



NO. BSNLCO-PERB/19(12)/2/2022-PERS1

Dated: 29.03.2023

To,

All Heads of Telecom Circles/Metro Districts & Other Administrative Units  
All PGMs/Sr. GMs/GMs of BSNL CO New Delhi  
Bharat Sanchar Nigam Limited.

**Sub:-** Processing of e-APAR of employees of BSNL, online through ESS-Portal for year 2022-23- regarding.

BSNL has introduced online e-APAR system w.e.f. 01.04.2017 for most of the executives and for remaining executives it has been implemented w.e.f. 01.04.2018. In case of Non-executive employees, the online e-APAR system has been implemented w.e.f. 01.04.2022.

In the past following **discrepancies/ shortcomings** have been noticed related to e-APARs.


1. Some executives are not submitting their self-appraisal within time and requesting for extension of timeline for submission of self-appraisal.
2. Some executives are routing their e-APAR to wrong Reporting officer.
3. Some Reporting/Reviewing officer are not Reporting/Reviewing the e-APAR of their subordinates within due time.
4. Some Reporting officers route the e-APARs to wrong Reviewing officer.
5. Integrity column is being marked casually as "Doubtful / Not watched the officer's work" without following the laid down procedure for doing so, resulting in avoidable grievances of officer reported upon and delay in the process of completion of e-APAR.
6. After completion of e-APAR some of the Reporting/Reviewing officers state that they have marked the option under column "C" of Part-3 (regarding Normal/Adverse) as "Adverse" inadvertently. This results in avoidable grievances of officer reported upon and delay in the process of completion of e-APAR.

All such cases are resulting into delay in completion of e-APARs process. The management has viewed it seriously. All concerned are advised to be very careful while writing /reporting /reviewing the e-APARs.

**In reference to Restructuring Cell letter No. BSNLCO-COM N/11(15)/2/2023-RSTG dated 27.03.2023 (copy enclosed), timelines for processing of e-APARs for year 2022-23 will be issued shortly.**

All employees of BSNL are advised to comply with the timelines for processing of e-APARs.

This issues with the approval of competent authority.

  
(Satish Kumar) 29/03/2023  
DGM(Pers.)

BSNL CO, New Delhi

**Enclosures: As above.**

Restructuring Cell, Corporate Office,  
7<sup>th</sup> Floor, Bharat Sanchar Bhavan,  
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भारत संचार निगम लिमिटेड  
(भारत सरकार का उपक्रम)  
BHARAT SANCHAR NIGAM LIMITED  
(A Govt. of India Enterprise)

No. BSNLCO-COMN/11(15)/2/2023-RSTG

Dated: 27.03.2023

**TIME BOUND**

To  
GM (Pers.),  
BSNL Corporate Office

**Sub: Online IPMS and APAR for the year 2022-23.**

**Ref: Restg Cell letter no. 3-6/2022-RSTG dated 10.03.23**

Please refer to the letter cited above (letter enclosed for ready reference please), I am directed to convey that with respect to BSNL executives, Final IPMS weighted score (Q3 and Q4 combined of FY 22-23), with 40% weightage, shall be populated automatically by 20 May 2023, in 'Overall grading on Work Output' of Section A of APAR 2022-23, as cut off dates for entering Achievements of Q4 IPMS cycle have been notified as below:

SN.	IPMS period	Achievements to be entered by executive by	Reporting Officer to agree/disagree	Reviewing Officer to decide
1	Jan-Mar 2023	28 April 2023	5 May 2023	10 May 2023

**Since executives will not be able to complete/submit their self- appraisal without the IPMS scores**, the self-appraisal window may be synced with the IPMS cycle and opened on 20 May 2023, following due issuance of notification to field units.

This has the approval of the competent authority.

Encls: As Above

  
(Anita Johri)  
PGM (Restg./WS&I)

**Copy to-**

1. Jt.GM(Pers.) BSNL CO
2. DGM(ERP), HCM Module, BSNL CO

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पी.के. पुरवार

अध्यक्ष एवं प्रबन्ध निदेशक

**P.K. PURWAR**

Chairman & Managing Director

**TIME-BOUND**

No. 3-6/2022-RSTG

Date: 10.03.2023

To

**All CGMs**

**Territorial and Core Network Circles**

Sub: KPIs for the period Q1 (Apr - June) of financial year 2023-24.

The financial year 2022-23 is drawing to a close and even while we carry out all year-end activities, I urge you to start preparing on a war footing for the year that lies ahead. As you can see from the table below, FY 2023-24 will be a challenging year as there is a 17% jump in the revenue targets in the MoU with DoT.

	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Revenue from Operations in crores</b>	<b>16808</b>	<b>17161</b>	<b>20008</b>	<b>24428</b>	<b>28476</b>
<b>% growth</b>		<b>2%</b>	<b>17%</b>	<b>22%</b>	<b>17%</b>

Accordingly, the KPIs in Q1 IPMSs of Circle heads of Territorial and Core Network Circles (enclosed) have been assigned and you are urged to sit with all your teams and plan the action to be taken. **As you are aware, I have been directly engaging with circle heads on one-to-one basis with respect to their critical KPIs and will continue doing so periodically.**

QoS targets are in line with the investments being made in the network and it is in BSNL's interest that we try to achieve the service standards that our customers expect. **There is every reason to take ownership of all targets and feel motivated in view of the performance-based bonus marks accorded by the assessment system.** Any support required from Corporate Office may be highlighted to the Functional Directors or to me and every effort will be made to support your plan of action.

All efforts should be made to keep the operating expenses under control such that the EBIDTA is maximized. All circles/BAs who are in the negative in operational revenue as compared to last year, will enter the 'non-performing' zone of performance evaluation.

Contd.

## 2.0 Q1 cycle KPIs.

- a) Q1 KPIs/targets may be assigned to all executives in a time bound manner. **The window to enter Q1 KPIs/targets will remain live in ESS up to 05.04.2023 and will not be extended any further.**
- b) GM HRs of all circles to send detailed breakdown of pendencies of IPMSs not assigned, including exceptions by 06.04.23 to Corporate Office- **negative marking** as notified, will be applied on the recommendation of the circle.
- c) Further, targets should not be increased by more than 5% while assigning to subordinates.
- d) Executives who have been assigned **sales or revenue targets** should not be assigned any discretionary KPIs in their IPMS. Those who have **not** been assigned **revenue targets** may be assigned KPI 'Exceptional performance as assessed by reporting officer' with 20% weightage.

## 3.0 Q4 cycle Achievements.

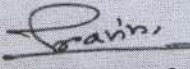
The window for entering achievements of Q4 cycle shall open on 1.4.2023 and cut-off dates are notified as below.

**Table 2 – Cutoff Dates for entering Achievements of Q4 IPMS cycle**

S.No.	IPMS period	Achievements to be entered by executive by	Reporting Officer to agree/disagree	Reviewing Officer to decide
1.	Jan-Mar 2023	28 April 2023	5 May 2023	10 May 2023

- a. As notified earlier, with respect to BSNL executives, **Final IPMS weighted score (Q3 and Q4 combined)**, with 40% weightage, will be linked automatically to APAR 2022-23.
- b. For officers from DoT, **Final IPMS weighted score**, as calculated by ESS, shall be communicated to the reporting and reviewing officers via office orders (with a copy to DoT) by 20 May 2023 for entering in the Sparrow portal. **As informed by DoT, cutoff date for submission of report by the Reporting Officer to reviewing officer is 30.06.2023** and all reporting officers must ensure that the final IPMS weighted score is dutifully made equal to 'Overall grading on Work Output' of Section A of the officer's APAR prior to 30.06.2023.

I take this opportunity to urge the entire workforce of BSNL to work hard and achieve all targets in FY 2023-24.

  
(P. K. Purwar)

Copy for information and necessary action to:

1. All Functional Directors, BSNL Board.