

भारत संचार निगम लिमिटेड  
मुख्य महाप्रबंधक का कार्यालय,  
महाराष्ट्र दूरसंचार परिमंडल  
4वीं मंजिल, "ए" विंग, प्रशासनिक भवन,  
बी.एस.एन. कैंप्लेक्स, सांताक्रुझ(पश्चिम)  
मुंबई - 400054. फोन - 26467746.

BHARAT SANCHAR NIGAM LIMITED

(A Govt. of India Enterprises)  
The Chief General Manager Telecom.  
Maharashtra Telecom Circle,  
BSNL Complex, Juhu Tara Road,  
Santacruz (West) Mumbai - 400055.

A/HRD-II/IPMS/BSNL/2018-19/48

dated 08/07/2019

To,

All SSA Heads/BA Heads/NRUs Heads of MH Circle,

Sub :- Preparation of Individual performance management system (IPMS) Score card Bank and its mapping with APAR in ERP from Financial year 2020-21 onwards regarding...

Ref :- BSNL.CO. New Delhi ltr. F.No.3-6/2019-Restg Dated 01/07/2019 (copy enclosed)

With reference to the above cited subject kindly refer to letter under reference issued by General Manager (Restg) CO. New Delhi letter No-F.No.3-6/2019-Restg Dated 01.07.2019 regarding merger of APAR and IPMS in ERP from Financial Year 2020-21.

Sample IPMS Scorecards (KPI) received from BSNL CO New Delhi is devised based on the earlier instruction circulated regarding IPMS scorecard which is enclosed herewith as (Annexure-A).

In view of the changed new business environment, your suggestion for any addition/deletion/modification in the parameters of IPMS score card is requested. In view of the utmost significance of the subject, relevant KPIs of all the executives of AGM and SDE/JTO cadre of your SSA/Units may be furnished.

This information may be furnished in soft copy on email id [ugmesttmh@gmail.com](mailto:ugmesttmh@gmail.com) on or before 25/07/2019.

This issues with the approval of competent authority.

Encl : as above.

  
(Pradeepan. A)

Asst. General Manager (Estt)

कार्यालय : भारत संचार भवन हरिशचन्द्र माथुर लेन जगजय, नई दिल्ली-110001

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CIN=U74899DL2000CO1107739) WEB=www.bsnl.co.in  
(CIN=U74899DI2000CO1107739) Website = www.bsnl.co.in

Restructuring Cell, Corporate Office,  
7<sup>th</sup> Floor, Bharat Sanchar Bhavan,  
Janpath, New Delhi-110001  
Tel No 23710400 / 23037137



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भारत संचार निगम लिमिटेड  
(भारत सरकार का उपक्रम)  
BHARAT SANCHAR NIGAM LIMITED  
(A Cell of India's Enterprise)

Dated 01.07.19

F.No. 3-6/2019-Restg.

To

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

Sub: Preparation of Individual Performance management system (IPMS) Score Card Bank and its mapping with APAR in ERP from Financial year -20-21 onwards-Reg

With a view to create performance oriented work culture and align goals of an employee with the Organizational Goals and tracking the progress in the achievement of the goals assigned and evaluating their performance, Individual Performance management system (IPMS) was introduced for all executives in BSNL. It is aimed to measure individual's performance in KPIs in a fair and transparent manner.

Presently there are two distinct process of performance measurement in BSNL, IPMS and APAR. There is a need to integrate these two processes and to further make it more effective by operating both the process in the ERP. Presently only APAR is processed through ERP.

Recently BSNL Board has approved and directed to make IPMS an integral component of Annual Performance Appraisal (APAR) of every executive and IPMS Score be reflected in APAR for effective performance Management system. Accordingly competent authority has decided to merge and map IPMS with APAR in ERP and the new process be made effective from FY-20-21 onwards.

Various Guidelines have been issued time to time by restructuring cell to guide the field units for preparation of IPMS score cards. Further as per the approval, the individual IPMS scorecards being incorporated in ERP system is under process. A data bank of Key Performance Indicators (KPIs) relevant to different roles in SSAs and Territorial Circles has already been circulated in 2013. However due to change in Business requirement these parameters are being reviewed. While the IPMS parameters of JGM and above level executives of all cadre and streams are being prepared in corporate office, the data bank for AGM/SDE/JTO or equivalent level of all cadres and streams working in Field units is required to be prepared at Circle/SSA level by picking up relevant KPIs from their Job profile. While preparing the IPMS parameters, the circles shall consider the best practices of HR in preparing and framing the performance management system and shall include following important considerations:-

- KPIs should be SMART i.e. specific, measurable, acceptable, realistic and time bound. It should be goal oriented.
- Number of KPIs should normally consist of 6-10 parameters only for enabling focused attention.
- Weightage assigned to each KPI should be in proportion to its importance.

Restructuring Cell, Corporate Office,  
7<sup>th</sup> Floor, Bharat Sanchar Bhavan,  
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- Financial KPI should normally be reflected in each score with weightage of 10%-40% depending upon executive's direct /indirect role in revenue growth/other financial parameters.

A sample IPMS parameters (KPI) is enclosed as Annexure-I (A tentative IPMS score card devised based on earlier circulated IPMS score card) for reference please. Your suggestions for any addition/deletion/modifications in the parameters of IPMS score card are solicited. In view of the utmost significance of the subject, I request you to kindly bestow your personal attention for sending relevant KPIs of all the Executives of AGM and JTO/SDE cadre of your Circle/SSAs by 31<sup>st</sup> July 2019. It is requested to nominate a nodal officer to follow up on this exercise and coordinate with Restructuring Branch for time bound preparation of all score cards. Soft copy of the IPMS score cards may be e-mailed to [restg@bsnl.co.in](mailto:restg@bsnl.co.in) at the earliest.

This is issued with the approval of Director (HR).

  
(Manish Kumar) 19  
GM (Restructuring)

Copy to:

1. All functional Directors, BSNL for kind information, pl.