

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

No. 3-6/2010 -Restructuring

Date: 31st January 2011

To

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

**Subject: Designing of IPMS Scorecards for different roles of Executives.**

Sir,

Please refer to CMD's communication of even number dated 29<sup>th</sup> November 2010 on the above mentioned subject wherein it was requested that IPMS scorecards for different roles of Executives in Circles and SSAs may be prepared and sent to GM (Corporate Restructuring) by 15<sup>th</sup> December 2010. Complete set of sample scorecards have not been received from your office till date.

In this context it is important to note that the Management Committee has recently taken a decision that from the next financial year (2011-12) onwards, IPMS will be integral component of the Annual Performance Appraisal Process of all Executives.

IPMS Scorecard comprises of a set of 8-10 Key Performance Indicators (KPIs) relevant to the specific Job Responsibility/Role of each executive. IPMS Scorecard for all Executives are to be prepared immediately so that targets can be assigned for the next financial year. Following aspects have to be kept in consideration while designing the scorecards:

- i) The Scorecard should be aligned to Company's overall strategic objectives and should contain appropriate mix of parameters (depending upon the role) from the four dimensions i.e. (i) financial, (ii) customer/market, (iii) Operators/Processes, (iv) Employee development.
- ii) The KPIs should be SMART i.e. specific, measurable, actionable, realistic and time specific.
- iii) The No. of KPIs should not be very long and should preferably be in the range of 8-10 so that the executive is able to focus on them.
- iv) The KPI should focus on the outcome and not the effort.
- v) Each KPI should have a weighing factor which signifies its importance in the overall scorecard. All KPIs put together should have weightage of 100.

It is therefore requested that sample IPMS scorecards for Executives up to the level of JTO in Circles and SSAs may be sent to this office and e-mailed at [gm\\_restg@bsnl.co.in](mailto:gm_restg@bsnl.co.in) by 10<sup>th</sup> February 2010.

Yours sincerely,



(Madhu Arora)  
GM (Corp Restg)