



No. 3-6/2022-Restg.

Dated: 22.05.2023

To

All CGMs,

Subject: Linking of KPI-based online IPMS with APAR 2022-23.

I am pleased to note that the Q4 IPMS cycle of FY 2022-23 has been completed in a timebound manner and Final Weighted Scores for FY 2022-23 have been successfully linked automatically to the APAR in ESS for all BSNL executives, barring exceptions. For DoT officers, as notified vide letters no 3-6/2022-Restg dated 05.12.22 and 10.3.23, the IPMS scores been communicated through office orders to all circles in e-office for ensuring that reporting/reviewing officers enter in Sparrow with 40% weightage by 30.06.23.

Outlined below are some salient points that are highlighted for necessary action by all circles to make the system more effective and robust:

1.0 IPMS Calender for 2023-24 and Role of Nodal/HR vertical Officers.

The implementation of KPI-based IPMS in BSNL is a part of the Revival 2.0 strategy and is being monitored by PMO on a monthly basis. **The system facilitates KPI/target assignment and achievement-monitoring down to the last executive in ERP and therefore, its utility and seriousness cannot be over-emphasized.**

Going forward, I see the system becoming more digitally transformed/automated and the 'human element' becoming even more involved/driven by it, as is the case with our competitors, whereby 'Target/Achievement' monitoring is done on a daily basis and is the way of life.

The IPMS calender for 2023-24 is enclosed at Annex I and as can be seen, it **involves quarterly but rigorous activity** by all IPMS Nodal officers and PGMs/GMs/DGMs/AGMs/SDEs/JTO of HR vertical in Corporate/Circles/BAs/OAs. Therefore, they all shall be assigned the KPI "Monitoring and implementation of IPMS cycles" with weightage 30%.

2.0 Pending Q4 Achievements.

Circle-wise report is at Annexure II. Despite continuous persuasion by Corporate Office with the circles, IPMSs of 263 executives are pending for reporting and 109 are pending for reviewing at the close of the Q4 window.

It is the duty of each executive to enter his/her achievements dutifully in the IPMS portal. Similarly, it is the duty of all reporting/reviewing officers to agree/disagree with the submitted achievements in a timebound manner.

CGMs may review the pendency and forward the cases for negative marking to Corporate Office (Restructuring cell) by 29.05.23. The negative marks will be applied on top of the weighted scores of the next quarter, i.e. Q1 (Apr-June 2023).

3.0 False Information – BSNL CDA Rule 5(31).

Circles have reported that some executives are deliberately entering false/inflated achievement data in online IPMS system and their reporting officers are agreeing with the same. I am very displeased to note the same as it is a gross violation of the model code of conduct that all BSNL/government employees are supposed to follow, as well as BSNL CDA rules 2006 – making the erring employees liable for disciplinary proceedings.

From Q1 cycle onwards, each executive will be required to submit the undertaking in Annex III while submitting the achievements and strict action will be taken if any false information is entered deliberately in the system.

4.0 Final Weighted IPMS Scores.

With respect to the calculation of the Final Weighted IPMS scores, the following may be noted:

- i) If APAR is for part period then IPMS quarters having end date falling in the APAR period, shall only be considered for calculation of weighted scores.
- ii) Score will be considered as zero for an IPMS that is pending with employee having status as **"Created with employee but achievement not submitted"**.
- iii) If final weighted score is 'Zero' then the overall grading in part "A" of APAR shall be populated as "1", being system constraint.
- iv) In case, an employee's IPMS remains pending with controlling/reviewing officer, concerned GM HR should make every effort to get the pendency cleared, including changing of mapping of the executive in ESS. For exceptions having IPMS status as **"Achievement Submitted but pending with controlling /reviewing officer for evaluation"**, the IPMS will not be counted for calculation of final scores.

5.0 KPI/Target Setting.

I would like to reiterate the following instructions issued in various letters earlier:

- i) The MoU with DoT has set revenue targets for BSNL for the next five years and the same have to be translated into realistic KPIs down to the last executive. **Targets should not be increased by more than 5% while assigning to subordinates.**



- ii) Executives who **have been assigned sales or revenue targets** should **not** be assigned any discretionary KPIs in their IPMS. They should be able to achieve the perfect score of 10.00 if they surpass their targets.
- iii) Executives who have **not** been assigned **revenue targets shall be compulsorily** assigned KPI '**Exceptional performance as assessed by reporting officer**' with 20% weightage – **their IPMS score will cross 8.0 points only if exceptional work is done.**
- iv) Scores may be recalculated in exceptional cases (letter No. 3-6/2022-
RSTG dated 13.01.23)
wherein an individual executive could not achieve a date or day type KPI due to circumstances outside his/her control and there may be justification for not counting that KPI when calculating the final weighted score.

6.0 IPMS Enhancement/Automation.

As you may be aware, the online version of IPMS has been designed inhouse by the Restructuring cell and developed by the ERP team to serve BSNL's immediate business needs following the approval of the Revival 2.0 package by GOI. A number of customisations have been carried out based on the feedback from field units but there is still plenty of scope for improvement. We are in the process of engaging external experts for enhancing/automating the system in line with latest performance management tools and best practices and will keep our field units updated.

To conclude, I would like to urge all CGMs to drive all HR Transformation initiatives, including the KPI-based IPMS personally, so that we get optimum results. I have full faith in the commitment of our self-motivated teams of officers, officials and field staff and I am sure that all measures taken in the interest of BSNL will be adopted with widespread ownership and implemented with utmost sincerity.

Warm Regards,



22.5.2023
(Arvind Vadnerkar)
Dir.(HR) BSNL Board

Copy to for kind information to:

1. PPS to CMD BSNL
2. All Functional Directors, BSNL Board

Annexure I- IPMS Calendar for the year 2023-24

	IPMS cycle	Period	Target Setting		Achievement Windows				Bonus/Negative marking
			KPIs to be assigned by Corporate Office	KPIs to be assigned by Circles (window close)	Ach data to be sent by Heads of Circles to CO for vetting	Achievements to be entered by	Reporting to Agree/Disagree	Reviewing to agree/disagree	
1	Q1 23-24	Apr- June	15 March	10 April	10 July	20 July	25 July	31 July	10 Aug
2	Q2 23-24	July- Sep	15 June	10 July	10 Oct	20 Oct	25 Oct	31 Oct	10 Nov
3	Q3 23-24	Oct- Dec	15 Sep	10 Oct	10 Dec	20 Dec	25 Dec	31 Dec	10 Jan
4	Q4 23-24	Jan- Mar	15 Dec	10 Jan	10 Apr	20 Apr	25 Apr	30 Apr	10 May

Annexure II

Q4 (Jan to Apr.23) IPMS Achievement submitted report as on 11-05-2023

Circle	Total Exec	IPMS Issue	IPMS Not Issued	IPMS at Emp	Achievement Submitted	IPMS at Approver	IPMS Complete	Ach submitted+ at approver+ completed	% w.r.t total Issued
	a	b	c	d	e	f	g	h= (e+f+g)	i =h*100/b
Telecom Factory Kolkata	18	18	0	0	0	0	18	18	100
Telecom Factory Mumbai	19	16	3	0	0	0	16	16	100
Core Network(Tx-West) Mumbai	563	546	17	1	0	0	545	545	100
Kerala Telecom Circle	2,039	1,900	139	7	0	0	1,893	1893	100
Tamil Nadu Circle	1,599	1,568	31	4	2	0	1,562	1564	100
Bihar Telecom Circle	754	721	33	3	0	0	718	718	100
Himachal Pradesh Telecom Circl	448	441	7	2	0	0	439	439	100
Jharkand Telecom Circle	446	435	11	2	0	0	433	433	100
Andhra Pradesh Telecom Circle	1,644	1,598	46	7	1	0	1,590	1591	100
Chhattisgarh Telecom Circle	397	373	24	2	0	0	371	371	99
Chennai Metro District Inspections	578	555	23	3	0	0	552	552	99
Telangana Telecom circle	1,295	1,238	57	6	0	1	1,231	1232	100
Rajasthan Telecom Circle	1,540	1,484	56	7	1	1	1,475	1477	100
Karnataka Telecom Circle	1,342	1,257	85	6	3	0	1,248	1251	100
Haryana Telecom Circle	738	715	23	6	0	0	709	709	99
Maharashtra Telecom Circle	2,050	1,892	158	16	0	0	1,876	1876	99
Core Network(Tx-South),Chennai	862	835	27	7	0	1	827	828	99
Andaman & Nicobar Telecom Circ	96	92	4	1	0	0	91	91	99
ITPC Pune	462	456	6	4	1	0	451	452	99
North East - II Telecom Circle	239	225	14	1	2	0	222	224	100
Uttaranchal Telecom Circle	323	292	31	3	1	0	288	289	99
Gujarat Telecom Circle	1,373	1,343	30	19	1	0	1,323	1324	99
West Bengal Telecom Circle	633	623	10	8	2	0	613	615	99
Odisha Telecom Circle	735	704	31	13	1	0	690	691	98
Sikkim Telecom Circle	51	50	1	1	0	0	49	49	98
BBNW Circle	330	327	3	2	1	4	320	325	99
Jammu & Kashmir Telecom Circle	439	426	13	10	1	0	415	416	98
Assam Telecom Circle	480	462	18	11	1	0	450	451	98
Calcutta Metro District	763	722	41	5	14	1	702	717	99
Madhya Pradesh Telecom Circle	1,128	1,031	97	4	28	7	992	1027	100
North East - I Telecom Circle	297	288	9	1	7	3	277	287	100
ALTTC	141	129	12	3	1	1	124	126	98
Core Network(Tx-NE Region),GHT	162	152	10	6	0	0	146	146	96
Punjab Telecom Circle	1,382	1,351	31	13	6	35	1,297	1338	99
Core Network(Tx-East), Kolkatt	345	335	10	6	8	0	321	329	98
UP (W) Telecom Circle	833	795	38	12	20	16	747	783	98
Core Network(Tx-North), Delhi	894	868	26	13	28	13	814	855	99
Telecom Factory Jabalpur	14	14	0	0	1	0	13	14	100
Network For Spectrum Circle	9	9	0	1	0	0	8	8	89
UP (E) Telecom Circle	1,504	1,445	59	14	132	26	1,273	1431	99
Total	29150	27912	1238	231	263	109	27309	27681	99

Annexure III

Self Declaration

■ I certify that the achievements I have entered against the KPIs assigned for the purpose of reporting/reviewing are true to the best of my knowledge and as per the reports in the system, as applicable. I am also aware that as per BSNL CDA rule 5(31), "*deliberately making any false statement before a superior knowing it to be false*" is misconduct and liable for disciplinary action.

SUBMIT