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Audit Report

Indiapost – Project Arrow

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Executive Summary

The Department of posts, India has launched 'Project Arrow', an initiative to transform India Post into a vibrant and responsive organization and to make a visible and positive difference in postal operations to benefit the customers.

This project envisages upgradation of Post Offices both in urban and rural areas from 10 Circles in terms of physical 'look and feel', conducive and friendly work environment both for the staff and the customers visiting the Post Offices, providing all IT enabled services through secure connectivity, improving the service quality levels in the core business areas e.g. Mails, Remittances and Postal Savings schemes.

The objectives of this project are as under:

- To make a visible, tangible and noteworthy difference in the Post Office operations that matters to "Aam Aadmi".
- To ensure short term impact through 500 Post Offices in primarily rural areas.
- To verify and certify progress on ongoing basis using clearly defined Key Performance Indicators for each improvement area.
- To lay the foundation for a comprehensive, long term transformation of India Post.

Scope of this project:

- To make Post Offices especially in the rural areas, a window for availing services, hitherto confined to urban locales;
- To enable Post Offices to play a larger role in the social and economic transformation of the country by taking up new roles and challenges;
- To transform the large man power into a committed and professional human resource;
- To provide IT enabled services based on the state of the art technology , especially in areas where it matters the most ;
- To change the "look and feel" of the post office to give it a distinct identity of its own,
- To ensure a return on investment necessary for a self- sustained growth and development.

The Department of Posts carries out regular Web-based monitoring of the performance of Post Office in the first phase of Project Arrow. In order to validate the results of monitoring India Post decided to appoint an independent auditor. TUV India Ltd. was appointed as an auditor to visit the 50 Post Offices and validate the results of the implementation of Project Arrow.

TUV had conducted 3 audits in each of the 50 selected post offices. These Audits were carried out in three consecutive months in each of these selected Post Offices from March 09 to May 09.

Each of the Post offices were rated on the following processes with the following weight age

Serial No	Processes	Weight age
1	Mailing	46
2	Remittances	12
3	Banking	10
4	Infrastructure & Office service Level	22
5	Human Resources	10
	Total	100

The five processes were further broken down into 18 sub processes (attributes) for ease of data collection, analysis, evaluation and for identification of potential improvement areas.

TUV made standard operation procedures (SOP's) in line with the Audit criteria's with forms & formats (5 Nos) to have uniformity and consistency in the processes and result.

These documents were circulated to all the Auditors involved in the processes. The Auditors visited all the 50 offices in person and conducted the Audits. The Schedule of the Audits was not informed to the Post offices to ensure objectivity and ensure an element of surprise in the process. The Auditors conducted the audits as per predefined methodology and collected the information in common formats.

The Auditors reached the city in which the post offices were located one day before the audit and visited the post offices before mail arrival time on the day of audit.

At the local stations, test letters were also posted to pre-selected addresses to test the delivery norm for ordinary letters.

The auditors after completing the Audit sent all the Audit Reports, completed forms and formats to TUV Delhi office where all the data was checked for completeness and correctness. The raw data was compiled and analyzed using MS excel.

Findings

The results of the audits are detailed in the subsequent sections; however a brief overview is listed below for ready reference.

1.0 Performance on Mail Delivery – Ordinary, Registered Post & Speed post

In the morning of the audit day the auditors checked processes and verified data pertaining to Mail arrival time, Postman reporting time, Postmen beat backup plan, Delivery Stamp impression, Mail Sorting completion time for Ordinary letter, Registered post and Speed post. Further the processes & records pertaining to Delivery performance of Ordinary, Registered Post and Speed Post letter were audited. The records pertained to letters received, missent, sent to other Post Offices, not sent out of delivery were checked in the first half of the day.

On return of the postman after delivery the records pertaining to the number of letters undelivered and percentage letter undelivered/returned with legible mark were checked. On basis of records scores were allotted to each activity out of the total score.

It was noted that in 50 Post Offices in three consecutive audits, **Registered letter performances was 99 %**, where as the figures for **Ordinary mail varied between 94 to 100%**. For **Speed post it ranged between 98 to 99 %**.

1.1 Feedback of Test letters

Auditors were also required to assess the time taken for delivery of letters to randomly selected recipients. Ten test letters were dropped in the mailbag at the respective RMS offices by the Auditor one day prior to the day of Audit. The name of the recipient was randomly selected from Telephone directory, Industrial directory, Internet or any such source. It was ensured that both the recipient and the mailbag lie within the in geographical purview of Post office being audited. The content of the test letters were prepared as per format given by India Post.

On the day of visit, the Auditor made personal contacts with the addressee to verify the receipt of the test letter after the return of Post man to the post office.

It was observed that the **post offices scored between 90 to 92% during the 3 rounds of Audit.**

This process would require to be studied in detail to make improvements as a much higher score was expected.

2.0 Remittances

On this attribute, the record of Money Order delivery performance and booking performance were verified.

The records pertaining to number of Money orders received, missent, sent to other Post Offices, sent out for delivery, undelivered due to wrong address/refused incomplete address, percent on Money order delivered etc were verified during the audit

It was noted that **Money order delivery performance was 100 %** on all the Audits.

The records pertaining to number of Money orders, VPMO , Speed post , Local MOs, e MOs booked were verified during the audit

Post offices scored an overall score of 96 to 98% on the performance of booking of money orders.

3.0 Banking

The number of requests pertaining to Pending account transfer request, Pending deceased claim cases, pending signatures scans scheme wise in SB , RD , MIS, NSC , KVP were verified through manual records and through the system. Further process of updation of pass books through passbook printers was observed and its relevant records were verified.

On consolidation of the results, it was observed that Banking Performance is a process in which maximum improvement is possible as the performance ranged from 72 % in the first round to 81 % in the third round of audit.

Appropriate action may be taken to improve the performance after a root cause analysis is done.

4.0 Infrastructure

All the 50 post offices under the audit schedule were found to be having adequate infrastructure in terms of computer hardware, writing ledge, Information kiosk, Chairs for customer, Availability of forms, Number of serving counters and citizen charter. Infrastructure at all Post offices was found uniform and adequate .It was observed that Computer hardware resource are optimally used in most of branches

However the Auditors noted that there is only one printer for printing of passbooks available in HPO and SPO. This may be inadequate in view of number of accounts at the HPO.

In light of above, the number of passbook printers available at HPO may be reviewed vis-à-vis the numbers of accounts.

4.1 Office Service Level

The Auditors requested the customers to fill in a Customer satisfaction survey form on the day of the Audit. 3562 customers filled the form in 50 post offices in the three Audits. Customer Satisfaction form with ten parameters were used. The form used is appended in the report as Annexure 3.

On analysis of the completed form, it was observed that average Customer satisfaction score is 9.52 on a scale of 10. The customers are very much satisfied with the service of 50 Post Offices.

5.0 Human Resources

The satisfaction level of the employees was evaluated using a survey form with 10 questions which was provided to all the employees who were present on the day of audit. On collation of the data, it was revealed that employees are highly motivated and dedicated. The score of Staff survey was 5.8 on a scale of 6.

Training programs on use of computers may be conducted once again. This will result in better operational efficiency especially with respect to banking operations and shall reduce customer waiting time in general

Sources of Error

This Audit was an exhaustive exercise involving 50 Post offices in ten states with a large sample size. The forms were filled by the Customer and staff present on the venue on the Audit date.

The Scoring of Post Office was based on actual verification of documents and only 4% based on Auditor's subjectivity.

About TUV

TUV India is a premier organization in the field of Certification & Inspection. TÜV India Pvt Ltd was incorporated in India in the Year 1989.

We are subsidiary of TUV Nord group which is working last 140 Years in the field of Quality, Safety, Health, Standardization, Certification and Inspection.

The TUV-Nord has presence in 70 countries and offers expert services through a global network .It employs more than 7000 professional worldwide and has turnover close to 1 billion Euros.

We offer entire range of services in certification & inspection in India and South Asia with our contingent of professionally qualified and industry experienced Auditors & Inspectors.

Our services are directed at ensuring optimization of our customer operational efficiencies and thereby maximizing of their satisfaction.

Scope of Audit

1. Audit includes and is not limited to

- Sending test letters from selected post offices to other locations to evaluate end to end transit time.
- Posting test letters at mail office to test next day delivery in identified post offices. Surprise visits at a post office to audit operations such as mail arrival time, postman absenteeism, beat completion time, money order payment, letters not delivered by a postman, Savings Bank transactions, use of multi counter operations etc.
- Survey to understand customer satisfaction, staff satisfaction. This includes a customer survey to be done within the post office (randomly selected 30 customers for larger offices and 15 for smaller offices (Smaller Office is a Class –III and II i.e. Double and Single handed Office –All efforts were made to collect the required number of forms. In smaller offices, in exceptional cases where reasons are recorded, the maximum permissible deviation allowed for collection of these forms is 20 %) and a staff survey (Minimum number of staff to be surveyed is 25 and where the number of staff is less than 25 all the staff of the post office covered.). Both these surveys included reviewing availability of forms, staff courteousness, staff diligence, queuing time, multi counter operations, adequacy of computers to meet customer demands, preferential treatment to agents, availability of customer facilities etc.

2. Operations under review

India post operations are broadly classified under three functional areas

1. Mail (ordinary, accountable – speed post, registered post, parcel);
2. Savings bank (SB) – different type of accounts and savings certificates / insurance schemes
3. Remittances – money order booking and payment

3. Standard Processes review

- Mail arrives from mail office in the morning on time
- All mail is supposed to be sorted and distributed to postmen by beats
- All mail given to postmen is supposed to be delivered same day to customers
- All money order received by a post office is supposed to be delivered same day to customers
- All accountable articles (speed post / regd. Post / money order etc.) not delivered to customers have a valid reason code and intimation served to customers re: mail availability

- Front office staff is knowledge-able in all savings bank products and is able to guide customers on right products
- Time to withdraw cash from SB counter is within norms and not inter day
- Forms/stamps/envelopes are easily available to customers
- Customer waiting time is minimum (less than 15 minutes). There should be multiple services counters to reduce customer wait time
- Post offices are clean and having good ambience
- The customer experience including reduced waiting time, staff helpfulness, staff courteousness is supposed to be high
- Post office staff is energized and highly motivated.

4. The review / audit is limited to the following parameters

- Processes:
 - Mail – including test mail letters, mail arrival, sorting, mail delivery, letter box clearance and others
 - Office service – including customer surveys, staff surveys, adequacy of infrastructure / computers etc.
 - Bank and Remittances – customer service, transaction time, account closure / account transfer process, money order delivery and others
- Geography – Ten states to be covered
 - North – UP, Uttarakhand,
 - East – Jharkhand, Orissa, North East (2 post offices)
 - South – Andhra Pradesh, Tamil Nadu
 - West – Maharashtra, Rajasthan, MP
- Number of post offices
 - 50 post offices spread across the states with 2 being least in a state (North East) and 7 being most in (Tamil Nadu)
- Frequency of visit
 - Each post office reviewed for a full day once a month with mail office visits the previous day/night for test mail insertion
 - Mix of on site and off site (test letters) review

5. Post Offices identified for Operations Audit – Project Arrow –Phase- I

Sl. No.	Name of the identified Post Office	Postal Division	Revenue District	Postal Region
1	Nekkonda Sub Post office	Warangal	Warangal	Hyd. Region
2	Kohir Sub Post office	Sangareddy	Medak	Hyd. Region
3	Pattikonda LSG Sub Post office	Kurnool	Kurnool	Kurnool
4	Dwaraka Tirumala Sub Post office	Eluru	West Godavari	Vijaywada
5	Sompeta Sub Post office	Srikakulam	Srikakulam	Visakhapatana m
6	Doranda Head Postoffice	Ranchi	Ranchi	Ranchi
7	Madhupur Sub Post Office	Dumka	Deoghar	Ranchi
8	Jamshedpur Head Post office	Jamshedpur	Jamshedpur	Ranchi
9	Hazaribagh Head Post Office	Hazaribagh	Hazaribagh	Ranchi
10	Guna Head Post Office	Guna	Guna	Indore
11	Shivpuri Head Post Office	Guna	Shivpuri	Indore
12	Ashok Nagar Mukhya Dak Ghar	Guna	Guna	Indore
13	Nanda Nagar Sub Post Office	Indore City	Indore	Indore
14	Morena Head Post Office	Chambal	Morena	Indore
15	Morar Head Post Office	Gwalior	Gwalior	Indore
16	Bhandara Head Post Office	Nagpur Mfl. Dn.	Bhandara	Nagpur
17	Jawhar Sub Post Office	Thane West	Thane	Mumbai
18	Baramati Sub Post Office	Pune Muffasil	Pune	Pune

19	Nanded Head Post Office	Nanded	Nanded	Aurangabad
20	Calangute Sub Post Office	North Goa	Goa	Goa
21	Cherrapunjee Sub Post Office	Meghalaya	East Khasi Hills	North-East
22	Mokokchung Mukhya Dak Ghar	Nagaland	Mokokchung	North-East
23	Kamakshyanagar Sub Post Office	Dhenkanal	Angul	Sambalpur
24	Barpali Sub Post Office	Sambalpur	Bargarh	Sambalpur
25	Gopalpur Sub Post Office	Berhampur	Ganjam	Berhampur
26	Puri Head Post Office	Puri	Puri	Bhubaneshwar
27	Chandabali Sub Post office	Bhadrak	Bhadrak	Bhubaneshwar
28	Mukundgarh Sub Post Office	Jhunjhunu	Jhunjhunu	Jodhpur
29	Shahpura Sub Post Office	Bhilwara	Bhilwara	Ajmer
30	Jhalawar Head Post Office	Kota	Jhalawar	Ajmer
31	Nandanwan Sub Post Office	Jodhpur	Jodhpur	Jodhpur
32	Rajasthan Secretariat Sub Post Office	Jaipur	Jaipur	Jaipur
33	Perambalur	Srirangam	Perambalur	Tiruchirapalli
34	Madanagopalapuram	Srirangam	Perambalur	Tiruchirapalli
35	Thuraiyur	Srirangam	Perambalur	Tiruchirapalli
36	Padalur	Srirangam	Perambalur	Tiruchirapalli
37	Chettikulam	Srirangam	Perambalur	Tiruchirapalli
38	Ariyalur	Trichy	Ariyalur	Tiruchirapalli
39	Jeyankondam	Trichy	Ariyalur	Tiruchirapalli
40	Thuraiyur	Srirangam	Tiruchy	Tiruchirapalli

41	Tirukuvalai	Nagapattinam	Nagapattinam	Tiruchirapalli
42	Amethi Mukhya Dak Ghar	Sultanpur	Sultanpur	Lucknow
43	Bhadohi Mukhya Dak Ghar	Varanasi West	Varanasi	Allahabad
44	Nawabganj Sub Post Office	Gonda	Gonda	Gorakhpur
45	Kaisarganj Sub Post Office	Bahraich	Bahraich	Gorakhpur
46	Akbarpur Sub Post Office	Kanpur Muffasil	Kanpur Dehat	Kanpur
47	Narendranagar Sub Post Office	Tehri	Tehri	Uttarakhand
48	Rajpur Sub Post Office	Dehradun	Dehradun	Uttarakhand
49	Satpuli Sub Posst Office	Pauri	Pauri Garhwal	Uttarakhand
50	Kichha Sub Post office	Nainital	Udham Singh Nagar	Uttarakhand

Audit Process and methodology

1. The audit of Project Arrow involved
 - a. Rating the post office
 - b. Validating the Key Performance Indicators devised for Project Arrow
 - c. End to end test letter posting from Project Arrow post offices to another location (Delhi)
2. Post Office rating is based on the scoring as detailed in table below:

S.No	Silo	Overall Points - Silo wise	Audit Process	Points - Component wise
1	Mail	46	Mail arrival time	2
			Postmen reporting on time	4
			Postmen beat back up plan	4
			Delivery stamp impression	2
			Mail Sorting Completion time	2
			Adherence to scheduled delivery hours	4
			Ordinary letter delivery performance	2
			Registered letter delivery performance	8
			Speedpost delivery performance	8
			Feedback of Test letters (Ordinary)	10
2	Remittances	12	Money Order delivery performance	8
			Money Order booking performance (eMO)	4
3	Savings Bank	10	Banking performance	10
4	Office Service Level/Infrastructure/Technology	22	Cleanliness & Ambience	2
			Infrastructure & support system	10
			Customer feedback forms (15 for smaller /30 for bigger post offices)	10
5	HR	10	Staff efficiency (scale of 1 to 4)	4
			Staff satisfaction feedback forms (Minimum of 25 forms. In Offices with less than 25 staff all available staff would be covered)	6
Total				100

3. Detailed breakup of silo wise scores and tolerance levels are shown below:

Mail Silo

Silo	Silo score	Audit Process	Detailed scoring methodology and Tolerance levels	Component score
Mail	46	Mail arrival time	Tolerance of 10 minutes; Deviation from mail arrival time as per Due Mail and Sorting List (Deviation should be less than 10 minutes - more than 10 minutes score zero; within 10 minutes - 2 points)	2
		Postmen beat back up plan	Zero tolerance levels; Percentage postmen who went out for delivery - (If 100 % score -4 points; less than 100 % - zero points)	4
		Postmen reporting time	Zero tolerance levels; Percentage postmen who reported on time in the morning (If 100 % score -4 points; less than 100 % - zero points)	4
		Delivery stamp impression	If delivery stamp impression is accurate and legible 2 points otherwise zero points.	2
		Mail Sorting Completion time	If morning mails were sorted out 15- 30 minutes before scheduled delivery hours then 2 points awarded; otherwise zero points	2
		Adherence to delivery hours	Zero Tolerance levels; Percentage of postmen leaving on the scheduled delivery hours (If 100 % score - 4 points; less than 100 % - zero points)	4
		Ordinary letter delivery performance	Percentage ordinary letters not sent out for delivery (0.5 points for zero percent not sent out for delivery)	0.5
			Number of ordinary letters undelivered out of sent out for delivery (Undelivered more than 0 % will be scored 0. Undelivered 0 % will score 1)	0.5
			Percentage letters undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1
		Feedback of Test letters (Ordinary)	Percentage letters not delivered out of confirmation sought (Delivery less than 100 % will be awarded zero points)	10
		Registered letter delivery performance	Percentage regd letters not sent out for delivery (1 point for zero percent not sent out for delivery;more than zero percent zero points)	1
			Percentage regd letters undelivered out of letter sent out for delivery (undelivered -0 % - 6 points; 5 % - 5 points; 10 % -4 points; 15 % - 3 points; 20 %-2 points; less than 20 % - zero points; (If there are no regd post received for delivery they will	6
			Percentage letters undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1
		Speedpost delivery performance	Percentage speed letters not sent out for delivery (1 point for zero percent not sent out for delivery;more than zero percent zero points)	1
Percentage letters undelivered out of letter sent out for delivery (undelivered -0 % - 6 points; 3 % - 5 points; 5 % -4 points; 10 % - 3 points; 15 %-2 points; less than 15 % - zero points; (If there are no speedpost received for delivery they will scor	6			
Percentage Speedpost undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1			

Remittances Silo

Silo	Silo score	Audit Process	Detailed scoring methodology and Tolerance levels	Component score
Remittances	12	Money Order delivery performance	Percentage Money Orders delivered (Delivery of 100 % - 7 points; 100 -95 % - 6 points;90-95 -5 points; 85-90 -4 points; 80-85-3 points; 75-80 -2 points; 70 -75- 1 point; less than 70 % - zero points) If there are no money orders received for delivery the	7
			Percentage MO undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1
		Money Order booking performance	Number of eMOs booked out of bookable money orders (eMO cannot be booked for local,speedpost and VPMOs and therefore they are not bookable MOs) (if 100 % eMO booked - 4 points; 80-99 %- 2 points; less than 80 % - zero points	4

Savings Bank Silo

Silo	Silo score	Audit Process	Detailed scoring methodology and Tolerance levels	Component score
Savings Bank	10	Banking performance	Number of pending account transfer requests (less than 5 cases will get a score of 2)	2
			Number of pending deceased claim cases (less than 5 cases will get a score of 2)	2
			Number of pending signature scans - SB (The accounts opened in the last two days before audit which have not been electronically captured will not be taken into account for deciding the number of signature scans pending - If no signature scans are pending then 1 points scored or otherwise zero points.)	1
			Number of pending signature scans - RD (The accounts opened in the last two days before audit which have not been electronically captured will not be taken into account for deciding the number of signature scans pending - If no signature scans are pending then 1 points scored or otherwise zero points.)	1
			Number of pending signature scans - MIS (The accounts opened in the last two days before audit which have not been electronically captured will not be taken into account for deciding the number of signature scans pending - If no signature scans are pending then 1 points scored or otherwise zero points.)	1
			Number of pending signature scans - NSC/KVP (The accounts opened in the last two days before audit which have not been electronically captured will not be taken into account for deciding the number of signature scans pending - If no signature scans are pending then 1 points scored or otherwise zero points.)	1
			Number of passbooks of customers through passbook printers.- Yes/No/Partially; If yes, 2 points otherwise zero points	2

Office Service Level/Technology/Infrastructure Silo

Silo	Silo score	Audit Process	Detailed scoring methodology and Tolerance levels	Component score
Office Service Level/Infrastructure/Technology	22	Cleanliness & Ambience	Presence of housekeeping/cleaning staff (Adequate/Not adequate)	2
			Cleanliness in post office (Very Good/Satisfactory/Needs improvement/Bad)	
		Infrastructure & support system	Availability of writing ledge - Yes/No (If yes 1 point; otherwise zero points)	1
			Functioning of information Kiosk - (Yes/No)(If yes 1 point; otherwise zero points)	1
			Availability of customer waiting chairs - (Yes/No)	1
			Adequacy of customer waiting chairs- (Adequate/inadequate)(If adequate 1 point; otherwise zero points)	
			Display of Citizen's Charter displayed at post office (Yes/No) - (If yes 1 point; otherwise zero points)	1
			Customization of Citizen Charter - (Yes/No) (If yes 1 point; otherwise zero points)	
			Availability of forms (SB - Deposit/withdrawal) /MO forms - (Yes/No) - (If yes 1 point; otherwise zero points)	1
			Availability of Multipurpose counters for savings bank and other services (Yes/No) (If yes 1 point; otherwise zero points)	1
			Adequacy of counters- Yes/No (If adequate 1 point; otherwise zero points)	1
			Average waiting time of customer (From Customer feedback forms - If waiting time is less than 15 minutes score 1 point)	1
			Allotment of Separate timings for agents Yes/No (If yes 1 point; otherwise zero points)	1
			Average time taken to withdraw cash from SB counter (norm is 5 or less than 5 minutes- 1 point)	1

		Customer feedback forms (15 for smaller /30 for bigger post offices- All Class -III and II Offices are classified as smaller offices)	Score of 10	10
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Human Resources Silo

Silo	Silo score	Audit Process	Detailed scoring methodology and Tolerance levels	Component score
HR	10	Staff efficiency (scale of 1 to 4)	Turnout of Postmen and GDS Staff in Uniform,(Specified Postmen uniform is light blue shirt and dark blue pants) and GDS/Counter staff wear Red Logo Jackets ; Graded as follows - 100 % - 4 scale; 75- 100 % -3 scale; 50-75% -2 scale less than 50 % -1 scale)	1
			Staff courteousness 4- Courteous 3- Average 2- Unfriendly 1- Rude (If 4, 1 point; 3,0.75,2,0.5.1,0.25)	1
			Knowledge of staff and ability to guide customers 4- Exceptional 3- Knowledgeable 2- Average 1-Poor (If 4, 1 point; 3,0.75,2,0.5.1,0.25)	1
			Ability of staff to operate computer systems 4- Exceptional 3- Good 2- Average 1- Poor (If 4, 1 point; 3,0.75,2,0.5.1,0.25)	1
		Staff satisfaction feedback forms (Minimum of 25 forms. In Offices with less than 25 staff all available staff would be covered)	Score of 6	6

4. The Key Performance Indicators identified for Project Arrow were also validated by the Auditors on the day of visit to the post offices. The KPIs validated are as follows:

Key Performance Indicators	Value	Post Office	Circle	National
Per cent mail not sent for delivery (Ord)	%			
Per cent mail not sent for delivery (Regd)	%			
Per cent mail not sent for delivery (Speed)	%			
Per cent mail not delivered same day (Ord)	%			
Per cent mail not delivered same day (Regd)	%			
Per cent mail not delivered same day (Speed)	%			
Percent of MO paid same day	%			
Percent of eMO booked	%			
Pending deceased claim cases	Number			
Average wait time*	Minutes			
Customer satisfaction score	score of 10			

First Audit visit ratings/findings- March 2009

1. Criteria wise ranking-First Visit

The criteria wise ranking for the first visit of audit is shown in table below:

Rank	Audit Criteria	First Visit Score (%)
1	Postmen beat back up plan	100%
2	Money Order delivery performance	100%
3	Registered letter delivery performance	99%
4	Speedpost delivery performance	98%
5	Money Order booking performance	97%
6	Staff satisfaction feedback forms	96%
7	Customer feedback forms	95%
8	Ordinary letter delivery performance	94%
9	Cleanliness & Ambience	93%
10	Infrastructure & Support System	92%
11	Feedback of Test letters	90%
12	Postmen reporting time	89%
13	Staff efficiency	86%
14	Delivery stamp impression	82%
15	Adherence to delivery hours	80%
16	Mail Sorting Completion time	80%
17	Mail arrival time	76%
18	Banking performance	72%

2.KPI Validation at National Level – first Visit

Key Performance indicators	Value	Tolerance	National KPI
Per cent mail not sent for delivery (Ord)	%	0%	0.32%
Per cent mail not sent for delivery (Regd)	%	0%	0.06%
Per cent mail not sent for delivery (Speed)	%	0%	0.00%
Per cent mail not delivered same day (Ord)	%	0%	0.03%
Per cent mail not delivered same day (Regd)	%	5%	0.24%
Per cent mail not delivered same day (Speed)	%	3%	0.25%
Percent of MO paid same day	%	5%	99.94%
Percent of eMO booked	%	0%	98.00%
Pending deceased claim cases	Number	Less than 5	2.2
Average wait time	Minutes	15 minutes	5.17
Customer satisfaction score	score of 10	8	9.48
Staff satisfaction score	score of 6		5.82

3. Post Office Rating of the 50 Post Offices is shown in table below-First Visit

S.No	Name of post office	Score	S.No	Name of post office	Score
1	Cherrapunjee	99.5	26	Mukundgarh	93.75
2	Dwarka Tirumala	99.5	27	Narendranagar	93.5
3	Madangopalpuram	99.5	28	Barpali	93
5	Gopalpur	99.5	29	Bhadohi	93
4	Pattikonda	98.75	30	Ashoknagar	92.5
6	Perambalur	98	31	Kamakshyanagar	92.5
7	Nawabganj	97.75	32	Kohir	92
8	Shivpuri	97.5	33	Thuraimangalam	90.5
9	Mokokchung	97.25	34	Satpuli	90
10	Kaisarganj	96.75	35	Hazaribagh	88.75
11	Padalur	96.75	36	Baramati	88.5
12	Ariyalur	96.5	37	Nekkonda	88.5
13	Puri	96.5	38	Doranda	88.25
14	Amethi	96.25	39	Jamshedpur	88
15	Nanda nagar	96.25	40	Thuraiyur	87.5
16	Akbarpur	95.75	41	Calangute	84
17	Chandabali	95.75	42	Madhupur	83.5
18	Tirukuvalai	95.5	43	Shahpura	82.25
19	Chettikulam	94.75	44	Secretariat	80.75
20	Rajpur	94.75	45	Jhalawar	79.75
21	Guna	94.5	46	Nandanwan	77.5
22	Jeyankondam	94.5	47	Jawhar	73.75
23	Morena	94	48	Nanded	71.75
24	Sompeta	94	49	Morar	71.5
25	Kichha	93.75	50	Bhandara	67.75

4. End to End Test letter results- First Visit

Circle	Post Office	Receipt at Delhi - Days - D +	Circle	Post Office	Receipt at Delhi -Days - D +	
Maharashtra	Jawhar	8	Tamil Nadu	Padalur	4	
	Calangute	3		Chettikulam	3	
	Bhandara	2		Madangopalpuram	4	
	Nanded	6		Thuraimangalam	4	
	Baramati	5		Perambalur	Not received	
Rajasthan	Secretariat	6		Ariyalur	4	
	Mukundgarh	5		Jeyankondam	4	
	Nandanwan	7		Tirukuvalai	6	
	Shahpura	4		Thuraiyur	5	
	Jhalawar	4		Akbarpur	4	
Jharkhand	Hazaribagh	3		Uttar Pradesh	Nawabganj	4
	Madhupur	7			Kaisarganj	8
	Jamshedpur	2			Bhadohi	6
	Doranda	4			Amethi	4
Andhra Pradesh	Kohir	3			Uttarakhand	Kichha
	Nekkonda	4	Satpuli	6		
	Dwarka	4	Rajpur	5		
	Sompeta	6	Narendranagar	3		
	Pattikonda	7	Ashoknagar	11		
North East	Mokokchung	6	Madhya Pradesh	Shivpuri	6	
	Cherrapunjee	6		Guna	5	
Orissa	Barpali	7		Morena	3	
	Chandabali	4		Morar	2	
	Gopalpur	3		Nanda nagar	4	
	Kamakshyanagar	13				
	Puri	3				

4.1. Summary of end to end test letter findings

Delivery	Number of test letters delivered	Percentage delivered
D+1	0	0%
D+2	3	6%
D+3	8	16%
D+4	15	30%
D+5	6	12%
D+6 and above	18	36%

5. Audit findings for first Audit:

Conclusion:

Overall Rating of Post Offices:

Sl.No.	Score Range	No. Of Post Offices	% of Total
1	90-100	32	64
2	80-90	12	24
3	70-80	5	10
4	60- 70	1	2
	Total	50	100

Best Processes

- Postmen beat back up Plan
- Money Order Delivery Performance
- Registered Letter Delivery Performance
- Speed Post Delivery Performance

Processes which needs improvement

- Banking performance
- Mail arrival time
- Mail Sorting Completion time
- Adherence to delivery hours

Best Post Offices

- Cherrapunjee Sub Post Office
- Dwarka Sub Post Office
- Madangopalpuram Sub Post Office
- Gopalpur Sub Post Office

Name of Post Office	Total score out of 100	Strong Processes (Score Achieved /Score Allocated)			
Cherrapunjee	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Dwarka	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Madangopalpuram	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Gopalpur	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)

Post Offices which needs improvement

- **Bhandara Head Post Offices**
- **Nanded Head Post office**
- **Morar Head Post Office**
- **Jawahar Sub Post Office**
- **Nandanwan Sub Post Office**

Name of Post Office	Total score out of 100	Weak Processes (Score Achieved /Score Allocated)			
		Bhandara	67.75	Postman reporting Time (0/4)	Mail Sorting Completion Time (0/2)
Nanded	71.75	Mail Arrival Time (0/2)	Banking Performance (5/10)	Feedback of Test Letters (0/10)	Infrastructure & Support System (5.5/10)
Morar	71.5	Mail Arrival Time (0/2)	Postman reporting Time (0/4)	Adherence to delivery hours (0/4)	Banking Performance (2/10)
Jawahar	73.75	Mail Arrival Time (0/2)	Adherence to delivery hours (0/4)	Banking Performance (4/10)	Feedback of Test Letters (0/10)
Nandanwan	77.50	Mail Arrival Time (0/2)	Postman reporting Time (0/4)	Adherence to delivery hours (0/4)	Banking Performance (4/10)

Second Audit visit ratings/findings- April 2009

1. Criteria wise ranking

The criteria wise ranking for the second visit of audit is shown in table below:

Rank	Audit Criteria	Second Visit Score (%)
1	Postmen beat back up plan	100%
2	Money Order delivery performance	100%
3	Ordinary letter delivery performance	100%
4	Speedpost delivery performance	99%
5	Money Order booking performance	98%
6	Registered letter delivery performance	98%
7	Staff satisfaction	96%
8	Infrastructure & Support System	95%
9	Customer satisfaction score	95%
10	Cleanliness & Ambience	93%
11	Adherence to delivery hours	93%
12	Feedback of Test letters	92%
13	Mail arrival time	90%
14	Postmen reporting time	88%
15	Mail Sorting Completion time	86%
16	Delivery stamp impression	84%
17	Staff efficiency	83%
18	Banking performance	82%

2. KPI Validation at National Level-Second Visit

Key Performance Indicators	Value	Tolerance	National KPI
Per cent mail not sent for delivery (Ord)	%	0%	0.00%
Per cent mail not sent for delivery (Regd)	%	0%	0.00%
Per cent mail not sent for delivery (Speed)	%	0%	0.00%
Per cent mail not delivered same day (Ord)	%	0%	0.00%
Per cent mail not delivered same day (Regd)	%	5%	0.10%
Per cent mail not delivered same day (Speed)	%	3%	0.05%
Percent of MO paid same day	%	5%	100%
Percent of eMO booked	%	0 %	98 %
Pending deceased claim cases	Number	Less than 5	0.36
Average wait time	Minutes	15 minutes	4.8
Customer satisfaction score	score of 10	8	9.5
Staff satisfaction score	score of 6	-	5.8

3. Post Office rating of the 50 Post Offices is shown in table below- Second Visit

S.No.	Name of post office	Score	S.No	Name of post office	Score
1	Dwarka	99.5	26	Thuraimangalam	95.25
2	Gopalpur	99.5	27	Bhadohi	95
3	Nekkonda	99.5	28	Mokokchung	94
4	Madangopalpuram	99.5	29	Thuraiyur	93.5
5	Barpali	98.5	30	Kichha	93.25
6	Kohir	98.5	31	Shahpura	92.75
7	Perambalur	98.5	32	Ashoknagar	92.5
8	Kaisarganj	98	33	Shivpuri	92.25
9	Kamakshyanagar	97.75	34	Nawabganj	92
10	Narendranagar	97.75	35	Sompeta	91.5
11	Rajpur	97.75	36	Madhupur	90.5
12	Guna	97.5	37	Morena	90
13	Tirukuvalai	97.5	38	Rajasthan Secretariat	89.75
14	Mukundgarh	97.25	39	Morar	89.25
15	Pattikonda	97.25	40	Padalur	88.5
16	Chandabali	97	41	Akbarpur	88
17	Puri	97	42	Bhandara	88
18	Amethi	96.75	43	Jawhar	87.5
19	Cherrapunjee	96.75	44	Doranda	86.75
20	Ariyalur	96.5	45	Nanda nagar	86.75
21	Baramati	96.5	46	Jhalawar	86.25
22	Chettikulam	96.5	47	Nanded	86.25
23	Nandanwan	96.5	48	Jamshedpur	85
24	Jeyankondam	95.5	49	Hazaribagh	84
25	Satpuli	95.25	50	Calangute	76.5

4. End to End Test letter results

Circle	Post Office	Receipt at Delhi -Days - D +	Circle	Post Office	Receipt at Delhi -Days - D +
Maharashtra	Jawhar	4	Tamil Nadu	Padalur	3
	Calangute	5		Chettikulam	5
	Bhandara	3		Madangopalpuram	4
	Nanded	3		Thuraimangalam	3
	Baramati	5		Perambalur	3
Rajasthan	Secretariat	3		Ariyalur	4
	Mukundgarh	4		Jeyankondam	6
	Nandanwan	4		Tirukuvalai	5
	Shahpura	5		Thuraiyur	3
	Jhalawar	3		Uttar Pradesh	Akbarpur
Jharkhand	Hazaribagh	5	Nawabganj		5
	Madhupur	5	Kaisarganj		4
	Jamshedpur	5	Bhadohi		8
	Doranda	4	Amethi		7
Andhra Pradesh	Kohir	5	Uttarakhand	Kichha	7
	Nekkonda	5		Satpuli	2
	Dwarka	4		Rajpur	4
	Sompeta	5		Narendranagar	3
	Pattikonda	4	Madhya Pradesh	Ashoknagar	6
North East	Mokokchung	4		Shivpuri	4
	Cherrapunjee	4		Guna	8
Orissa	Barpali	4		Morena	6
	Chandabali	3		Morar	12
	Gopalpur	4		Nanda nagar	4
	Kamakshyanagar	3			
	Puri	3			

4.1. Summary of end to end test letter findings

Delivery	Number of test letters delivered at Delhi from Project Arrow Post Office	Percentage delivered
D+1	0	0%
D+2	1	2%
D+3	12	24%
D+4	16	32%
D+5	12	24%
D+6 and above	9	18%

5. Audit findings for Second Audit:

Conclusion:

Overall Rating of Post Offices:

Sl.No.	Score Range	No. Of Post Offices	% of Total
1	90-100	37	74
2	80-90	12	24
3	70-80	1	2
4	60- 70	0	0
	Total	50	100

Best Processes

- Postmen beat back up Plan
- Money Order Delivery Performance
- Ordinary Letter Delivery Performance
- Speed Post Delivery Performance

Processes which needs improvement

- Banking performance
- Staff Efficiency
- Delivery Stamp Impression
- Mail Sorting Completion Time

Best Post Offices

- **Dwarka Sub Post Office**
- **Madangopalpuram Sub Post Office**
- **Gopalpur Sub Post Office**
- **Nekkonda Sub Post Office**

Name of Post Office	Total score out of 100	Strong Processes (Score Achieved /Score Allocated)			
		Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Nekkonda	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Dwarka	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Madangopalpuram	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Gopalpur	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)

Post Offices which needs improvement

- Calangut Sub Post Office
- Hazaribagh Head Post Office
- Jamshedpur Head Post Office
- Nanded Head Post office

Name of Post Office	Total score out of 100	Weak Processes (Score Achieved /Score Allocated)			
Nanded	86.25	Mail Arrival Time (0/2)	Banking Performance (4/10)	Infrastructure & Support System (7/10)	Registered Letter Delivery Performance (7/8)
Jamshedpur	85	Mail Arrival Time (0/2)	Postman reporting Time (0/4)	Delivery Stamp impression (0/2)	Banking Performance (5/10)
Hazaribagh	84	Mail Arrival Time (0/2)	Postman reporting Time (0/4)	Mail Sorting Completion Time (0/2)	Adherence to delivery hours (0/4)
Calangute	76.5	Postman reporting Time (0/4)	Registered Letter Delivery Performance (3/8)	Speed Post Delivery Performance (5/8)	Feedback of Test Letters (0/10)

Third Audit Visit – Ratings/Findings –May 2009

1. Criteria wise ranking

The criteria wise ranking for the third visit of audit is shown in table below:

Rank	Audit Criteria	Third Visit Score (%)
1	Money Order delivery performance	100%
2	Postmen beat back up plan	100%
3	Registered letter delivery performance	99%
4	Speedpost delivery performance	99%
5	Ordinary letter delivery performance	98%
6	Postmen reporting time	98%
7	Staff satisfaction feedback forms	97%
8	Customer feedback forms	96%
9	Money Order booking performance	96%
10	Infrastructure & Support System	95%
11	Adherence to delivery hours	95%
12	Mail arrival time	94%
13	Mail Sorting Completion time	92%
14	Feedback of Test letters	90%
15	Cleanliness & Ambience	90%
16	Staff efficiency	85%
17	Banking performance	81%
18	Delivery stamp impression	80%

2. KPI Validation at National Level

Key Performance Indicators	Value	Tolerance	National KPI
Per cent mail not sent for delivery (Ord)	%	0%	0.00%
Per cent mail not sent for delivery (Regd)	%	0%	0.00%
Per cent mail not sent for delivery (Speed)	%	0%	0.00%
Per cent mail not delivered same day (Ord)	%	0%	0.00%
Per cent mail not delivered same day (Regd)	%	5%	0.10%
Per cent mail not delivered same day (Speed)	%	3%	0.02%
Percent of MO paid same day	%	5%	100%
Percent of eMO booked	%	0%	96.7%
Pending deceased claim cases	Number	Less than 5	0.24
Average wait time	Minutes	15 minutes	3.2
Customer satisfaction score	score of 10	8	9.6
Staff satisfaction score	score of 6		5.8

3. Post Office Rating of the 50 Post Offices is shown in table below-Third Visit

S.No	Name of post office	Score	S.No	Name of post office	Score
1	Chandabali	99.5	26	Shahpura	95
2	Dwarka	99.5	27	Puri	94.5
3	Gopalpur	99.5	28	Thuraimangalam	94.5
4	Madangopalpuram	99.5	29	Jeyankondam	94.25
5	Mukundgarh	99.5	30	Nekkonda	93.75
6	Pattikonda-	99.5	31	Thuraiyur	93.5
7	Nandanwan	99	32	Barpali	93.25
8	Perambalur	98.75	33	Morar	93
9	Amethi	98	34	Kichha	92
10	Guna	98	35	Akbarpur	91
11	Kaisarganj	98	36	Ashoknagar	91
12	Narendranagar	98	37	Padalur	90.5
13	Nawabganj	98	38	Kohir	90
14	Rajpur	98	39	Doranda	89.5
15	Shivpuri	97.75	40	Jamshedpur	88.75
16	Cherrapunjee	97.5	41	Madhupur	88.75
17	Mokokchung	97.5	42	Calangute	88
18	Ariyalur	97.25	43	Morena	88
19	Tirukuvalai	97.25	44	Hazaribagh	87.75
20	Kamakshyanagar	96	45	Bhandara	87.5
21	Sompeta	95.75	46	Jawhar	87.5
22	Chettikulam	95.5	47	Jhalawar	87.5
23	Baramati	95.25	48	Nanded	87.5
24	Bhadoli	95	49	Nanda nagar	86.75
25	Satpuli	95	50	Rajasthan Secretariat	82.5

4. End to End Test letter results

Circle	Post Office	Receipt at Delhi -Days - D +	Circle	Post Office	Receipt at Delhi -Days - D +
Maharashtra	Jawhar	4	Tamil Nadu	Padalur	4
	Calangute	3		Chettikulam	3
	Bhandara	6		Madangopalpuram	3
	Nanded	Not Received		Thuraimangalam	4
	Baramati	5		Perambalur	3
Rajasthan	Secretariat	2		Ariyalur	4
	Mukundgarh	6		Jeyankondam	4
	Nandanwan	4		Tirukuvalai	5
	Shahpura	4		Thuraiyur	3
	Jhalawar	4		Uttar Pradesh	Akbarpur
Jharkhand	Hazaribagh	4	Nawabganj		2
	Madhupur	4	Kaisarganj		3
	Jamshedpur	7	Bhadohi		4
	Doranda	2	Amethi		5
Andhra Pradesh	Kohir	9	Uttarakhand	Kichha	2
	Nekkonda	4		Satpuli	2
	Dwarka	6		Rajpur	3
	Sompeta	7		Narendranagar	3
	Pattikonda	7	Madhya Pradesh	Ashoknagar	4
North East	Mokokchung	6		Shivpuri	5
	Cherrapunjee	3		Guna	4
Orissa	Barpali	5		Morena	2
	Chandabali	5		Morar	3
	Gopalpur	4		Nanda nagar	4
	Kamakshyanagar	6			
	Puri	3			

4.1. Summary of end to end test letter findings

Delivery	Number of test letters delivered at Delhi from Project Arrow Post offices	Percentage delivered
D+1	0	0
D+2	6	12%
D+3	12	24%
D+4	16	32%
D+5	6	12%
D+6 and above	9	18%

Test letters posted from Nanded Post Office not received.

5. Audit findings for third Audit:

Conclusion:

Overall Rating of Post Offices:

Sl.No.	Score Range	No. Of Post Offices	% of Total
1	90-100	38	76
2	80-90	12	24
3	70-80	0	0
4	60- 70	0	0
	Total	50	100

Best Processes

- Postmen beat back up Plan
- Money Order Delivery Performance
- Registered Letter Delivery Performance
- Speed Post Delivery Performance

Processes which needs improvement

- Delivery Stamp Impression
- Banking performance
- Staff Efficiency
- Cleanliness & Ambience

Best Post Offices

- Dwarka Sub Post Office
- Madangopalpuram Sub Post Office
- Gopalpur Sub Post Office
- Pattkonda Head Post Office
- Mukundgarh Sub Post Office
- Chandabali Sub Post Office

Name of Post Office	Total score out of 100	Strong Processes (Score Achieved /Score Allocated)			
		Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Pattkonda	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Dwarka	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Madangopalpuram	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Mukundgarh	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Chandabali	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)
Gopalpur	99.5	Banking Performance (10/10)	Feedback of Test Letters (10/10)	Infrastructure & Support System (10/10)	Customer Feedback Forms (10/10)

Post Offices which needs improvement

- Rajasthan Secretariate Sub Post Office
- Nanda Nagar Sub Post Office
- Nanded Head Post office
- Jhalawar Head Post Office

Name of Post Office	Total score out of 100	Weak Processes (Score Achieved /Score Allocated)			
Rajasthan Secretariate	82.5	Mail Sorting Completion Time (0/2)	Adherence to delivery hours (0/4)	Feedback of Test Letters (0/10)	Staff satisfaction Feedback Forms (5/6)
Nanda Nagar	86.75	Speed Post Delivery Performance (6/8)	Feedback of Test Letters (0/10)	Cleanliness & Ambience (1.75/2)	Staff Efficiency (3/4)
Nanded	87.5	Registered Letter Delivery Performance (7/8)	Speed Post Delivery Performance (7/8)	Banking Performance (4/10)	Infrastructure & Support System (7/10)
Jhalawar	87.5	Delivery Stamp impression (0/2)	Banking Performance (4/10)	Infrastructure & Support System (9/10)	Staff Efficiency (2.75/4)

Consolidated Rating of Post Offices

Sl. No.	Name of Post Office	March '09	April '09	May '09	Consolidated Rating
		Total score of post office out of 100	Total score of post office out of 100	Total score of post office out of 100	
1	Dwarka	99.50	99.50	99.50	99.50
2	Gopalpur	99.50	99.50	99.50	99.50
3	Madangopalpuram	99.50	99.50	99.50	99.50
4	Pattikonda	98.75	97.25	99.50	98.50
5	Perambalur	98.00	98.50	98.75	98.42
6	Cherrapunjee	99.50	96.75	97.50	97.92
7	Kaisarganj	96.75	98.00	98.00	97.58
8	Chandabali	95.75	97.00	99.50	97.42
9	Amethi	96.25	96.75	98.00	97.00
10	Mukundgarh	93.75	97.25	99.50	96.83
11	Rajpur	94.75	97.75	98.00	96.83
12	Ariyalur	96.50	96.50	97.25	96.75
13	Tirukuvalai	95.50	97.50	97.25	96.75
14	Guna	94.50	97.50	98.00	96.67
15	Narendranagar	93.50	97.75	98.00	96.42
16	Mokokchung	97.25	94.00	97.50	96.25
17	Puri	96.50	97.00	94.50	96.00
18	Nawabganj	97.75	92.00	98.00	95.92
19	Shivpuri	97.50	92.25	97.75	95.83
20	Chettikulam	94.75	96.50	95.50	95.58
21	Barpali	93.00	98.50	93.25	94.92
22	Kamakshyanagar	92.50	95.75	96.00	94.75
23	Jeyankondam	94.50	95.50	94.25	94.75
24	Bhadohi	93.00	95.00	95.00	94.33
25	Nekkonda	88.50	99.50	93.75	93.92
26	Sompeta	94.00	91.50	95.75	93.75
27	Kohir	92.00	98.50	90.00	93.50
28	Baramati	88.50	96.50	95.25	93.42
29	Thuraimangalam	90.50	95.25	94.50	93.42
30	Satpuli	90.00	95.25	95.00	93.42
31	Kichha	93.75	93.25	92.00	93.00
32	Ashoknagar	92.50	92.50	91.00	92.00
33	Padalur	96.75	88.50	90.50	91.92
34	Akbarpur	95.75	88.00	91.00	91.58
35	Thuraiyur	87.50	93.50	93.50	91.50
36	Nandanwan	77.50	96.50	99.00	91.00
37	Morena	94.00	90.00	88.00	90.67
38	Nanda nagar	96.25	86.75	86.75	89.92
39	Shahpura	82.25	92.75	93.00	89.33
40	Doranda	88.25	86.75	89.50	88.17
41	Madhupur	83.50	90.50	88.75	87.58
42	Jamshedpur	88.00	84.00	88.75	86.92
43	Hazaribagh	88.75	84.00	87.75	86.83
44	Morar	71.50	89.25	93.00	84.58
45	Jhalawar	79.75	86.25	87.50	84.50
46	Secretariat	80.75	89.75	82.50	84.33
47	Jawhar	73.75	87.50	87.50	82.92
48	Calangute	84.00	76.50	87.00	82.50
49	Nanded	71.75	86.25	87.50	81.83
50	Bhandara	67.75	88.00	87.50	81.08

Annexure – 1 Form used by Auditor in Post Office

Arrow/TUV/Form -1					
Name of the parent mail office where Test letters were posted					
Name of the post office audited					
Date of Audit:					
Name of Auditor :					
S.No	Audit Process	Parameters	Score assigned in points	Auditors observations	Auditors Score
1	Mail arrival time	Actual time of mail arrival	2		
		Deviation from mail arrival time as per Due Mail and Sorting List (Deviation should be less than 10 minutes - more than 10 minutes score zero)			
2	Postmen beat back up plan	Number of beats as per beat list/route list	4		
		Number of postmen/ GDS Mail Deliverer as per attendance roll			
		Number of Postmen /GDS Mail Deliverer went out for beat/delivery			
	Percentage postmen who went out for delivery - (If 100 % score -4 points; less than 100 % - zero points)				
Postmen reporting time	Number of Postmen/GDS Mail Deliverer who reported on time in the morning	4			
	Percentage postmen who reported on time in the morning (If 100 % score -4 points; less than 100 % - zero points)				
3	Delivery stamp impression	Accurate and legible (verify whether delivery stamp is used with the correct date and legible?)(Yes/No)	2		
4	Mail Sorting Completion time	Whether morning mails were sorted out 15- 30 minutes before scheduled delivery hours (Yes/No)	2		
5	Adherence to delivery hours	Percentage of postmen leaving on the scheduled delivery hours (If 100 % score -4 points; less than 100 % - zero points)	4		
6	Ordinary letter delivery performance	Number of ordinary letters received	0.5		

		Number of ordinary letters received missent (misent is an article which is wrongly received by the post office)			
		Number of ordinary letters sent to other offices in account with the post office			
		Number of ordinary letters not sent for delivery			
		Percentage ordinary letters not sent out for delivery (0.5 points for zero percent not sent out for delivery)			
		Number of ordinary letters sent out for delivery	0.5		
		Number of ordinary letters brought back by postman returned to sender due to wrong address/refused and incomplete address (These are deemed to be delivered and should be included as delivered article)			
		Number of ordinary letters undelivered out of sent out for delivery (Undelivered more than 0 % will be scored 0. Undelivered 0 % will score 1)			
		Percentage letters undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1		
7	Registered letter delivery performance	Number of Regd letters received	1		
		Number of Regd letters received missent (misent is an article which is wrongly received by the post office)			
		Number of Regd letters sent to other offices in account with the post office			
		Number of regd letters not sent out for delivery			
		Percentage regd letters not sent out for delivery (1 point for zero percent not sent out for delivery)			
		Number of Regd letters sent out for delivery			
		Number of Regd letters brought back by postman returned to sender due to wrong address/refused and incomplete address (These are deemed to be delivered and should be included as delivered article)	6		

		Number of regd letters undelivered out of sent out for delivery (This does not include returned to sender above)			
		Percentage regd letters undelivered out of letter sent out for delivery (undelivered -0 % - 6 points; 5 % - 5 points; 10 % -4 points; 15 % - 3 points; 20 %-2 points; less than 20 % - zero points; (If there are no regd post received for delivery they will score 6 points)			
		Percentage letters undelivered/returned with legible remarks made by postmen. (If 100 % - 1 point; less than 100 % - zero points)	1		
8	Speedpost delivery performance	Number of Speed Post letters received	1		
		Number of Speed Post letters received missent (misent is an article which is wrongly received by the post office)			
		Number of Speed Post letters sent to other offices in account with the post office			
		Number of speed post letters not sent out for delivery			
		Percentage speed post letters not sent out for delivery			
		Number of Speed Post letters sent out for delivery (One point for zero percent not sent out for delivery)	6		
		Number of Speed post letters brought back by postman returned to sender due to wrong address/refused and incomplete address (These are deemed to be delivered and should be included as delivered article)			
		Number of Speed Post letters undelivered out of sent out for delivery			
		Percentage letters undelivered out of letter sent out for delivery (undelivered -0 % - 6 points; 3 % - 5 points; 5 % -4 points; 10 % - 3 points; 15 %-2 points; less than 15 % - zero points; (If there are no speedpost received for delivery they will score 6 points)			
		Percentage letters undelivered	1		

		with legible remarks made by postmen			
9	Money Order delivery performance	Number of Money Orders received	7		
		Number of Money Orders received missent (misent is an article which is wrongly received by the post office)			
		Number of Money Orders sent to other offices (branch/sub office) in account with the post office			
		Number of Money Orders sent out for delivery			
		Number of Money orders brought back by postman returned to sender due to wrong address/refused and incomplete address (These are deemed to be delivered and should be included as delivered article)			
		Number of Money Orders delivered out of sent out for delivery (This includes returned to sender too as this is a positive percentage)			
		Percentage Money Orders delivered (Delivery of 100 % - 7 points; 100 -95 % - 6 points;90-95 -5 points; 85-90 -4 points; 80-85-3 points; 75-80 -2 points; 70 -75-1 point; less than 70 % - zero points) If there are no money orders received for delivery they will score 7 points			
		Percentage MOs undelivered with legible remarks made by postmen	1		
10	Money Order booking performance	Number of ordinary money orders booked (from Report on Money Order - Daily Accounting Sheet)	4		
		Number of VPMOs booked (from Report on Money Order - Daily Accounting Sheet)			
		Number of Speedpost MOs booked (MPCM daily transaction report)			
		Number of local MOs booked (from Report on Money Order - Daily Accounting Sheet)			
		Number of eMOs booked out of bookable money orders (eMO cannot be booked for local,speedpost and VPMOs and therefore they are not bookable			

		MOs) (if 100 % eMO booked - 4 points; 80-99 %- 2 points; less than 80 % - zero points			
11	Banking performance	Number of pending account transfer requests (less than 5 cases will get a score of 1)	1		
		Number of pending deceased claim cases (less than 5 cases will get a score of 1)	1		
		Number of pending signature scans - SB	1		
		Number of pending signature scans - RD	1		
		Number of pending signature scans - MIS	1		
		Number of pending signature scans - NSC	1		
		Number of pending signature scans - KVP			
		Whether passbooks of customers updated through passbook printers? Yes/No/Partially	4		
12	Feedback of Test letters	Number of test letter(with local address) posted/identified	10		
		Number of test letters for which confirmation seeked (through telephonic feedback/personal visit from customers)			
		Percentage letters not delivered out of confirmation seeked (Delivery less than 100 % will be awarded zero points)			
13	Cleanliness & Ambience	Presence of housekeeping/cleaning staff (Adequate/Not adequate)	2		
		Cleanliness in post office (Very Good/Satisfactory/Needs improvement/Bad			
14	Infrastructure & support system	Is writing ledge available Yes/No	1		
		Whether the information Kiosk with internet can be used by customers (Yes/No)	1		
		Whether customer waiting chairs are available (Yes/No)	1		
		Whether customer waiting chairs are adequate (Adequate/inadequate)			
		Whether Citizen's Charter displayed at post office (Yes/No)	1		
		Whether the Citizen Charter is customized (Yes/No)			

		Whether all forms (SB - Deposit/withdrawal) available for public use at all times in the writing ledge (Yes/No)			
		Whether MO forms are available at all times (Yes/No)	1		
		Multipurpose counters available for savings bank and other services (Yes/No)	1		
		Total number of counters in operation			
		Are number of counters adequate? Yes/No	1		
		Average waiting time (From Customer feedback forms - If waiting time is less than 15 minutes score 1 point)	1		
		Whether separate timings allotted for agents Yes/No	1		
		Average time taken to withdraw cash from SB counter (norm is 5 or less than 5 minutes- 1 point)	1		
15	Staff efficiency (scale of 1 to 4)	Whether Postmen are in Uniform,(Specified Postmen uniform is light blue shirt and dark blue pants) and GDS/Counter staff wear Red Logo Jackets (Please grade as follows - 100 % - 4 scale; 75- 100 % -3 scale; 50-75% -2 scale less than 50 % -1 scale)	1		
		Staff courteousness 4- Courteous 3- Average 2- Unfriendly 1- Rude	1		
		Knowledge of staff and ability to guide customers 4- Exceptional 3- Knowledgeable 2- Average 1-Poor	1		
		Ability of staff to operate computer systems 4- Exceptional 3- Good 2- Average 1- Poor	1		
16	Staff satisfaction feedback forms (Minimum of 25 forms. In Offices with less than 25 staff all available staff would be	Number of forms filled (mention in column - observations) If number of forms filled is less than the specified number indicate the reasons	6		

	covered)				
17	Customer feedback forms (15 for smaller /30 for bigger post offices- All Class -III and II Offices are classified as smaller offices)	Number of forms filled (mention in column - observations) If number of forms filled is less than the specified number indicate the reasons	10		
18	Total score of post office out of 100				

	Summary of Key Performance Indicators for the post office	Value	Tolerance	Key Performance Indicator
	Per cent mail not sent for delivery (Ord)	%	0%	
	Per cent mail not sent for delivery (Regd)	%	0%	
	Per cent mail not sent for delivery (Speed)	%	0%	
	Per cent mail not delivered same day (Ord)	%	0%	
	Per cent mail not delivered same day (Regd)	%	5%	
	Per cent mail not delivered same day (Speed)	%	3%	
	Percent of MO paid same day	%	5%	
	Percent of eMO booked	%	0%	
	Pending deceased claim cases	Number	Less than 5	
	Average wait time	Minutes	15 Minutes	
	Customer satisfaction score	scale of 10	8	
	Staff satisfaction score	scale of 6		

Annexure – 2 Form used by Auditor in Mail Office

Arrow/TUV/ Form-2				
Proforma for process audit - Mail insertion				
Name of the Mail Office				
Date and time of posting				
Insert (5 test letters in the mail bag closed for the post office audited) and identify 5 (five) test letters for the office (ordinary mail) in the mail office/RMS/sorting office of the audited post office				
1	2	3	4	5
S.No	Name, address and telephone number of the customer	Date of receipt of letter by the customer as confirmed by the auditor	Whether the letters are delivered the next day of mail insertion (Delivery of letters next day only should be taken as delivered in the summary)	Remarks (if any)
1				
2				

Annexure – 3 Customer Satisfaction feedback form

Arrow/TUV/Form -3

CUSTOMER FEEDBACK FORM

Serial No. _____

Date _____

Name of the customer: _____

Address: _____

Tel/Mobile: _____

1	Name of the service availed	
2	Approx. waiting time in reaching the counter	
3	Approx. time taken by the staff at the	

Serial no.	Parameter	Very Good (4)	Good (3)	Average (2)	Bad (1)
1	Signs and Information displayed-Visible/Adequate				
2	Cleanliness of the office (public hall as well as outside campus)				
3	Easy availability of forms /stamps/letters				
4	Light and air circulation,				
5	Seating space				
6	Response to enquiry at the counter and approach to the postmaster for complaint handling				
7	Behavior and response of the counter staff				
8	Promptness in delivering the service				
9	Level of satisfaction in respect of overall quality of service received at the counter				
10	To what extent there is improvement in service provided in the post office in the last three months.				

Suggestions

(1) _____

(2) _____

(Signature of the customer)

Annexure - 4 Form used by Auditors for Staff satisfaction survey
Arrow/TUV/Form-4

STAFF SATISFACTION SURVEY

This survey will help us to find how satisfied you are in your place of work. Kindly give your opinion honestly. You may fill in the form anonymously if you so wish. Your honest answers will help us address areas of dissatisfaction so that you can be happier at work. Please tick the correct box.

Overall Satisfaction - There are four points on this scale. Please tick mark in the appropriate column:

- 4 - if you strongly agree
- 3 - if you agree,
- 2 - if you disagree and
- 1 - if you strongly disagree with the statement.

S.No.	Parameter	4	3	2	1
		Strongly Agree	Agree	Disagree	Strongly disagree
1	I know my job requirements				
2	I have the material and equipment to do my work efficiently.				
3	In the last seven days, I have received recognition or praise for good work from Supervisor/customer				
4	My supervisor seems to care about me as a person				
5	At work, my opinions/suggestions are heard and accepted				
6	My fellow employees are helpful to me when required				
7	In the last six months, my supervisor has discussed with me about my progress				
8	Since launch of Project Arrow, I have had opportunities at work to learn and grow.				
9	I like the work and responsibilities assigned to me under Project Arrow.				
10	I am happy working beyond working hours for Project Arrow				

Name of staff:

Signature

Age:

Designation:

No. of years in service:

Post Office:

Annexure 5 – Form used by Auditor for end to end mail posting

Arrow/TUV/ Form-5				
Proforma for process audit - mail transit time (End to End mail transit time)				
Name of the post office				
Date and time of posting				
Post 2 (two) test letters (ordinary mail) in post box of the audited post office				
1	2	3	4	5
S.No	Name, address and telephone number of the customer	Date of receipt of letter by the customer	Days taken for delivery (D+1, D+2 etc where D is the-Day of posting)	Remarks
1				
2				

Annexure – 6 – Detailed scores of Post Office criteria wise – First Audit – March '09

Circle	Name of Post Office	Audit Criteria																	Total score of post office out of 100	
		Mail arrival time	Postmen beat back up plan	Postmen reporting time	Delivery stamp impression	Mail Sorting Completion time	Adherence to delivery hours	Ordinary letter delivery performance	Registered letter delivery performance	Speedpost delivery performance	Money Order delivery performance	Money Order booking performance	Banking performance	Feedback of Test letters	Cleanliness & Ambience	Infrastructure & Support System	Staff efficiency	Staff satisfaction feedback forms		Customer feedback forms
Maharashtra	Jawhar	0	4	4	2	0	0	2	8	8	8	4	4	0	2	10	2.75	6	9	73.75
	Calangute	2	4	4	2	2	4	2	8	8	8	4	6	0	2	10	4	5	9	84
	Bhandara	2	4	0	2	0	4	2	8	7	8	4	2	0	1.75	6.5	3.5	5	8	67.75
	Nanded	0	4	4	2	2	4	2	7	7	8	4	5	0	0	5.5	3.25	5	9	71.75
	Baramati	0	4	4	2	0	0	2	7	7	8	4	10	10	1.75	10	3.75	6	9	88.5
Rajasthan	Secretariat	2	4	0	2	0	0	0.5	8	8	8	4	4	10	2	10	3.25	5	10	80.75
	Mukundgarh	2	4	4	2	2	4	2	8	8	8	4	5	10	1.75	10	3	6	10	93.75
	Nandanwan	0	4	0	0	0	0	1	8	8	8	4	4	10	1.5	10	3	6	10	77.5
	Shahpura	0	4	4	2	0	0	2	8	8	8	4	4	10	2	9	3.25	5	9	82.25
	Jhalawar	2	4	4	2	2	4	2	8	8	8	4	2	0	2	9	3.75	5	10	79.75
Jharkhand	Hazaribagh	0	4	4	2	2	4	2	7	7	8	4	6	10	1.5	8	3.25	6	10	88.75
	Madhupur	2	4	4	2	0	0	2	8	8	8	4	6	10	1.75	7	2.75	6	8	83.5
	Jamshedpur	2	4	4	0	2	4	2	7	7	7	4	6	10	1.75	9	3.25	6	9	88
	Doranda	2	4	0	2	2	4	2	8	8	8	4	6	10	2	8	3.25	5	10	88.25
Andhra Pradesh	Kohir	2	4	4	2	2	4	2	8	8	8	4	5	10	2	7	4	6	10	92
	Nekkonda	2	4	4	0	2	0	2	8	8	8	4	10	10	2	6.5	3	6	9	88.5
	Dwarka	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Sompeta	0	4	4	2	2	4	2	8	8	8	2	8	10	2	10	4	6	10	94
North East	Pattikonda	2	4	4	2	2	4	2	8	8	8	4	10	10	2	9.5	3.25	6	10	98.75
	Mokokchung	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.25	6	10	97.25
	Cherrapunjee	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Barpali	2	4	2	0	2	4	2	8	8	8	4	8	10	2	9.5	3.5	6	10	93
Orissa	Chandabali	0	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.75	6	10	95.75
	Gopalpur	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Kamakshyanagar	2	4	4	2	2	4	2	8	8	8	0	7	10	2	10	3.5	6	10	92.5
	Puri	2	4	4	2	2	4	2	8	8	8	4	9	10	2	10	3.5	6	8	96.5
Tamil Nadu	Padalur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	9	3.75	6	10	96.75
	Chettikulam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.75	6	9	94.75
	Madangopalpuram	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Thuraimangalam	2	4	4	2	0	0	2	8	8	8	4	8	10	2	10	3.5	6	9	90.5
	Perambalur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
	Ariyalur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.5	6	9	96.5
	Jeyankondam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	6	9	94.5
	Tirukuvalai	2	4	4	2	2	4	2	8	8	8	4	7	10	2	10	3.5	6	9	95.5
Uttar Pradesh	Thuraiyur	0	4	4	0	0	0	2	8	8	8	4	10	10	2	10	3.5	5	9	87.5
	Akbarpur	2	4	4	2	4	2	8	8	8	4	8	10	2	9	3.75	6	9	95.75	
	Nawabganj	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.75	6	10	97.75
	Kaisarganj	2	4	4	2	2	4	2	8	8	8	4	8	10	2	9	3.75	6	10	96.75
Uttarakhand	Bhadoli	0	4	4	2	2	4	2	8	8	8	4	8	10	2	9	3	6	9	93
	Amethi	2	4	4	2	2	4	2	8	8	8	4	7	10	2	10	3.25	6	10	96.25
	Kichha	2	4	4	0	2	4	2	7	8	8	4	8	10	2	10	3.75	5	10	93.75
	Satpuli	2	4	4	0	2	4	2	8	8	8	4	4	10	2	10	3	5	10	90
	Rajpur	2	4	4	2	2	4	2	8	6	8	4	8	10	2	10	3.75	6	9	94.75
Madhya Pradesh	Narendranagar	0	4	4	2	2	4	2	8	8	8	4	8	10	2	9	3.5	6	9	93.5
	Ashoknagar	2	4	4	2	2	4	2	8	8	8	4	8	10	0.5	7.5	2.5	6	10	92.5
	Shivpuri	2	4	4	2	2	4	2	8	8	8	4	9	10	2	9.5	3	6	10	97.5
	Guna	2	4	4	2	2	4	2	8	8	8	4	6	10	1.75	9.5	3.25	6	10	94.5
	Morena	2	4	4	2	2	4	2	8	8	8	4	9	10	1.5	6.5	3	6	10	94
Criteria Total	Morar	0	4	0	2	0	0	2	7	8	8	4	2	10	1.5	7.5	3.5	5	9	71.5
	Nanda nagar	2	4	4	2	2	4	2	8	8	8	4	9	10	1.75	8	3.5	6	10	96.25
Criteria Total		76	200	178	82	80	160	95.5	394	393	399	194	358	450	92.75	458	171	289	476	

Annexure – 7 Detailed scores of Post Office criteria wise – Second Audit – April’09

Circle	Name of Post Office	Audit Criteria																			Total score of post office out of 100
		Mail arrival time	Postmen beat back up plan	Postmen reporting time	Delivery stamp impression	Mail Sorting Completion time	Adherence to delivery hours	Ordinary letter delivery performance	Registered letter delivery performance	Speedpost delivery performance	Money Order delivery performance	Money Order booking performance	Banking performance	Feedback of Test letters	Cleanliness & Ambience	Infrastructure & Support System	Staff efficiency	Staff satisfaction feedback forms	Customer feedback forms		
Maharashtra	Jawhar	2	4	4	2	2	3	2	8	8	8	4	10	0	2	10	3.5	5	10	87.5	
	Calangute	2	4	0	2	2	4	1.5	3	5	8	4	10	0	2	10	4	6	9	76.5	
	Bhandara	2	4	4	2	2	4	2	7	8	8	4	10	0	2	10	4	6	9	88	
	Nanded	0	4	4	2	2	4	2	7	8	8	4	4	10	7	3.5	6	6	9	86.25	
	Baramati	2	4	4	2	2	4	2	7	7	8	4	9	10	1.75	10	3.75	6	10	96.5	
Rajasthan	Secretariat	2	4	4	2	2	4	2	8	8	8	4	8	10	1	6	2.75	6	8	89.75	
	Mukundgarh	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.25	5	9	97.25	
	Nandanwan	2	4	4	2	0	4	2	8	8	8	4	10	10	2	10	3.5	6	9	96.5	
	Shahpura	2	4	4	2	2	4	2	8	8	8	4	8	10	1.75	7	3	6	9	92.75	
Jharkhand	Jhalawar	2	4	4	0	2	4	2	8	8	8	4	4	10	2	8	2.25	5	9	86.25	
	Hazaribagh	0	4	0	2	0	0	2	8	8	8	4	8	10	1.75	10	3.25	6	9	84	
	Madhupur	2	4	4	0	2	4	2	8	8	8	4	6	10	2	9.5	3	5	9	90.5	
	Jamshedpur	0	4	0	0	2	3	2	8	8	8	4	4	10	2	10	4	6	9	84	
Andhra Pradesh	Doranda	2	4	0	2	0	0	2	8	8	8	4	9	10	2	10	3.75	5	9	86.75	
	Kohir	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	9	98.5	
	Nekkonda	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5	
	Dwarka	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5	
	Sompeta	2	4	4	2	0	3	2	8	8	8	4	6	10	1.5	10	3	6	10	91.5	
North East	Pattikonda	2	4	4	2	2	4	2	8	8	8	4	8	10	1.75	10	3.5	6	10	97.25	
	Mokokchung	2	4	4	2	2	4	2	8	8	8	0	10	10	2	9	3	6	10	94	
	Cherrapunjee	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	2.75	5	9	96.75	
	Barpali	2	4	4	2	2	4	2	8	8	8	4	10	10	2	9.5	3	6	10	98.5	
	Chandabali	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3	6	10	97	
Orissa	Gopalpur	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5	
	Kamakshyanagar	2	4	4	2	2	4	2	8	8	8	4	6	10	2	10	3.75	6	10	95.75	
	Puri	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3	5	9	97	
	Padalur	0	4	4	2	0	0	2	8	8	8	4	8	10	2	10	3.5	6	9	88.5	
	Chettikulam	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.5	6	9	96.5	
Tamil Nadu	Madangopalpuram	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5	
	Thuraimangalam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.25	6	10	95.25	
	Perambalur	2	4	4	2	2	4	2	8	8	8	4	10	10	1.5	9.5	3.5	6	10	98.5	
	Ariyalur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.5	6	9	96.5	
	Jeyankondam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	6	10	95.5	
	Tirukuvilai	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.5	6	10	97.5	
	Thuraiyur	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	5	9	93.5	
Uttar Pradesh	Akbarpur	0	4	0	2	0	4	2	8	8	8	4	8	10	2	10	3	6	9	88	
	Nawabganj	2	4	0	2	0	4	2	8	8	8	4	8	10	2	10	4	6	10	92	
	Kaisarganj	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98	
	Bhadohi	2	4	4	2	2	4	2	8	8	8	4	8	10	2	9	3	6	9	95	
Uttarakhand	Amethi	2	4	4	2	2	4	2	8	8	8	4	7	10	2	10	3.75	6	10	96.75	
	Kichha	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.25	5	9	93.25	
	Satpuli	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.25	6	10	95.25	
	Rajpur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.75	6	10	97.75	
	Narendranagar	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.75	6	10	97.75	
Madhya Pradesh	Ashoknagar	2	4	4	2	2	4	2	8	8	8	4	7	10	0.5	8.5	2.5	6	10	92.5	
	Shivpuri	2	4	4	2	2	4	2	8	8	8	4	6	10	1.75	8.5	3	5	10	92.25	
	Guna	2	4	4	2	2	4	2	8	8	8	4	10	10	0.5	10	3	6	10	97.5	
	Morena	2	4	4	2	2	4	2	8	8	8	4	6	10	1.75	6.5	2.75	5	10	90	
	Morar	2	4	4	2	2	4	2	8	8	8	4	4	10	1.75	9	2.5	5	9	89.25	
	Nanda nagar	2	4	4	2	2	4	2	8	8	8	4	9	0	1.75	10	3	6	9	86.75	
Criteria Total		90	200	176	84	86	185	99.5	392	396	400	196	407	460	92.75	477	166.25	288	475		

Annexure – 8 – Detailed scores of Post Office criteria wise – Third Audit – May'09

Circle	Name of Post Office	Audit Criteria																	Total score of post office out of 100	
		Mail arrival time	Postmen beat back up plan	Postmen reporting time	Delivery stamp impression	Mail Sorting Completion time	Adherence to delivery hours	Ordinary letter delivery performance	Registered letter delivery performance	Speedpost delivery performance	Money Order delivery performance	Money Order booking performance	Banking performance	Feedback of Test letters	Cleanliness & Ambience	Infrastructure & Support System	Staff efficiency	Staff satisfaction feedback forms		Customer feedback forms
Maharashtra	Jawhar	2	4	4	2	2	3	2	8	8	8	4	10	0	2	10	3.5	5	10	87.5
	Calangute	2	4	4	2	2	4	2	7	8	8	4	10	0	2	10	4	6	8	87
	Bhandara	2	4	4	2	2	4	2	8	8	8	4	10	0	2	10	3.5	6	8	87.5
	Nanded	2	4	4	2	2	4	2	7	7	8	4	4	10	1.75	7	3.75	6	9	87.5
	Baramati	2	4	4	2	2	4	2	8	8	8	4	6	10	1.75	10	3.5	6	10	95.25
Rajasthan	Secretariat	2	4	4	2	0	0	2	8	8	8	4	10	0	2	10	3.5	5	10	82.5
	Mukundgarh	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Nandanwan	2	4	4	2	2	4	2	8	8	8	4	10	10	2	9.5	3.5	6	10	99
	Shahpura	2	4	4	2	2	4	2	8	8	8	4	6	10	2	9	3	6	9	93
Jharkhand	Jhalawar	2	4	4	0	2	4	2	8	8	8	4	4	10	1.75	9	2.75	5	9	87.5
	Hazaribagh	2	4	4	0	2	4	2	8	8	8	4	4	10	1.75	8	3	6	9	87.75
	Madhupur	2	4	4	2	0	4	2	8	8	8	0	6	10	2	9.5	3.25	6	10	88.75
Andhra Pradesh	Jamshedpur	2	4	4	0	2	3	2	8	8	8	4	7	10	0.75	8	3	6	9	88.75
	Doranda	2	4	4	0	2	4	2	8	8	8	4	4	10	2	10	3.5	5	9	89.5
	Kohir	0	4	4	2	2	4	2	8	8	8	4	10	10	2	6	3	5	8	90
	Nekkonda	2	4	4	2	0	4	2	8	8	8	4	10	10	1.75	9	3	6	8	93.75
	Dwarka	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
North East	Sompeta	2	4	4	2	2	3	2	8	8	8	4	8	10	1.5	10	3.25	6	10	95.75
	Patikonda	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Mokokchung	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	3.5	6	10	97.5
	Cherrapunjee	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	5	9	97.5
Orissa	Barpali	2	4	4	2	2	4	2	8	8	8	4	4	10	1.75	10	3.5	6	10	93.25
	Chandabali	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Gopalpur	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Kamakshyanagar	2	4	4	2	2	4	2	8	8	8	0	10	10	2	10	4	6	10	96
	Puri	2	4	4	2	2	4	2	8	8	8	4	6	10	2	10	3.5	6	9	94.5
Tamil Nadu	Padalur	2	4	4	2	0	0	2	8	8	8	4	8	10	2	10	3.5	6	9	90.5
	Chettikulam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	6	10	95.5
	Madangopalpuram	2	4	4	2	2	4	2	8	8	8	4	10	10	2	10	3.5	6	10	99.5
	Thuraimangalam	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	6	9	94.5
	Perambalur	2	4	4	2	2	4	2	8	8	8	4	10	10	1.75	9.5	3.5	6	10	98.75
	Ariyalur	2	4	4	2	2	4	2	8	8	8	4	8	10	1.75	10	3.5	6	10	97.25
	Jeyankondam	2	4	4	0	2	4	2	8	8	8	4	8	10	1.75	10	3.5	6	9	94.25
	Tirukuvilai	2	4	4	2	2	4	2	8	8	8	4	8	10	1.75	10	3.5	6	10	97.25
Uttar Pradesh	Thuraiyur	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3.5	5	9	93.5
	Akbarpur	0	4	0	2	2	4	2	8	8	8	4	8	10	2	10	3	6	10	91
	Nawabganj	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
	Kaisarganj	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
Uttarakhand	Bhadohi	2	4	4	2	2	4	2	6	8	8	4	8	10	2	9	4	6	10	95
	Amethi	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
	Kichha	2	4	4	0	2	4	2	7	7	8	4	8	10	2	10	3	5	10	92
	Satpuli	2	4	4	0	2	4	2	8	8	8	4	8	10	2	10	3	6	10	95
	Rajpur	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
Madhya Pradesh	Narendranagar	2	4	4	2	2	4	2	8	8	8	4	8	10	2	10	4	6	10	98
	Ashoknagar	2	4	4	2	2	4	2	8	8	8	4	6	10	0.5	8	2.5	6	10	91
	Shivpuri	2	4	4	2	2	4	2	8	8	8	4	10	10	0.75	10	3	6	10	97.75
	Guna	2	4	4	2	2	4	2	8	8	8	4	10	10	0.75	10	3.25	6	10	98
	Morena	2	4	4	2	2	4	2	8	8	8	4	6	10	0.5	6	2.5	5	10	88
	Morar	2	4	4	2	2	4	2	8	8	8	4	6	10	1.5	8.5	3	6	10	93
Criteria Total		96	200	196	80	92	189	100	395	396	400	192	403	450	89.5	476	170.25	291	480	

Annexure - 9 - Detailed KPI compilation Post Office wise - First Audit

Circle	Name of Post Office	Per cent mail not sent for delivery (Ord)	Per cent mail not sent for delivery (Regd)	Per cent mail not sent for delivery (Speed)	Per cent mail not delivered same day (Ord)	Per cent mail not delivered same day (Regd)	Per cent mail not delivered same day (Speed)	Percent of MO paid same day	Percent of eMO booked	Number of account transfer request pending	Pending deceased claim cases	Average wait time	Customer satisfacti on score	Staff satisfacti on score
Andhra Pradesh	Kohir	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Andhra Pradesh	Nekkonda	0	0	0	0	0	0	100%	100%	0	0	5	9	6
Andhra Pradesh	Dwarka	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Andhra Pradesh	Sompeta	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Andhra Pradesh	Pattikonda	0	0	0	0	0	0	100%	100%	0	0	7	10	6
Jharkhand	Hazaribagh	0	0	0	0	2.40%	2%	100%	100%	0	0	1	10	6
Jharkhand	Madhupur	0	0	0	0	0	0	100%	100%	0	0	1.2	8	6
Jharkhand	Jamshedpur	0	0	0	0	1.47%	1.70%	97%	100%	0	0	10	9	6
Jharkhand	Doranda	0	0	0	0	0	0	100%	100%	0	0	5	10	5
Madhya Pradesh	Ashoknagar	0%	0%	0	0	0	0	100%	100%	0	61	2	10	6
Madhya Pradesh	Shivpuri	0%	0%	0	0	0	0	100%	100%	0	0	11	10	6
Madhya Pradesh	Guna	0	0	0	0	0	0	100%	100%	2	0	2.5	10	6
Madhya Pradesh	Morena	0	0	0	0	0	0	100%	100%	2	0	12	9	6
Madhya Pradesh	Morar	16%	3%	0	0	0	0	100%	100%	99	2	15	9	5
Madhya Pradesh	Nanda nagar	0	0	0	0	0	0	100%	100%	2	0	6.3	10	6
Maharashtra	Jawhar	0	0	0	0	0	0	100%	100%	0	0	5	9	6
Maharashtra	Calangute	0	0	0	0	0	0	100%	100%	0	0	5	9	5
Maharashtra	Bhandara	0	0	0	0	0%	1.00%	100%	100%	2	6	27	8	5
Maharashtra	Nanded	0	0	0	0	6%	2.00%	100%	100%	1	0	10	9	6
Maharashtra	Baramati	0	0	0	0	2%	2.15%	100%	100%	2	2	4	9	6
North East	Mokokchung	0	0	0	0	0	0	100%	100%	0	0	5	10	6
North East	Cherrapunjee	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Orissa	Barpali	0	0	0	0	0	0	100%	100%	0	0	1.5	10	6
Orissa	Chandabali	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Orissa	Gopalpur	0	0	0	0	0	0	100%	100%	0	0	3.6	8	6
Orissa	Kamakshyanagar	0	0	0	0	0	0	100%	100%	0	0	1	10	6
Orissa	Puri	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Rajasthan	Secretariat	0	0	0	1.70%	0	0	100%	100%	0	0	1	10	5
Rajasthan	Mukundgarh	0	0	0	0	0	0	100%	100%	0	0	2.1	10	6
Rajasthan	Nandanwan	0	0	0	0	0	0	100%	100%	0	0	2.6	10	6
Rajasthan	Shahpura	0	0	0	0	0	0	100%	100%	0	0	2.2	9	6
Rajasthan	Jhalawar	0	0	0	0	0	0	100%	100%	0	0	5	9	5
Tamil Nadu	Padalur	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Tamil Nadu	Chettikulam	0	0	0	0	0	0	100%	100%	0	0	5	9	6
Tamil Nadu	Madangopalpuram	0	0	0	0	0	0	100%	100%	0	0	5.5	10	6
Tamil Nadu	Thuraimangalam	0	0	0	0	0	0	100%	100%	0	0	6	9	6
Tamil Nadu	Perambalur	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Tamil Nadu	Ariyalur	0	0	0	0	0	0	100%	100%	0	2	5	9	6
Tamil Nadu	Jeyankondam	0	0	0	0	0	0	100%	100%	0	0	3	9	6
Tamil Nadu	Tirukuvalai	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Thuraiyur	0	0	0	0	0	0	100%	100%	0	0	5	9	5
Uttar Pradesh	Akbarpur	0	0	0	0	0	0	100%	100%	0	0	10	9	6
Uttar Pradesh	Nawabganj	0	0	0	0	0	0	100%	100%	0	0	6	10	6
Uttar Pradesh	Kaisarganj	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Uttar Pradesh	Bhadohi	0	0	0	0	0	0	100%	100%	0	0	12	9	6
Uttar Pradesh	Amethi	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Uttarakhand	Kichha	0	0	0	0	0	0.00%	100%	100%	0%	0	3	10	5
Uttarakhand	Satpuli	0	0	0	0	0	0.00%	100%	100%	0%	0	4	10	5
Uttarakhand	Rajpur	0	0	0	0	0	3.84%	100%	100%	0%	0	2	9	6
Uttarakhand	Narendranagar	0	0	0	0	0	0.00%	100%	100%	0%	0	2	9	6

Annexure - 10 - Detailed KPI compilation Post Office wise - Second Audit-Apr'09

Circle	Name of Post Office	Per cent mail not sent for delivery (Ord)	Per cent mail not sent for delivery (Regd)	Per cent mail not sent for delivery (Speed)	Per cent mail not delivered same day (Ord)	Per cent mail not delivered same day (Regd)	Per cent mail not delivered same day (Speed)	Percent of MO paid same day	Percent of eMO booked	Number of account transfer request pending	Pending deceased claim cases	Average wait time	Customer satisfaction score	Staff satisfaction score
Andhra Pradesh	Kohir	0	0	0	0	0	0	100%	100%	0	0	2	9	6
Andhra Pradesh	Nekkonda	0	0	0	0	0	0	100%	100%	0	0	10	10	6
Andhra Pradesh	Dwarka	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Andhra Pradesh	Sompeta	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Andhra Pradesh	Pattikonda	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Jharkhand	Hazaribagh	0	0	0	0	0	0	100%	100%	0	0	5	9	6
Jharkhand	Madhupur	0	0	0	0	0	0	100%	100%	0	0	5	9	5
Jharkhand	Jamshedpur	0	0	0	0	0	0	100%	100%	8	0	5	9	6
Jharkhand	Doranda	0	0	0	0	0	0	100%	100%	0	0	5	9	5
Madhya Pradesh	Ashoknagar	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Madhya Pradesh	Shivpuri	0	0	0	0	0	0	100%	100%	0	0	3	10	5
Madhya Pradesh	Guna	0	0	0	0	0	0	100%	100%	2	0	2	10	6
Madhya Pradesh	Morena	0	0	0	0	0	0	100%	100%	16	14	12	10	5
Madhya Pradesh	Morar	0	0	0	0	0	0	100%	100%	30	0	5	9	5
Madhya Pradesh	Nanda nagar	0	0	0	0	0	0	100%	100%	0	0	8	9	6
Maharashtra	Jawhar	0	0	0	0	0.00%	0.00%	100%	100%	0	0	5	10	5
Maharashtra	Calangute	0	0	0	0	0	0	100%	100%	0	0	3.7	9	6
Maharashtra	Bhandara	0	0	0	0	1.00%	0	100%	100%	0	0	3	9	6
Maharashtra	Nanded	0	0	0	0	1.96%	0	100%	100%	0	1	8	9	6
Maharashtra	Baramati	0	0	0	0	2.12%	2.38%	100%	100%	1	1	4	10	6
North East	Mokokchung	0	0	0	0	0	0	100%	0%	0	0	2	10	6
North East	Cherrapunjee	0	0	0	0	0	0	100%	100%	0	0	2	9	5
Orissa	Barpali	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Orissa	Chandabali	0	0	0	0	0	0	100%	100%	1	0	3	10	6
Orissa	Gopalpur	0	0	0	0	0	0	100%	100%	0	0	2.5	10	6
Orissa	Kamakshyanagar	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Orissa	Puri	0	0	0	0	0	0	100%	100%	0	1	4.45	9	5
Rajasthan	Secretariat	0	0	0	0	0	0	100%	100%	0	0	4	8	6
Rajasthan	Mukundgarh	0	0	0	0	0	0	100%	100%	0	0	4	9	5
Rajasthan	Nandanwan	0	0	0	0	0	0	100%	100%	0	0	4	9	6
Rajasthan	Shahpura	0	0	0	0	0	0	100%	100%	0	0	4	9	6
Rajasthan	Jhalawar	0	0	0	0	0	0	100%	100%	0	0	6	9	5
Tamil Nadu	Padalur	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Chettikulam	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Madangopalpuram	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Tamil Nadu	Thuraimangalam	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Tamil Nadu	Perambalur	0	0	0	0	0	0	100%	100%	0	1	3	10	6
Tamil Nadu	Ariyalur	0	0	0	0	0	0	100%	100%	0	0	3	9	6
Tamil Nadu	Jeyankondam	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Tamil Nadu	Tirukuvalai	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Tamil Nadu	Thuraiyur	0	0	0	0	0	0	100%	100%	0	0	3	9	5
Uttar Pradesh	Akbarpur	0	0	0	0	0	0	100%	100%	0	0	9	9	6
Uttar Pradesh	Nawabganj	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Uttar Pradesh	Kaisarganj	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Uttar Pradesh	Bhadohi	0	0	0	0	0	0	100%	100%	0	0	6	9	6
Uttar Pradesh	Amethi	0	0	0	0	0	0	100%	100%	0	0	14	10	6
Uttarakhand	Kichha	0	0	0	0	0	0	100%	100%	0	0	14	9	5
Uttarakhand	Satpuli	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Uttarakhand	Rajpur	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Uttarakhand	Narendranagar	0	0	0	0	0	0	100%	100%	0	0	14	10	6

Annexure - 11 - Detailed KPI compilation Post Office wise - Third Audit-May'09

Circle	Name of Post Office	Per cent mail not sent for delivery (Ord)	Per cent mail not sent for delivery (Regd)	Per cent mail not sent for delivery (Speed)	Per cent mail not delivered same day (Ord)	Per cent mail not delivered same day (Regd)	Per cent mail not delivered same day (Speed)	Percent of MO paid same day	Percent of eMO booked	Number of account transfer request pending	Pending deceased claim cases	Average wait time	Customer satisfaction score	Staff satisfaction score
Andhra Pradesh	Kohir	0	0	0	0	0	0	100%	100%	0	0	13	8	5
Andhra Pradesh	Nekkonda	0	0	0	0	0	0	100%	100%	0	0	4	8	6
Andhra Pradesh	Dwarka	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Andhra Pradesh	Sompeta	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Andhra Pradesh	Pattikonda	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Jharkhand	Hazaribagh	0	0	0	0	0	0	100%	100%	1	1	1.76	9	6
Jharkhand	Madhupur	0	0	0	0	0	0	100%	33%	0	0	2	10	6
Jharkhand	Jamshedpur	0	0	0	0	0	0	100%	100%	0	0	6.1	9	6
Jharkhand	Doranda	0	0	0	0	0	0	100%	100%	0	0	2.6	9	5
Madhya Pradesh	Ashoknagar	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Madhya Pradesh	Shivpuri	0	0	0	0	0	0	100%	100%	0	0	8	10	6
Madhya Pradesh	Guna	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Madhya Pradesh	Morena	0	0	0	0	0	0	100%	100%	0	0	20	10	5
Madhya Pradesh	Morar	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Madhya Pradesh	Nanda nagar	0	0	0	0	0	0	100%	100%	0	0	5	10	6
Maharashtra	Jawhar	0	0	0	0	0	0	100%	100%	0	0	4	10	5
Maharashtra	Calangute	0	0	0	0	0	0	100%	100%	0	0	5.7	8	6
Maharashtra	Bhandara	0	0	0	0	0	0	100%	100%	7	0	8.8	8	6
Maharashtra	Nanded	0	0	0	0	4.80%	1.10%	100%	100%	1	1	8	9	6
Maharashtra	Baramati	0	0	0	0	0	0	100%	100%	3	0	4	10	6
North East	Mokokchung	0	0	0	0	0	0	100%	100%	0	0	4	10	6
North East	Cherrapunjee	0	0	0	0	0	0	100%	100%	0	0	3.4	9	5
Orissa	Barpali	0	0	0	0	0	0	100%	100%	0	0	1	10	6
Orissa	Chandabali	0	0	0	0	0	0	100%	100%	0	0	2.3	10	6
Orissa	Gopalpur	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Orissa	Kamakshyanagar	0	0	0	0	0	0	100%	0%	0	0	1.3	10	6
Orissa	Puri	0	0	0	0	0	0	100%	100%	0	0	5	9	6
Rajasthan	Secretariat	0	0	0	0	0	0	100%	100%	0	0	9	10	5
Rajasthan	Mukundgarh	0	0	0	0	0	0	100%	100%	0	0	9	10	6
Rajasthan	Nandanwan	0	0	0	0	0	0	100%	100%	0	0	8	10	6
Rajasthan	Shahpura	0	0	0	0	0	0	100%	100%	0	0	3	9	6
Rajasthan	Jhalawar	0	0	0	0	0	0	100%	100%	0	0	4	9	5
Tamil Nadu	Padalur	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Chettikulam	0	0	0	0	0	0	100%	100%	0	0	1	10	6
Tamil Nadu	Madangopalpuram	0	0	0	0	0	0	100%	100%	0	0	1	10	6
Tamil Nadu	Thuraimangalam	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Perambalur	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Tamil Nadu	Ariyalur	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Tamil Nadu	Jeyankondam	0	0	0	0	0	0	100%	100%	0	0	1	9	6
Tamil Nadu	Tirukuvilai	0	0	0	0	0	0	100%	100%	0	0	1	10	6
Tamil Nadu	Thuraiyur	0	0	0	0	0	0	100%	100%	0	0	3	9	5
Uttar Pradesh	Akbarpur	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Uttar Pradesh	Nawabganj	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Uttar Pradesh	Kaisarganj	0	0	0	0	0	0	100%	100%	0	0	4	10	6
Uttar Pradesh	Bhadohi	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Uttar Pradesh	Amethi	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Uttarakhand	Kichha	0	0	0	0	0	0	100%	100%	0	0	3	10	5
Uttarakhand	Satpuli	0	0	0	0	0	0	100%	100%	0	0	2	10	6
Uttarakhand	Rajpur	0	0	0	0	0	0	100%	100%	0	0	3	10	6
Uttarakhand	Narendranagar	0	0	0	0	0	0	100%	100%	0	0	2	10	6

We wish India Post all the Best for Success of Project Arrow.....