



उ० प्र० राज्य विद्युत उत्पादन निगम लि०
(उ०प्र० सरकार का उपक्रम)
14 - अशोक मार्ग, शक्ति भवन, लखनऊ - 226001
U.P. RAJYA VIDYUT UTPADAN NIGAM LTD
(A U.P. Govt. Undertaking)
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संख्या : 128 -उनिलि/रिफॉर्म/प्रोत्साहन भत्ता/2008

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कार्यालय ज्ञाप

निगम हित में तापीय उत्पादन में प्रोत्साहन राशि की अनुमन्यता हेतु पूर्व में उ०प्र० राज्य विद्युत परिषद/तापीय विद्युत गृहों द्वारा ज्ञापित सभी आदेशों को अतिक्रमित करते हुए, उ०प्र० राज्य विद्युत उत्पादन निगम लि० में कार्यरत सभी नियमित कार्मिकों, प्रतिनियुक्ति पर कार्यरत सभी कार्मिकों को सम्मिलित करते हुये, "यूपीआरवीयूएनएल पाँवर जनरेशन इन्सैन्टिव स्कीम" को लागू करने हेतु एतद्वारा सहर्ष अनुमति प्रदान की जाती है।

2.0 उक्त योजना (विस्तृत योजना संलग्न) निम्नानुसार कार्यान्वित की जायेगी-

- (1) यह योजना 01.04.2008 से प्रभावी होगी तथा पूर्व में प्रोत्साहन राशि हेतु लागू समस्त योजनाएं 01.04.2008 के पश्चात निष्प्रभावी हो जायेंगी एवं उनके सापेक्ष कोई राशि अनुमन्य नहीं हांगी। यदि इस आदेश के जारी होने तक किसी राशि का भुगतान कर दिया गया हो तो उसका समायोजन "यूपीआरवीयूएनएल पाँवर जनरेशन इन्सैन्टिव स्कीम" के अन्तर्गत अनुमन्य राशि के सापेक्ष कर दिया जायेगा, परन्तु यदि इस नयी प्रोत्साहन योजना से अनुमन्य होने वाली राशि पूर्व में भुगतान की गयी राशि से कम होगी तो कोई recovery नहीं की जायेगी।
- (2) यह योजना 31.03.2010 तक प्रभावी रहेगी तथा उसके पश्चात उ०प्र० विद्युत नियामक आयोग द्वारा स्थापित वाणिज्यिक कार्यों सम्बंधित बेंचमार्कों के अनुसार प्रोत्साहन योजना हेतु नये बेंचमार्क स्थापित किये जायेंगे।
- (3) 01.04.2008 से प्रोत्साहन राशि, योजना के पैरा 4.0 के प्राविधानानुसार, निगम में कार्यरत सभी नियमित कार्मिकों प्रतिनियुक्ति पर कार्यरत सभी कार्मिकों को सम्मिलित करते हुये दो भागों में अनुमन्य होगी-
(अ) मासिक एवं त्रैमासिक आधार पर Energy Sold Out Factor (ESOF) से सम्बन्धित राशि की अनुमन्यता निगम में कार्यरत विभिन्न नियमित कार्मिक वर्गों को योजना के पैरा 10 एवं 11.0 के अनुसार निम्नानुसार होगी-

कार्मिकों का वर्ग	परिचालन एवं अनुरक्षण की अवधि में	क्षमता वृद्धि/ नवनिर्माण अवधि में
ग्रुप 'ए'- ओ.एण्डएम. में कार्यरत कार्मिक (डायरेक्ट वर्ग)	संलग्न योजना के पैरा 7.2 में प्रदर्शित तालिकाओं में दिये गये विभिन्न ताप विद्युत गृहों हेतु अलग-अलग Performance Payment Matrix के अनुसार 100 प्रतिशत राशि	संलग्न योजना के पैरा 7.2 में प्रदर्शित तालिकाओं में दिये गये विभिन्न ताप विद्युत गृहों हेतु अलग-अलग Performance Payment Matrix के अनुसार 100 प्रतिशत राशि
ग्रुप 'बी'- सामान्य सेवा कार्मिक (इनडायरेक्ट वर्ग)	ग्रुप 'ए' कार्मिकों को अनुमन्य राशि का 85 प्रतिशत	ग्रुप 'ए' कार्मिकों को अनुमन्य राशि का 85 प्रतिशत
ग्रुप 'सी'- परियोजना निर्माण में कार्यरत कार्मिक	शून्य	ग्रुप 'ए' कार्मिकों को अनुमन्य राशि का 30 प्रतिशत

- (ब) इस योजना में ESOF की गणना का तरीका योजना के पैरा 5.0 में प्रदर्शित है। नई इकाईयों की कमीशनिंग पर इसमें छूट योजना के पैरा 9.0 में प्राविधानानुसार अनुमन्य होंगी।
- (स) चालू इकाईयों की अस्थायी derating अथवा उनके R&M/Refurbishment किये जाने पर छूट योजना के पैरा 7.1 तथा 7.3 के अनुसार अनुमन्य होंगी।
- (द) त्रैमासिक आधार पर अनुमन्य प्रोत्साहन राशि हेतु विवरण योजना के पैरा 7.2 में प्रदर्शित तालिकाओं एवं पैरा 6.2 पर के अनुसार अनुमन्य होंगी। इस प्रकार आगणित मासिक एवं त्रैमासिक प्रोत्साहन राशियों का योग किसी भी माह हेतु मूल वेतन(योजना के पैरा 6.1 के विवरणानुसार) के 30 प्रतिशत से अधिक नहीं होगा। इसकी गणना हेतु उदाहरण, योजना के अन्त में अपेन्डिक्स 4(अ) एवं (ब) पर प्रदर्शित है।
- (य) कार्पोरेट कार्यालय/निगम मुख्यालय के कार्मिकों को समस्त विद्युत गृहों के weighted average के आधार पर मासिक/त्रैमासिक प्रोत्साहन राशि अनुमन्य होगी।
- (र) तेल खपत सम्बन्धी मासिक प्रोत्साहन राशि/कटौती स्कीम के पैरा 8.0 में बर्णित तालिकाओं के अनुसार केवल ग्रुप 'ए' के कार्मिकों को अनुमन्य होगी। नयी इकाईयों के कमीशनिंग पर तेल खपत में छूट योजना के पैरा 9.1 में दिये गये प्राविधानानुसार अनुमन्य होंगी। इनकी गणना का तरीका योजना के पैरा 9.2 एवं 9.3 में प्रदर्शित है।
- (व) ओवरटाइम, डेमेरेज इत्यादि अधिक होने पर योजना के पैरा 12.0 में दिये गये प्राविधानानुसार कटौती की जायेगी।
- (श) माह का अर्थ कैलेण्डर माह एवं त्रैमास का अर्थ सम्बन्धित वित्तीय वर्ष में योजना के पैरा 6.2 में दर्शायी गयी अवधि से होगा।
- (4) यदि ESOF सम्बन्धी प्रोत्साहन राशि एवं तेल खपत सम्बन्धी प्रोत्साहन राशि/कटौती (जो केवल ग्रुप 'ए' के कार्मिकों हेतु अनुमन्य है) का योग किसी माह में ऋणात्मक होता है, तो ऐसी स्थिति में कार्मिकों के वेतन से कोई कटौती नहीं की जायेगी। परन्तु उस माह हेतु कोई प्रोत्साहन राशि देय नहीं होगी।
- (5) प्रोत्साहन राशि की कार्मिकों को अनुमन्यता उनके द्वारा कुल कार्य दिवसों में से कार्य पर उपस्थित दिनों के आधार पर योजना के पैरा 13.1 में दिये गये प्राविधानानुसार निर्धारित की जायेगी।
- (6) यदि कोई कार्मिक माह या त्रैमास के दौरान एक ही ताप विद्युत गृह पर एक विभाग से दूसरे विभाग में अथवा एक ताप विद्युत गृह से दूसरे ताप विद्युत गृह स्थानान्तरित होता है, तो उसे सम्बन्धित विभाग/ताप विद्युत गृह पर किये गये कार्य दिवसों के अनुसार योजना के पैरा 13.3 में दिये गये प्राविधानानुसार प्रोत्साहन राशि अनुमन्य होगी। ऐसे स्थानान्तरण के पश्चात् ताप विद्युत गृह के परिवर्तन की स्थिति में प्रोत्साहन राशि का भुगतान गये ताप विद्युत गृह के अनुसार अनुमन्य होगा तथा स्थानान्तरण पर LPC में प्रोत्साहन राशि के अन्तिम भुगतान सम्बन्धित तिथि, राशि, प्रोत्साहन राशि हेतु कार्मिक का वर्ग जिसमें उसने अन्तिम कार्य किया हो अंकित किया जायेगा, जिससे भुगतान दोबारा/त्रुटिपूर्ण संवर्ग होने की स्थिति न आये।
- (7) प्रोत्साहन राशि की गणना हेतु 01.01.96 से लागू वेतनमानों के अनुसार मूल वेतन एवं मंहगाई वेतन का योग लिया जायेगा। यदि वेतनमान संशोधित होते हैं तो मूल वेतन का तात्पर्य उस वेतन से होगा जो उन वेतनमानों में मंहगाई भत्ते की गणना हेतु वेतन की श्रेणी में आते हों। इसमें विशेष वेतन, मंहगाई भत्ता, वैयक्तिक वेतन इत्यादि तथा किसी भी प्रकार का वैयक्तिक समायोजन सम्मिलित नहीं किया जायेगा।
- 3.0 ओवरटाइम भुगतान, डेमेरेज भुगतान इत्यादि पर नियन्त्रण रखने के उद्देश्य से रिफॉर्म इकाई, तापीय परिवालन इकाई एवं ताप विद्युत गृहों द्वारा उपलब्ध कराये गये आँकड़ों के आधार पर, विभिन्न विद्युत गृहों/कार्पोरेट कार्यालय में कार्यरत विभिन्न श्रेणी के कार्मिकों हेतु प्रत्येक माह/त्रैमास के लिए प्रोत्साहन राशि की अनुमन्यता के सम्बन्ध में आदेश निर्गत करेगी। इस कार्य के लिए तापीय परिवालन इकाई रिफॉर्म इकाई को सम्बन्धित मासिक/त्रैमासिक उत्पादन, पीएलएफ, तेल खपत, आक्जिलरी खपत, सम्बन्धित डॉटा अगले माह/त्रैमास की 15 तारीख तक उपलब्ध करा देगी। इसी प्रकार समस्त ताप विद्युत गृह सम्बन्धित मासिक/त्रैमासिक डेमेरेज भुगतान, ओवरटाइम भुगतान इत्यादि सम्बन्धी

डॉटा रिफॉर्म इकाई को अगले माह/त्रैमास की 15 तारीख तक उपलब्ध करा देंगे। रिफॉर्म इकाई द्वारा इस सम्बन्ध में फॉर्मेट उपलब्ध कराये जायेंगे।

- 4.0 इस योजना से सम्बन्धित भुगतान 'ओ एण्ड एम' शीर्ष में डाले जायेंगे। कार्पोरेट वित्त इकाई इस योजना में अनुमन्य भुगतान हेतु धनराशि 'ओ एण्ड एम' कार्य हेतु राशि के अतिरिक्त उपलब्ध करायेगी तथा आहरण/वितरण अधिकारियों द्वारा इसका लेखा-जोखा बिल्कुल अलग रखा जायेगा। इस प्रकार अवमुक्त राशि से ओ एण्ड एम का कोई अन्य भुगतान नहीं किया जायेगा।
- 5.0 इस योजना में कभी भी बिना कोई कारण बताये कोई भी संशोधन किये जाने के अधिकार निगम के पास सुरक्षित रहेंगे।

संलग्नक : यथोपरोक्त।

निदेशक मण्डल की आज्ञा से

संख्या 128उनिलि/रिफॉर्म/प्रोत्साहन भत्ता/2008 समदिनांकित

उपरोक्त "यूपीआरवीयूएनएल पॉवर जनरेशन इन्सेन्टिव स्कीम" की एक प्रति संलग्न करते हुए सूचनार्थ एवं आवश्यक कार्यवाही हेतु -

1. प्रबन्ध निदेशक, उनिलि के निजी सचिव।
2. निदेशक (कार्मिक/तकनीकी/वित्त), उनिलि के निजी सचिव।
3. मुख्य अभियन्ता, अनपरा/ओबरा/पारीछा/पनकी/हरदुआगंज ताप विद्युत गृह।
4. मुख्य अभियन्ता, तापीय परिचालन/पी.पी.एम.एम/मानव संसाधन/वाणिज्य/ईंधन/आर एण्ड एम/जानपद/पर्यावरण इकाई, लखनऊ।
5. महाप्रबन्धक (वित्त/लेखा), उनिलि, लखनऊ।
6. कम्पनी सचिव, उनिलि, लखनऊ।
7. मुख्य प्रबन्धक, (कैश प्रबन्धन), उनिलि, लखनऊ।

संलग्नक : यथोपरोक्त।

२५


(राजीव गोयल)
अधीक्षण अभियन्ता

REVISED GENERATION INCENTIVE SCHEME

1.0 SHORT TITLE

This scheme shall be called "UPRVUNL Power Generation Incentive Scheme 2008".

2.0 BASIC CONSIDERATIONS:

2.1 The purpose of any Incentive Scheme is to motivate the employee to give their best. In case of a power plant, the Incentive Plan also takes into account, the maintenance aspect of the plant while motivating employees to maximize generation keeping the plant to-date performance into consideration. It also works as a change management tool for bringing about change in the Organizational Environment and Culture. They collectively remove the skews, if any, in the organization with the aim again being optimization of the productivity with proper placement of the employees, providing an additional stake to them. Any scheme which encourages maximization of generation only in short term may be self defeating as it leads to irreparable damage to plants and machinery because of insufficient motivation to employee for the proper upkeep and regular maintenance of the plant. A successful Incentive Scheme, hence, should strike a balance between short range and long-range plant requirements and should achieve a good blend of the two in such a way as to optimize generation on a sustained long-range basis. Further, increases in Generation may not lead to desirable results if increased costs are allowed to eat away the substantial surplus as a result of higher generation. From this point of view, it is desirable to build the fuel cost and their impact on the economics of generation into the scheme itself so that reasonable norms of fuel consumption are maintained.

2.2 The following objectives have been considered in designing the incentive scheme:

- 2.2.1 To keep the Generating station in readiness to deliver ex-bus output expressed as % of rated installed capacity so that the available resources are optimized based on the merit order operation thereby bringing about an overall economy in generation.
- 2.2.2 To maximize generation of electrical energy through optimum use of installed power plant capacity and reduction of cost per unit of energy generated. The factors recommended for payment of incentive are easily measurable and have a direct correlation to the extent of achievement of the above objectives.
- 2.2.3 Strike a proper balance in functions in accordance to their contribution towards the final sale of electrical energy.
- 2.2.4 To ensure easy understanding of the scheme by the employees, smooth implementation and amenability to simple unambiguous computations.
- 2.2.5 The parameters for payment have been determined to encourage better maintenance for higher availability and optimal operation of the plant
- 2.2.6 The quantum of incentive offered to employees has to be enough to motivate them to put in extra effort while at the same time, ensuring that payments are consistent in economic terms with the level of performance.

3.0 OBJECTIVES

With the above as background and apart from the general purpose of promoting motivation morale and the team spirit among the employees, the following are the principal objectives of the Incentive Scheme:

- a) To keep the Generating station in readiness to deliver ex-bus maximum output expressed as % of rated installed capacity, in order to at least adhere to the committed availability of electrical energy
- b) Maximization of generation of Electrical energy through optimum utilization of installed plant capacity and other allied resources.
- c) Bring about a positive change in Organizational Environment and Culture by creating an awareness within the organization with an attitude to work as a team both at the Thermal Power Plants and at the Corporate Office, use the resources

optimally in order to achieve optimal productivity in an integrated manner, bring about a commitment in the workforce feeling a stake in the organizational bottom line.

- d) Reduction of cost per unit of energy generated.
- e) Reduction in absenteeism.

4.0 APPLICABILITY

The Scheme covers all regular employees of UPRVUNL TPS and those working on deputation in the Nigam, directly or indirectly engaged in Generation of Electricity. The Scheme shall not be applicable to: -

- a) Apprentices under Apprentices Act and Trainees
- b) Casual or daily rated employees
- c) Ad hoc employees

5.0 RECOMMENDED FACTORS FOR INCENTIVE PAYMENT

To achieve the twin objectives of availability of plant for generation of power and cost reduction, a multi-factor scheme has been designed incorporating the following factors:

i) **Generation Incentive based on Energy Sent Out Factor (ESOF)**

Payment, linked with Energy Sent Out Factor, will be paid monthly and quarterly to eligible employee. The ESOF % for a station shall be worked out on the basis of formula given below:

'Energy Sent Out Factor' or 'ESOF' for a given period, means the total sent out energy corresponding to scheduled generation during the period, expressed as a percentage of sent out energy corresponding to installed capacity in that period and shall be computed in accordance with the following formula:

$$ESOF = 10000 \times \frac{\sum_{i=1}^N \{SG_i + \sum (MWTB_j - AUX_j) \times T\}}{N \times IC \times (100 - AUX_n)} \%$$

where,

IC = Installed Capacity of the generating station in MW,

SG_i = Scheduled Generation in MW for the ith time block of the period, accounting for Thermal Backing after deduction of auxiliary consumption as per UPERC norms.

N = Number of time blocks during the period, and

AUX_n = Normative Auxiliary Energy Consumption as a percentage of gross generation as specified by UPERC in its Tariff Order dt. 26.03.07 for FY07-08, revised from time to time, has be taken for calculation on pro-rata basis (provided in the Appendix-I).

Project means a Thermal Power Station;

Scheduled Generation or 'SG' at any time or for any period or time block means schedule of generation in MU ex-bus given by the State Load Dispatch Centre for the plant under ABT /joint meter reading of energy sent out (ESO) between authorized representative of TPS & UPPCL i.e. Ex-bus generation used for calculation of variable cost of TPS (Energy Charge) for billing to UPPCL shall be taken for calculation of ESOF.

MWTB_j = MW of Thermal Backed Units in the jth time block

AUX_j = Auxiliary Consumption on MWTB_j calculated at the rate provided by UPERC in the jth time block of thermal backing

T = Number of Time Block in which thermal backing carried out

By simplifying, ESOF (%) for the month =
$$\frac{10000 \times (\text{ESO} + \text{Energy not sent due to thermal backing}) \text{ for the month in Mu}}{IC \times \text{Hours for the month} \times (100 - \text{AUX}_n) / 1000}$$

ii) **Oil Consumption linked Incentive: -**

Payment shall be made monthly to the employees, directly and exclusively engaged in operation and maintenance functions of the commissioned units at the main plant, as per para 8.1, 8.2 and 10.0 below, but only if the employees are eligible for Generation Incentive during the relevant month

- iii) Bench marks for ESOF & Oil consumption for monthly and quarterly incentive for all TPS of UPRVUNL are given in appendix -2 & 3 respectively.

6.0 GENERATION LINKED INCENTIVE BASED ON EAF%

The Generation Incentive Scheme based on ESOF % will have monthly and quarterly components of payment linked with the corresponding performance levels as detailed below. The Performance Payment matrix showing monthly and quarterly payments is given in the para 7.2. The capacity for the purpose of computing ESOF % shall take in to the account de-rating of newly commissioned units during the first year as given in clause 7.1. In case the Board of Directors of the Nigam recommends any unit for deletion, the same shall not be taken into account for calculation of Incentives. And in case the Board of Directors of the Nigam recommends temporary de-rating of unit the same shall be taken on de-rated capacity for calculation of ESOF %. The data of deletion and de-rating shall be as per recommendation of BOD. The total payment linked with ESOF % is given in table in clause 7.2.

6.1 Monthly Incentive

The monthly incentive will be paid based on Energy Sent Out Factor (ESOF %) achieved during the month on % of the Applicable Pay of the employee as per table in clause 7.2. The maximum limit equal to 22.5% of Applicable pay shall be admissible for payment under this category. Before and after revision of the scales this applicable pay shall be as follows -

As on date:	Applicable Pay = Basic Pay + Dearness Pay
After pay revision:	Applicable Pay = Basic Pay or the pay admissible for calculation purposes to arrive at payment of Dearness Allowance.

6.2 Quarterly Incentive

The quarterly Incentive will be paid once in three months based on the average ESOF achieved in % during corresponding period. The performance period for payment of quarterly incentive will be as under:

1st quarter	-	April to June
2nd quarter	-	April to September
3rd quarter	-	April to December
4th quarter	-	April to March

- 6.2.1 The maximum limit equal to 30.0% of Applicable pay shall be admissible for payment, including monthly and quarterly components under this category. An illustration showing computation of monthly and quarterly incentive rates is enclosed for reference (Appendix-4A & 4B).

7.0 CAPACITY AND PERFORMANCE PAYMENT RELATIONSHIP

7.1 Capacity

Installed capacity will be taken as the basis for computation of ESOF. When the capacity is de-rated/re-rated, for the period approved by the Board even if temporary in nature, the ESOF will be calculated on that basis. In case the Board of Directors of the Nigam recommends any unit for deletion, the same shall not be taken into account for ESOF. The date of de-rating/re-rating/deletion shall be in accordance with the recommendation of The Board Of Directors. In case of newly commissioned Unit, the capacity to be taken into account for the computation of ESOF % shall be determined as follows:

- i) In the first two (02) months from the date of commercial operation, it will be 60% of installed/Ex-bus capacity.
- ii) In the subsequent four (04) months, it will be 70% of installed/Ex-bus capacity and thereafter, it will be equal to 100% of installed/Ex-bus capacity.

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- 7.2 **Generation Incentive Performance Payment Matrix:**
Various tables are appended as Appendix-2 with this scheme for different TPS showing the performance levels for Generation Incentive Eligibility.

Table- A :-For Anpara TPS.

Table- B :-For Obra TPS.

Table- C:- Parichha TPS.

Table- D:- For Harduaganj TPS.

Table- E:- For Panki TPS.

- 7.3 **Re-calculation of ESOF on commissioning of new units and during and after R&M/refurbishment :**

7.3.1 (a) **For employees working in Operations and Shift Duty only** – When a unit is taken in R&M/Refurbishment, 70% capacity of the unit under R&M/Refurbishment shall not be taken into consideration for the period till it is re-commissioned and taken on commercial load. However, they shall also be eligible for R&M incentive, in addition, as and when notified.

(b) There shall be no such relaxation for other category employees.

7.3.2 If any unit is taken on commercial load after refurbishment/ R&M work, the ESOF table shall be re-issued by the Reforms Unit taking the complete capacity of the commissioned unit, but while fixing the new benchmarks at 70% ESOF performance level for that Unit.

7.3.3 If any new unit is commissioned and taken on commercial load the benchmark ESOF in the performance payment matrix table for the power station shall be revised by the Reforms Unit in which complete capacity of the unit shall be taken into account with new benchmarks for admissibility of the incentives for that TPS.

8.0 INCENTIVE/DIS-INCENTIVE LINKED TO OIL CONSUMPTION FACTOR (For Operation and Maintenance functions only)

The Oil Incentive shall be payable on monthly basis only if the Specific Oil Consumption of the TPS is below a level in a particular month. Similarly, there will be dis-incentive if the oil consumption is more than a specified level. The levels of incentive and dis-incentive are mentioned in Appendix-3 for various TPS. These incentives shall also be admissible on Applicable Pay, which has been defined in Para 6.1.

- 8.1 The minimum level of consumption of Oil for various TPS before which this incentive is admissible is as shown in tables described below:

Table -F:- For Anpara TPS & new constructed Units.

Table -G:- For Obra TPS.

Table -H:- For Parichha TPS.

Table -I:- For Harduaganj TPS

Table -J:- For Panki TPS

- 8.2 The above incentive on account of oil incentive will be payable as per the Oil Consumption Incentive Payment Matrix, the rates shall be as per tables described at Para 8.1 for the employees in Group 'A' as shown in at para 10.0. This incentive shall be payable only if the Generation Incentive is admissible to them.

- 8.3 **Dis-incentive for excessive Oil Consumption:**

a) If the specific Oil Consumption goes beyond a specified level, there shall be a dis-incentive for excessive oil consumption. The level from which the dis-incentives start and their quantum are also shown in the tables mentioned in Para 8.1.

c) **This dis-incentive due to excessive oil consumption shall be applicable to those employees in Group 'A', who are eligible for getting the oil incentive as per para 8.2.**

- 8.4 If any new unit is commissioned and taken on commercial load the oil consumption incentive and dis-incentive payment/reduction admissibility table shall be revised by the Reforms Unit for that TPS.

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9.0 COMPUTATION OF CAPACITY AND OIL CONSUMPTION

9.1 For the purpose of generation linked incentive, the capacity for computation of ESOF % for a newly commissioned unit is de-rated to 60% in the first 2 months and to 70% in the subsequent 4 months. The actual specific oil consumption will be moderated in the similar manner during first six months. This moderation will be carried out in the following way: -

- | | | |
|------------------------------------|---|---------------------------|
| a) During the first 2 months | = | 60% of oil Consumption |
| after date of commercial operation | | (Moderating Factor - 0.6) |
| b) During subsequent | = | 70% of oil Consumption |
| 04 months | | (Moderating Factor - 0.7) |
| c) After 6 months of | = | 100% of oil Consumption |
| Commercial operation | | (Moderating Factor -1.0) |

9.2 The specific oil consumption (X) of the station for the purpose of oil linked incentive will be computed as follows:-

$$X \text{ (ml/kwh)} = \frac{\sum C_i * M_f}{\text{Total generation of station in MU}}$$

C_i = Oil Consumption in K liter for unit "i"

M_f = Moderating factor for unit as given in Para 8.4 above.

9.3 There may be situation in a project when some of the units may not have completed 06 months of commercial operation. Under this situation, the calculation of station specific oil consumption for the purpose of incentive shall be carried out as per example given below: -

- | | |
|---|---------------------|
| a) Total number of units | - 5 |
| b) Number of unit(s) months which have completed | - 3 (unit I,II,III) |
| 06 months of commercial operation | |
| c) No of unit(s) which have completed | - 1 (unit IV) |
| 03-06 months of commercial operation | |
| d) No of unit(s) which have completed | - 1 (unit V) |
| less than 03 months of commercial operation | |
| e) Oil consumption of individual units : | |
| Unit I | C1 K Liter |
| Unit II | C2 K Liter |
| Unit III | C3 K Liter |
| Unit IV | C4 K Liter |
| Unit V | C5 K Liter |
| f) Station specific oil consumption (X) for oil linked incentive purpose will be: | |

$$X = \frac{C_1 + C_2 + C_3 + 0.7 * C_4 + 0.6 * C_5}{\text{Total generation of station in MU}}$$

The above station specific oil consumption "x" will then be compared with the incentive/dis-incentive matrix given above and incentive/disincentive will apply, as the case may be.

10.0 CLASSIFICATION OF EMPLOYEES FOR THE INCENTIVE SCHEMES

10.1 For the purpose of payment of incentives under this scheme the employees will be classified into the following groups: -

Group 'A' : Eligible employees directly and exclusively engaged in Operation and Maintenance of the commissioned unit or units including auxiliaries as specified in Para 10.2

Group 'B': All other eligible employees not covered under Group 'A' above in respect of a generating station where all units are declared under Commercial Operation. This Group shall include employees as specified in Para 10.2

Group 'C':The employees posted in Civil Construction and Equipment Erection Department during expansion/concurrent phase. This Group shall include employees as specified in Para 10.2

10.2 Department/units/areas under each group will be as under :

	Deptts./Areas Under Category (Group-'A')	Deptts./Area under Category (Group- 'B & C')
(i)	Operations, Chemistry, Fuel Handling, EEMG, Fuel Transportation/MGR, Maintenance Planning, Mechanical/Electrical/C&I Maintenance(excluding Ministerial Staff and Drivers)	(ii) Group 'B' Head of the Project, Commercial, Plants Civil Maintenance, R&M, Township Civil and Electrical Maintenance, HR or Head Quarters or Administration, Auto/Transport Base, Mechanical/Construction Workshop, EMG, Finance & Accounts, Contract and Materials, Effluent Treatment Plant (ETP), Technical Services (P&S, FQA, FE), R&M, TQM, Contract & Materials, Information Technology/ Communications, Safety, Telephone Exchange, Medical, Ash Utilization, Vigilance, Training – including all ministerial staff and auto drivers including those in O&M. (iii) Group 'C' Erection and Civil Construction.

Note: -

- (i) The clarifications regarding any Department/unit/area not covered above, its category for the purpose of incentive payment will be obtained from Corporate Reforms Unit. Till such time, the matter is clarified the concerned employee will be paid incentive of the indirect category Group -C.
- (ii) The department/area of posting will be the basis for category/group for the purpose of incentive. If any employee is posted in a unit servicing more than one groups of any TPS or he shall have additional charge, he shall be eligible for incentives of higher category group.
- (iii) The employees working in educational institutions of the Nigam shall not be admissible for the incentives.

11.0 QUANTUM OF INCENTIVE

11.1 The Incentive rates indicated in the Performance Payment relationship Matrix are to be applied on the Applicable Pay for corresponding period in respect of ESOF and in respect of Oil Linked Incentive.

11.2 The generation incentive payment to employees posted in group- A, B & C will be as under: -

Category "Group-A"	Category Group-'B' & 'C'
100% of Incentive payable on ESOF % as indicated in the Performance Payment Matrix. In addition employees under this category would also be entitled for Incentive, as per Para 8.0, for Specific Oil Consumption.	Group 'B' 85% of rates indicated in Performance Payment Matrix for factor of ESOF (%). Group 'C' 30% of rates indicated in Performance Payment Matrix for factor of ESOF (%).

11.3 Those who provide services to more than one group of TPS mentioned in the tables, will get the incentives of higher category group. Employee will get incentives of higher category group for the period he served the higher group and will not get additional incentive of the lower group for the same period.

11.4 The Generation Incentive payable during various stages of project i.e. during O&M and concurrent phase/expansion phase to all categories of employees is given below as illustration:

Stage/phase of the Project/Station	Generation Incentive Rate		
	Department/unit/area	O&M	Service Functions
O&M Phase (all Units in Commercial operation)	Group- A (100%)	Group-B (85%)	-
Expansion/Concurrent Phase	Group- A (100%)	Group-B (85%)	Group - C (30%)

12.0 Reduction in Incentive Payments

- 12.1 In order to control the cost of generation and improve working and performance of the power station, management in it's absolute discretion may introduce, from time to time, one or more of the following factors for which reduction in incentive rates will be made if the performance is below standard:
- Timely Wagon Unloading
 - Cleanliness
 - Excessive Overtime Payments
 - Any other relevant factor.
- 12.2 The total deductions on account of all the above factors shall not exceed 30% of the total incentive payable including dis-incentive for oil consumption. Depending on the relevance and requirements, the introduction/dis-continuance and extent of deduction may vary from station to station.

13.0 OTHER GENERAL CONDITIONS

- 13.1 Monthly /quarterly/Oil incentive payment will not be given for the period an employee remains on any kind of leave (casual leave, special casual leave, earned leave, medical or maternity leave etc.). However, the weekly/shift offs and gazetted holidays will be included for computation of Monthly /Quarterly and Oil incentive payment.
- 13.2 The amount of Incentive earnings will neither be termed as pay nor allowance, nor wages. Accordingly, this amount would not count for any service benefits i.e. computation of house rent allowance, compensatory allowance, cash compensation, encashment of leave, pay fixation, provident fund, pension or gratuity etc.
- 13.3 Employees may be transferred from one department/division/unit to another. In such cases their entitlement for incentive will be determined as per the entitlement of the department/division in which they are actually posted on pro rata basis for the period of stay in that department/division/unit. However, as per para 12.3 those who provide services to more than one group of TPS mentioned in the tables, will get the incentives of higher category group.
- 13.4 Relevant particulars and data relating to generation, oil consumption, attendance etc., will be finalized on the basis of records and accounts maintained by the Nigam.
- 13.5 The management reserves the right to review/modify the scheme at its own discretion from time to time keeping in view efficiency of the plant being increased/improved through installation of more or better equipment or by improving the mechanical/process/technology/methods/systems and procedures and considering UPERC Order / Norms.
- 13.6 Computation of ESOF % and specific Oil consumption (ml/ kwh) for the purpose of this will be made by Reforms Unit in consultation with Accounts Wing on the basis of certified data from Thermal Operations provided by the Head of Station/Project. Similarly, at Corporate Office processing with respect to ESOF % will be done by Reforms Unit in consultation with Accounts on the basis of certified data provided by Thermal Operations/Commercial. The Accounts Wing shall accordingly allocate the fund to Plants/Projects and Corporate Office.
- 13.7 ESOF and oil consumption shall be rounded to the nearest whole number. Fractions less than half shall be ignored and fractions half and above shall be treated as one.

This principle of rounding-off shall not apply for ESOF below Minimum target ESOF of TPS.

14.0 GENERATION INCENTIVE PAYMENT TO CORPORATE OFFICE EMPLOYEES

The Generation Incentive rate in respect of Corporate Office employees will be worked out based on the weighted average, weighed in accordance to the capacity of various plants in commercial operation at various TPS, of applicable incentive rate of the category- Group-B in each of the Station/Project of the Nigam, i.e.

$$\frac{\sum I_i C_i}{\sum C_i}$$

where I is the rate of incentive at a particular TPS and C is the installed capacity of that TPS.

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**BENCH MARK PLF & OIL FOR GENERATION INCENTIVE
And OIL INCENTIVE**

ताप विद्युत गृह का नाम	क्षमता मे0वा0 में	प्रोत्साहन राशि प्रारम्भ किये जाने हेतु प्रस्तावित बेंच मार्क		
		ई0एस0ओ0एफ0 (%)	आकजीलरी खपत (%) FY07-08 (as per UPERC order)	तेल खपत (कि0ली0)/ (मि0यू0)
अनपरा	1555	75	7.39	2.00
ओबरा	1282	49	8.83	4.15
	1332	50	8.87	4.15
	1382	51	8.91	4.15
पारीछा	220	67	9.69	5.0
हरदुआगंज	220	45	11.00	7.25
पनकी	210	60	10.00	4.25

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Generation Incentive Performance Payment Matrix
Table- A: For Anpara TPS (3X210+2X500=1630MW) & new constructed units.

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
75	05.625	1.875	07.50
76	06.075	2.025	08.10
77	06.525	2.175	08.70
78	06.975	2.325	09.30
79	07.425	2.475	09.90
80	07.875	2.625	10.50
81	08.625	2.875	11.50
82	09.375	3.125	12.50
83	10.125	3.375	13.50
84	10.875	3.625	14.50
85	12.150	4.050	16.20
86	13.050	4.350	17.40
87	13.950	4.650	18.60
88	14.850	4.950	19.80
89	15.750	5.250	21.00
90	16.650	5.550	22.20
91	17.550	5.850	23.40
92	18.450	6.150	24.60
93	19.800	6.600	26.40
94	21.150	7.050	28.20
95 & above	22.500	7.500	30.00

Table - B1: For Obra TPS-(3X94MW+5X200MW=1282MW)
(Excluding Units Under R&M)

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
49	05.625	1.875	07.50
50	06.075	2.025	08.10
51	06.525	2.175	08.70
52	06.975	2.325	09.30
53	07.425	2.475	09.90
54	07.875	2.625	10.50
55	08.625	2.875	11.50
56	09.375	3.125	12.50
57	10.125	3.375	13.50
58	10.875	3.625	14.50
59	12.150	4.050	16.20
60	13.050	4.350	17.40
61	13.950	4.650	18.60
62	14.850	4.950	19.80
63	15.750	5.250	21.00
64	16.650	5.550	22.20
65	17.550	5.850	23.40
66	18.450	6.150	24.60
67	19.800	6.600	26.40
68	21.150	7.050	28.20
69 & above	22.500	7.500	30.00

Table – B-2: For Obra TPS-(3X94MW+1X50MW+5X200MW=1332MW)
(Excluding Units Under R&M)

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
50	05.625	1.875	07.50
51	06.075	2.025	08.10
52	06.525	2.175	08.70
53	06.975	2.325	09.30
54	07.425	2.475	09.90
55	07.875	2.625	10.50
56	08.625	2.875	11.50
57	09.375	3.125	12.50
58	10.125	3.375	13.50
59	10.875	3.625	14.50
60	12.150	4.050	16.20
61	13.050	4.350	17.40
62	13.950	4.650	18.60
63	14.850	4.950	19.80
64	15.750	5.250	21.00
65	16.650	5.550	22.20
66	17.550	5.850	23.40
67	18.450	6.150	24.60
68	19.800	6.600	26.40
69	21.150	7.050	28.20
70 & above	22.500	7.500	30.00

Table –B- 3: For Obra TPS-(3X94MW+2X50MW+5X200MW=1382MW)
(Excluding Units Under R&M)

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
51	05.625	1.875	07.50
52	06.075	2.025	08.10
53	06.525	2.175	08.70
54	06.975	2.325	09.30
55	07.425	2.475	09.90
56	07.875	2.625	10.50
57	08.625	2.875	11.50
58	09.375	3.125	12.50
59	10.125	3.375	13.50
60	10.875	3.625	14.50
61	12.150	4.050	16.20
62	13.050	4.350	17.40
63	13.950	4.650	18.60
64	14.850	4.950	19.80
65	15.750	5.250	21.00
66	16.650	5.550	22.20
67	17.550	5.850	23.40
68	18.450	6.150	24.60
69	19.800	6.600	26.40
70	21.150	7.050	28.20
71 & above	22.500	7.500	30.00

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Table- C : For PARICHHA TPS-(2X110MW+2X210MW=640MW)

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
67	05.625	1.875	07.50
68	06.075	2.025	08.10
69	06.525	2.175	08.70
70	06.975	2.325	09.30
71	07.425	2.475	09.90
72	07.875	2.625	10.50
73	08.625	2.875	11.50
74	09.375	3.125	12.50
75	10.125	3.375	13.50
76	10.875	3.625	14.50
77	12.150	4.050	16.20
78	13.050	4.350	17.40
79	13.950	4.650	18.60
80	14.850	4.950	19.80
81	15.750	5.250	21.00
82	16.650	5.550	22.20
83	17.550	5.850	23.40
84	18.450	6.150	24.60
85	19.800	6.600	26.40
86	21.150	7.050	28.20
87 & above	22.500	7.500	30.00

Table -D- : For Harduaganj TPS-(1X55+1X60+1X105 = 220MW)

[U#5 (60 MW) in Commercial Operation & U#4(55MW) Deleted]

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
45	05.625	1.875	07.50
46	06.075	2.025	08.10
47	06.525	2.175	08.70
48	06.975	2.325	09.30
49	07.425	2.475	09.90
50	07.875	2.625	10.50
51	08.625	2.875	11.50
52	09.375	3.125	12.50
53	10.125	3.375	13.50
54	10.875	3.625	14.50
55	12.150	4.050	16.20
56	13.050	4.350	17.40
57	13.950	4.650	18.60
58	14.850	4.950	19.80
59	15.750	5.250	21.00
60	16.650	5.550	22.20
61	17.550	5.850	23.40
62	18.450	6.150	24.60
63	19.800	6.600	26.40
64	21.150	7.050	28.20
65 and above	22.500	7.500	30.00

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Table – E: For Panki TPS-(2X105=210MW)

ESOF (%)	Incentive payable (% of Applicable Pay)		
	Monthly	Quarterly	Total
60	05.625	1.875	07.50
61	06.075	2.025	08.10
62	06.525	2.175	08.70
63	06.975	2.325	09.30
64	07.425	2.475	09.90
65	07.875	2.625	10.50
66	08.625	2.875	11.50
67	09.375	3.125	12.50
68	10.125	3.375	13.50
69	10.875	3.625	14.50
70	12.150	4.050	16.20
71	13.050	4.350	17.40
72	13.950	4.650	18.60
73	14.850	4.950	19.80
74	15.750	5.250	21.00
75	16.650	5.550	22.20
76	17.550	5.850	23.40
77	18.450	6.150	24.60
78	19.800	6.600	26.40
79	21.150	7.050	28.20
80 & above	22.500	7.500	30.00

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OIL CONSUMPTION INCENTIVE PAYMENT MATRIX

Table – F : For Anpara TPS & new constructed Units.

- (a) The matrix for payment of Oil Incentive shall be as under only when Generation Incentive is admissible for payment, subject to rounding up to the nearest second decimal place:

Oil Consumption in ml/kwh	Incentive as % of Applicable Pay
Above 2.00	Nil
2.00 - 1.76	1.00
1.75 - 1.51	1.25
1.50 - 1.26	1.50
1.25 - 1.01	1.75
1.00 - 0.76	2.0
0.75 - 0.51	2.25
0.50 & below	2.50

- (b) There will be no Incentive for Oil consumption between 2.01 ml/kwh and 4.00 ml/kwh.

- (c) **Dis-incentive for excessive oil consumption -**

The matrix for dis-incentive with respect to excessive oil consumption shall be as under, subject to rounding upto the nearest second decimal place:

Oil Consumption in ml/kwh	Dis-incentive as % of Applicable Pay
4.01 - 4.25	1.00
4.26 - 4.50	1.25
4.51 - 4.75	1.50
4.76 - 5.00	1.75
5.01 - 5.25	2.00
5.26 - 5.50	2.25
5.51 & above	2.50

JS

Table –G : For OBRA TPS

(a) The matrix for payment of Oil Incentive shall be as under only when Generation Incentive is admissible for payment, subject to rounding up to the nearest second decimal place:

Oil Consumption in ml/kwh	Incentive as % of Applicable Pay
Above 4.15	Nil
4.15 - 3.91	1.00
3.90 - 3.66	1.25
3.65 - 3.41	1.50
3.40 - 3.16	1.75
3.15 - 2.91	2.0
2.90 - 2.66	2.25
2.65 & below	2.50

(b) There will be no Incentive for Oil consumption between 4.16 ml/kwh and 6.15 ml/kwh.

(c) **Dis-incentive for excessive oil consumption -**

The matrix for dis-incentive with respect to excessive oil consumption shall be as under, subject to rounding upto the nearest second decimal place:

Oil Consumption in ml/kwh	Dis-incentive as % of Applicable Pay
6.16 - 6.40	1.00
6.41 - 6.65	1.25
6.66 - 6.90	1.50
6.91 - 7.15	1.75
7.16 - 7.40	2.00
7.41 - 7.65	2.25
7.66 & above	2.50

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Table – H : For PARICHHA TPS

(a) The matrix for payment of Oil Incentive shall be as under only when Generation Incentive is admissible for payment, subject to rounding up to the nearest second decimal place:

Oil Consumption in ml/kwh	Incentive as % of Applicable Pay
Above 5.00	Nil
5.00 - 4.76	1.00
4.75 - 4.51	1.25
4.50 - 4.26	1.50
4.25 - 4.01	1.75
4.00 - 3.76	2.0
3.75 - 3.51	2.25
3.50 & below	2.50

(b) There will be no Incentive for Oil consumption between 5.01 ml/kwh and 7.00 ml/kwh.

(c) **Dis-incentive for excessive oil consumption -**

The matrix for dis-incentive with respect to excessive oil consumption shall be as under, subject to rounding upto the nearest second decimal place:

Oil Consumption in ml/kwh	Dis-incentive as % of Applicable Pay
7.01 -7.25	1.00
7.26 - 7.50	1.25
7.51 - 7.75	1.50
7.76 - 8.00	1.75
8.01 - 8.25	2.00
8.26 - 8.50	2.25
8.51 & above	2.50

Table - I : Harduaganj TPS

(a) The matrix for payment of Oil Incentive shall be as under only when Generation Incentive is admissible for payment, subject to rounding up to the nearest second decimal place:

Oil Consumption in ml/kwh	Incentive as % of Applicable Pay
Above 7.25	Nil
7.25 – 6.99	1.00
7.00 – 6.74	1.25
6.75 - 6.49	1.50
6.50 – 6.24	1.75
6.25 – 5.99	2.0
6.00 – 5.74	2.25
5.75 & below	2.50

(b) There will be no Incentive for Oil consumption between 7.26 ml/kwh and 9.25 ml/kwh.

(c) **Dis-incentive for excessive oil consumption -**

The matrix for dis-incentive with respect to excessive oil consumption shall be as under, subject to rounding upto the nearest second decimal place:

Oil Consumption in ml/kwh	Dis-incentive as % of Applicable Pay
9.26 – 9.40	1.00
9.41 – 9.65	1.25
9.66 – 9.90	1.50
9.91 – 10.15	1.75
10.16 - 10.40	2.00
10.41 – 10.65	2.25
10.66 & above	2.50

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Table- J: For Panki TPS-(2X105=210MW)

(a) The matrix for payment of Oil Incentive shall be as under only when Generation Incentive is admissible for payment, subject to rounding up to the nearest second decimal place:

Oil Consumption in ml/kwh	Incentive as % of Applicable Pay
Above 4.25	Nil
4.25 – 4.01	1.00
4.00 - 3.76	1.25
3.75 - 3.51	1.50
3.50 - 3.26	1.75
3.25 - 3.01	2.0
3.00 - 2.76	2.25
2.75 & below	2.50

(b) There will be no Incentive for Oil consumption between 4.26 ml/kwh and 6.25 ml/kwh.

(c) **Dis-incentive for excessive oil consumption –**

The matrix for dis-incentive with respect to excessive oil consumption shall be as under, subject to rounding upto the nearest second decimal place:

Oil Consumption in ml/kwh	Dis-incentive as % of Applicable Pay
6.26 – 6.50	1.00
6.51 – 6.75	1.25
6.76 - 7.00	1.50
7.01 - 7.25	1.75
7.26 - 7.50	2.00
7.51 – 7.75	2.25
7.76 & above	2.50

**ILLUSTRATION FOR CALCULATION OF GENERATION INCENTIVE RATES -
MONTHLY AND QUARTERLY COMPONENTS**

S.No.	Month	Station-Anpara TPS			
		ESOF	GI Rates		
			Monthly	M+Q	Addl. in Qtr.
(a)	(b)	(c)	d=(c)-(b)		
1.1	April	86.00%	13.050%		
1.2	May	86.00%	13.050%		
1.3	June	84.00%	10.875%		
1.4	Total GI paid (1.1 - 1.3)		36.975%		
1.5	1st Qtr.(April-June)	85.00%		48.60%	11.625%
2.1	July	88.00%	14.850%		
2.2	August	81.20%	8.625%		
2.3	September	93.00%	19.800%		
2.4	Total GI paid (1.1 - 2.3)		91.875%		
2.5	2nd Qtr.(April - Sept.)	86.00%		104.40%	12.525%
3.1	October	86.00%	13.050%		
3.2	November	94.00%	21.150%		
3.3	December	99.00%	22.500%		
3.4	Total GI paid (1.1 - 3.3)		161.100%		
3.5	3rd Qtr. (April-Dec.)	89.00%		189.00%	27.900%
4.1	January	90.00%	16.650%		
4.2	February	100.00%	22.500%		
4.3	March	95.00%	22.500%		
4.4	Total GI paid (1.1 - 4.3)		250.650%		
4.5	4th Qtr. (April-March)	90.00%		266.40%	15.750%
Average Monthly Incentive in FINANCIAL YEAR					22.200%

N.B. Quarterly Incentive will be payable only when total monthly incentive paid in the quarter is less than the minimum based PLF% of the quarter. If it is less than zero, it will be treated as zero

SAMPLE CALCULATION SHEET FOR MONTHLY /QUARTERLY GENERATION INCENTIVE PAYMENT

The actual payment to be made to an individual shall be calculated from the following formula for employee of Group 'A' and Group 'B' 'C' in a month.

$$\frac{R}{100} \times \frac{D-Da}{D} \times A$$

- 'R' is the incentive rate corresponding to PLF achieved in the month.
- 'D' is the number of days in the month.
- 'Da' is the number of days, the employee is on leave etc.
- 'A' is the applicable pay.
- Casual leaves shall be taken as on duty. No other leave shall be counted for the purpose of incentives.

APPENDIX – 4(B)

Anpara TPS

Month	ESO	Normative Aux. Cons.	PLF As per UPERC	Monthly % (b)	M+Q (c)	Addl. In Quarter (c-b)	
Apr-06	875.804621	7.39	80.58	8.625	12.50x3		
May-06	908.799681	7.39	80.92	8.625			
June-06	913.224005	7.39	84.02	10.875			
		1 st Quarter	81.83	28.125	37.50	9.375	
July-06	980.198384	7.39	87.28	13.950	17.4x6		
Aug-06	1011.631428	7.39	90.07	16.650			
Sep-06	1021.616990	7.39	94.00	21.150			
		2 nd Quarter	86.14	89.250	104.40	15.15	
Oct-06	1043.312907	7.39	92.90	19.800	13.50x9		
Nov-06	820.486470	7.39	75.49	5.625			
Dec-06	740.890450	7.39	65.97	0			
		3 rd Quarter	83.47	129.825	121.50	0.00	
Jan-07	1025.437338	7.39	91.30	17.550	14.5x12		
Feb-07	804.105667	7.39	79.27	7.425			
Mar-07	1019.828721	7.39	90.80	17.550			
		4 th Quarter	84.43	172.35	174.00	1.65	
		Avg. monthly incentive in FY					14.50
TOTAL	11165.336662	7.39	84.43				

N.B. Quarterly Incentive will be payable only when total monthly incentive paid in the quarter is less than the minimum based PLF% of the quarter. If it is less than zero, it will be treated as zero