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

अवध नारायण राय

निदेशक (उद्यम)

**A.N. Rai**

Director (Enterprise)

D.O.No. 3-6/2014-Restg.

Dated 5<sup>th</sup> June, 2014

Dear

Please refer to my D.O. of even number dated 7<sup>th</sup> Feb. 2014 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) measures performance at group level, Individual PMS (IPMS) is aimed at aligning individual's goals to the company's goals and to measure the performance of an individual in a fair & transparent manner.

2. As already communicated, IPMS shall be an integral component of Annual Performance Appraisal (APAR) of every executive from the year 2014-15 onwards. The methodology of linkage of IPMS to Executives' Annual Performance Appraisal Report (APAR) would be as follows:
  - *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.*
  - *In Part-II of the APAR Form, executives would have to necessarily include IPMS score cards along with targets assigned and achievements thereof.*
  - *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. To guide the field units for IPMS score cards preparation, Restructuring Branch had prepared data bank of KPIs for different roles in Territorial Circles and SSAs. The KPI data Bank was also uploaded on intranet. Since an executive may be handling multiple roles, score card specific to each executive was required to be prepared at Circle / SSA level by picking up relevant KPIs from the data bank. To expedite the process for preparation of score cards for all executives, Restructuring Branch has now prepared sample score cards for executives for different roles in

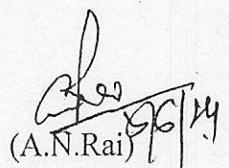
SSAs. These sample cards have been prepared based on the KPI data bank, certain inputs received from territorial circles and keeping in view the following important considerations:-

- KPI should be SMART i.e. Specific, measurable, actionable, realistic and time bound.
- Number of KPIs should normally be limited to most important 8-10 parameters only to facilitate focused attention.
- Weightage assigned to each KPI should be in proportion to its importance. Total weightage of all parameters should be 100.
- Financial KPI should normally be included in each scorecard with weightage of 10%-40%. This is important as our company's main focus is revenue growth and each individual has to be sensitized for the same. The weightage of this KPI would vary depending upon executive's direct role in revenue growth/other financial parameters.
- Targets assigned for KPIs must be aligned to the GPMS score card targets of your Circle/SSA.

5. The sample IPMS score card for SSA executives are uploaded on Intranet. However, the KPIs & their weightage need to be appropriately modified keeping in view the role assigned to an executive and specific targets have to be assigned in line with GPMS targets for the Circle/ SSA. The IPMS score card also must be approved by reporting officer in each case.

6. Considering the importance of this exercise, I seek your personal attention for completion of IPMS score cards for all Executives. As already stated, IPMS score card should be included by each executive in the self Appraisal part of APAR form at the end of the year and achievements against IPMS targets should be considered by Reporting Officer for assigning work output performance rating.

I would appreciate if the compliance report along with the soft copy of the IPMS score cards of executives of your circle is emailed to [restg@bsnl.co.in](mailto:restg@bsnl.co.in) by 30<sup>th</sup> June,2014.



(A.N.Rai)

To

### 1. All CGMs of Territorial Circles

- Please note that letter along with sample score cards for SSA executives is uploaded on intranet. The uploaded sample score cards may be used for guidance purpose. Further, individual IPMS score cards for each executive is to be prepared by circles/SSA based on specific role of the individual and targets assigned to circle/SSA. The KPIs, their weightage and targets given in the sample score cards are only for guidance.