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

**आर. के. उपाध्याय**

अध्यक्ष एवं प्रबन्ध निदेशक

**R. K. Upadhyay**

Chairman & Managing Director

**No.4-2/2010-Restg**

**Dated 25.05.2011**

Dear

This has reference to this office letter No.4-2/2010-Restructuring dated 20.09.2010 whereby Reporting & Reviewing Structure at various circles was enunciated. Though the structure was suggested quite some time back, it is felt that the same has not been implemented in the real spirit and true sense.

2. I wish to emphasize accordingly that we intend to put this model of supervision through segmentation of our territorial circles around four zones, each zone headed by a functional Director of BSNL, Board.

Director (CM) : North Zone  
Director (Enterprise) : East Zone  
Director (HR) : West Zone  
Director (CFA) : South Zone

3. The Directors would be the board level supervising & controlling officer for their respective territorial circles. They would monitor all aspects of performance of circles placed under them as above in terms of Revenues, Service delivery, Quality of Service, New Services, Customer interface, Network built up & maintenance etc., with Revenue Growth being the Key Performance Indicator(KPI).

4. The Board Directors, as Nodal officers of their respective circles would also take the issues related to various needs of these units and in a broader sense would be the facilitator at the BSNL corporate office for the resolution of their issues, empowerment and demands. as raised from them from time to time, on dynamic basis.

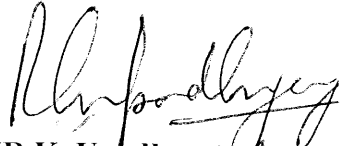
5. Similarly as Reviewing officers of performance of various SSA units, the Board Directors would objectively assess these sub-ordinate units of various circles, guiding, supporting & controlling these, along the way.

Contd.....

6. I would like to request each of the Board Directors to bestow their personal attention on the performance assessment of their respective territorial circles so as to help BSNL, adopt a path of comprehensive monitoring, evaluation and re-dressal of issues.

With regards,

Yours sincerely

  
(R.K. Upadhyay)  
25/5/2011

To:

**All Board Directors, BSNL.**

Copy To:

**Chief General Managers, Territorial Circles/Metro Districts**

*GM(C&M), BSNL, CO.*

CMD

for kind of  
23/5/11

**BHARAT SANCHAR NIGAM LIMITED**  
(CORPORATE OFFICE)

Bharat Sanchar Bhavan, Janpath  
New Delhi-110 001

No. 4-2/2010-Restructuring

Date: 20<sup>th</sup> September 2010

To

All Heads of Territorial and Non-Territorial Circles  
Bharat Sanchar Nigam Limited

**Subject: Reporting and Reviewing Structure for Executives in BSNL.**

Consequent upon implementation of the new business unit based organization structure in BSNL and with a view to ensure effectiveness & sustainability of business focus in the new structure, reporting and reviewing structure for Executives has been re-examined.

2. It has now been decided that in supersession of all previous communications of this office on the subject, reporting and reviewing structure as contained in the enclosed document shall be applicable and followed for all Executives in BSNL with immediate effect.

3. This issues with the approval of the competent authority.

  
(Deepak Agrawal)  
20/9/10  
DGM (Restructuring-1)

Encl: Document, 'Reporting and Reviewing Structure for Executives in BSNL'

Copy to:

1. CMD BSNL
2. All Functional Directors of BSNL Board
3. All Executive Directors, BSNL
4. DDG (Establishment), DOT
5. CVO, BSNL
6. CS and Sr.GM (Legal)
7. All PGMs, Sr. GMs and GMs in BSNL C.O.

## Reporting and Reviewing structure for Executives in BSNL

### 1.0 Introduction

A new organization structure has been implemented in BSNL. This structure comprises of "verticals" or "business units" at the level of each administrative unit (Corporate Office, Circle Office and SSA Office). In order for this business unit focus to be effective and sustainable, it is important to ensure an effective mechanism of accountability within a business unit across the administrative units. For example, the head of CFA at the Circle Office should be accountable to the CFA set-up at Corporate Office.

The Reporting & Reviewing authorities at Corporate Office, Circles and SSAs will be as follows :-

### 2.0 Reporting & Reviewing Structure at Corporate Office

- 2.1 ED(CA) and ED(NB) shall report to CMD and be reviewed Secretary (Telecom). ED(CN) and ED(F) shall report to concerned Director and be reviewed by CMD.
- 2.2 PGMs/GMs in CFA, CM, EB, and Corporate Affairs will report to their concerned Director / ED and be reviewed by the CMD.
- 2.3 PGMs/GMs in NB unit will report to ED(NB) and be reviewed by Director (Finance).
- 2.4 PGMs/GMs under ED (F) and ED (CN) will report to ED and be reviewed by the concerned Director.
- 2.5 PGM/GM (Finance) of each business unit (BU) shall report to the concerned BU Director or ED and be reviewed by CMD.
- 2.6 DGMs shall report to their GMs and be reviewed by the concerned Director / ED.

### 3.0 Reporting & Reviewing Structure at Circle Office (All Cadres)

- 3.1 CGMs shall report to one of the Board level Director as indicated below and reviewed by CMD.

Level	Reporting Authority	Reviewing Authority
CGMs of North Zone	Director (CM)	CMD
CGMs of East Zone	Director (Ent)	CMD
CGMs of West Zone	Director (HR)	CMD
CGMs of South Zone	Director (CFA)	CMD

- 3.2 The officers forming first line of reporting to the CGM \* shall report in to the Circle Head and reviewed by the Director/ED at Corporate office concerned with that function.
- 3.3 The officers forming second line of reporting \* shall report to their respective administrative head and reviewed by the CGM.
- 3.4 The head for Regulation in Circle shall report to GM(NWP)-CM and the head for CSC shall report to GM(S&M)-CFA. Both shall be reviewed by the CGM.

\* First line of reporting indicates the officers, who are directly reporting to the Circle head and second line of reporting indicates the officers reporting to the first line. For example PGM/GMs/PGM (Finance)/FA/CE (Civil)/CE (Electrical)/Chief Architect etc. constitute first line of reporting. Level of officers at first level and second level of reporting may vary in different Circles.

#### 4.0 Reporting & Reviewing Structure at SSA Office (All Cadres)

##### 4.1

Level	Reporting Authority	Reviewing Authority
SSA Heads of North Zone	Concerned CGM	Director (CM)
SSA Heads of East Zone	Concerned CGM	Director (Enterprise)
SSA Heads of West Zone	Concerned CGM	Director (HR)
SSA Heads of South Zone	Concerned CGM	Director (CFA)

4.2 At the SSA office, the first line of reporting \*\*, except in the case of IFA, shall report to the SSA Head and reviewed by the Circle CGM.

4.3 IFAs in SSAs will report to the concerned SSA Head and be reviewed by Circle IFA. In cases where SSA is headed by PGM and Circle IFA is a GM-level officer, reviewing will be done by the Circle CGM and not by Circle IFA.

4.4 The second line of reporting shall report to the respective administrative head and reviewed by the SSA Head.

\*\* First line of reporting indicates the officers, who are directly reporting to the SSA head and second line of reporting indicates the officers reporting to the first line. Level of officers at first level and second level of reporting may vary in different Circles.

#### 5.0 Cases where officers in Circle Offices & SSAs hold more than one role

In such cases, the concerned business role will be considered as the main role and the reporting/reviewing authority will be accordingly decided.

#### 6.0 Reporting & Reviewing Authorities for CGMs of Non-Territorial Circles

##### CGMs

CGM	Reporting Authority	Reviewing Authority
NIP	ED (CN)	Director (ENT)
ETP	ED (CN)	Director (ENT)
WTP	ED (CN)	Director (ENT)
STP	ED (CN)	Director (ENT)
NETF	ED (CN)	Director (ENT)
NTR	ED (CN)	Director (ENT)
ETR	ED (CN)	Director (ENT)
WTR	ED (CN)	Director (ENT)
STR	ED (CN)	Director (ENT)
ALTTC	Director (HRD)	CMD
BRBRAITT	Director (HRD)	CMD
NATEM	Director (HRD)	CMD
Inspection	ED (CA)	CMD
Telecom Store	ED (CA)	CMD
QA	ED (NB)	CMD
Telecom Factory	ED (NB)	CMD
Broadband Circle	Director (CFA)	CMD
ITPC	Director (CFA)	CMD
NCES	Director (CFA)	CMD