

Restructuring Cell, Corporate Office,  
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Tel No 23734343 / 23037346



भारत संचार निगम लिमिटेड  
(भारत सरकार का उपक्रम)  
BHARAT SANCHAR NIGAM LIMITED  
(A Govt. of India Enterprise)

DO No. 3-6/2013-Restg.

Dated: 10<sup>th</sup> Dec., 2013  
23<sup>rd</sup>

Dear

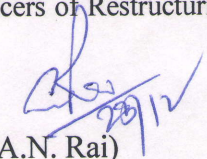
I am writing to you in context of Performance Management System (PMS) which is an important HR tool to foster culture of high performance in any organization. While Group PMS (GPMS) is already implemented in BSNL to measure performance at group level, Individual PMS (IPMS) aimed at measuring Individuals' Performance in a fair & transparent manner, is now required to be implemented for all executives.

2. In this regard, this office letters of even no. dated 30/9/2013 (for CGMs of Territorial Circles) and dated 31/10/2013 & 14/11/2013 (for CGMs of Non-Territorial Circles) may please be referred wherein it was intimated that IPMS is proposed to be an integral component of Performance Assessment including APAR of all Executives. The methodology of linkage of IPMS to Executives' Annual Performance Appraisal Report (APAR) would be as follows:

- i) IPMS score card containing KPIs & targets would be prepared for each executive at the beginning of the year. This would be approved by reporting officer in each case.
- ii) In Part-II of the APAR Form, executives would have to necessarily include IPMS score cards along-with targets assigned and achievements thereof.
- iii) While evaluating performance, the reporting officer will keep in view IPMS score card achievement and then give numerical score against "Assessment of work output" column in Part-III of the APAR Form.

3. The process of linking IPMS Score Card to APAR form as above would be implemented from the year 2014-15 onwards. For the current year 2012-13, however, the IPMS Score Card of all the Executives have to be prepared. A data bank of Key Performance Indicators (KPIs) relevant to different roles in SSAs and Territorial Circles has already been uploaded on the Intranet. The Score Card of an individual may be prepared using KPIs of the different job profiles which the individual is responsible for. Weightages of different KPIs must be given very judiciously depending on relative importance of the KPI for achieving overall organizational goals. Targets for the KPIs should be aligned to overall targets of the Company/Circle/SSAs as derived from the concerned units' Group PMS (GPMS) Score cards.

4. I seek your personal attention to this very important initiative. IPMS score card of the Executives in your Circle may be devised without further delay and may be sent to the Restructuring Cell at E-mail id: [restg@bsnl.co.in](mailto:restg@bsnl.co.in) by 30.12.2013. In case of any difficulties, officers of Restructuring branch may be contacted.

  
(A.N. Rai)  
Director (HR)

To

All CGMs (Territorial & Non-Territorial Circles)  
BSNL