Bharat Sanchar Nigam Limited
(Corporate Office)
Bharat Sanchar Bhavan, Janpath
New Delhi-110001.

No.3-5/2010 -Restg

Date: 26ᵗʰ March 2013

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

Subject: Field-level Performance Management System (FPMS) – Amendment   and
Extension of.

Field-level Performance Management System (FPMS) Scheme, the KPI based award scheme for field-level employees in Exchanges, CSCs and SSA-level Consumer Mobility Operations teams, was introduced vide this office letter of even number dated 15.04. 2010. Based on inputs received from the field units an amended Scheme was approved by the Management Committee of BSNL Board and communicated to your office vide letter of even number dated 17.07.2012 for implementation. The current validity of this Scheme will be expiring on 31.03.2013.

2.   Based on further inputs received from various quarters, FPMS Scheme has been further modified/fine-tuned with the approval of the Management Committee. This amended Scheme, which is enclosed herewith, will be valid up to 31.03.2014.

3.   Further, with the objective of improving transparency and fairness in evaluation, an IT-based software solution has been developed with the assistance of ITPC whereby performance of exchanges in all Territorial Circles is monitored using CDR reports

4.   It is requested that the amended Scheme may be implemented in your Circle with effect from 1ˢᵗ April 2013. A status up-date of FPMS implementation may please be sent to this Office in the form of the prescribed 'Status Tracker' on quarterly basis beginning with the quarter April-June 2013 by 10.07.2013 through the software application referred to in para 2 above.

(Madhu Arora)
GM (Corp Restg)

Encl:

1.   Amended FPMS Scheme
2.   Amended scorecard for CSCs

Copy for kind information of:

1.   All Directors of BSNL Board
2.   All Executive Directors, BSNL
3.   Sr. GM (NWO-CFA), Sr. GM (NWO-CM), Sr. GM (CSC)

Field-level Performance Management System – KPI based award scheme for field-level employees in Exchanges, CSCs and SSA-level Consumer Mobility Operations.

1. Description

The objective of Field-level Performance Management System (FPMS) is to recognise performance and create a healthy competition among individuals and groups so that they work effectively and efficiently. For the purpose of FPMS at group level, following job families critical to the organization and covering a large number of employees have been identified:

(i)   Employees involved in operational roles at Exchanges.

(ii)   Employees involved in operational roles in Consumer Mobility at SSA level.

(iii)   Employees involved in customer service in CSCs.

Performance scorecards containing relevant Key Performance Indicators (KPIs) for these families have been defined and the targets are set against each KPI by the respective SSA. The families are given quasi-financial awards like trophies and certificates based on performance.

2. General Information

The scheme for fixed line Exchanges would be driven at the SSA level and the scheme for CSCs & Consumer Mobility Operations teams at Circle level.

2.1   Awards for fixed line Exchanges

2.1.1 For Exchanges, topper group (one in each category of Exchange) shall be awarded at SSA level. The awards are named as Swarna Exchange in each category.

2.1.2 Exchanges have been categorized based on working lines:

- Up to 5000 working lines   Category A
- Above 5000 lines   Category B

2.1.3 In the scorecards for fixed line Exchanges, 20% weightage is given for parameters related to BTS availability/passive infrastructure faults. If an Exchange is without BTS responsibility, the total weightage will be 80 which would then be extrapolated.

2.1.4 Performance of Exchanges shall be evaluated on the basis of CDR reports, and for this purpose data shall be populated by the respective PMS Nodal Designates in the software application specifically developed for this purpose.

2.1.5 In case two or more Exchanges in a SSA get the same overall extrapolated weighted scores corresponding to all the relevant KPIs, performance of such Exchanges will be measured on the basis of number of working DELs in these Exchanges. In other words, best Exchange award in a SSA will be given to that

Exchange which will have the highest/maximum extrapolated weighted score and maximum number of working DELs.

2.1.6 The SSA Head shall make the final decision on awards at SSA level after taking into account the KPI scores of all Exchanges in the SSA.

2.2 Award for mobile operations

2.2.1 For consumer mobility operations, top 3 SSAs' mobile operation teams would be awarded in every Circle.

2.2.2 The final decision on awards at the Circle level shall be made by the PGM/GM (Consumer Mobility) after taking into account the KPI scores of all SSA-level consumer mobility operations teams in the Circle.

2.3 Awards for CSCs

2.3.1 For the CSCs, one CSC in each category would be awarded at Circle level.

2.3.2 A modified scorecard for CSCs with amended KPIs, which has to be utilized for evaluating performance of CSCs, is enclosed.

2.3.3 Final decision on the award shall be taken by CSC unit head at Circle level after taking into account overall KPI scores of all CSCs in the Circle in a particular category.

2.4 The PMS team at the Corporate Office would be responsible for the overall coordination.

3. Description of Awards

3.1 Awards for CSC

Name of award	Level	Type of Category	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna CSC (one in each category)	Circle	Cat – A,B,C	Quarterly	Certificate of Merit, with Rolling Trophy	Certificate	Highest score on KPIs for CSCs in a category.

3.2 Awards for Exchanges

Name of award	Level	Type of Category	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna Exchange (one in each category)	Within SSA	Cat – A,B	Quarterly	Certificate of Merit, with Rolling Trophy	Certificate	Highest score on KPIs for Exchanges

3.3 Awards for Circle-level Consumer Mobility Operations teams

Name of award	Level	Frequency	Award for group	Award for individuals in group	Basis for decision
Swarna Padak	Within Circle	Quarterly	Certificate of Merit, with Rolling Trophy	Certificate	Highest score on KPIs for CM teams
Rajat Padak	Within Circle	Quarterly	Certificate of Merit, with Rolling Trophy	Certificate	2nd Highest score on KPIs for CM teams
Kansya Padak	Within Circle	Quarterly	Certificate of Merit, with Rolling Trophy	Certificate	3rd Highest score on KPIs for CM teams

These awards should be conferred on the recipients by the CGM of the Circle for Circle-level awards and SSA Heads for SSA-level awards in a quarterly ceremony.

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Field Performance Management System (FPMS)
Customer Service Centre (Computerised) /Modified

S.No.	Key Performance Indicator (KPI)	Sub-Weighting factor	Weightage	Target	Performance Levels			Target Achieved	Marks Achieved	Weighted Score
					Fair	Good	Excellent			
	Efficiency of CSC	30%								
	(i) Number of bill collected per month/Number of cash counters in CSC		15%	600	300	300	600			
	(ii) No. of customer requests change of address/change of plan, disconnection, account etc. out		5%	5	2	3	5			
	(iii) Total removal status of CSC		5%	5%	1,000	1,500	2%			
	(iv) Amount billing/counter		5%	12	9	10	15			
	Operation	30%								
	(i) Number of sales per counter		15%	55	65	80	225			
	(ii) Sale of all products through another Son.		5%	300	90	90	180			
	(iii) Number of activities under adoption of these services through CSCs		30%	300	90	180	300			
	Working time of customers in the queue	10%								
	(i) Waiting time in queue during the peak/off-peak (added based on survey field level)		1hr.45min.	1hr	5	4	3			
	(ii) % of survey form collected to total number of bill collected		5%	1H	1.00%	1.50%	2%			
	Customer feedback on qualitative aspects	20%								
	Average of rating given on a scale of 1 to 5 by customers. Customer survey to include factors (including but not limited to):									
	(i) availability of bill, forms and information brochures in the CSC		5%	3	2	3	4			
	(ii) Availability of products in the CSC		5%	3	4	3	4			
	(iii) Behaviour and attitude of the staff.		10%	3	4	3	4			
	(iv) General ambience of the CSC		5%	3	2	3	4			
	(v) Availability of staff in CSC		5%	3	2	3	4			
	Total		100%							