

Restructuring Cell/WS&I,
804, Bharat Sanchar Bhawan, BSNL CO,
Janpath, New Delhi-110001
Tel. No:- 011-23734343



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

No. 3-6/2022-RSTG

Dated: 27.01.2023

30

To,
All CGMs (Territorial and Non-Territorial Circles)
All Unit Heads, BSNL CO

Sub.: KPI-based IPMS in BSNL.

At the outset, I would like to wish you a very happy, healthy and productive New Year 2023! From the Corporate Office side, we hope to make a lot of progress on the initiatives undertaken to implement HR Transformation in BSNL.

The **KPI-based online IPMS** is one such key initiative and it was introduced to bring in much needed target-orientation and result-focus in our daily job roles. And, I am pleased to note that, with the efforts of all our field units, the online system has now stabilized and almost all executives have become familiar with it.

Going forward, **how best we are able to utilize this digital tool**, will make a significant difference to our productivity and project delivery. Therefore, urgent note may be taken of the following points and necessary action may be taken by all circle heads.

1.0 Q4 Targets.

Online IPMSs have been assigned to some 28,572/29342 (97.4%) executives for the Jan-Mar 2023 period. 770 IPMSs are pending (circle wise report enclosed at Annex 1) which includes known exceptions. A wealth of data has been created in terms of the KPIs assigned and the Circle HR team should analyze it. The following issues may be closely examined in consultation with the respective business verticals and the ATR emailed by 25 Feb 2023.

a. Whether realistic targets have been set or not?

Effectiveness of the IPMS system will be determined by how much ownership each executive takes of the KPIs assigned to him/her and how much efforts he/she makes to achieve them. Therefore, KPI's assigned should be realistic and achievable. The MoU with DoT has set the following revenue targets for BSNL (see below) for the next five years and the same may be translated into realistic targets down to the last executive.

REVENUE TARGETS as per MoU with DOT					
	2021-22	2022-23	2023-24	2024-25	2025-26
Revenue from Operations in crores	16808	17161	20008	24428	33553
% growth		2%	17%	22%	37%

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Circle HR teams should examine the targets given to the executives in all BAs and OAs in their respective circles and recommend suitable action to the BA/OA head to rectify the imbalances, if any, in succeeding IPMS cycles. Further, it should be verified that:

- i. The KPI “**Monitoring and implementation of IPMS cycles**” has been assigned to all PGMs/GMs/DGMs/AGMs/SDEs/JTO of HR vertical in circles/BAs/OAs and they are ensuring that the Q4 KPIs/targets are assigned to all executives in a time bound manner to avoid last day rush or negative marking.
- ii. The KPI ‘**BSNL Relationship Manager**’ KPI has been assigned to executives (JTO and SDE) with less than average job roles and they have been made custodians of 10-25 High Value Customers (not covered already by existing NAMs or KAMs) selected by the BA/OA Head.
- iii. Unauthorised Absence of employees for more than five years are disposed off as deemed resignation cases.

b. Whether job roles have been optimized or not?

- i. It has been noted that many circles have excess staff posted in copper outdoor network and indoor units and needs to urgently review the HR deployment/work distribution in favor of sales workforce and transmission network maintenance.
- ii. Circle/BA HR teams should review the job-role data and ensure that maximum number of executives are assigned job roles in **EB, FTTH Business, Transmission maintenance, CM sales and revenue generation** and the implementation of **flagship projects**, taking into consideration regional conditions which will be unique for each circle/BA/OA.

2.0 Q3 Achievements.

Each executive should take ownership of the good work he/she has done for BSNL over the quarter and 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 time bound manner.

As at 27.01.23, some 464 executives have not filled their achievements, 10347 IPMSs are pending for reporting and 1146 IPMSs are pending for reviewing. Circle/BA HR teams may take urgent action and ensure completion before the windows close.

Bonus Scores: For circles/BAs/OAs showing positive revenue growth in percentage terms for the period ‘Q3, FY 2022-23’ as compared to the period ‘Q3, FY 2021-22’, bonus scores shall be awarded uniformly to all executives in the respective circle/BA/OA, on top of the weighted scores, as below.

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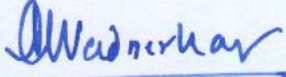
	Revenue Growth (Q3 2022-23 vs Q3 2021-22)	Bonus Scores
1	10%	1.5
2	8%	1.0
3	5%	0.5

Scores may be recalculated in exceptional cases (Restg cell letter dated 13.01.23 may be referred to) 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.

3.0 Feedback.

As you may be aware, the online version of IPMS was designed inhouse by the Restructuring cell to serve BSNL's immediate business needs following the approval of the Revival 2.0 package by GOI. A number of customizations have been carried out but there is still plenty of scope for refinement. Therefore, feedback from all stakeholders is being sought to improve the system. In the first phase, all Circle, BA and OA heads will be requested to provide feedback and Google form (template enclosed in Annex 3) will be shared shortly with all GM HRs in the circles such that they may get it filled in a timebound manner by 25.02.23.

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.


30.1.2023
(Arvind Vadnerkar)
Director HR, BSNL Board

Copy to for kind information to:

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

IPMS Submission Report for Q4 dated 27.01.2023

S. N.	Circle	Total Exec.	IPMS Issued	IPMS Not Issued	IPMS at Employee	% IPMS Issued
1	Telecom Factory Jabalpur	15	15	0	15	100.0
2	Telecom Factory Kolkata	13	13	0	13	100.0
3	Network For Spectrum Circle	9	9	0	9	100.0
4	Core Network(Tx-South),Chennai	841	838	3	838	99.6
5	ITPC Pune	455	453	2	453	99.6
6	BBNW Circle	324	322	2	322	99.4
7	Andaman & Nicobar Telecom Circ	98	97	1	97	99.0
8	Inspections	184	182	2	182	98.9
9	Core Network(Tx-West) Mumbai	555	548	7	548	98.7
10	West Bengal Telecom Circle	633	624	9	624	98.6
11	Kerala Telecom Circle	1,952	1,922	30	1,922	98.5
12	Tamil Nadu Circle	1,589	1,564	25	1,564	98.4
13	Odisha Telecom Circle	711	699	12	699	98.3
14	Andhra Pradesh Telecom Circle	1,616	1,588	28	1,588	98.3
15	Chennai Metro District	576	566	10	566	98.3
16	Gujarat Telecom Circle	1,378	1,351	27	1,351	98.0
17	Himachal Pradesh Telecom Circle	458	449	9	449	98.0
18	Core Network(Tx-East), Kolkatt	343	336	7	336	98.0
19	Sikkim Telecom Circle	49	48	1	48	98.0
20	Punjab Telecom Circle	1,395	1,364	31	1,364	97.8
21	Calcutta Metro District	736	719	17	719	97.7
22	Core Network(Tx-North), Delhi	888	867	21	867	97.6
23	Haryana Telecom Circle	727	709	18	709	97.5
24	Jharkand Telecom Circle	443	432	11	432	97.5
25	Madhya Pradesh Telecom Circle	1,056	1,029	27	1,029	97.4
26	North East - I Telecom Circle	295	287	8	287	97.3
27	Karnataka Telecom Circle	1,284	1,248	36	1,248	97.2
28	Telangana Telecom circle	1,268	1,232	36	1,232	97.2
29	Bihar Telecom Circle	744	722	22	722	97.0
30	Rajasthan Telecom Circle	1,513	1,468	45	1,468	97.0
31	ALTTC	131	127	4	127	96.9
32	Chhattisgarh Telecom Circle	387	375	12	375	96.9
33	Jammu & Kashmir Telecom Circle	440	426	14	426	96.8
34	UP (E) Telecom Circle	1,508	1,452	56	1,452	96.3
35	North East - II Telecom Circle	231	222	9	222	96.1
36	UP (W) Telecom Circle	833	799	34	799	95.9
37	Maharashtra Telecom Circle	1,984	1,903	81	1,903	95.9
38	Assam Telecom Circle	483	463	20	463	95.9
39	Uttaranchal Telecom Circle	301	288	13	288	95.7
40	Core Network(Tx-NE Region),GHT	160	150	10	150	93.8
41	Corporate Office	716	649	67	649	90.6
42	Telecom Factory Mumbai	20	17	3	17	85.0
	Total	29342	28572	770	28572	97.4

Annex-2

S. Nr.	Circle	Total Exec	IPMS Issue	IPMS Not Issued	IPMS at Emp	Achievement Submitted	IPMS at Reviewer	IPMS Complete	Ach submitted+ at Reviewer+ completed	% w.r.t total Issued
		a	b	c	d	e	f	g	h = (e+f+g)	i = h*100/b
1	UP (E) Telecom Circle	1,512	1,457	55	87	533	67	770	1370	94
2	Core Network(Tx-North), Delhi	892	866	26	48	217	31	570	818	94
3	Corporate Office	721	652	69	28	232	35	357	624	96
4	Maharashtra Telecom Circle	1,989	1,909	80	22	680	103	1,104	1887	99
5	Kerala Telecom Circle	1,962	1,916	46	21	1,062	54	779	1895	99
6	West Bंगा. Telecom Circle	635	624	11	20	225	22	357	604	97
7	UP (W) Telecom Circle	839	805	34	18	265	28	494	787	98
8	Calcutta Metro District	740	724	16	18	159	41	506	706	98
9	Gujarat Telecom Circle	1,382	1,351	31	17	290	49	995	1334	99
10	Assam Telecom Circle	483	462	21	15	134	19	294	447	97
11	Jammu & Kashmir Telecom Circle	440	424	16	14	147	11	252	410	97
12	Karnataka Telecom Circle	1,291	1,245	46	13	411	62	759	1232	99
13	Odisha Telecom Circle	714	699	15	13	296	24	366	686	98
14	Punjab Telecom Circle	1,402	1,363	39	13	399	61	890	1350	99
15	Rajasthan Telecom Circle	1,515	1,478	37	11	593	110	764	1467	99
16	Tamil Nadu Circle	1,597	1,572	25	11	611	38	912	1561	99
17	Uttaranchal Telecom Circle	301	290	11	11	148	19	112	279	96
18	Haryana Telecom Circle	733	713	20	9	252	17	435	704	99
19	Core Network(Tx-South),Chennai	844	839	5	9	285	13	532	830	99
20	Inspections	185	181	4	8	32	1	140	173	96
21	Telangana Telecom circle	1,270	1,232	38	7	678	40	507	1225	99
22	North East - I Telecom Circle	295	284	11	7	74	16	187	277	98
23	Andhra Pradesh Telecom Circle	1,619	1,587	32	7	707	56	817	1580	100
24	Jharkand Telecom Circle	444	427	17	5	167	19	236	422	99
25	Core Network(Tx-East), Kolkatt	347	340	7	5	37	11	287	335	99
26	Madhya Pradesh Telecom Circle	1,061	1,019	42	4	289	55	671	1015	100
27	Bihar Telecom Circle	748	724	24	3	247	44	430	721	100
28	Himachal Pradesh Telecom Cirl	458	450	8	3	246	4	197	447	99
29	Chennai Metro District	578	570	8	3	300	20	247	567	99
30	Core Network(Tx-NE Region),GHT	161	151	10	3	49	13	86	148	98
31	Chhattisgarh Telecom Circle	387	373	14	2	110	15	246	371	99
32	ALTTC	132	127	5	2	14	5	106	125	98
33	ITPC Pune	456	453	3	2	174	12	265	451	100
34	Andaman & Nicobar Telecom Circ	98	97	1	1	34	1	61	96	99
35	North East - II Telecom Circle	233	223	10	1	73	9	140	222	100
36	BBNW Circle	325	320	5	1	2	2	315	319	100
37	Core Network(Tx-West) Mumbai	555	546	9	1	147	17	381	545	100
38	Sikkim Telecom Circle	49	48	1	1	7	0	40	47	98
39	Telecom Factory Jabalpur	15	14	1	0	9	1	4	14	100
40	Telecom Factory Kolkata	13	13	0	0	8	1	4	13	100
41	Telecom Factory Mumbai	20	15	5	0	3	0	12	15	100
42	Network For Spectrum Circle	9	9	0	0	1	0	8	9	100
	Total	29450	28592	858	464	10347	1146	16635	28128	98

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Annex 3

ONLINE IPMS FEEDBACK

Circle/BA/OA:

Name of the Head:

HRMS No:

PROS of the new IPMS system

1. _____
2. _____
3. _____

CONS of the new IPMS system

1. _____
2. _____
3. _____

Suggestions for improvement

1. _____
2. _____
3. _____

Signature:

Date:

Mobile No:

email id: