ANNEXURE - VII

OBJECTIVE ORIENTED PRODUCTIVITY MEASUREMENT MODEL
VII.1 The model and its implications can be understood by analysing any service organisation in 5 levels. For example in telecommunication sector, level 5 i.e. inputs in terms of manpower and expenditure can be planned and monitored against any fixed or standard norms of output, say 5 worker per 1000 telephone lines or Rs.100.00 as maintenance and operation cost per telephone connection.

VII.2 At yet another level—level-4—activities like number of calls booked per day per operator at 130 or enquiries handled at 197 or number of bills per clerk, etc. can be important indicators of productivity at intermediate levels though these activities at best could be termed as SYB-KEY TERMINAL outputs.

VII.3 At level-3 the KEY TERMINAL output like number of calls matured, number of lines or connections provided etc. could be important productivity measurement indicators when compared on a time scale or even when compared with unit output.

VII.4 Thus we see that productivity in terms of quantity, timeliness and effectiveness can be measured by properly aggregating the important factors of L3, L4 and L5 and also L3/L5, L4/5 or L4/4 (interactive ratios of various levels)

VII.5 Similarly at Organisational objective level (L2) productivity could be measured by comparing the achievements with the targets eg. 100,000 lines to be released by the next year, 10 stronger exchanges to be replaced by E-10-B, operational cost to be reduced by 5%, etc.

VII.6 At sectoral or subsectoral developmental objective (L-1) it can be abstract like development of indigenous technology, linking all villages, providing fast
Annexure VII.

communication facilities to industries or to defence or meteorological departments, etc. The productivity can be measured by comparing say X% of technology used is developed indigenously, Y% of villages linked etc.

VII.7 Thus we see that a number of productivity parameters can be developed within the levels or across the levels. The selection of parameter then will depend on the focus of monitoring and objectives of productivity measurement.

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