1.0	100	95	90	85	80
		Implement ISO 9001 as per the approved action plan	% of implementation	%	2.0	100	95	90	85	80
		Implement Innovation Action Plan (IAP)	% of milestones achieved	%	2.0	100	95	90	85	80
		Identification of core and non-core activities of the Ministry/Department as per 2nd ARC recommendations	Timely submission	Date	1.0	01/10/2013	15/10/2013	30/10/2013	10/11/2013	20/11/2013

* Mandatory Objective(s)

Section 3:
Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
[1] Facilitating growth in CPSES	[1.1] Improving Gross Margin.	[1.1.1] Increase registered in respect of MoU signing CPSEs.	%	--	--	3	3	3
		[1.1.2] Increase registered in respect to other CPSEs	%	--	--	1	1	1
	[1.2] Improving Turnover.	[1.2.1] Increase registered in respect of MoU signing CPSEs.	%	--	--	6	6	6
		[1.2.2] Increase registered in respect to other CPSEs.	%	--	--	2.5	2.5	2.5
	[1.3] Facilitating increased capital expenditure.	[1.3.1] Increase in capital expenditure in MoU signing CPSEs.	%	--	--	3	3	3
		[1.3.2] Increase in capital expenditure in other CPSEs.	%	--	--	0.60	0.60	0.60
[2] Improving corporate governance in CPSEs	[2.1] Assessment of CPSEs on the basis of their compliance with guidelines on corporate governance.	[2.1.1] Grading of the CPSEs for the year 2012-13	Date	--	20/02/2013	10/12/2013	31/12/2014	31/12/2015
		[2.1.2] Increase in number of 'excellent and very good' graded CPSEs over previous year	%	--	--	9	9	9
[3] Improving personnel & management in CPSEs	[3.1] Appointment of Non-official Directors.	[3.1.1] Cases disposed off within the stipulated period(55 days)	%	--	97	90	90	90

Generated on   12/04/2013 3.14 PM

Section 3:
Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
	[3.2] Capacity Building for non-official Directors.	[3.2.1] Non-official directors covered.	Nos.	--	--	90	90	90
	[3.3] Performance Appraisal of top management incumbents of CPSEs.	[3.3.1] Study on implementation of Guidelines on writing of APARs of top management incumbents of CPSEs	Date	--	--	14/03/2014	--	--
	[3.4] Analysis and approval of the proposal of concerned Administrative Ministries for creation of Board level posts on the Boards of CPSEs.	[3.4.1] Cases disposed of within prescribed time limit (60 days)	%		--	100	80	80	80
	[3.5] Enhancing professionalization of CPSEs.	[3.5.1] Sensitizing CPSEs for follow up action on advisory	Nos.	--	--	70	90	100
	[3.6] Issue of DA orders in respect of IDA/CDA pattern employees of CPSEs.	[3.6.1] Issue of orders within 5 working days after receipt of official orders	Nos.	--	6	5	5	5
[4] Improving efficiency of MoU system	[4.1] Holding negotiation meetings with CPSEs and administrative Ministry and finalize MoU Target.	[4.1.1] Finalization of minutes of Task Force meetings of CPSEs which submit draft MoU by target date.	Date	19/03/2012	20/03/2013	24/03/2014	24/03/2013	24/03/2016
	[4.2] Placing Finalized MoUs on DPE's website.	[4.2.1] Uploading finalized MoUs within 20 days of laying in both Houses of Parliament by	%	--	--	90	90	90

Generated on   12/04/2013 3.14 PM

Section 3:
Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
		Administrative Ministries						
	[4.3] Revamping of MoU system.	[4.3.1] Submission of agenda note of Working Group Report to HPC	Date	--	--	07/08/2013	07/08/2014	07/08/2015
	[4.4] Submission of MoU 2012-13 final scores and rating to High Power Committee.	[4.4.1] Submission to Cabinet Secretary the file containing final MoU score and rating of CPSEs as evaluated by respective Task Force Group.	Date	30/11/2011	30/11/2012	16/12/2013	16/12/2014	16/12/2015
	[4.5] Finalization of MoU Guidelines to CPSEs and Administrative Ministries.	[4.5.1] Circulation of MoU guidelines	Date	31/10/2011	12/11/2012	25/11/2013	25/11/2014	25/11/2015
	[4.6] Preparation of Critiques of Maharatna CPSEs.	[4.6.1] Appointment of Consultant	Date	--	--	31/07/2013	--	--
		[4.6.2] Receipt of Critiques	Date	--	--	22/01/2014	--	--
	[4.7] Implementation of RFMS system in MoU Division.	[4.7.1] Preparation of action plan on RFMS system in MoU Division	Date	--	--	10/03/2014	--	--
[5] Counseling, Retraining and Redeployment Scheme (CRR) for separated employees of CPSEs	[5.1] Coverage of VRS Optees	[5.1.1] No. of VRS optees covered	Nos.	9000	7506	2500	2000	1500
	[5.2] Broad-base coverage by associating	[5.2.1] Setting up of EACs	Date	20/06/2011	21/06/2012	16/08/2013	15/08/2014	14/08/2015

Generated on   12/04/2013 3.14 PM

Section 3:
Trend Values of the Success Indicators

Objective		Action		Success Indicator		Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
					agencies and setting up Employees Assistance Centers (EACs) in places not yet covered under CRR						
[6]	Implementation of 'CSR and Sustainability' Policy	[6.1]	Creation of Institutional structure for effective utilization of CSR allocations.	[6.1.1]	Submission of Note to Cabinet.	Date	--	--	15/03/2014	--	--
		[6.2]	Capacity building of executives of CPSE for implementation of CSR and Sustainability.	[6.2.1]	Organising of training / orientation programmes for executives of CPSEs.	Nos.	--	--	3	3	3
				[6.2.2]	Executives covered.	Nos.	--	--	180	180	180
[7]	Collection and maintenance of information on key areas of the functioning of CPSEs	[7.1]	Publication of PE Survey 2012-13	[7.1.1]	Placing of the PE Survey 2012-13 in Parliament	Date	22/03/2012	27/02/2013	31/03/2014	31/03/2015	31/03/2016
		[7.2]	Generating information on the performance of CPSEs	[7.2.1]	Posting survey data in a user friendly format on website for 2011-12 PE survey	Date	25/04/2011	26/04/2012	15/05/2013	15/05/2014	15/05/2015
[8]	Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration	[8.1]	Disposal of Arbitration cases.	[8.1.1]	Disposal of cases pending as on 1.4.2013	%	60	69.56	65	65	65
[9]	Extending support to states for introducing Performance Monitoring System	[9.1]	Adoption of MoU system in SLPEs.	[9.1.1]	Number of new States agreeing in principle	Nos.	6	7	4	4	4

Generated on   12/04/2013 3.14 PM

Section 3:
Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
7		[9.1.2] States implementing MoU system	Nos.	--	--	9	8	7
	[9.2] Implementation of Scheme for capacity building for SLPEs	[9.2.1] Organising of training / orientation programmes for executives of SLPEs.	Nos.	--	--	3	3	3
[10] Improving internal efficiency through implementation of e-office.	[10.1]Preparatory activities for e-office	[10.1.1] To complete all Preparatory activities for e-office	Date	--	--	26/04/2013	--	--
	[10.2]Employee Data Collection (for e-file, e-leave, e-tour etc.) of DPE	[10.2.1] Validation of Employee Data of DPE and submission to NIC	Date	--	--	28/05/2013	--	--
	[10.3]Preparation of Infrastructure Gap Report	[10.3.1] Filling of Infrastructure Gap	Date	--	--	27/08/2013	--	--
	[10.4]Preparation of e-office database and setting up of e-office environment	[10.4.1] Preparation of e-office database and setting up of e-office environment	Date	--	--	12/09/2013	--	--
	[10.5]Setting up Knowledge Management System (KMS)	[10.5.1] Identification, Standardization and finalization of KMS	Date	--	--	15/10/2013	--	--
	[10.6]Implementation phase of e-office in DPE	[10.6.1] Training and Handholding to all e-office users in DPE	Date	--	--	11/12/2013	--	--
		[10.6.2] Go live for e-office (e-file, KMS, e-leave etc.)	Date	--	--	07/02/2014	--	--

Section 3:
Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
* Efficient Functioning of the RFD System	Timely submission of Draft RFD 2014-15 for Approval	On-time submission	Date	07/03/2012	02/03/2013	06/03/2014	06/03/2015	06/03/2016
	Timely submission of Results for 2012-13	On-time submission	Date	01/05/2012	01/05/2013	02/05/2013	02/05/2014	04/05/2015
* Improving Internal Efficiency/Responsiveness/ Transparency/Service delivery of Ministry/Department	Independent Audit of implementation of Citizens'/Clients' Charter (CCC)	% of implementation	%	--	--	95	95	95
	Independent Audit of implementation of Public Grievance Redressal System	% of implementation	%	95	--	95	95	95
	Update departmental strategy to align with 12th Plan priorities	Timely updation of the strategy	Date	--	--	17/09/2013	17/09/2014	17/09/2015
* Administrative Reforms	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	--	100	95	95	95
	Implement ISO 9001 as per the approved action plan	% of implementation	%	--	100	95	95	95
	Implement Innovation Action Plan (IAP)	% of milestones achieved	%	--	--	95	--	--
	Identification of core and non-core activities of the Ministry/Department as per 2nd ARC recommendations	Timely submission	Date	--	--	15/10/2013	--	--

* Mandatory Objective(s)

Generated on   12/04/2013 3.14 PM

Section 4:
Acronym

SI.No	Acronym	Description
1	DDSI 1	Facilitating Growth in CPSEs (Objective 1 of Section 2): (a) Increase registered in terms of Gross Margin, Turnover and capital expenditure as compared to the previous year for Memorandum of Understanding (MoU) signing CPSEs. MoU is signed between CPSE and respective Administrative Ministry. Capital Expenditure has been computed from PE Survey data as sum of increase in Gross Block and Capital work-in-progress. (b) Increase registered in terms of Gross Margin, Turnover and capital expenditure as compared to the previous year for other CPSEs i.e. CPSEs which have not participated in MoU exercise.
2	DDSI 10	Implementation of e-office (Objective 10 of Section 2): (a) Preparatory activities for implementation of e-office e.g. collection of filled E-mail ID form, Digital Signature Certificate form, etc. (b) Validation of employees data of DPE and submission to NICSI. (c) Preparation to infrastructure GAP Report and filling up of infrastructure GAP. (d) Preparation of e-office database and setting up of e-office environment. (e) Setting up Knowledge Management System (KMS) which comprises identification of documents for knowledge repository, standardization of documents and finalization of directory structure for documents of knowledge repository (f) Implementation phase of e-office in DPE through training to all e-office users in DPE and finally go Live for e-office which certify that e-office is become operational.
3	DDSI 2	Improving Corporate Governance in CPSEs (Objective 2 of Section 2): (a) With a view to bring in more transparency and accountability in the functioning of CPSEs, DPE issued guidelines on Corporate Governance in May, 2010 which was made applicable to all CPSEs on a mandatory basis. DPE has developed 30 parameter points on which the compliance on Corporate Governance will be monitored and graded. Based on the Annual Compliance report on Corporate Governance of CPSEs received from their respective Administrative Ministries for the year 2012-13, CPSEs will be graded. These are graded into five categories viz. Excellent, Very Good, Good, Fair and Poor. (b) Increase registered in the number of CPSEs graded as either 'Excellent' or 'Very Good' over that of previous year.
4	DDSI 3	Improving Personnel & Management in CPSEs (Objective 3 of Section 2): (a) Percentage of cases processed, Search Committee recommendation and putting up the proposal to the competent authority within 55 days. (b) Capacity Building for non-official Directors through training, seminars, etc. (c) Review of implementation of Guidelines issued by DPE on the issue of writing of APARs of top management of CPSEs. (d) Enhancing professionalization of CPSEs through sensitizing CPSEs for follow up action on advisory issued by DPE. (e) Issue of DA orders in respect of CDA/IDA

Section 4:
Acronym

SI.No	Acronym	Description
4	DDSI 3	pattern employees of CPSEs within 5 working days after receipt of official orders from the issuing authority.
5	DDSI 4	Improving efficiency of MoU system (Objective 4 of Section 2): (a) Holding negotiation meetings with CPSEs and Administrative Ministries so as to finalize MoU target within stipulated date. (b) Further, these finalized MoUs are to be placed in DPE's website within 15 days after Monsoon Session of Parliament. (c) Revamping of MoU system by submission of agenda note to HPC in respect of Working Group Report of Mankad Committee. (d) Submission to Cabinet Secretary, Chairman, HPC, the file containing final MoU score of 2012-13 and rating of CPSEs as evaluated by respective Task Force Group. (e) Circulation finalized MoU guidelines to CPSEs and Administrative Ministratries. (f) DPE will decide parameters and methodology for preparation of critique of Maharatna CPSEs. (g) Preparation of action plan for implementation of RFMS system in MoU Division.
6	DDSI 5	Counselling, Retraining and Redeployment Scheme (CRR) for separated employees of CPSEs (Objective 5 of Section 2): Broad-base coverage of VRS optees by associating agencies and setting up Employees Assistance Centers (EACs) in places not yet covered under CRR.
7	DDSI 6	Implementation of 'CSR and Sustainability' policy. (Objective 6 of Section 2): (a) Submission of Note regarding creation of Institutional structure for effective utilization of CSR allocations to Cabinet. (b) Capacity building of executives of CPSE for implementation of CSR and Sustainability through organising of training / orientation programmes for executives of CPSEs.
8	DDSI 7	Collection and maintenance of information on key areas of the functioning of CPSEs (Objective 7 of Section 2): (a) Publication of PE Survey 2012-13 and placing PE Survey in Parliament. (b) Posting survey data in a user friendly format on website for 2011-12 PE survey

Section 4:
Acronym

SI.No	Acronym	Description
9	DDSI 8	Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration.(equivalent to Tribunal) (Objective 5 of Section 2): Disposal of Arbitration cases pending as on 1.4.2013.
10	DDSI 9	Extending support to states for introducing Performance Monitoring System (Objective 9 of Section 2): (a) Adoption of MoU system by the States for their SLPEs (b) Capacity building for SLPEs through organizing training/orientation programmes for executives of SLPEs.

Section 4:
Description and Definition of Success Indicators and Proposed Measurement Methodology

SI.No	Success indicator	Description	Definition	Measurement	General Comments

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
Central Government		Ministry	Others	[1.1.1] Increase registered in respect of MoU signing CPSEs. [1.1.2] Increase registered in respect to other CPSEs [1.2.1] Increase registered in respect of MoU signing CPSEs. [1.2.2] Increase registered in respect to other CPSEs. [1.3.1] Increase in capital expenditure in MoU signing CPSEs. [1.3.2] Increase in capital expenditure in other CPSEs.	Directions by administrative Ministries/ Departments to all CPSEs for furnishing information by stipulated date	Registered percentage of growth in terms of Gross Margin, Turnover and capital expenditure as compared to the previous year for CPSEs	All CPSEs data	Relevant data relating to growth in terms of Gross Margin, Turnover and capital expenditure for CPSEs could not prepared.
		others		[3.1.1] Cases disposed off within the stipulated period(55 days)	Furnishing of recommendation of by Search Committee within 30 days from the date of submissions of proposals by DPE	Putting up the proposals for appointment of non-Official directors to the competent authority	Entire proposals	Proposals would not be processed within scheduled time

Generated on   12/04/2013 3.14 PM

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				[3.2.1] Non-official directors covered.	Directions by administrative Ministries/ Departments to all CPSEs for participation in the training/seminars.	Capacity building for non-official Directors	Participation of NoDs of all CPSEs	Capacity building of NoDs could not be achieved.
				[3.3.1] Study on implementation of Guidelines on writing of APARs of top management incumbents of CPSEs	Support and feedback from administrative Ministries/ Departments/CPSEs	To complete the study in time.	Full participation of Ministries and CPSEs.	Study would not be completed.
				[3.5.1] Sensitizing CPSEs for follow up action on advisory	Support and feedback from administrative Ministries/ Departments/CPSEs.	Enhancing professionalization of CPSEs		Professionalization of CPSEs could not be achieved
				[3.6.1] Issue of orders within 5 working days after receipt of official orders	Issue of orders by Ministry of Finance or issue of Consumer Price Index by Labour Bureau, Shimla	To finalize the DA orders in respect of IDA/CDA pattern of employees for CPSEs	Complete orders	Finalization would not be possible
				[4.6.1] Appointment of Consultant	Relevant Information about Maharatna CPSEs from the concerned Administrative Ministries /Depts.	Preparation of critiques.	As required by Consultant	Preparation of critiques could not be possible
				[7.1.1] Placing of the PE Survey 2012-13 in Parliament	Directions by administrative Ministries/	Preparation of PE Survey 2012-13	All CPSEs data	Delay in placing of PE Survey 2012-13 in Parliament

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				[7.1.1] Placing of the PE Survey 2012-13 in Parliament	Departments to all CPSEs for furnishing information by stipulated date	Preparation of PE Survey 2012-13	All CPSEs data	Delay in placing of PE Survey 2012-13 in Parliament
				[7.2.1] Posting survey data in a user friendly format on website for 2011-12 PE survey	Approval for hosting of data and security clearance	For authenticity and security of data	Based on requirements	Posting of data may not possible
				[9.1.1] Number of new States agreeing in principle	Participation of States in the process of adoption of MoU system	Adoption of MOU system in SLPEs	All SLPEs of the respective States	Performance monitoring system will not be in place
				[9.1.2] States implementing MoU system				
				[3.4.1] Cases disposed of within prescribed time limit (60 days)	Communication of recommendation of PESB within 30 days from the date of submissions of proposals by DPE	Putting up the proposals for creation of Board level posts to the competent authority	Entire proposals	Proposals would not be processed within scheduled time
				[4.1.1] Finalization of minutes of Task Force meetings of CPSEs which submit draft MoU by target date.	Submission of draft MoUs 2014-15 by the CPSE/ administrative Ministry/ Department	For holding MoU negotiation meeting of Task Force to finalise MoU targets 2014-15	Submission of draft MoU 2014-15 in entirety	The Task Force meetings cannot be held in absence of draft MoU and hence minutes of meeting cannot be finalized by target date.
				[4.2.1] Uploading finalized MoUs	Laying of signed MoUs in both	Uploading finalized MoUs in DPE's website	Submission of MoUs 2013-14 in entirety	Uploading of MoUs in DPE's website could not

Generated on   12/04/2013 3.14 PM

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				within 20 days of laying in both Houses of Parliament by Administrative Ministries	Houses of Parliament within 30 days of signing	Uploading finalized MoUs in DPE's website	Submission of MoUs 2013-14 in entirety	be possible
				[5.1.1] No. of VRS optees covered	Relevant information about VRS optees from concerned authority and providing assistance by EACs as specified	Enable VRS optees to settle in their normal life after taking VRS from the CPSEs.	Complete information about available VRS optees who have not covered under CRR.	Mission of CRR scheme could not be achieved
				[5.2.1] Setting up of EACs				
				[6.2.1] Organising of training / orientation programmes for executives of CPSEs.	Directions by administrative Ministries/ Departments to all CPSEs for participation in the training/seminars.	Capacity building of executives of CPSE for implementation of CSR and Sustainability.	Participation of all executives of CPSEs.	Capacity of executives in terms of CSR and Sustainability could not be enhanced.
				[9.2.1] Organising of training / orientation programmes for executives of SLPEs.	Directions by the States to all SLPEs for participation in the training/seminars	Capacity building of executives of SLPEs	Participation of all executives of SLPEs.	Capacity of executives of SLPEs could not be enhanced.
				[2.1.1] Grading of the CPSEs for the year 2012-13	Furnishing of Annual compliance reports on Corporate Governance by stipulated date with score sheet	CPSE's will be graded according to the marks obtained	Compliance report on all parameters	CPSE's will not be graded for compliance to the guidelines on Corporate Governance

Generated on   12/04/2013 3.14 PM

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
				[2.1.2] Increase in number of 'excellent and very good' graded CPSEs over previous year [10.1.1] To complete all Preparatory activities for e-office [10.2.1] Validation of Employee Data of DPE and submission to NIC [10.3.1] Filling of Infrastructure Gap [10.4.1] Preparation of e-office database and setting up of e-office environment [10.5.1] Identification, Standardization and finalization of KMS [10.6.1] Training and Handholding to all e-office users in DPE [10.6.2] Go live for e-office (e-file, KMS, e-leave etc.)	Technical assistance/services from NICSI	For effective implementation of e-office.	Complete assistance	Fail to implement e-office

Generated on   12/04/2013 3.14 PM

Section 5 :
Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.

Section 6:
Outcome/Impact of Department/Ministry

	Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
1	Performance improvement of CPSEs on Gross margin, Turnover and CAPEX	Administrative Ministries and CPSEs	Enhanced performance of CPSEs on Gross margin,	%	5	5	3	3	3
			Enhanced performance of CPSEs on Turnover	%	New Parame	5	6	6	6
			Enhanced performance of CPSEs on CAPEX	%	New Parame	New Parame	3	3	3
2	Ensuring effective Corporate Governance in CPSE towards enhanced transparency and Accountability	Administrative Ministries and CPSEs	CPSEs compliant with guidelines on corporate Governance	Nos.	138	161	170	175	180
3	Professionalization in CPSE below Board level in a strategic manner that can help in designing a road map to develop Senior Executives working at below Board level	Administrative Ministries and CPSEs	Degree of Professionalization in CPSEs below Board level	Nos.	Advisory	Stabilisat	Sensitize	Study	Stabilizat
4	Improvement in implementation of 'CSR and Sustainability' policy in CPSEs	Administrative Ministries and CPSEs	CPSEs compliant with 'CSR and Sustainability'	Nos.	NA	Guidelines	Submission	Stabilizat	Stabilizat

Generated on   12/04/2013 3.14 PM