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भारत संचार निगम लिमिटेड  
(भारत सरकार का उद्यम)  
**BHARAT SANCHAR NIGAM LIMITED**  
(A Government of India Enterprise)

राकेश कुमार उपाध्याय  
अध्यक्ष एवं प्रबन्ध निदेशक

**RAKESH K. UPADHYAY**  
Chairman & Managing Director

D.O.No. 3-5/2010-Restg. Vol.III

Dated 9<sup>th</sup> June, 2014

Dear

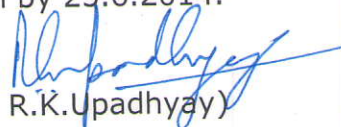
Field-level Performance Management System(FPMS), which is a KPI based award scheme for employees in Exchanges, CSCs and mobile operations teams, was introduced in the year 2010. The scheme provides for awarding best fixed-line Exchanges, best CSC and mobile team in each Circle on quarterly basis. Performance of fixed-line Exchange in each SSA is measured on the basis of key performance indicators (KPIs) such as provisioning of new connections, fault rate, fault clearance etc. Similarly, performance of mobile operations and CSCs are evaluated on select criteria. With the objective of improving transparency and fairness in evaluation an IT based software solution was also developed with the assistance of ITPC whereby FPMS performance parameters are captured directly from the CDR data centres.

2. With the objective of assessing quality of implementation of the scheme, inspection team from Corporate Office was sent to Haryana, Rajasthan, Punjab, Maharashtra and UP(W) circles. Further, as a part of regular inspection of territorial circles, specific questions with regard to FPMS implementation have been included.

3. The feed back received through these inspections is that implementation of the scheme is very poor at field level. While the circles are sending us regular reports, involvement of the field units to utilize the scheme for improving quality of service is mostly not there.

4. In view of this, I seek your personal intervention and attention for effective implementation of FPMS in letter and spirit so that the scheme achieves the desired objective. However, if there are any reasons for poor implementation or suggestions for improving the scheme, the same may be emailed to Restructuring Branch at [restg@bsnl.co.in](mailto:restg@bsnl.co.in)

I would appreciate your feed back and report on FPMS implementation by 25.6.2014.

  
( R.K. Upadhyay )

To

**All CGMs of Territorial Circles.**