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Dated : 01.04.2014

To,

All Executives of CIL,

**Subject : Online Performance Management System**

Dear All,

At the outset I congratulate all of you for successfully implementing the Balanced Scorecard based Performance Management System in our company. It demonstrates our agility and nimbleness to excel for sustainable and superior performance. **I am delighted to share with you that we have achieved yet another milestone by quickly making the PMS process online by leveraging our internal capability.** The online facility will bolster the Balanced Scorecard to be the engine of building and sustaining a high performance culture in our organization.

BSC based PMS would enable our organization to become aligned and focused on implementing the **long term strategic initiatives** as per the Corporate Plan while **outperforming on the Annual Targets**. It underpins the importance of deriving **Individual Goals [Key Result Areas & Key Performance Indicators]** carefully from the **Organizational, Functional and Unit level Scorecards in order to establish a line-of-sight with the strategic goals of the organization for their effective strategy execution.**

I need not elaborate on the importance of giving performance feedback for development of people in the organization. All senior executives owe a duty towards the overall development of the juniors working with them. **Regular performance feedback on their areas of strength and development should be made as an integral part of our talent development approach.** It entails **keeping reports of Critical Incident by the Reporting Authorities** in respect of all their under reports so as to give authentic feedback.

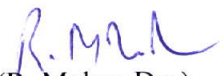
The online system has been made so simple and user friendly that it does not call for any special skill or knowledge to operate. Even then, we have trained more than 200 executives who would be facilitating the process in their respective areas as Nodal Officers. The Nodal Officers would be organizing orientation sessions at subsidiary level and at area level and facilitate the transformation for easy adoption of the system. I understand that there are logistic inconveniences at remote locations, but we can overcome them by resource sharing and proper coordination and facilitation by the authorities.

It is needless to mention here that there is a long way to go in building and developing the BSC as a robust strategy execution tool in our organization. But I am sure that with the inexorable efforts and commitment from all we can achieve it.

**I urge all executives to please make use of the online system and make it a success qualitatively and also to adhere the time schedule.**

Best Wishes,

With regards,

  
(R. Mohan Das)  
Director(P&IR)