



File No. 4-2/2021 – Restg.

Dated: 17.11.2021

To

All CGM,
(Territorial / Non Territorial Circles),
BSNL .

Subject: Organizational Restructuring- Issue of final structure of Business Areas of Territorial Circles, operational norms and guidelines-reg.

Refer:- This office letter no 4-2/2014-Restg Vol. V(Pt.) Dated 27.08.2020

Consequent to the approval of BSNL Board, Management Committee of BSNL Board had approved a detailed structure and guidelines on consolidation of Business Areas issued vide letter dated 27.08.2020 (referred above) and the subsequent modifications issued from time to time.

Earlier the structure issued in respect of Business Areas contained structure only up-to DGM or AGM level post for positional norms only.

Now BSNL Management has approved the structures of Business Areas mapping the executives of all grades i.e. up-to JTO level. BSNL Management has also approved the operational Norms for maintaining and monitoring the network infrastructure, sales & marketing activities, TRA function- Finance to be adopted in Area Office, Core Network -Transmission, civil and electrical field execution.

Accordingly, kindly find enclosed the final structure of Business Areas (**enclosed as Annexure-I**) along with the operational norms (**enclosed as Annexure-II**) for implementation and further necessary action please.

Further, following provisions have been considered in the structure-

1. Reporting Structure -All functional units in Business Area HQ shall maintain three layer Structure for executives except core finance i.e. there shall be only three persons dealing/processing a case before approval by Business Area Head. The three layer of structure defined are as under-

- a) If the unit is Headed by PGM or GM level Executive/ officer-
 - (i) First level- PGM/ Sr. GM/ GM or eq.

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- (ii) Second Level- Addl. GM/ Jt. GM/ DGM eq. or AGM eq. (either or combination of the two working independently) i.e. DGM and AGM shall work independently and both shall report to First level.
- (iii) Third level- SDE eq. or JTO eq. (either or combination of the two working independently) i.e. JTO or eq. and SDE or eq. shall work independently and both shall report to second level.

(In the core finance second level shall be headed by DGM level with CAO reporting to DGM as per existing hierarchy whereas AO and JAO both working independently and shall be reporting to CAO).

b) If the unit is Headed by DGM or eq. level Executive/ officer-

- (i) First level- Addl. GM/ Jt. GM/ DGM or eq.
- (ii) Second Level- AGM/ CAO eq.
- (iii) Third level- SDE/AO eq. or JTO/JAO eq. (either or combination of the two working independently).

2. No. of SDE or eq., AO or eq. shown in the structure will include the combined strength of SDE and JTO eq. or AO and JAO eq. However JTO and JAO should preferably be used in the field/Area Office for operational works.

3. Business Area Head may change the number of SDE/JTO eq. in a unit shown in the structure based on the work load/ requirement in that unit. However total number of SDE & JTO eq. shall not exceed the total number of SDE & JTO eq. of the Business Area arrived by aggregating the numbers shown under each unit. Further the Business Area Head may shift the SDE/JTO eq. staff between Area Office & Business Area office within the norms & sanctioned strength.

4. **Operational Norms:** Operational Norms in the Area Office of Business Area of Territorial circle, CN-Tx Circle, TRA Functions- Finance etc. i.e. Operational Norms in respect of Telecom and Finance stream have been realigned on the basis of business requirement, initiatives taken by business verticals, incorporation of IT tools in the function, market practices etc. The operational norms are enclosed as **Annexure-II**. Based on these Operational Norms staff in different grades & streams may be deployed in different Business Area's by concern circle.

5. DGM eq. and below level officer shown in the structures of BA under GM area are only indicative of structure. However the actual manpower shall be as per operational norms.

6. Number of GM/DGM/AGM headed areas in Area Office shall be as per the instructions issued on Consolidation of Business Areas dated 27.08.2020 and subsequent modifications issued from time to time.

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7. Further following guidelines are issued in addition to the earlier guidelines issued vide letter referred above, in view of queries received in this office:-

i) Category-1 (Very Large Business Area) will be headed by PGM level officer. Category-2 (Large Business Area), Business Areas will be headed by PGM/Sr.GM level officers, whereas Category-III by Sr. GM/ GM & Category-IV by GM level Executive/ officer. Further, in Category-1, two GM- Area have been considered in the structure of Business Area and if any Area Office (erstwhile SSA) has been merged with the BA, that Area Head will be headed by GM/DGM/AGM depending upon the revenue of the Area Office and will be in addition to the 2 Area Heads headed by GM level officer/ executives shown in the structure.

ii) For R.F. optimization, drive test and QoS, a team comprising of One SDE/JTO from Circle & One SDE/JTO from Business Area along with other supporting team if required to be included from concern Area Office.

iii) Area Office Head shall be facilitated with 2/1 SDE or JTO depending upon the size of area and the level of head apart from the available supporting staff from UDC or OS/AOS/SOA/JOA (Erstwhile Sr. ToA/ToA etc.) or PA. The proposed staff for facilitating the coordination work in Area Office will be – 2 SDE/JTO-for area headed by GM or DGM and 1 SDE/ JTO for the area headed by AGM.

iv) Abbreviation used in the structure like PM- partner management, DM - Digital marketing, CRM- Customer Relation Manager. The KPI and job description of PM and DM have already been issued vide this office letter No. BSNLCO-RSTG/22(11)/1/2021-RSTG dated 08.06.2021. The KPI and Job description of CRM shall be finalized by S&M unit of BSNL CO, however till its finalization, circle shall define the roles and responsibilities of CRM team considering the effectiveness and improvement in customer interface and settlement of customer grievance.

v) Any other unit defined in the structure but KPI (roles & responsibilities) not issued from corporate office shall be reported to Restructuring Unit and till its finalization, CGM shall make the roles & responsibilities required for the post and a copy shall be sent to this unit.

vi) The role of Network Head as shown in the structure of Business Area shall include the planning of Telecom network of all verticals i.e. CFA, CM, EB and Tx (all switching, mobile and Transmission equipment along with their respective cable network) of the whole Business Area and monitoring of network operation being done by Area Offices. The One network team at the Business Area HQ shall report to Network Head of Business Area for effective control and implementation.

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The concerned ERP and FICCO team at corporate office shall make necessary modifications in SAP/ ERP in accordance with the structure and a compliance of its implementation shall be sent to Restructuring Unit for record please.

All Circle Heads are requested to provide feedback in respect of structure as well as in the operational norms, within 15 days from the date of issue of this letter, so that necessary actions on modifications if necessary is taken before actual implementation.

The complete Structure shall be implemented w.e.f. 01.01.2022.

This is issued with the approval of competent authority


(Manish Kumar)
GM (Restructuring)

Encl.-

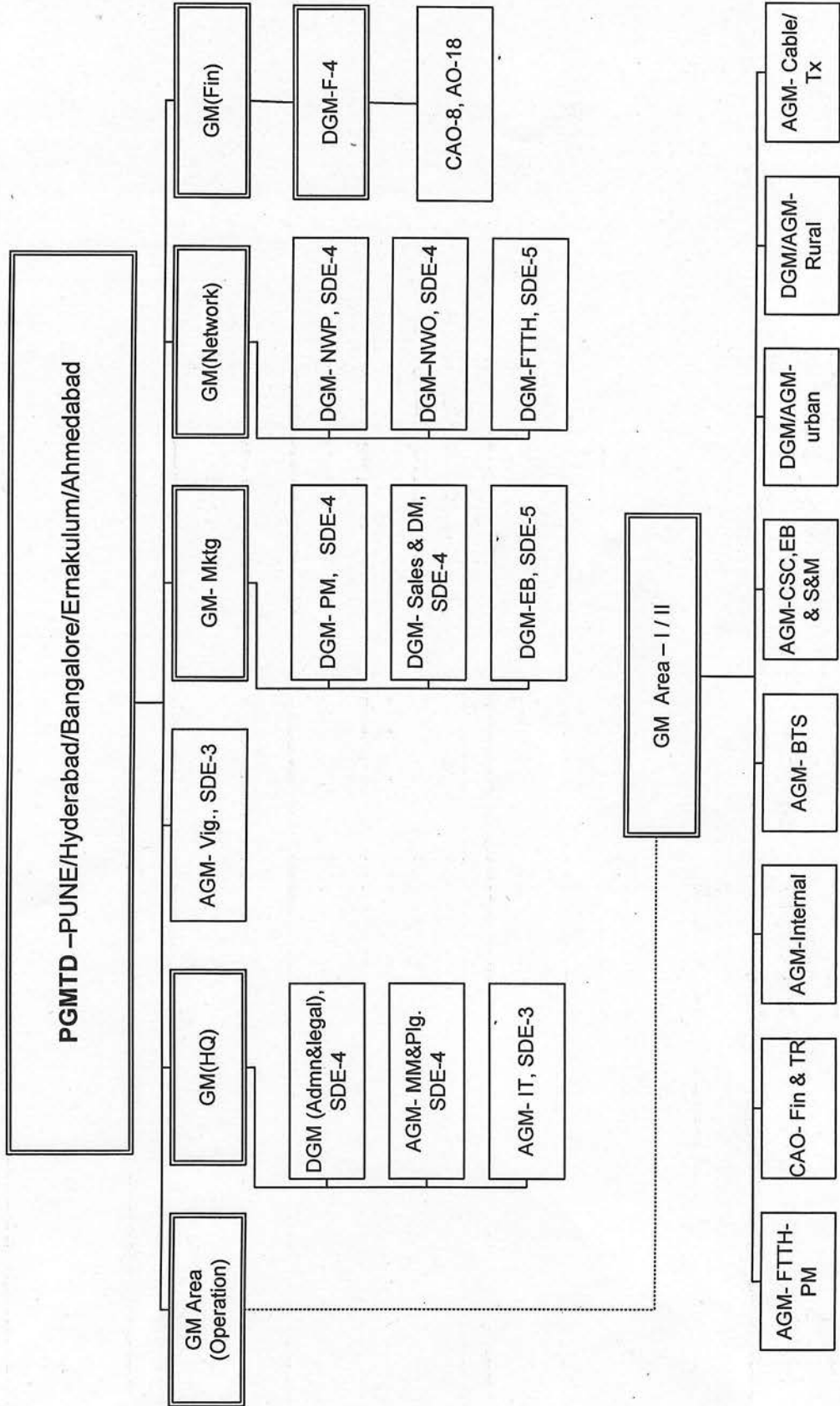
1. Structure of Business Areas.
2. Operational norms.

Copy to:

1. CMD BSNL for information please.
2. DIR (CFA)/DIR (HR)/DIR (CM)/DIR (EB)/DIR (Fin) for information please.
3. CVO BSNL CO for information please.
4. CS and GM (legal) BSNL CO for information please.
5. CGM (BW)/ CGM (EW)/CGM (Arch)/PGM (Pers)/Sr. GM Estt./Sr. GM (CA)/Sr. GM (CBB)/ Sr. GM (SR)/ Sr. GM (CIT)/GM (ERP/FICCO)/ CLO (SCT) for information immediate necessary action please.
6. GM (S&M) BSNL CO for issuing the KPI for CRM functions.
7. Spare in the file

Category-1 (Very Large BA)

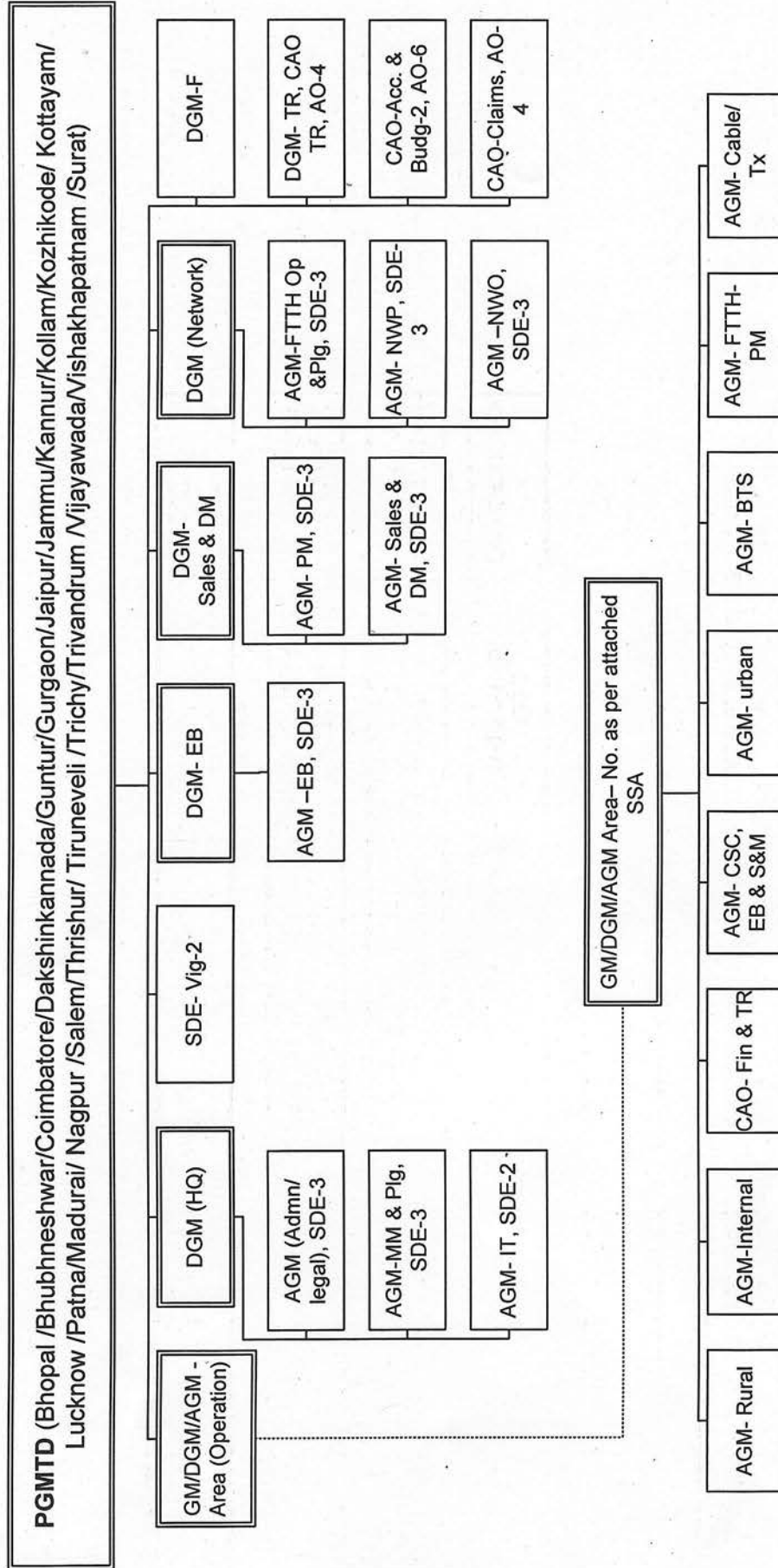
ORGANISATION CHART-BA having large Geographical area and Revenue >250 Cr.- PGMTD headed BA (5 Nos.)



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Category-2 (Large BA)

BA having Revenue 125-250 Cr or and Important City -PGMTD/Sr. GM headed BA (24 numbers)

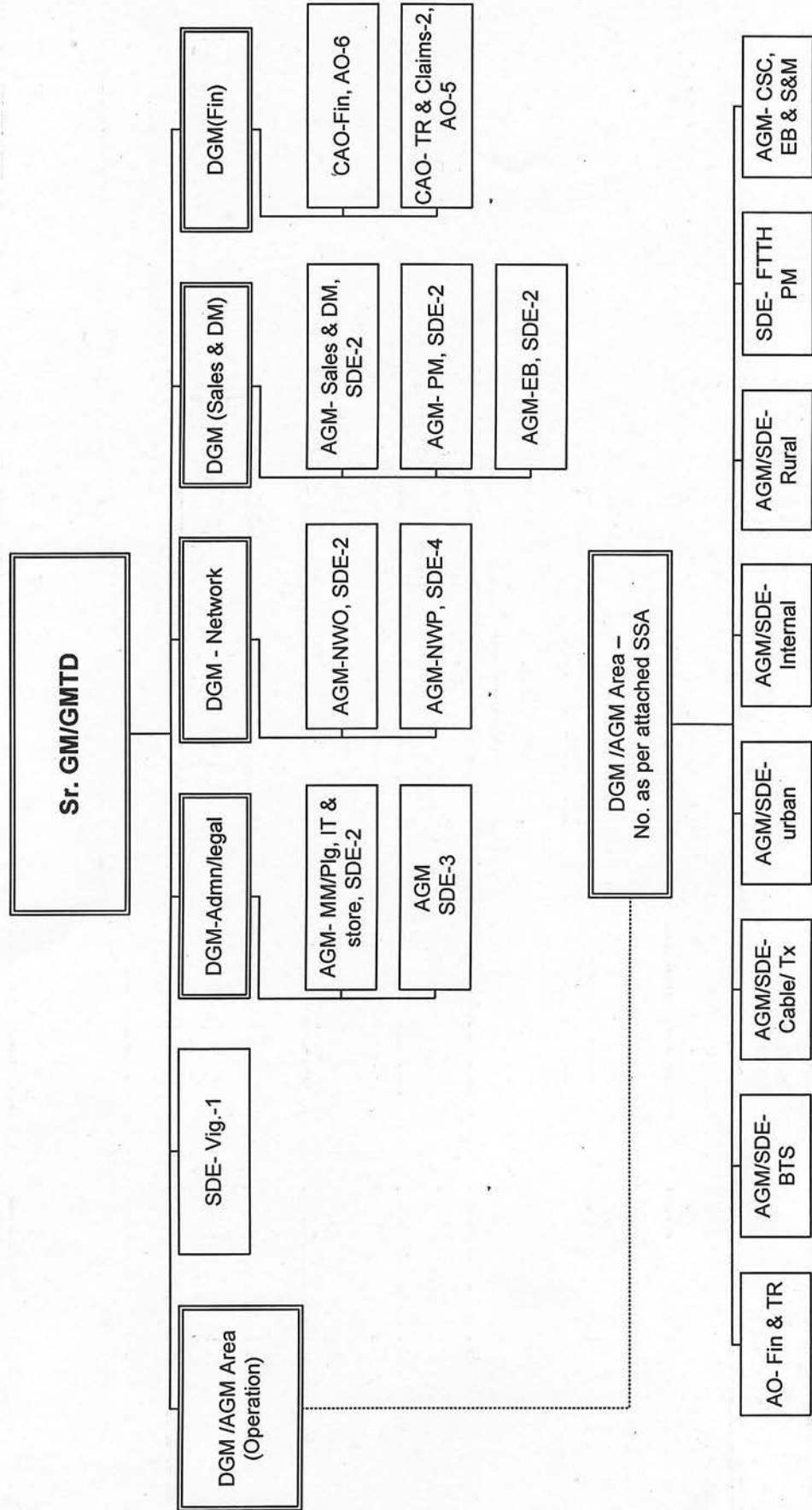


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Category-3 (Medium BA)

BA with Revenue (>50&<125 Cr.) and not in the category 1&2) - (66 numbers)

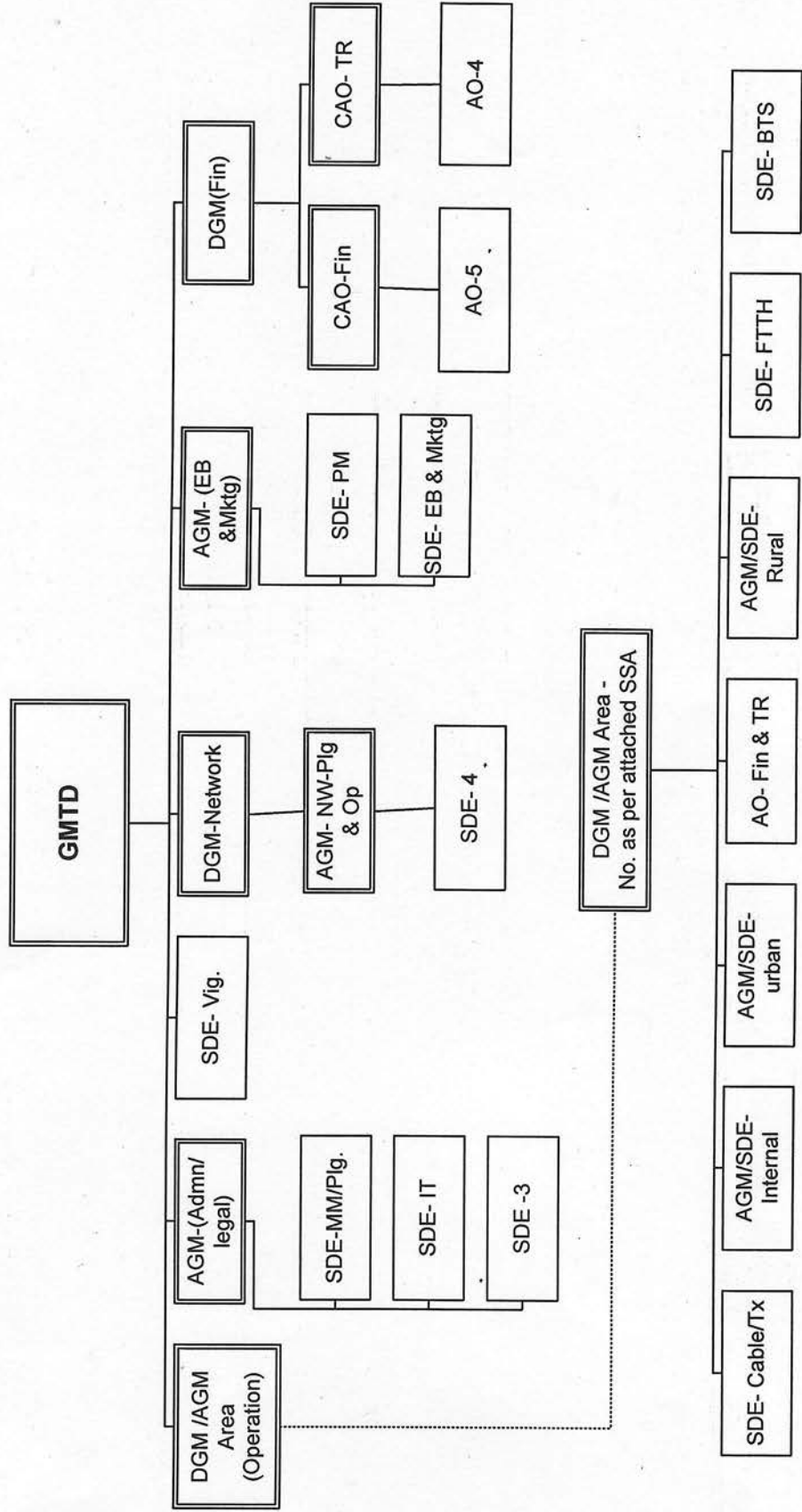


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Category-4 (Small BA)

BA with Revenue <=50 Cr.- (63 numbers)



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Operational Norms:-

Details of Operational norms are as under-

(i) Telecom Stream Operational Norms for Executives & Non-executives cadres:-

a. CFA Outdoor (OSP):- Out door operational norms have been defined based on the following criteria. Total number of DELs have been considered as 1 DEL= 1*Landline+1.5*BB+1.5*FTTH+3* Leased Circuits

- Outdoor operational works-Cluster based.
- Outdoor operational works- Where cluster is not formed.

Cluster type		TT/ATT-1	JE-1	SDE/JTO-1
Cluster with Last Pillar to Customer Outsourced, DELs-LL+1.5 BB	LP to Customer	U-2.5K, R-1.5 K	U-4K, R-2.5K	U-6 K
	MDF to LP (BSNL employee)			R-4K
Non-Clustered (1DEL= only LL+ LL with BB*1.5+FTTH*1.5+LC*3)		U-2 K, R-1 K	U-3.5 K, R-2 K	U-4K, R-2.5K

Minimum one SDO/JTO for a district HQ or equivalent city area irrespective of cluster size. For Rural area, the outdoor work and mini exchange+ BTS (2k and below), monitoring shall be looked after by same outdoor team.

b. Norms for Indoor (Exch, BSC/MSC) work--Indoor door operational norms for Exchange, BSC/ MSC have been defined based on the exchange capacity as per following criteria:-

Capacity	SDE/JTO (U)	SDE/JTO (R)	JE(U)	JE(R)	TT/ATT (U)	TT/ATT (R)
Norms per						
>10 K	3	5	2	4	5	7
5k-10k	2	4	2	3	4	6
2k-5k	2	3	1	2	2	5
1k-2k	0	0	0	0	0	0
<1k	0	0	0	0	0	0

Note:- Mini Exch.(< 2k) will be managed by OSP staff.

AGM:-1 AGM per 5 SDE {combined Indoor (ISP) & outdoor (OSP) work}

c. Consumer Mobility operational work(OSP)- Based on number of BTS sites:-

Grade	TT/ATT-1	JTO/SDE-1	AGM-1
Norms	U-Per 35 BTS sites, R-Per 20 BTS site	U-Per 70 BTS sites, R- Per 40 BTS sites	Per 250 BTS sites

In Rural areas, the norms are for standalone BTS site.

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- d. **Txn Circle/BA:-** Norms for Circle/BA Transmission OFC route have been proposed based on number of Route Kilometers (RKM based):-

Grade	1 team consisting of 1 SDE or JTO and 1 TT or ATT	AGM-1
1. Non SLA Based- Norms- Normal Hilly/difficult area- J & K, NE-I, NE-II, AS, naxalite belt of Odisha /WB/ Bihar / Jharkhand / Chhattisgarh etc.	Normal Terrain- Per 300 RKM and Hilly/ Difficult terrain- per 250RKM	1 AGM per 4 SDE
2. SLA Based-	Normal Terrain- Per 1200 RKM and Hilly/ Difficult terrain- per 1000RKM	1 AGM per 4 SDE

e. **Sales & Marketing (franchisee manager) & CSC work:-**

- (i) **Norms for AGM(CSC/Sales, EB & Marketing):-** One AGM for each Area office having revenue > 50 Cr for the work of CSC, Sales EB & Marketing
- (ii) **Franchisee Manager (FM) & CSC Incharge:-** Norms for franchisee manager, who is responsible for monitoring of sale of BSNL products through franchisee and CSC are based on the category of franchisee territory & will be of the level of SDE/JTO.
- (iii) **Norms for Retail Manager (RM)** for monitoring the sale of retailers under Franchisee for the sale of BSNL products are based on number of Point of Sales. The work of Retail Manager will be done by existing Office Superintendent/ Assistant office Superintendent/Sr. Off. Associate/Jr. Office associate (Erstwhile Sr. ToA). TT /ATT can be used if OS/AOS/SOA/JOA not available at the location. 40% of required RM to be deployed from working TT/ATT.
- (iv) **Norms for CSC and Office work in Administrative/Establishment/ Finance by C & D staff:-** The work of CSC and Office work in Administrative /Establishment/ Finance will be done by existing Office Superintendent/Assistant office Superintendent /Sr. Off. Associate/Jr. Office associate (Sr. ToA). The work of Retail Manager will be done by OS/AOS/SOA/JOA (Erstwhile Sr. ToA/ToA cadres etc) and TT /ATT can be used if OS/AOS/SOA/JOA (Erstwhile Sr. ToA/ToA cadres etc) are not available at the location. While considering norms for CSC, 50% of the existing CSC are proposed to be outsourced or closed.

The norms for FM & RM are as under:-

Fr. Mgr. & Csc In-charge (SDE/JTO)	1. Category A 2. Category B 3. category C	Per Franchisee manager 1. One Territory 2. Two Territory 3. Three Territory
Retail Manager (OS/AOS/SOA/JOA or TT/ATT)		1. Urban:- One per 150 Active PoS 2. Rural & Hilly/difficult area:- One per 100 active PoS

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- f. **Core Network (Txn):-** Norms for Core network Transmission have been proposed based on RKM for OFC route for OSP and number at different stations for ISP (Indoor plant). The norms are as under:-

Work	OFC route	Norms (1 AGM per 4 SDE)	
OFC Route	In house by BSNL	300 RKM for Normal & 250 RKM for Hilly	SDE/JTO ,TT/ATT-1, 1 AGM per 4 SDE
	SLA based	1200 RKM per team	1SDE/ JTO will monitor distance covered by 4 route parties, 1 AGM per 4 SDE
Indoor plant	Type of station	Norms (1 AGM for 6 SDE/JTO (50 % of stations taken Collocated in respect of Category A, B & C)	
	A1 (24 Hrs)	6 SDE/ JTO, 3 JE & 3 TT per station	
	A (24 Hrs)	4 SDE/ JTO per station plus 2 JE and 3 TT or ATT - standalone stations or 1 JE and 2 TT or ATT- stations co-located with territorial exchanges	
	B (12 hrs working)	2 SDE/ JTO per station with, 2 JE and 2 TT or ATT for manning stations and in-house route maintenance of 250 RKM- for standalone stations or 1 JE & 1TT/ATT for co-located stations	
	C (8 hrs working)	1 SDE/ JTO for maintenance of up to 4 stations with 1TT or ATT who will manage two stations each	

(ii) **Finance Stream operational Norms:-**

(a) **Operational area (TRA Functions)**

- (i) **CAO-** One CAO has been proposed per area office having either rev. > 10 Cr or headed by DGM & above level officer. However CAO level officer have also been considered in area offices in Sikkim (Rev<10 Cr) being headed by GM level officer

(ii) **The norms for AO/JAO in the operational area are as under-**

Number of DELS (LL+1.5 BB+1.5FTTH+3LC)	No of AO/JAO
<10000	2
10000-40000	4
40000-80000	6
80000-120000	7
>1200000	8
For every 25 K	One Addl. AO

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Norms for Office OS/AOS/SoA/JOA (Erstwhile Sr. Toa/TOA) for Administrative and CSC work

1. Administrative : No. of staff per Circle/ BA/ Area office:

		Admin/Estt. unit	Finance unit
Circles	Large Circle	5	3
	Medium Circle	5	3
	Small Circle	3	2
BAs	Cat-1	4	3
	Cat-II	3	2
	Cat-III	2	2
	Cat-IV	1	1
Area Office	Area Office	1	1
CTD	CTD	6	6
KTD	KTD	5	5
Andaman & Nicobar	Andaman & Nicobar	2	1
Sikkim	Sikkim	1	1

2. CSC-

CSC Category	Nos./ csc
Category 1	3
Category-II	2
Category-III	1

*Alien
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