

Restructuring/WS&I Cell,
8th Floor, BSNL CO,
Harish Chandra Mathur Lane,
Janpath, New Delhi-110001.
Tel. No. 23734343
Fax No. 23765191



भारत संचार निगम लिमिटेड
(भारत सरकार का उद्यम)
Bharat Sanchar Nigam Limited
(A Govt. of India Enterprise)

No. 3-6/2015-Restg.

Dated: 17th March, 2016

To

Chief General Managers,
Territorial Circles/Non-Territorial Circles,
BSNL.

Sub: Individual Performance Management System for all Executives -regd.

Ref: 1. BSNL CO Director HR letter no. 3-6/2010-Restg dated 29-11-10 & Draft scorecard given by BSNL HQrs dated 04-02-2011 (Annexure-I)

2. BSNL HQtrs GM (Corp. Restg) letter no:3-6/2013-Restg dated 27.12.2013 (Annexure-II)

As per time schedule of APAR process, the prescribed date for submission of self-appraisal (APAR) to the Reporting officer, i.e. 15 April, is coming closer.


2. From the perspective of employees, this is a serious process considering that it affects their own cases of promotion, deputation to ex-cadre posts, his developmental needs, periodical review on the grounds of efficiency/probity etc. From the perspective of the company, it is an important HR tool to promote culture of high performance in the organization.

3. Keeping in view these objectives in mind, IPMS scorecard of the executives have been linked with their APAR and is its integral part. **In other words, APAR of the executives shall be considered incomplete if it is not linked to their IPMS scorecards.**

4. Apart from above, one more objective is to relate the process of appraisal with variable pay which has been successfully practiced in other PSUs for the purpose of Performance Related Pay (PRP) which is distributed based on company's profit. Therefore, in BSNL also the system should be in place to have preparedness for this purpose.

5. The performance appraisal linked to Key Performance Indicators (KPIs) based IPMS is being practised in BSNL since 2014-15 onwards. Even then there is a need to enhance the effectiveness of this process, considering that its implementation in the circles so far has not been in true spirit. It is year round process for which a calendar has already been issued by this office. However, the same is again enclosed for ready reference at Annexure-III.

6. It is reiterated that
- a) Next financial year (2016-17) will start with the preparation of IPMS Scorecards by all the executives themselves first and then the same will be approved by their controlling officer.
 - b) Also while filling the APAR form at the end of current financial year (2015-16), it is to be linked with IPMS score card. We are at this stage now.
7. As far as APAR and IPMS are concerned, the following activities have, therefore, become due:
- i. Attaching IPMS scorecards for the year 2015-16 in Part-II of APAR Form duly filled in along with targets assigned and achievements made against the KPIs **(Target Date - 15th April 2016)**
 - ii. While evaluating performance, the reporting officer will take into account achievement of IPMS scorecard of the officer and then give numerical score against "Assessment of Work Output" column in Part-III of APAR Form **(Target Date - 7th May 2016)**
8. Following are also the forthcoming activities associated with linkage of IPMS with APAR .
- i. Preparation of IPMS Scorecard having KPIs with targets & weightages by each executive & submission to the Reporting Officer. **(Target Date - 15th July 2016)**
 - ii. Approval of IPMS Scorecard by the reporting officer. **(Target Date - 30th July 2016)**
9. Moreover, CGMs are requested to direct their GM(HR& Admin) to check the sample APARs of at least one executive (upto the level of JTO/JAO) in all the cadres and in all the streams and of all the SSAs in the circle and send a certificate of having done so by **31st August 2016** to Restructuring Cell , Corporate Office along with at least three sample duly filled in APARs (with at least one from JTO and SDE grade)
10. Prescribed Status tracker (Annexure -IV) indicating details of IPMS score cards of all the executives of the circles & SSAs also need to be mailed at Email-id restg@bsnl.co.in by **31st August 2016**.
11. All the Circle Heads are also requested to kindly ensure strict adherence to the above mentioned dates specified in Para Nos.7,8 & 9


(A.M.Gupta) 17/3/2016
GM(Restg./WS&I)

Copy to :

Director(HR) for kind information, please.

47/2

Bharat Sanchar Nigam Limited
Corporate Restructuring Cell
Bharat Sanchar Bhawan, Janpath
New Delhi-110001

No. 3-6/2009-Restructuring
To

Dated 4th February 2011

Directors (HR/CM/Ent/CFA) BSNL Board
ED (Finance/CA/CN)

Sir,

With the view to strengthen performance oriented culture in the organisation, the Management Committee has recently taken a decision that from the next financial year onwards (2011-12), Individual Performance Scorecard will be integral component of the Annual Performance Appraisal Form for all Executives upto JTO level. In pursuance of this decision, IPMS Scorecard for all roles in the organisation at Executive level are required to be prepared. The Scorecard comprises of set of 8-10 Key Performance Indicators (KPIs) relevant to the specific job responsibility/role of each executive.

First draft of the IPMS Scorecards for different roles in Territorial Circles/SSAs has been prepared and is uploaded on Intranet under Restructuring section. However, considering that the concerned GMs in Corporate Office responsible for a particular function are in a better position to suggest right kind of KPIs for the executives working in Circles/SSAs in the same functional area, it is requested that Scorecards may be reviewed by them.

A list of different roles in Territorial Circles/SSAs and the GM level officers at Corporate Office looking after that function is enclosed. A set of guidelines to be kept in consideration while designing the Scorecards is also enclosed.

It is requested that you may direct the designated GMs to examine Scorecards of all Executives pertaining to their function in Territorial Circles/SSAs and suggest additions/deletions in the Scorecard to Restructuring branch latest by 12th February, 2011. In addition, Scorecards for Executives working in their unit below DGM level in the Corporate Office may also be e-mailed to gm_restg@bsnl.co.in by 12th February, 2011. In case of any difficulty/query, Restructuring branch can be contacted.

Yours sincerely,


(Madhu Arora)

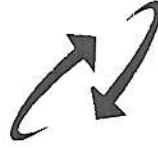
GM (Corporate Restructuring)

Copy to: CMD, BSNL, for kind information please.

Encl: As above

of c
issued as above
concern / GM / Sr GM
2 GM
27.2.11

भारत संचार भवन, हरीश चन्द्र माथुर लेन
जन्मपथ, नई दिल्ली-110 001
दूरभाष : कार्यालय : 91-11-23372424 फैक्स : 91-11-23372444
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Bharat Sanchar Bhawan, H. C. Mathur Lane,
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BHARAT SANCHAR NIGAM LIMITED
(A Government of India Enterprise)

गोपाल दास

अध्यक्ष एवं प्रबंध निदेशक

Gopal Das

Chairman & Managing Director

No. 3-6/2010-Restg

Date: 29th November, 2010

Dear

As you are aware, Performance Management System (PMS) is a key HR tool for promoting performance driven culture in an organization. PMS serves to measure and incentivise desired behavior of employees. In this context, Group Performance Management System (GPMS) and Field Performance Management System (FPMS) have already been implemented. The next step is to create individual performance measurement mechanism for all Executives.

2. During the recent meeting of PMS Nodal Designates in the Corporate Office, which I took opportunity to address, a decision was taken that a few territorial Circles, including your Circle, will design scorecards for different roles of Executives in Circle and SSA. The scorecard will comprise of the most critical Key Performance Indicators (KPIs) (6 to 8) relevant to the job. Guidelines for creating the scorecards are enclosed at Annexure 'I'. Performance score of individuals against these KPIs shall become part of the Annual Performance Appraisal.

3. You are requested to advise PMS Nodal Designate of your Circle to carry out the exercise of preparing individual scorecard for different roles in the Circle and SSA. A list of possible posts is attached as Annexure-II. If you find out that any designation is left out, the same may be added.

4. I request for your personal intervention for ensuring completion of this exercise and e-mailing the scorecards to GM (Corporate Restg.) latest by 15th December, 2010 at gm_restg@bsnl.co.in.

With best wishes,


(Gopal Das)

Encl: a.a.

To

The Chief General Managers,
Rajasthan, Madhya Pradesh, Karnataka and Tamil Nadu Circles,
Bharat Sanchar Nigam Limited.

Guidelines for preparation of
Individual Performance Scorecards/Selection of KPIs

1. Individual's Performance Scorecard should be aligned to the company's overall strategic objectives and it should motivate the employees towards desired behavior to achieve organization's strategic goals.
2. Scorecard should not have too many matrices and KPIs should be limited to a number that an officer can focus on day to day basis.
3. The KPIs are the objective parameters which are typically of four types -Financial/Customer/Market Operations/Processes and employee development.
4. The scorecard should contain appropriate mix of parameters based on these four dimensions depending upon their importance for the specific role that the officer is performing. For example, role which is more operational in nature say Network Operations, more KPIs should be from operations/processes dimensions. Similarly for sales and marketing roles, more parameters on financial and customer/market dimension should be included in the scorecard.
5. Each KPI will have a weighing factor associated with it that signifies the parameter's importance in the overall scorecard.
6. Key Performance Indicators (KPIs) should be SMART i.e. specific, measurable, actionable, realistic and time specific parameters.

Bharat Sanchar Nigam Limited

(Corporate Office)

Bharat Sanchar Bhavan, Janpath
New Delhi-110001.

ANNEXURE-II

TIME BOUND

No.3-6/2013 -Restg

Date: 27th December 2013

To

The Chief General Managers,
All Territorial and Non-Territorial Circles,
Bharat Sanchar Nigam Limited.

Subject : Workshop on Performance Management System(PMS)

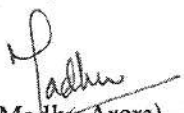
Sir,

Kindly refer to DO No. 3-6/2013-Restg. Dated 23rd Dec. 2013 addressed by DIR(HR) to all Heads of Territorial & Non- Territorial Circles regarding **implementation of Individual Performance Management System (IPMS)** for all the Executives in BSNL across the organization.

2. It is reiterated that Performance Management System (PMS) is an important HR tool to foster culture of high performance in any organization. With the approval of the competent authority, it has been decided that IPMS scorecards of the Executives will be linked with their APAR from the year 2014-15 onwards. For the current year 2012-13, however, the IPMS Scorecard has to be prepared for all the executives. A data bank of Key Performance Indicators (KPIs) relevant to various roles in SSAs and Circles has already been uploaded on the Intranet.

3. Moreover, in the recently held HOCC, various ways of enhancing employee productivity and its significance towards further improving overall performance of BSNL were also discussed and deliberated in the theme namely "SMART Working".

4. One of the action points of HOCC is "Training of Executives in Performance Management". Accordingly, a workshop on Performance Management System in BSNL is being organised by ALTTC, Ghaziabad on 20th January 2014. In view of the importance of this subject, you are therefore requested to kindly nominate GM (HR/Admin) or DGM (HR/Admin) of your Circle for the same. The nominations may please be sent to Sh. D.N. Sahay, Addl GM, ALTTC Ghaziabad, 0120-2728259, mail id : dgmtm.alttc@gmail.com, latest by 7th January 2014 under intimation to Restructuring Cell.

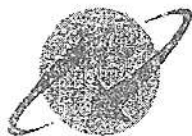

(Madhvir Arora)

GM(Corp Restg/WS&I)

Copy for kind information of:

1. CGM, ALTTC, Ghaziabad
2. GM(Trg), BSNL CO, New Delhi.

Restructuring/WS&I Cell,
3th Floor, BSNL CO,
Harish Chandra Mathur Lane,
Janpath, New Delhi-110001.
Tel. No. 23734343
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Bharat Sanchar Nigam Limited
(A Govt. of India Enterprise)

No.1-3/2015-Restg.

, Dated 1st Jan., 2016

To


Chief General Managers ,
All Territorial / Non-Territorial Circles.

Sub:- Calendar for implementation of various activities associated with Performance Management System (PMS).

A calendar showing the targets of the activities associated with different kinds of Performance Management System (PMS) i.e. Group Performance Management System (GPMS), Individual Performance Management System (IPMS) & Field Performance Management System (FPMS) has been brought out for promoting their implementation in a time bound manner.

2. As you are already aware PMS is a robust & effective HR tool to measure and incentivize desired behaviors. There is an urgent need to build performance oriented work culture in the organization in such a competitive scenario. The subject was discussed at length in the recently concluded HR meeting held in BSNL Corporate Office.
3. Director (HR) also emphasized the relevance and significance of PMS in our company in the said meeting.
4. In view of above, I am directed to request you to take effective steps for strict adherence to the time schedules mentioned against each activity in the annexed calendar for the year 2016-17 and send compliance to Restg. Cell from time to time at email i.d. restg@bsnl.co.in and on Fax No. 23765191.

Encl. (as above)


(A.M. Gupta)
GM (Restg./WS&I)

| Calender For IPMS | | | |
|--------------------------|--|-------------------------|---|
| S.No. | Activity | Target | Remarks |
| 1 Current Year: | | | |
| a. | Creation of current year IPMS score card and submission to the reporting officer | 15 th July | To be prepared by all the executives. Targets to be aligned with GPMS score card targets. |
| b. | Approval of current year IPMS card by the reporting officer | 30 th July | |
| 2 Previous Year: | | | |
| a. | Submission of previous year IPMS score card along with achievements to the reporting officer. To be attached in Part-2 of the APAR. | 15 th April | Target for submission of Self Appraisal (Part 1I of APAR) to the reporting Officer is also 15 th April. |
| b. | Approval of previous year score card along with achievements by the reporting officer. The reporting officer will consider IPMS score card achievement while evaluating performance in APAR under the section part-3 section-A "Assessment of work output" | 7 th May | Target for submission of APAR by the reporting officer to the reviewing officer is 7 th May. |
| c. | Report to Restg. Cell, Corporate Office that all the activities of IPMS cards of current and previous years in respect of all the executives of Territorial Circle/Non Territorial Circle have been completed. The status tracker be sent. | 31 st August | Action to be taken by all Territorial and non- Territorial Circles |
| Calender For GPMS | | | |
| S.No. | Activity | Target | Remarks |
| 1 | Preparation of GPMS Score Card for Current year | 31 st May | KPIs with Targets and proper weightage are assigned to the by the Nodal Designates in The Corporate Office at the beginning of the year |
| 2 | Mid Term (April-Sept) Review of GPMS Scorecards (Current Year) | 30 th Oct | Achievement data to be populated in the GPMS software by concerned Nodal units in CO and all Territorial and non-Territorial circles |
| 3 | Annual Evaluation of GPMS Scorecards of previous year (April-March) | 31 st August | Achievement data against the KPIs for the previous year to be populated in the GPMS software by concerned Nodal units in CO and all Territorial and non-Territorial circles |
| Calender For FPMS | | | |
| S.No. | Activity | Target | |
| 1 | Quarterly Submission of FPMS report along with status tracker | 30 th June | |
| | | 30 th Sept | |
| | | 31 st Dec. | |
| | | 31 st March | |

