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File No.: BSNLCO- COMN/11(15)/129/2023-RSTG

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To

All CGMs, Territorial and Non-Territorial Circles, BSNL

Sub: Launch of New IPMS from Q1 FY 2026-27 and Issuance of User Manual

Ref: VC letter no. BSNLCO-COMN/11(15)/129/2023-RSTG Dated: 01.04.2026

Kindly refer to the VC held on 01-04-2026 wherein **the new IPMS was launched** with effect from **Quarter 1 of FY 2026–27**. As part of the ongoing efforts under **Project Uday** to strengthen performance management, the organization has finalized a **revised KPI framework (Master KPIs being mapped in ESS portal)**. This framework introduces **measurable and outcome-oriented Key Performance Indicators** aligned across CM, CFA, EB, and supporting functions.

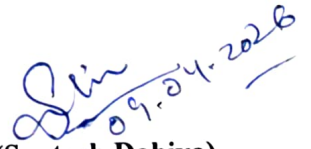
To facilitate a smooth implementation **User Manual for new IPMS** is hereby enclosed. This manual is a detailed **Guide for Role & KPI selection**.

Measurable performance across these KPIs will form an **integral part of the Individual Performance Management Scorecard** for all executives. It may kindly be noted that from Q1 FY 2026-27 onwards the achievement of measurable KPIs would be system driven, ensuring transparency, accuracy and objectivity in performance assessment.

You are requested to issue targets as per Master KPIs based upon new IPMS launched on 01-04-2026 and available in ESS IPMS system, and sensitize your teams on these parameters.

This is issued with the approval of the competent authority.

Encls: As Above


(Santosh Dahiya)
DGM (Restg)

Copy to:

- 1, PPS to CMD, BSNL.
- 2, PS to all Functional Directors, BSNL.



Guide for role & KPI selection

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Who should use this guide?

This guide is meant for existing BSNL employees participating in **quarterly role / KPI mapping**

The purpose of this guide is to help you **correctly select your role** in a **simple and confusion-free manner**.

Important Basics

- Every employee must select at least 1 role
- An employee must select minimum 1 and maximum 5 roles
- Roles must be selected from only one level – Corporate Office, Circle/CNTX or BA level
- Every employee must select at least one role from their controlling officer's unit (CM, CFA, EB, Transmission, Finance, and HR)

Guide for role selection

Step 1: Identify your office level

BSNL has 5 distinct office levels (territorial and non-territorial), in addition to units such as ITPC, BBNW, ALTCC, and Telecom Factory-

- Corporate Office (New Delhi)
- Circle office (28 territorial circles)
- CNTX circle office (5 CNTX circle office)
- CNTX Transmission Regions (CNTX BA's)
- BA/OA

You already know your level based on your posting.

Rule

- Select roles **only from your own office level**
- Do **not mix roles from other than your own office levels**

Example: If you are posted in BA → select BA-level roles only

Step 2: Select primary unit/vertical

All the roles within the new IPMS are divided into **6 Units/verticals**:

- CM – consumer mobility
- CFA
- EB (We have divided EB into – EB business and Transmission)
- Transmission
- HR
- Finance

How to identify your PRIMARY Unit

1. Check which vertical (CM, CFA, EB (Gold/Platinum), Transmission, HR & Finance) your **Controlling Officer** belongs to.
2. If the controlling officer is unsure:
 - Check their **designation**
 - Designations usually contain clues like:
 - CM NWO / CM NWP → CM
 - CFA NWO / FTTH NWP → CFA
 - CNO/CNP → Transmission
3. If still unclear:
 - Check the designation of the next higher controlling officer

If you are still confused, consult your HR team member in your office.

Step 3: Selecting Roles (1 to 5 roles)

The role names under new IPMS clearly reflect the work you are currently doing or will do in the upcoming quarter.

How many roles can you select?

- Minimum: **1 role**
- Maximum: **5 roles**

Mandatory Rule

- At least ONE role must be from your PRIMARY Unit

Additional Roles

- Remaining roles can be selected from:
 - Other units (if your work spans multiple areas)
 - The same unit

Guide for KPI selection

Once you have selected your role(s), the next step is to select the **KPIs (Key Performance Indicators)** linked to those roles.

Understanding KPIs

- Every role comes with a **pre-defined list of KPIs**
- KPIs are classified into:
 - **Priority 1 (P1) KPIs**
 - **Priority 2 (P2) KPIs**
- **Weightage** of each KPI can only be between 5-30

Mandatory Rules for KPI Selection

1. **P1 KPIs are mandatory** - For every selected role, you must select all applicable P1 KPIs
2. **P2 KPIs are optional** - P2 KPIs may be selected based on: Your actual work and discussion with your Immediate Controlling Officer
3. **Maximum KPI limit** - An employee can select up to a maximum of 10 KPIs in total (across all roles)

Strict Upper Limit on KPIs

- **Under no circumstances** can the total number of KPIs exceed **10** for any employee
- **Exception:** Circle CGM - 20 KPI limit and BA Head – 15 KPI limit.
(Only the above roles are allowed to exceed the 10-KPI limit.)

Appendix 1 – Master list of roles by units (CM, CFA, EB, Transmission, HR and Finance)

1. CM – Consumer Mobility

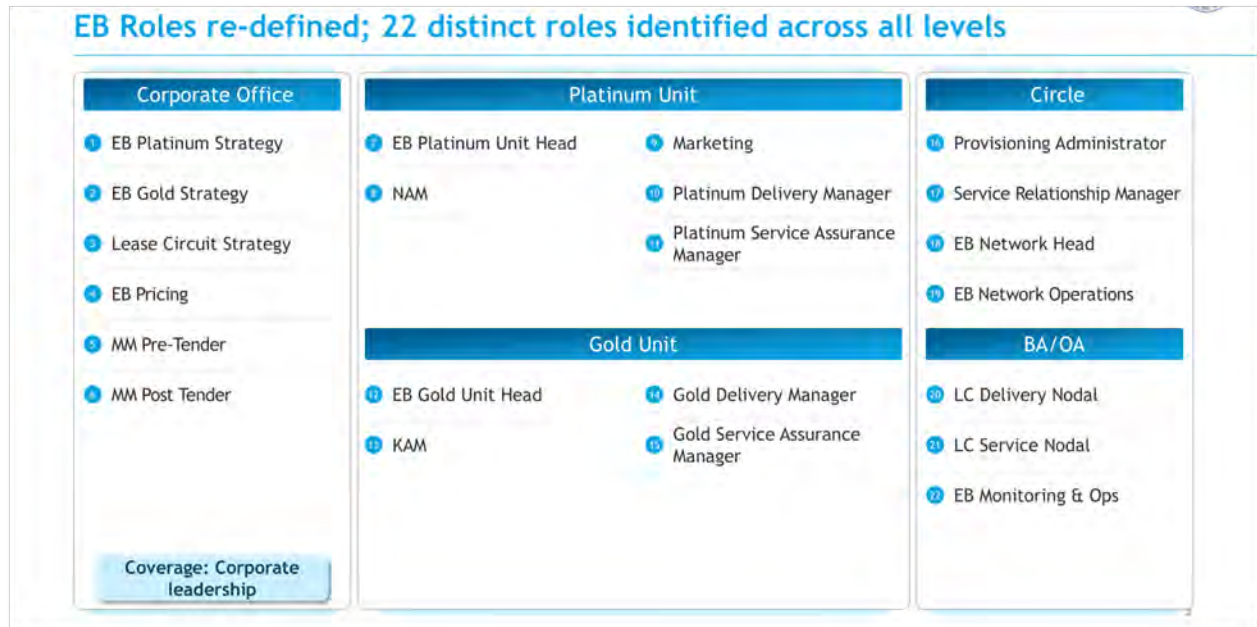
CM Roles - 28 distinct roles identified across all levels

Corporate Office	Circle	BA/OA
1 CM Sales Head	7 CM Sales Head - Circle	20 CM Sales Head - BA
2 CM Infrastructure	10 Tariff Strategy & Rollout	21 Area Franchisee Manager
3 CM NW Operations Head	11 Marketing Coordinator	22 Area Retail Manager
4 CM NW Planning Head	12 Franchisee In-charge	23 CAF Manager
5 CM NW Deployment Head	13 Sim Inventory Manager	24 CSC Manager*
6 VAS Manager	14 CSC Nodal*	25 PG & Customer Service Manager*
7 Corporate Marketing	15 Customer Service Nodal (PG)*	26 CM NW Monitoring
8 Regulation Officer	16 CM NW Planning - Circle	27 CM NW Rollout
	17 CM NW Deployment - Circle	28 Area Outdoor last-mile CM
	18 CM NW Operations - Circle	
	19 Material/Inventory/AMC Management	
<p>Roles only for Corporate Leadership (PGM/Sr.GM/GM only)</p>		

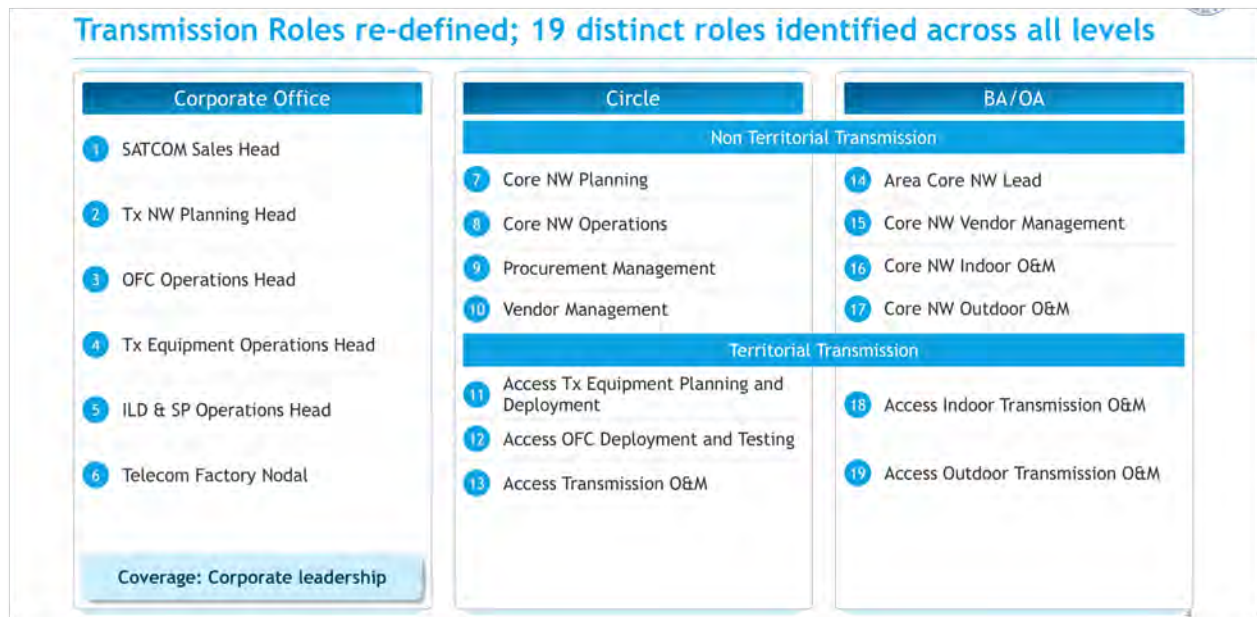
2. CFA – Customer Fixed Access / FTTH / BharatFiber

Corporate Office	Circle	BA/OA
1 BharatFiber Sales Head	8 BharatFiber Sales - Circle	14 BharatFiber Sales
2 BharatNet Sales Head	9 BharatNet Sales - Circle	15 BharatNet Sales
3 FTTH NW Operations Head	10 CFA Partner Support Lead	16 BharatFiber Business Manager
4 FTTH NW Planning Head	11 FTTH NW Operations- Circle	17 BharatNet Business Manager
5 Copper/LL NW Operations Head	12 FTTH NW Planning- Circle	18 Partner Support Group
6 CSC Head	13 Copper/LL NW Operations	19 FTTH NW Operations
7 PG & Customer Service Head		20 Copper/LL NW Operations
		21 Area Outdoor last-mile CFA
<p>Roles only for Corporate Leadership (PGM/Sr.GM/GM only)</p>		

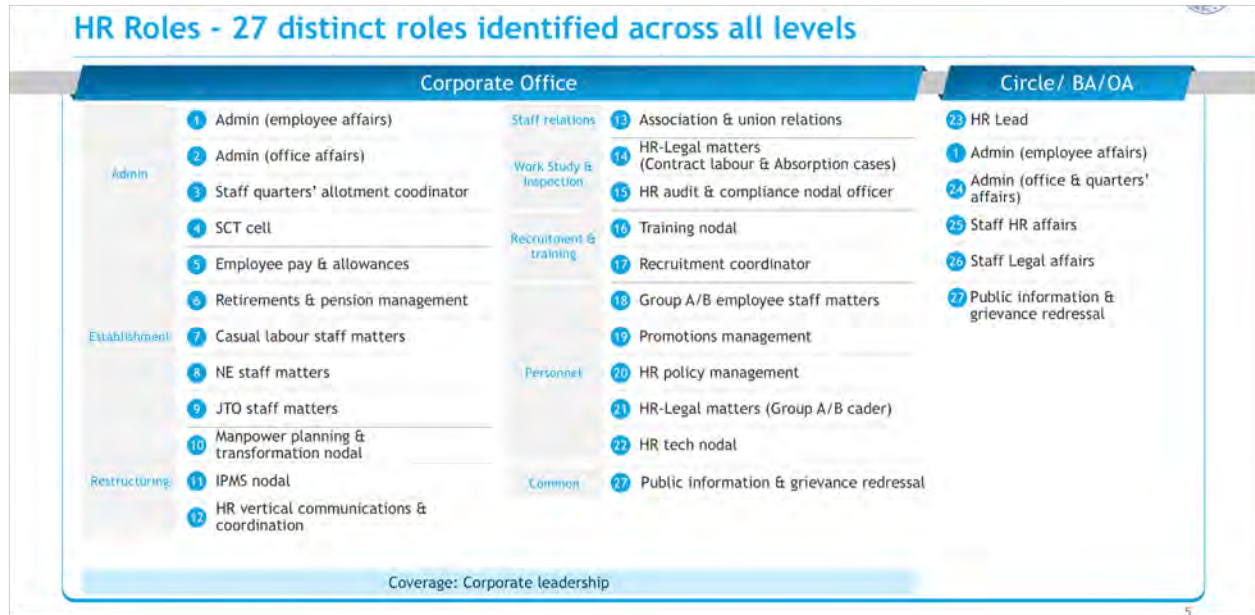
3. EB – Enterprise Business



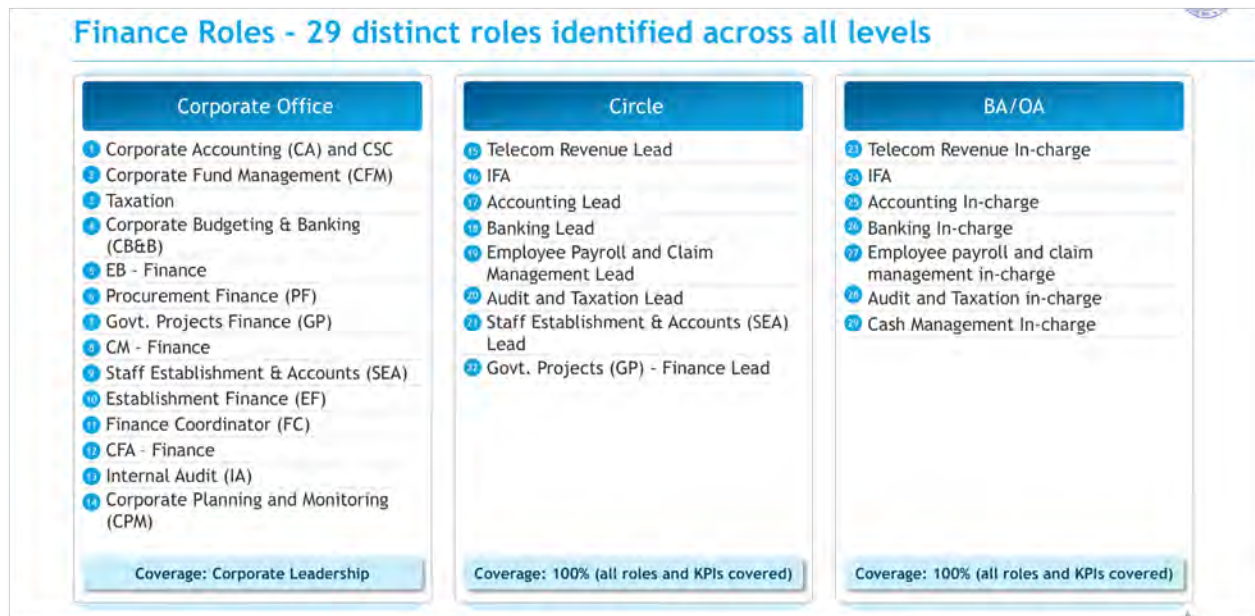
4. Transmission (Tx)



5. HR



6. Finance



Appendix 1 – Master list of roles at territorial circle and BA/OA level

Consolidated Circle roles across verticals

1 **CGM**

Sales & Marketing	Delivery & Service	Network	Support Functions
CM Sales <ul style="list-style-type: none"> 2 CM Sales Head - circle 3 Tariff Strategy & Rollout 4 Marketing Coordinator 5 Franchisee in-charge 6 SIM Inventory management 	CM and CFA <ul style="list-style-type: none"> 12 CSC Nodal 13 Customer service nodal (PG) 	Network planning & deployment <ul style="list-style-type: none"> 18 CM NW planning - Circle 19 CM NW deployment - Circle 20 FTTH NW planning - Circle 21 Access Tx equipment deployment and planning 22 Access OFC deployment and testing 	HR <ul style="list-style-type: none"> 30 HR Lead 31 Public information & grievance redressal 32 Admin (employee affairs) 33 Admin (office & quarters' affairs) 34 Staff HR affairs 35 Staff Legal affairs
CFA Sales <ul style="list-style-type: none"> 7 Bharatfiber Sales - Circle 8 Bharatnet Sales Head - Circle 9 CFA Partner Support Lead 	EB <ul style="list-style-type: none"> 14 Gold Delivery Manager 15 Gold Service assurance Manager 16 Provisioning Administrator 17 Service Relationship Manager 	Network operations & maintenance <ul style="list-style-type: none"> 23 CM NW operations - Circle 24 FTTH NW operations - Circle 25 Copper/LL NW operations 26 Access Transmission O&M 27 EB Network head 28 EB Network operations 29 Material/Inventory/AMC management 	Finance <ul style="list-style-type: none"> 36 Telecom revenue lead 37 IFA 38 Accounting lead 39 Banking lead 40 Employee payroll and claim management lead 41 Audit and taxation lead 42 Staff Est. & Accounts Lead (SEA) 43 Govt. Projects (GP) - Fin Lead
EB Sales (Gold Unit) <ul style="list-style-type: none"> 10 EB Gold Unit Head 11 KAM 			

Domain 1 Domain 2 Domain 3

BA roles across all verticals

1 **BA Head**

Sales & Marketing	Delivery & Service	Network Operations	Support Functions
CM Sales <ul style="list-style-type: none"> 2 CM Sales head 3 Area Franchise Manager 4 Area Retail Manager 	CM and CFA¹ <ul style="list-style-type: none"> 12 CAF Manager 13 CSC manager 14 PG & customer service manager 	Network planning & deployment <ul style="list-style-type: none"> 19 CM NW rollout 	HR <ul style="list-style-type: none"> 25 HR Lead 26 Public information & grievance redressal 27 Admin (employee affairs) 28 Admin (office & quarters' affairs) 29 Staff HR affairs 30 Staff Legal affairs
CFA Sales <ul style="list-style-type: none"> 5 Bharatfiber Sales 6 Bharatnet Sales 7 Bharatfiber Business Manager 8 Bharatnet Business Manager 9 Partner Support Group 	EB <ul style="list-style-type: none"> 15 Gold Delivery Manager 16 Gold service manager 17 LC delivery nodal 18 LC Service nodal 	Network operations & maintenance <ul style="list-style-type: none"> 20 CM NW monitoring 21 Area outdoor last-mile CM 22 FTTH NW operations 23 Copper/LL network operations 24 Area outdoor last mile CFA EB Monitoring & Ops 	Finance <ul style="list-style-type: none"> 31 Telecom revenue in-charge 32 IFA 33 Accounting in-charge 34 Banking in-charge 35 Employee payroll and claim management in-charge 36 Audit and Taxation In-charge 37 Cash Management In-charge
EB Sales (Gold Unit) <ul style="list-style-type: none"> 10 EB Gold Unit Head 11 KAM 			

Domain 1 Domain 2 Domain 3

Example

Scenario 1:

You are posted in a **BA/OA office**, and you handle **both CM and CFA sales** for a particular geographical area.

Step 1: Identify your PRIMARY Business Unit

First, identify the business unit of your **Controlling Officer**

- Check the controlling officer's designation
- If the controlling officer is primarily tagged to **CFA**, then **CFA becomes your PRIMARY Unit**

Step 2: Select your Primary Role (Mandatory)

Since your PRIMARY Unit is **CFA**, you must select **at least one BA-level role from the CFA vertical**.

As you are involved in CFA sales, you should select the role: **“Bharat Fiber Sales”**

This will be your **Primary Role**.

Step 3: Select Secondary Role(s)

Now, since you are also handling **CM sales**, you can select an additional role from the CM vertical.

For CM sales activities, you may select: **“Area Retail Manager”** or **“Area Franchise Manager”**

This will be your **Secondary Role**.

Scenario 2:

You are posted in the Circle Office. Your day-to-day work includes:

- Coordinating with printing vendors
- Ensuring tariff sheets and marketing materials are printed and distributed to BAs on time
- Preparing proposals for new tariff launches for your circle

Step 1: Identify your PRIMARY Unit

First, identify the business unit of your **Controlling Officer**.

- In this case, let's assume your controlling officer belongs to the CM vertical
- Therefore, CM becomes your PRIMARY Unit

Step 2: Identify possible Primary Roles under CM

Looking at Circle-level roles under the CM vertical, your work matches two roles:

- Marketing Coordinator
- Tariff Strategy and Rollout

Step 3: Decide the Primary Role (with Controlling Officer)

After discussion with your Controlling Officer, you should identify: which role takes most of your working time

You can select either one of the two as your Primary Role, depending on where you spend maximum effort.

Step 4: Select Secondary Role

The remaining role can be selected as your **Secondary Role**

Scenario 3:

You are posted in the Corporate Office. Based on reporting structure, you belong to the CFA vertical because your Immediate Controlling Officer reports to Director CFA.

Let us assume:

- Your controlling officer is working in BB–NWP
- Designation of the controlling officer is PGM (BB–NWP)

Step 1: Identify your PRIMARY Business Unit

Since your controlling officer reports to Director CFA, your PRIMARY Business Unit is CFA.

Step 2: Identify the relevant Corporate-level role

At the **Corporate level**, roles and KPIs are defined for **BB–NWP** under the CFA vertical.

- Based on your day-to-day work, you should select the same role as your controlling officer, i.e.: FTTH NW Planning

This ensures that your role and KPIs are aligned with the function you support at the corporate level.

Step 3: Select KPIs based on actual work

After selecting the role, you should choose KPIs that best reflect the work you actually perform under from the role – FTTH NW Planning.

Scenario 4:

You belong to a **CNTX Circle** and are working in one of the **Transmission field units** under **CNTX-N**, for example at **Ambala**.

Your work is related to TX operations and maintenance.

Step 1: Identify your PRIMARY Business Unit

Since you are working in a Transmission unit under CNTX, your PRIMARY Business Unit is Transmission (Tx).

Step 2: Locate roles under the Transmission vertical

All roles related to:

- CNTX Circle Office, and
- Field Transmission Units (like Ambala, etc.) are available under the Transmission vertical in the role list.

Step 3: Select the correct role based on your work

If your day-to-day work involves Indoor Equipment Operations & Maintenance (Indoor Eq. O&M), then:

- You should select the role related to Indoor (Equipment) O&M
- This role should be selected under the BA / OA heading, as applicable to your posting

This will be your Primary Role, since it directly reflects your core responsibilities.