

APPENDIX A: QUESTIONNAIRE - EVALUATION OF DIVISIONAL PERFORMANCE

Dear Respondent

The following questionnaire is designed to *evaluate performance of a division and to prepare Balance Scorecard for measurement of divisional performance of power distribution companies of Gujarat*. This is in the partial fulfillment of the requirement for the Doctorate Research on the topic of "*Evaluation of Divisional Performance: A Study of Planning and Control System of Power Distribution Companies of Gujarat*".

Your valuable and qualitative response to questionnaire is highly appreciated. Please give answer of each question based on your experience and knowledge without prejudice on any matter. You are requested to fill up & oblige. *List of KPI (Key Performance Indicator) is as attached at last page.*

What are the major KPI areas that you think for performance measurement of a division of DISCOM? (Rank with its priority: 1-Most important while 10-less important - Please Tick Mark ✓ or fill up Oval)

| | Most/Top \leftrightarrow Less/Bottom |
|--------------------------------------|--|
| 1. Power supply reliability | ①②③④⑤⑥⑦⑧⑨⑩ |
| 2. Field maintenance service | ①②③④⑤⑥⑦⑧⑨⑩ |
| 3. Customer service | ①②③④⑤⑥⑦⑧⑨⑩ |
| 4. Cost and Losses | ①②③④⑤⑥⑦⑧⑨⑩ |
| 5. Revenue and Collection | ①②③④⑤⑥⑦⑧⑨⑩ |
| 6. Finance and Profitability | ①②③④⑤⑥⑦⑧⑨⑩ |
| 7. Metering and Billing | ①②③④⑤⑥⑦⑧⑨⑩ |
| 8. Safety and accidents | ①②③④⑤⑥⑦⑧⑨⑩ |
| 9. Theft Prevention Business | ①②③④⑤⑥⑦⑧⑨⑩ |
| 10. Legal & Regulatory | ①②③④⑤⑥⑦⑧⑨⑩ |
| 11. Human Resources | ①②③④⑤⑥⑦⑧⑨⑩ |
| 12. Project Development / Investment | ①②③④⑤⑥⑦⑧⑨⑩ |
| 13. Training and competence | ①②③④⑤⑥⑦⑧⑨⑩ |
| 14. Other _____ | ①②③④⑤⑥⑦⑧⑨⑩ |

1. POWER SUPPLY RELIABILITY

A. Give your rank based on **power supply reliability** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- | | |
|----------------------|---------------------|
| 1. Reliability Index | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 2. TT Index | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 3. SF Index | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 4. SAIDI | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 5. CAIDI | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 6. SAIFI | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 7. MAIFI | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 8. Other _____ | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |

B. Do you think reliability index is the only major parameter for performance measurement of a division on power supply reliability? (Please Tick Mark ✓)

Yes ☐ No ☐

2. FIELD MAINTENANCE SERVICE

A. Give your rank based on **Field Maintenance Service** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- | | |
|--|---------------------|
| 1. %DTR maintenance out of total DTR | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 2. DTR failure rate | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 3. %HT line maintenance out of total HT line | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 4. %LT line maintenance out of total LT line | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |
| 5. Other _____ | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ |

B. How much importance/weightage will you give to each KPI of **field maintenance service**?

(Value it in Percentage (%), Total should be 100)

| | |
|--|------------|
| 1. DTR maintenance out of total DTR (in %) | |
| 2. DTR failure rate (in %) | |
| 3. HT line maintenance out of total HT line (in %) | |
| 4. LT line maintenance out of total LT line (in %) | |
| | 100 |

- C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **field maintenance service**. (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

3. METERING AND BILING PERFORMANCE

- A. Give your rank based on **Metering and billing performance** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- | | |
|--|------------|
| 1. Meter replacement (Faulty + Normal) | ①②③④⑤⑥⑦⑧⑨⑩ |
| 2. DTR meter installed on each DTR | ①②③④⑤⑥⑦⑧⑨⑩ |
| 3. Panel meter testing in a year | ①②③④⑤⑥⑦⑧⑨⑩ |
| 4. Billing days (Avg. billing days of all cons.) | ①②③④⑤⑥⑦⑧⑨⑩ |
| 5. Other _____ | ①②③④⑤⑥⑦⑧⑨⑩ |

- B. How much importance/weightage will you give to each KPI of **metering and billing performance**? (Value it, Total should be 100)

| | |
|---|------------|
| 1. Meter replacement (Faulty + Normal) (in %) | |
| 2. DTR meter installed on each DTR (in %) | |
| 3. Panel meter testing in a year (in %) | |
| 4. Billing days (Avg. billing days of all cons.) (in %) | |
| | 100 |

- C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **metering and billing performance** (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

4. COST AND LOSSES

A. Give your rank based on **Cost and Losses** to measure performance of a division with its importance at DISCOM? (Rank with its priority, 1-Most important while 10-less important)

1. T & D loss

①②③④⑤⑥⑦⑧⑨⑩
2. Collection efficiency

①②③④⑤⑥⑦⑧⑨⑩
3. AT&C loss

①②③④⑤⑥⑦⑧⑨⑩
4. Unit loss (MU loss)

①②③④⑤⑥⑦⑧⑨⑩
5. O & M expenses of per unit of energy input

①②③④⑤⑥⑦⑧⑨⑩
6. DTR loss measurement

①②③④⑤⑥⑦⑧⑨⑩
7. Other

①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of **cost and losses**? (Value it, **Total should be 100**)

| | | |
|---|--------|-----|
| 1. T & D loss | (in %) | |
| 2. Collection efficiency | (in %) | |
| 3. AT&C loss | (in %) | |
| 4. Unit loss (MU loss) | (in %) | |
| 5. O & M expenses of per unit of energy input | (in %) | |
| 6. DTR loss measurement | (in %) | |
| | | 100 |

C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **cost and losses** (Pl. Tick ✓ appropriate box)

| | | | | | | |
|--|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| Pl tick appropriate box..... <input checked="" type="checkbox"/> | | | | | | |

5. CONSUMER SERVICE

A. Give your rank based on **Consumer Service** to measure performance of a division with its importance at DISCOM (Rank with its priority, 1-Most important while 10-less important)

1. Customer Satisfaction Index ①②③④⑤⑥⑦⑧⑨⑩
2. Consumer Complaints resolved in regulatory time limit
 - a. % Power complaint ①②③④⑤⑥⑦⑧⑨⑩
 - b. % Billing complaints ①②③④⑤⑥⑦⑧⑨⑩
 - c. % Meter complaints ①②③④⑤⑥⑦⑧⑨⑩
 - d. Other consumer complaints ①②③④⑤⑥⑦⑧⑨⑩
3. Other _____ ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of **Consumer Service**? (Value it, Total should be 100)

| | | |
|--------------------------------|--------|------------|
| 1. Customer Satisfaction Index | (in %) | |
| 2. Power complaint | (in %) | |
| 3. Billing complaints | (in %) | |
| 4. Meter complaints | (in %) | |
| 5. Consumer other complaints | (in %) | |
| | | 100 |

6. SAFETY AND ACCIDENTS

A. Give your rank based on **Safety and Accidents** to measure performance of a division with its importance at DISCOM (Rank with its priority, 1-Most important while 10-less important)

1. Fatal Human accidents ①②③④⑤⑥⑦⑧⑨⑩
2. Non Fatal Human accidents ①②③④⑤⑥⑦⑧⑨⑩
3. Fatal Animal accidents ①②③④⑤⑥⑦⑧⑨⑩
4. Accidents - outsider ①②③④⑤⑥⑦⑧⑨⑩
5. Accidents - employee ①②③④⑤⑥⑦⑧⑨⑩
6. Other _____ ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of **Safety and accidents? (Value it, Total should be 100)**

| | |
|-------------------------------------|------------|
| 1. Fatal Human accidents (in %) | |
| 2. Non Fatal Human accidents (in %) | |
| 3. Fatal Animal accidents (in %) | |
| 4. Accident – Outsider (in %) | |
| 5. Accident – Employee (in %) | |
| | 100 |

C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **Safety and accidents (Pl. Tick ✓ appropriate box)**

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

7. REVENUE AND COLLECTION

A. Give your rank based on **Revenue and collection to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)**

- | | |
|--|------------|
| 1. Avg. consumers in Arrears in % | ①②③④⑤⑥⑦⑧⑨⑩ |
| 2. Disconnection carried out /total cons in arrear | ①②③④⑤⑥⑦⑧⑨⑩ |
| 3. Live Arrears to assessment in % | ①②③④⑤⑥⑦⑧⑨⑩ |
| 4. PDC Arrears to assessment in % | ①②③④⑤⑥⑦⑧⑨⑩ |
| 5. End to End money flow efficiency % | ①②③④⑤⑥⑦⑧⑨⑩ |
| 6. Other _____ | ①②③④⑤⑥⑦⑧⑨⑩ |

B. How much importance/weightage will you give to each KPI of **Revenue and collection? (Value it, Total should be 100)**

| | |
|--------------------------------------|------------|
| 1. Consumers in Arrears (in %) | |
| 2. Disconnection (in %) | |
| 3. Live Arrears to assessment (in %) | |
| 4. PDC Arrears to assessment (in %) | |
| 5. End money flow efficiency (in %) | |
| | 100 |

- C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **Revenue and collection**. (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

8. THEFT PREVENTION BUSINESS

- A. Give your rank based on **Theft Prevention Business** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- %MMB Installation to total consumer ①②③④⑤⑥⑦⑧⑨⑩
- %Sealing to consumer to total consumer ①②③④⑤⑥⑦⑧⑨⑩
- % Connection Checking to total consumer ①②③④⑤⑥⑦⑧⑨⑩
- Other _____ ①②③④⑤⑥⑦⑧⑨⑩

- B. How much importance/weightage will you give to each KPI of **Theft prevention business**?
(Value it, **Total should be 100**)

| | |
|---|------------|
| 1. MMB Installation to total consumer (in %) | |
| 2. Sealing to consumer to total consumer (in %) | |
| 3. Connection Checking to total consumer (in %) | |
| | 100 |

- C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for **Theft prevention business**. (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

9. FINANCE AND PROFITABILITY

- A. Give your rank based on **Finance and Profitability** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- Profit Margin ①②③④⑤⑥⑦⑧⑨⑩
- O & M expenditure to total expenditure ①②③④⑤⑥⑦⑧⑨⑩
- Other _____ ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of Finance and profitability?
(Value it, Total should be 100)

| | | |
|---|--------|-----|
| 1. Profit Margin | (in %) | |
| 2. O & M expenditure to total expenditure | (in %) | |
| | | 100 |

C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for Finance and profitability. (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| <i>Pl tick appropriate box.....</i> <input checked="" type="checkbox"/> | | | | | | |

10. HUMAN RESOURCES

A. Give your rank based on Human Resource to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

- Employee cost per employee ①②③④⑤⑥⑦⑧⑨⑩
- Vacant post ①②③④⑤⑥⑦⑧⑨⑩
- Employee Satisfaction Index ①②③④⑤⑥⑦⑧⑨⑩
- Other _____ ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of Human Resources? (Value it, Total should be 100)

| | | |
|--------------------------------|--------|-----|
| 1. Employee cost per employee | (in %) | |
| 2. Vacant posts | (in %) | |
| 3. Employee Satisfaction Index | (in %) | |
| | | 100 |

11. PROJECT DEVELOPMENT / INVESTMENT

A. Give your rank based on Project development/investment to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

1. Achievement of 100% given targets in various scheme

- Zupadpatti ①②③④⑤⑥⑦⑧⑨⑩
- Petapara ①②③④⑤⑥⑦⑧⑨⑩
- SCP + KutirJyoti ①②③④⑤⑥⑦⑧⑨⑩

- d) KHUSHY ①②③④⑤⑥⑦⑧⑨⑩
- e) RGGYY ①②③④⑤⑥⑦⑧⑨⑩
- f) NIS (New Innovative Scheme) ①②③④⑤⑥⑦⑧⑨⑩
- g) ND Scheme ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of Project Development / Investment? (Value it, Total should be 100)

| | | |
|---------------------|--------|------------|
| 1. Zupadpatti | (in %) | |
| 2. Petapara | (in %) | |
| 3. SCP + KutirJyoti | (in %) | |
| 4. KHUSHI | (in %) | |
| 5. NIS | (in %) | |
| 6. ND scheme | (in %) | |
| | | 100 |

C. How much importance will you give to (1) Core Value (2) Change in value i.e. improvement over last year for Project Development / Investment (Pl. Tick ✓ appropriate box)

| | | | | | | |
|---|-----|----|----|----|----|----|
| Core Value (Specific Core Indicator) | 100 | 90 | 80 | 70 | 60 | 50 |
| Improvement over last year (Partial Indicator) | 0 | 10 | 20 | 30 | 40 | 50 |
| Pl tick appropriate box..... <input checked="" type="checkbox"/> | | | | | | |

12. TRAINING AND COMPETENCE

A. Give your rank based on Training and Competence to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

1. Training to engineers ①②③④⑤⑥⑦⑧⑨⑩
2. Training to line staff ①②③④⑤⑥⑦⑧⑨⑩
3. Training to non-tech staff ①②③④⑤⑥⑦⑧⑨⑩
4. Other _____ ①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of Training and competence? (Value it, Total should be 100)

| | | |
|-------------------------------|--------|------------|
| 1. Training to engineers | (in %) | |
| 2. Training to line staff | (in %) | |
| 3. Training to non-tech staff | (in %) | |
| | | 100 |

13. LEGAL & REGULATORY

A. Give your rank based on **Legal & Regulatory** to measure performance of a division with its importance at DISCOM. (Rank with its priority, 1-Most important while 10-less important)

1. Court cases of employee

①②③④⑤⑥⑦⑧⑨⑩
2. Legal cases on consumer for arrears etc

①②③④⑤⑥⑦⑧⑨⑩
3. Regulatory compliance in time limit

①②③④⑤⑥⑦⑧⑨⑩
4. Consumer grievance like RTI etc.

①②③④⑤⑥⑦⑧⑨⑩
5. Min. or Govt. ref. compliance

①②③④⑤⑥⑦⑧⑨⑩
6. Other

①②③④⑤⑥⑦⑧⑨⑩

B. How much importance/weightage will you give to each KPI of **Legal**? (Value it, Total should be 100)

1. Court cases of employee (in %)
2. Legal cases on consumer for arrears etc (in %)
3. Regulatory compliance in time limit (in %)
4. Consumer grievance like RTI etc (in %)
5. Min. or Govt. ref. compliance (in %)

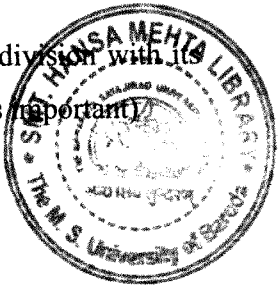
| |
|-----|
| |
| |
| |
| |
| |
| 100 |

C. ANY OTHER COMMENTS

Do you consider any other parameter is to be monitored for measuring performance of a power distribution company. (Give importance)

1.

| |
|--|
| |
|--|



14. How much importance/weightage will you give to KPI areas for performance measurement of a division of DISCOM? (Value it, Total should be 100)

| | | |
|--------------------------------------|--------|------------|
| 1. Power supply reliability | (in %) | |
| 2. Field maintenance service | (in %) | |
| 3. Customer service | (in %) | |
| 4. Cost and Losses | (in %) | |
| 5. Revenue and Collection | (in %) | |
| 6. Finance and Profitability | (in %) | |
| 7. Metering and Billing | (in %) | |
| 8. Safety and accidents | (in %) | |
| 9. Theft Prevention Business | (in %) | |
| 10. Legal & Regulatory | (in %) | |
| 11. Human Resources | (in %) | |
| 12. Project Development / Investment | (in %) | |
| 13. Training and competence | (in %) | |
| 14. Other _____ | | |
| Total..... | | 100 |

Any other comment:

Personal Details:

Name : _____ Emp No _____ Desi: _____

Mobile: _____ E_mail : _____

DISCOM: _____, Circle: _____, Division: _____

Subdivision: _____