Small Circles
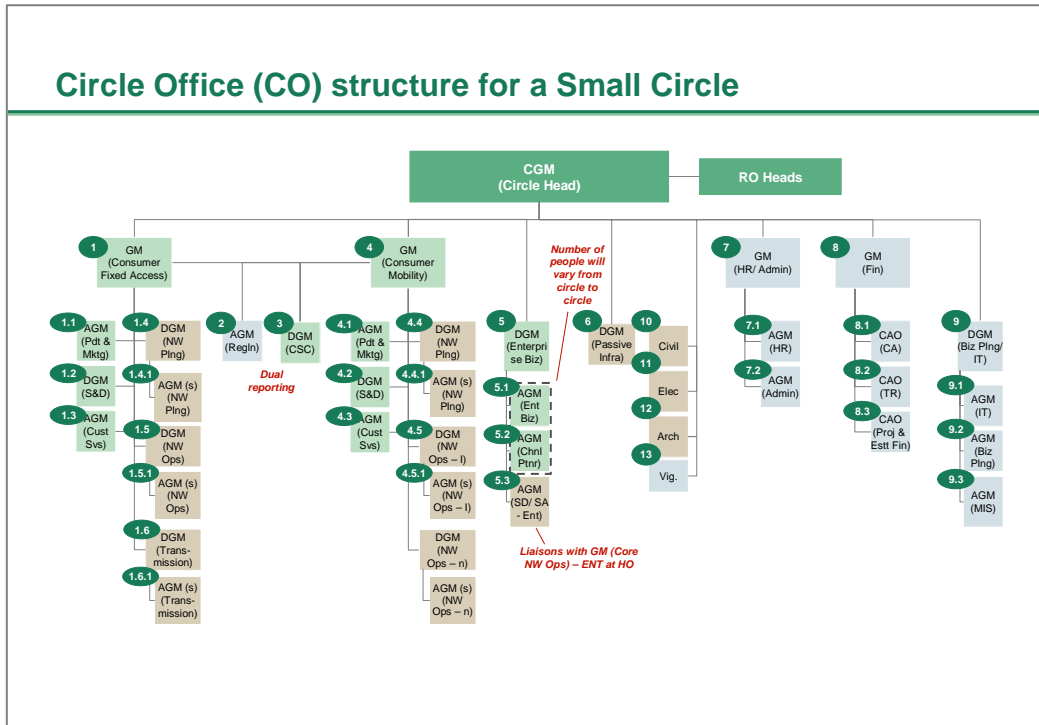
Circle Office (CO) structure for a Small Circle

Circle Head – CGM

Job overview

Job title/ Designation	Circle Head – CGM
Job objective	Achieving profitable and sustainable growth of revenues in the Circle across businesses (CFA, CM, ENT, NB) through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	- Direct - CMD - Indirect (functional) - To be decided
Reporting from	- Direct - GM (Consumer Fixed Access) – CFA - GM (Consumer Mobility) – CM - DGM (Enterprise Business) – ENT - DGM (Passive Infra) – NB - Senior-most person from Civil Wing - Senior-most person from Electrical Wing - Senior-most person from Architecture Wing - GM (HR/ Admin) – HR - GM (Finance) – Fin - DGM (Business Planning/ IT) – CA - Head of Vigilance at Circle - Region Heads - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for Circle by liaisoning with PGM (Corporate Planning & Monitoring) – CA, GM (Business Planning) – CFA, GM (Business Planning) – CM, GM (Business Planning) – ENT and GM (Infra Sales) – NB and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin at Head Office, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle by liaisoning with Region Heads
- Development of comprehensive action agenda for each business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
  - Relationship management for gold and silver enterprise customers
    - Key account managers for gold customers
    - Tie-ups with channel partners for silver customers
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
    - Management of access mechanisms – Call centers, CSCs
    - Management of SD/ SA needs of enterprise customers
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all network assets within the Circle
    - CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband
    - CM team – BTS (2G, 3G), WiMax, CDMA, switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only, WLL

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

VPTs
- Passive Infra team – maintenance of all non-USO towers
- Civil & Electrical Wings – roll-out and maintenance of all USO towers and related passive infra (battery, generator, AC, etc)
  - o Execution of IT projects by liaisoning with PGM (Corporate IT) – CA and GM (IT) – CFA at Head Office
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters
  - o Recommendations to Head Office on key areas of strategy & planning based on local environment
  - o Guidance to Region Offices on business, HR, admin and financial matters
- Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for products/ service across all business units (CFA, CM, Enterprise, NB)
- Ensuring technical and administrative inspection of all assets and field units on a periodic basis
- Liaisoning with HR section for adequate staffing and training within the Circle
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	

Financial	• Revenue (Rs. Cr) - BSNL vs. market leader
	  o By business unit (CFA, CM, ENT)
	• Budget adherence on capex (Rs. Cr)
	  o By business unit (CFA, CM, ENT)
	• EBITDA (Rs. Cr)
	  o By business unit (CFA, CM, ENT)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader
	  o By business unit (CFA, CM, ENT)
	• Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader
	  o By business unit (CFA, CM, ENT)
	• ARPU (Rs. per month) - BSNL vs. market leader
	  o By business unit (CFA, CM, ENT)
	• Customer churn (%) - BSNL vs. market leader
	  o By business unit (CFA, CM, ENT)
	• Brand strength (based on survey)
	• Customer satisfaction (Scale of 1 to 5)
	  o By business unit (CFA, CM, ENT)

Operations	• # DSAs (#)
	• # retailers covered for CM (#)
	• Service delivery TAT (Days)
	  o By business unit (CFA, ENT)
	• Fault resolution TAT (Hours)
	  o By business unit (CFA, CM, ENT)
	• Network rollout status
	  o By business unit (CFA, CM, NB)
	• Network upgradation status
	  o By business unit (CFA, CM, NB)
	• Network integration status
	  o By business unit (CFA, CM, NB)
	• SLA adherence on operations of network assets (e.g. uptime, MTTR, etc) within the Circle
	  o By business unit (CFA, CM, NB)
	• Implementation status of key projects

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1 Head of Consumer Fixed Access at Circle – GM

Job overview	
Job title/ Designation	Head of Consumer Fixed Access at Circle – GM
Job objective	Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business in the Circle through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes
Reporting to	• Direct 　○ Circle Head – CGM • Indirect (functional) 　○ Director (Consumer Fixed Access) – CFA
Reporting from	• Direct 　○ Head of Product Management & Marketing for Consumer Fixed Access at Circle – AGM 　○ Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM 　○ Head of Customer Service for Consumer Fixed Access at Circle – AGM 　○ DGM (Network Planning) – CFA 　○ DGM (Network Operations) – CFA 　○ DGM (Transmission) – CFA 　○ AGM (Regulation) 　○ Head of Customer Service Centers at Circle – AGM • Indirect (functional) 　○ Head of Consumer Fixed Access at Region

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CFA business unit at Circle by liaisoning with GM (Business Planning) – CFA at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # connections, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CFA business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CFA business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all CFA network assets within the Circle
    - Media (OFC, UHF, MW, Copper)
    - All PSTN switches (including Level 1 TAX)
    - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
    - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
    - Fixed VPTs and rural broadband
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	

Financial	• CFA revenue (Rs. Cr) - BSNL vs. market leader
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Budget adherence on capex (Rs. Cr)
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• CFA EBITDA (Rs. Cr)
	  ○ By product (LL, BB, IPTV, PCO, etc)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• ARPU (Rs. per month) - BSNL vs. market leader
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Customer churn (%) - BSNL vs. market leader
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Brand strength (based on survey)
	• Customer satisfaction (Scale of 1 to 5)
	  ○ By product (LL, BB, IPTV, PCO, etc)

Operations	• # DSAs (#)
	• Service delivery TAT (Days)
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Fault resolution TAT (Hours)
	  ○ By product (LL, BB, IPTV, PCO, etc)
	• Network rollout status
	• Network upgradation status
	• Network integration status (with NGN switches)
	• SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.1   Head of Product Management & Marketing for Consumer Fixed Access at Circle – AGM

Job overview	
Job title/ Designation	Head of Product Management & Marketing for Consumer Fixed Access at Circle – AGM
Job objective	Design, pricing and bundling of Consumer Fixed Access (CFA) products and promotion of CFA business through marketing activities in the Circle

Reporting to	• Direct
	   o Head of Consumer Fixed Access at Circle – GM
	• Indirect (functional)
	   o Head of Product Management & Marketing for CFA at Head Office

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Product design for CFA business unit for Landline, Broadband, IPTV and PCO products and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Business Planning) – CFA at Head Office
  - Evaluation of product bundling opportunities within CFA business unit (eg. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CFA business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CFA perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CFA business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, below-the-line marketing and research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CFA and DGM (VAS) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• % revenue from new products (%) o By product (LL, BB, IPTV, PCO, VAS) • Budget adherence on marketing and research spend (Rs. Cr)

Customer/ Market	• Gross adds and net adds for new products (#)
	  o By product (LL, BB, IPTV, PCO, etc)
	• Customer churn (%) - BSNL vs. market leader
	  o By product (LL, BB, IPTV, PCO, etc)
	• Brand strength (based on survey)

Operations	• Time to market (weeks) o By product (LL, BB, IPTV, PCO, etc) • Timely development of marketing action agenda for CFA business unit • Timely execution of research initiatives
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.2 Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM

Job overview	
Job title/ Designation	Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM
Job objective	Management of all Consumer Fixed Access (CFA) sales channels in the Circle including company sales force, DSAs and alliances to drive growth of Landline (LL), Broadband (BB), IPTV , PCO and related Value Added Services (VAS) revenues
Reporting to	- Direct - Head of Consumer Fixed Access at Circle – GM - Indirect (functional) - Head of Sales & Distribution for CFA at Head Office
Reporting from	- Direct - To be decided - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Management of CFA sales channels to drive growth of Landline, Broadband, IPTV and related VAS revenues in the Circle
  - Implementation of new sales processes as recommended by GM (Business Planning) – CFA at Head Office
    - For example defining knowledge-build, contact planning, customer visits, reporting and follow-up etc. for 'Own Sales team' model
  - Disbursement of allowances, awards and incentives by liaisoning with GM (Finance) – Fin to motivate sales force
  - Setting-up and management of sales alliances at Circle level, including revenue-sharing agreements (if any)
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGM (Sales & Marketing) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Monitoring performance against business plan at Circle level (by Region and by sales channel) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	- CFA revenue (Rs. Cr) - BSNL vs. market leader - By product (LL, BB, IPTV, PCO, etc)
Customer/ Market	- Gross adds and net adds (#) - BSNL vs. market leader - By product (LL, BB, IPTV, PCO, etc) - Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader - By product (LL, BB, IPTV, PCO, etc) - ARPU (Rs. per month) - BSNL vs. market leader - By product (LL, BB, IPTV, PCO, etc) - Customer churn (%) - BSNL vs. market leader - By product (LL, BB, IPTV, PCO, etc) - Customer satisfaction (Scale of 1 to 5) - By product (LL, BB, IPTV, PCO, etc)
Operations	# DSAs (#)
Employee development	Feedback from peers

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	• Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.3 Head of Customer Service for Consumer Fixed Access at Circle – AGM

Job overview	
Job title/ Designation	Head of Customer Service for Consumer Fixed Access at Circle – AGM
Job objective	Management of customer service for Consumer Fixed Access (CFA) business unit including Call centers

Reporting to	• Direct
	  o Head of Consumer Fixed Access at Circle – GM
	• Indirect (functional)
	  o Head of Customer Service for CFA at Head Office

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Development of comprehensive action agenda for CFA business unit for delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales), with particular focus on management of Call centers
  - Designing Service Level Agreements (SLAs) – internal and external
  - Setting-up of complaint and grievance management systems and processes at Circle level
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGM (Customer Service) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Monitoring performance against business plan at Circle level (by Region)
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Customer satisfaction (Scale of 1 to 5)
Operations	• Customer churn (%) - BSNL vs. market leader o By product (2G, 3G, etc) • SLA adherence for Call centers (e.g. response time, abandon rate, etc) • Call center roll-out status
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.4 Head of Network Planning for Consumer Fixed Access at Circle – DGM

Job overview	
Job title/ Designation	Head of Network Planning for Consumer Fixed Access at Circle – DGM
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)
Reporting to	- Direct - Head of Consumer Fixed Access at Circle – GM - Indirect (functional) - Head (s) of Network Planning for CFA at Head Office
Reporting from	- Direct - AGM (Network Planning) – CFA - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation • Timely distribution and delivery of procured equipment and materials to Regions • Network roll-out status • Network upgradation status • Network integration status (with NGN switches)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.4.1 AGM (Network Planning) – CFA

Job overview	
Job title/ Designation	AGM (Network Planning) – CFA
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)
Reporting to	• Direct 　o Head of Network Planning for Consumer Fixed Access at Circle – DGM • Indirect (functional) 　o To be decided
Reporting from	• Direct 　o To be decided • Indirect (functional) 　o To be decided

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Planning and DGM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation • Timely distribution and delivery of procured equipment and materials to Regions • Network roll-out status • Network upgradation status • Network integration status (with NGN switches)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.5 Head of Network Operations for Consumer Fixed Access at Circle – DGM

Job overview	
Job title/ Designation	Head of Network Operations for Consumer Fixed Access at Circle – DGM
Job objective	Maintenance of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)

Reporting to	• Direct
	  o Head of Consumer Fixed Access at Circle – GM
	• Indirect (functional)
	  o Head (s) of Network Operations for CFA at Head Office

Reporting from	• Direct
	  o AGM (Network Operations) – CFA
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Operations) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.5.1 AGM (Network Operations) – CFA

Job overview

Job title/ Designation	AGM (Network Operations) – CFA
Job objective	Maintenance of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)
Reporting to	- Direct - Head of Network Operations for Consumer Fixed Access at Circle – DGM - Indirect (functional) - To be decided
Reporting from	- Direct - To be decided - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Operations at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.6 Head of Transmission Network at Circle – DGM

Job overview	
Job title/ Designation	Head of Transmission Network at Circle – DGM
Job objective	Planning, roll-out, upgradation and maintenance of all OFC, UHF, MW within the Circle

Reporting to	• Direct
	   o Head of Consumer Fixed Access at Circle – GM
	• Indirect (functional)
	   o Head of Transmission at Head Office

Reporting from	• Direct
	   o AGM (Transmission) – CFA
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Planning, roll-out, maintenance and upgradation of all OFC, UHF, MW within the Circle
- Creating plan for expansion and upgradation of OFC, UHF, MW within the Circle after incorporating inputs received from Heads of Network Planning for CFA and CM and ROs and co-ordinating with GM (Network Planning) – CFA at Head Office
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network roll-out and maintenance
- Ensuring timely roll-out and upgradation of OFC, UHF, MW within the Circle, in line with the overall network plan
- Ensuring timely installation and maintenance of OFC, UHF, MW component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network roll-out, maintenance and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Implementation of policy and instructions issued by Head Office for maintenance of OFC, UHF, MW
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring technical and fire inspection of OFC, UHF, MW media within the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
- Formulation of budget for roll-out, maintenance and upgradation of OFC, UHF, MW within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed media at Circle level (by Region)
  - o Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - o Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
  - o Recommendations to Head Office based on local environment
  - o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of media roll-out and upgradation • OFC, UHF, MW roll-out status • SLA adherence on operations of OFC, UHF, MW (e.g. uptime, MTTR, etc) within the Circle

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

1.6.1 AGM (Transmission) – CFA

Job overview	
Job title/ Designation	AGM (Transmission) – CFA
Job objective	Planning, roll-out, upgradation and maintenance of all OFC, UHF, MW within the Circle

Reporting to	• Direct
	   o Head of Transmission Network at Circle – DGM
	• Indirect (functional)
	   o To be decided

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Planning, roll-out, maintenance and upgradation of all OFC, UHF, MW within the Circle
- Creating plan for expansion and upgradation of OFC, UHF, MW within the Circle after incorporating inputs received from Heads of Network Planning for CFA and CM at Circle and ROs and co-ordinating with GM (Network Planning) – CFA at Head Office
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network roll-out and maintenance
- Ensuring timely roll-out and upgradation of OFC, UHF, MW within the Circle, in line with the overall network plan
- Ensuring timely installation and maintenance of OFC, UHF, MW component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network roll-out, maintenance and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Implementation of policy and instructions issued by Head Office for maintenance of OFC, UHF, MW
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring technical and fire inspection of OFC, UHF, MW media within the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
- Formulation of budget for roll-out, maintenance and upgradation of OFC, UHF, MW within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed media at Circle level (by Region)
  - o Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - o Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
  - o Recommendations to Head Office based on local environment
  - o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of media roll-out and upgradation • OFC, UHF, MW roll-out status • SLA adherence on operations of OFC, UHF, MW (e.g. uptime, MTTR, etc) within the Circle

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

2 Head of Regulation at Circle – AGM

Job overview	
Job title/ Designation	Head of Regulation at Circle – AGM
Job objective	Ensuring compliance with regulations across business units at Circle level for smooth day-to-day operations

Reporting to	• Direct
	   o Head of Consumer Fixed Access at Circle – GM
	   o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	   o GM (Regulation) – CA at Head Office

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Ensuring compliance with regulations across all business units at Circle level, including
  - Interconnection agreements
  - Tariff reporting
  - USO subsidy
- Managing Points of Interconnect (PoI) with other operators and network co-ordination activities at Circle level
  - Co-ordinating with CFA Network Operations (interconnects at TAXs), CM Network Operations (interconnects at MSCs) and Finance (billing – IOBAS)
- Co-ordinating with Head of Regulation at Head Office for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
- Advice to business units on regulatory matters expected to affect business
- Interaction with Head Office and Region Office for smooth day-today operations
  - Guidance from GM (Regulation) – CA at Head Office on regulatory matters expected to impact business
  - Recommendations to Head Office on specific issues based on local environment
  - Advice to Regions on regulatory matters
- Attending public events and hearings organised by regulator
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Amount of fines (Rs. Cr)
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• # regulatory non-compliance events (#)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

3 DGM (Customer Service Centers)

Job overview	
Job title/ Designation	DGM (Customer Service Centers)
Job objective	Management of all Customer Service Centers (CSCs) in the Circle from a sales and customer service perspective for Consumer Fixed Access (CFA) and Consumer Mobility (CM) business units

Reporting to	• Direct
	  o Head of Consumer Fixed Access at Circle – GM
	  o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	  ▪ GM (Customer Service Centers) at Head Office

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o Head of Customer Service Centers at Region

Key Responsibility Areas (KRAs)

- Development of comprehensive action agenda for CSCs by liaisoning with Heads of Sales & Distribution and Heads of Customer Service for CFA and CM business units at Circle
  - Range of products and services on offer
  - Potential increase/ decrease in number of CSCs driven by business requirements
- Target-setting for Regions by liaisoning with Heads of Sales & Distribution and Heads of Customer Service for CFA and CM business units at Circle and Heads of CFA and CM business units at Region
  - Sales – revenue, # CFA connections, # CM subscribers, etc
  - Customer Service – fault resolution TAT, Customer satisfaction, etc
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Customer Service Centers) at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Monitoring performance of CSCs against business plan at Circle level (by Region)
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Revenue (Rs. Cr) o By business unit (CFA, CM)

Customer/ Market	• Gross adds for CFA and CM business units (#)
	  o By product (LL, BB, IPTV, PCO, 2G, 3G, etc)
	• Customer churn (%)
	  o By product (LL, BB, IPTV, PCO, 2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	  o By product (LL, BB, IPTV, PCO, 2G, 3G, etc)

Operations	• SLA adherence for CSCs • CSC roll-out status
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4   Head of Consumer Mobility at Circle – GM

Job overview	
Job title/ Designation	Head of Consumer Mobility at Circle – GM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business in the Circle through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes

Reporting to	• Direct
	  o Circle Head – CGM
	• Indirect (functional)
	  o Director (Consumer Mobility) – CM

Reporting from	• Direct
	  o Head of Product Management & Marketing for Consumer Mobility at Circle – AGM
	  o Head of Sales & Distribution for Consumer Mobility at Circle – DGM
	  o Head of Customer Service for Consumer Mobility at Circle – AGM
	  o DGM (Network Planning) – CM
	  o DGM (Network Operations – I) – CM
	  o DGM (Network Operations– n) – CM
	  o AGM (Regulation)
	  o Head of Customer Service Centers at Circle – DGM
	• Indirect (functional)
	  o Head of Consumer Mobility at Region

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CM business unit at Circle by liaisoning with GM (Business Planning) – CM at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CM business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CM business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all CM network assets within the Circle
    - BTS (2G, 3G), WiMax, CDMA
    - Switches – MSC, BSC
    - Roll-out of all non-USO towers
    - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
    - WLL VPTs
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	

Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Budget adherence on capex (Rs. Cr)
	   o By product (2G, 3G, etc)
	• CM EBITDA (Rs. Cr)
	   o By product (2G, 3G, etc)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• ARPU (Rs. per month) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Customer churn (%) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Brand strength (based on survey)
	• Customer satisfaction (Scale of 1 to 5)
	   o By product (2G, 3G, etc)

Operations	• # retailers covered (#) • Fault resolution TAT (Hours) o By product (2G, 3G, etc) • Network rollout status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.1 Head of Product Management & Marketing for Consumer Mobility at Circle – AGM

Job overview	
Job title/ Designation	Head of Product Management & Marketing for Consumer Mobility at Circle – AGM
Job objective	Design, pricing and bundling of Consumer Mobility (CM) products and promotion of CM business through marketing activities in the Circle

Reporting to	• Direct
	   o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	   o Head of Product Management & Marketing for CM at Head Office

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Product design for CM business unit for GSM-2G ,GSM-3G, CDMA products and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Product & Pricing) – CM and GM (VAS) – CM at Head Office
  - Evaluation of product bundling opportunities within CM business unit (eg. 2G+3G, 3G+VAS, etc) and with other business units (eg. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CM business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CM perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CM business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, Below-the-line marketing and Research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CM, DGM (VAS – I) – CM and DGM (VAS – II) – CM at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• % revenue from new products (%) o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)
Customer/ Market	• Gross adds and net adds for new products (#) o By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader o By product (2G, 3G, etc) • Brand strength (based on survey)
Operations	• Time to market (weeks) o By product (2G, 3G, etc) • Timely development of marketing action agenda for CM business unit • Timely execution of research initiatives
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.2 Head of Sales & Distribution for Consumer Mobility at Circle – DGM

Job overview	
Job title/ Designation	Head of Sales & Distribution for Consumer Mobility at Circle – DGM
Job objective	Management of all Consumer Mobility (CM) sales channels in the Circle including franchisees and alliances to drive growth of GSM (2G, 3G) and related Value Added Services (VAS) revenues

Reporting to	• Direct
	   o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	   o Head of Sales & Distribution for CM at Head Office

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

• Management of CM sales channels to drive growth of GSM (2G, 3G), CDMA and related VAS revenues
   o Implementation of new sales processes as recommended by GM (Sales & Marketing) – CM at Head Office
   o Disbursement of allowances, awards and incentives by liaisoning with GM (Finance) – Fin to motivate sales force
   o Setting-up and management of sales alliances at Circle level, including revenue-sharing agreements (if any)
• Interaction with Head Office and Region Office for smooth day-to-day operations
   o Liaisoning with DGM (Sales & Marketing) – CM at Head Office on policy matters
   o Recommendations to Head Office based on local environment
   o Guidance to Region Office on business matters
• Monitoring performance against business plan at Circle level (by Region and by sales channel) and taking corrective action as and when required
• Development of employees to ensure continuous improvement in individual and company performance
• Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader o By product (2G, 3G, etc)

Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• ARPU (Rs. per month) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Customer churn (%) - BSNL vs. market leader
	   o By product (2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	   o By product (2G, 3G, etc)

Operations	• # retailers covered (#)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.3 Head of Customer Service for Consumer Mobility at Circle – AGM

Job overview	
Job title/ Designation	Head of Customer Service for Consumer Mobility at Circle – AGM
Job objective	Management of customer service for Consumer Mobility (CM) business unit including Call centers

Reporting to	• Direct
	  o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	  o Head of Customer Service for CM at Head Office

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

• Development of comprehensive action agenda for CM business unit for delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales), with particular focus on management of Call centers
  o Designing Service Level Agreements (SLAs) – internal and external
  o Setting-up of complaint and grievance management systems and processes at Circle level
• Operationalisation of action agenda through multiple levers
• Interaction with Head Office and Region Office for smooth day-to-day operations
  o Liaisoning with DGM (Customer Service) – CM at Head Office on policy matters
  o Recommendations to Head Office based on local environment
  o Guidance to Region Office on business matters
• Monitoring performance against business plan at Circle level (by Region)
• Development of employees to ensure continuous improvement in individual and company performance
• Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Customer satisfaction (Scale of 1 to 5)
Operations	• Customer churn (%) - BSNL vs. market leader o By product (2G, 3G, etc) • SLA adherence for Call centers (e.g. response time, abandon rate, etc) • Call center roll-out status
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.4 Head of Network Planning for Consumer Mobility at Circle – DGM

Job overview	
Job title/ Designation	Head of Network Planning for Consumer Mobility at Circle – DGM
Job objective	Planning, roll-out and upgradation of all Consumer Mobility (CM) network assets within the Circle

Reporting to	• Direct
	   o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	   o Head (s) of Network Planning for CM at Head Office

Reporting from	• Direct
	   o DGM (Network Planning) – CM
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CM network assets within the Circle
  - All BTS (2G, 3G), WiMax, CDMA
  - All switches – MSC, BSC
  - All non-USO towers
  - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
  - WLL VPTs
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from ROs and co-ordinating with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA/ WiMax) – CM at Head Office
- Co-ordinating with Head of Network Planning for CFA and Head of Transmission at Circle for planning expansion of media within the Circle
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Ensuring timely roll-out and upgradation of CM network assets within the Circle, in line with the overall network plan
- Undertaking all activities required for hiring of towers from other operators (slot identification, takeover, etc)
  - Co-ordinating with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA/ WiMax) – CM at Head Office for the same
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CM network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network assets at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA/ WiMax) – CM at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Operations	• Timely and accurate planning of network roll-out and upgradation • Network roll-out status • Network upgradation status • Network integration status (with NGN switches)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.4.1 AGM (Network Planning) – CM

Job overview	
Job title/ Designation	AGM (Network Planning) – CM
Job objective	Planning, roll-out and upgradation of all Consumer Mobility (CM) network assets within the Circle
Reporting to	• Direct o Head of Network Planning for Consumer Mobility at Circle – DGM • Indirect (functional) o To be decided
Reporting from	• Direct o To be decided • Indirect (functional) o To be decided

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CM network assets within the Circle
  - All BTS (2G, 3G), WiMax, CDMA
  - All switches – MSC, BSC
  - All non-USO towers
  - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
  - WLL VPTs
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from ROs and co-ordinating with GM (Network Planning – GSM) – CM and GM (Network Planning – CDMA/ WiMax) – CM at Head Office
- Co-ordinating with Head of Network Planning for CFA and Head of Transmission at Circle for planning expansion of media within the Circle
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Ensuring timely roll-out and upgradation of CM network assets within the Circle, in line with the overall network plan
- Undertaking all activities required for hiring of towers from other operators (slot identification, takeover, etc)
  - Co-ordinating with DGMs for GSM Network Planning and CDMA/ WiMax Network Planning at Head Office for the same
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CM network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network assets at Circle level (by Region)
- Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for GSM Network Planning and CDMA/ WiMax Network Planning at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	• Network roll-out status • Network upgradation status • Network integration status (with NGN switches)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.5 Head of Network Operations for Consumer Mobility at Circle for Area I – DGM

Job overview	
Job title/ Designation	Head of Network Operations for Consumer Mobility at Circle for Area I – DGM
Job objective	Maintenance of all Consumer Mobility (CM) network assets within Area I of the Circle

Reporting to	• Direct
	  o Head of Consumer Mobility at Circle – GM
	• Indirect (functional)
	  o Head (s) of Network Operations for CM at Head Office

Reporting from	• Direct
	  o DGM (Network Operations – Area I) – CM
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

• Maintenance of all CM network assets within Area I of the Circle by liaisoning with GM (Network Operations – GSM) – CM and GM (Network Operations – CDMA/ WiMax) – CM at Head Office
  o All BTS (2G, 3G), WiMax, CDMA
  o All switches – MSC, BSC
  o Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
  o WLL VPTs
• Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
• Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
• Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
• Ensuring technical and fire inspection of above-mentioned network assets within Area I of the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
• Establishing and maintaining Points of Interconnect (PoI) with other operators at MSCs
  o Co-ordinating with Head of Regulation at Circle for the same
• Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
• Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
• Undertaking Acceptance Testing for all CM network assets as well as non-USO towers within Area I of the Circle
• Formulation of budget for maintenance of above-mentioned network assets within Area I of the Circle by liaisoning with Head of Business Planning
• Interaction with Head Office and Region Office for smooth day-to-day operations
  o Liaisoning with GM (Network Operations – GSM) – CM and GM (Network Operations – CDMA/ WiMax) – CM at Head Office on policy matters
  o Recommendations to Head Office based on local environment
  o Guidance to Region Office on business matters
• Development of employees to ensure continuous improvement in individual and company performance
• Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• SLA adherence on operations of CM network assets (e.g. uptime, MTTR,

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	etc) within Area I of the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

4.5.1 AGM (Network Operations – Area I) – CM

Job overview	
Job title/ Designation	AGM (Network Operations – Area I) – CM
Job objective	Maintenance of all Consumer Mobility (CM) network assets within Area I of the Circle

Reporting to	• Direct
	  o Head of Network Operations for Consumer Mobility at Circle for Area I – DGM
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

• Maintenance of all CM network assets within Area I of the Circle by liaisoning with GM (Network Operations – GSM) – CM and GM (Network Operations – CDMA/ WiMax) – CM at Head Office
  o All BTS (2G, 3G), WiMax, CDMA
  o All switches – MSC, BSC
  o Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
  o WLL VPTs
• Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
• Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
• Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
• Ensuring technical and fire inspection of above-mentioned network assets within Area I of the Circle on a periodic basis; co-rodinating with Inspections Circle for fire inspection
• Establishing and maintaining Points of Interconnect (PoI) with other operators at MSCs
  o Co-ordinating with Head of Regulation at Circle for the same
• Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
• Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
• Undertaking Acceptance Testing for all CM network assets as well as non-USO towers within Area I of the Circle
• Formulation of budget for maintenance of above-mentioned network assets within Area I of the Circle by liaisoning with Head of Business Planning
• Interaction with Head Office and Region Office for smooth day-to-day operations
  o Liaisoning with DGMs for GSM Network Operations and CDMA/ WiMax Network Operations at Head Office on policy matters
  o Recommendations to Head Office based on local environment
  o Guidance to Region Office on business matters
• Development of employees to ensure continuous improvement in individual and company performance
• Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within Area I of the Circle

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

5   DGM (Enterprise Business) – ENT

Job overview

Job title/ Designation	DGM (Enterprise Business) – ENT
Job objective	Generation of enterprise business from **gold and silver** enterprise customers across industry verticals within the circle. Ensuring proper service delivery and service assurance for **all enterprise customers** (platinum, gold, silver)
Reporting to	- Direct - Circle Head – CGM - Indirect (functional) - Director (Enterprise) – ENT
Reporting from	- Direct - AGM (Enterprise Business) – ENT - AGM (Channel Partners) – ENT - AGM (SD/ SA – Enterprise) – ENT - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for enterprise business from gold and silver customers at Circle by liaisoning with GM (Enterprise Business – II) – ENT and GM (Business Planning) – ENT at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – market share, share of wallet, etc
  - Operational targets – customer service, etc
- Target-setting for Circle by liaisoning with Head of Business Planning at Circle
- End-to-end customer relationship management for existing gold & silver customers across industry verticals in that circle
  - Account allocation and planning
  - Pre-sales and project planning
    - Products and solutions development by matching clients needs with BSNL products
    - Pricing and discounts
  - Sales planning
- Building new relationships across industry verticals to grow enterprise business from gold & silver customers in that circle
- Guidance to sales team in the city on managing and growing enterprise business
  - Accompanying team on critical sales meetings
  - Providing support in terms of quick turnaround on discounting, solutions and services
  - Liaisoning with senior management of the customer to build relationship
  - Providing on-the-job training and apprenticeship to junior sales team members
- Liaisoning with GM (Enterprise Business – II) – ENT at the Head Office on matters concerning sales policy & sales strategy
- Liaisoning with GM (Business Planning) – ENT at the Head Office on matters concerning discounts to enterprise customers
- Interfacing with senior client management and representing BSNL in conferences and meets in that city
- Development of product bundles to match requirements of various gold & silver customers
  - Across product categories: voice, data, managed services
  - Across industry verticals: BFSI, IT, Mfg, Govt, Svs
- Development of vertical specific solutions for gold & silver enterprise customers
  - Understanding client's business requirements
  - Sizing bandwidth & mapping-out locations
  - Defining products and technical specifications
  - Determining applications/ services required
  - Designing interfaces with legacy systems
  - Demonstrating PoC (pilot / demo)
  - Translating developed solution into project plan

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

- o Designing SLAs with client
- o Interaction with clients for effective sales
- Preparing pre-sales presentation to clients on products and solutions
- Development of comprehensive action agenda for enterprise business, with particular focus on
  - o End-to-end customer relationship management for existing gold customers across industry verticals
    - Account allocation and planning
    - Pre-sales and project planning
      - Products and solutions development by matching clients needs with BSNL products; liaisoning with GM (Enterprise Business – II) – ENT at Head Office for the same
      - Pricing and discounts
    - Sales planning
  - o Building new relationships to grow enterprise business from gold enterprise customers
  - o Creating tie-ups with channel partners for management of silver enterprise accounts
  - o Undertaking customer discovery initiatives for existing as well as potential customers
  - o Ensuring prioritized service for all enterprise customers (platinum, gold, silver) at Circle by liaisoning with Head of Network for Consumer Fixed Access and Head of Network for Consumer Mobility at Circle
    - Service Delivery (SD) – commissioning of projects
    - Service Assurance (SA)– fault detection and repair
  - o Escalating service delivery and service assurance issues of all enterprise customers (platinum, gold, silver) in the circle to GM (Network Operations) – CFA, GM (Network Operations) – CM, GM (Leased Circuits) – Ent and GM (Core Network Operations) – ENT at the Head Office for rapid resolution
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters
  - o Recommendations to Head Office on key areas of strategy & planning based on local environment
  - o Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by customer segment) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Enterprise revenue (Rs. Cr) - BSNL vs. market leader - By product (voice, data, managed services) - By customer segment (gold, silver) - Budget adherence on capex (Rs. Cr) - Enterprise EBITDA (Rs. Cr) - By customer segment (gold, silver) - Order book value (Rs. Cr) - By product (voice, data, managed services) - By customer segment (gold, silver)
Customer/ Market	- Enterprise market share by revenue (%) - By product (voice, data, managed services) - By customer segment (gold, silver) - Enterprise gross adds and net adds (#) - By product (voice, data, managed services) - By customer segment (gold, silver) - Share of wallet of telecom spend of customers (%) - By customer segment (gold, silver) - Customer satisfaction (Scale of 1 to 5) - By customer segment (gold, silver)
Operations	- Growth of Enterprise sales force at Circle level for gold customers (%) - Growth in number of channel partners for silver customers (#) - Average revenue per channel partner (Rs. Cr) - SLA adherence for enterprise customers on Service Delivery and Service Assurance (e.g. time for project commissioning, uptime, fault resolution TAT, etc) within the Circle

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

5.1 AGM (Enterprise Business) – ENT

Job overview	
Job title/ Designation	AGM (Enterprise Business) – ENT
Job objective	Generation of enterprise business from gold enterprise customers across industry verticals through end-to-end customer relationship management

Reporting to	• Direct
	   o DGM (Enterprise Business) – ENT
	• Indirect (functional)
	   o To be decided

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for enterprise business from gold customers at Circle by liaisoning with DGM (Enterprise Business – II) – Ent and DGM (Business Planning) – Ent at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – market share, share of wallet, etc
  - Operational targets – customer service, etc
- Target-setting for Circle by liaisoning with Head of Business Planning at Circle
- Development of comprehensive action agenda for enterprise business, with particular focus on
  - End-to-end customer relationship management for existing gold customers across industry verticals
    - Account allocation and planning
    - Pre-sales and project planning
      - Products and solutions development by matching clients needs with BSNL products; liaisoning with DGM (Enterprise Business – II) – Ent at Head Office for the same
      - Pricing and discounts
    - Sales planning
  - Building new relationships to grow enterprise business from gold enterprise customers
  - Undertaking customer discovery initiatives for existing as well as potential customers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by customer segment) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Enterprise revenue (Rs. Cr) - BSNL vs. market leader
	   o By product (voice, data, managed services)
	• Budget adherence on capex (Rs. Cr)
	• Order book value (Rs. Cr)
	   o By product (voice, data, managed services)

Customer/ Market	• Enterprise market share by revenue (%)
	   o By product (voice, data, managed services)
	• Enterprise gross adds and net adds (#)
	   o By product (voice, data, managed services)

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	• Share of wallet of telecom spend of gold enterprise customers (%) • Customer satisfaction (Scale of 1 to 5)
Operations	• Growth of Enterprise sales force at Circle level for gold customers (%)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

5.2   AGM (Channel Partners) – ENT

Job overview	
Job title/ Designation	AGM (Channel Partners) – ENT
Job objective	Generation of business from silver enterprise customers across industry verticals through channel partners

Reporting to	• Direct
	  o DGM (Enterprise Business) – ENT
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for enterprise business from gold and silver customers at Circle by liaisoning with DGM (Enterprise Business – II) – Ent and DGM (Business Planning) – Ent at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – market share, share of wallet, etc
  - Operational targets – customer service, etc
- Target-setting for Circle by liaisoning with Head of Business Planning at Circle
- Development of comprehensive action agenda for enterprise business, with particular focus on
  - Creating tie-ups with channel partners for management of silver enterprise accounts
  - Account allocation and planning
  - Sales planning
  - Commission structure design
  - Managing channel partners
  - Monitoring of targets
  - Issuing rewards and incentives
  - Periodic re-classification of accounts and re-allocation between partners
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by customer segment) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Enterprise revenue (Rs. Cr) - BSNL vs. market leader
	  o By product (voice, data, managed services)
	• Budget adherence on capex (Rs. Cr)
	• Order book value (Rs. Cr)
	  o By product (voice, data, managed services)

Customer/ Market	• Enterprise market share by revenue (%)
	  o By product (voice, data, managed services)
	• Enterprise gross adds and net adds (#)
	  o By product (voice, data, managed services)
	• Customer satisfaction (Scale of 1 to 5)

Operations	• Growth in number of channel partners for silver customers (#)

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

| | • Average revenue per channel partner (Rs. Cr) |
| Employee development | • Feedback from peers
• Feedback from direct reportees |

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

5.3 AGM (SD/ SA – Enterprise) – ENT

Job overview	
Job title/ Designation	AGM (SD/ SA – Enterprise) – ENT
Job objective	Interfacing with all enterprise customers (especially platinum customers) following-up with network teams in different business units to ensure high quality of service for all enterprise customers (platinum, gold, silver)

Reporting to	• Direct
	  o DGM (Enterprise Business) – ENT
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o Large and Medium Regions
	    ▪ AGM/ SDE/ JTO (SD/ SA – Enterprise)
	• Indirect (functional)
	    ▪ To be decided

Key Responsibility Areas (KRAs)

- Ensuring prioritized service for all enterprise customers (platinum, gold, silver) at Circle by liaisoning with Heads of Network for Consumer Fixed Access and Heads of Network for Consumer Mobility at Circle
  - Service Delivery (SD) – commissioning of projects
  - Service Assurance (SA)– fault detection and repair
- Monitoring and tracking fault resolution status for all enterprise customers (platinum, gold, silver) through IT systems and tools
- Liaisoning with DGM/ AGM (Enterprise – SD/ SA) in other circles to follow up on fault resolution issues of enterprise customers (especially platinum customers)
- Escalating critical delays in SD and SA for all enterprise customers (platinum, gold, silver) to GM (Network Operations) – CFA, GM (Network Operations) – CM, GM (Leased Circuits) – ENT and GM (Core Network Operations) – ENT at Head Office
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Escalation to Head Office for on-time delivery of service
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Enterprise revenue (Rs. Cr) - BSNL vs. market leader o By product (voice, data, managed services) • Budget adherence on capex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• SLA adherence for enterprise customers on Service Delivery and Service Assurance (e.g. time for project commissioning, uptime, fault resolution TAT, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

6   DGM (Passive Infra) – NB

Job overview	
Job title/ Designation	DGM (Passive Infra) – NB
Job objective	Ensuring timely leasing of towers to tenants as well as adequate service levels on their operations by co-ordinating with different teams at Circle

Reporting to	• Direct
	    o Circle Head – CGM
	• Indirect (functional)
	    o Head (s) of Infra Operations at Head Office

Reporting from	• Direct
	    o To be decided
	• Indirect (functional)
	    o Head of Passive Infra at Region – AGM/ SDE

Key Responsibility Areas (KRAs)

- Ensuring timely availability of slots and making towers Ready for Sharing for leasing to other operators, based on the directions given by Infra Sharing team at Head Office
  - Co-ordinating with GM (Network Planning) – CM at Circle for identifying availability of slots
  - Co-ordinating with different teams at Circle for meeting all requirements for leasing towers, such as upgrading battery, power plant, etc if required
    - Head of Network Planning for CFA for sites where tower is co-located with exchange
    - Head of Network Planning for CM for sites with tower only
    - Civil and Electrical Wings for all USO towers
- Ensuring proper maintenance of all non-USO towers within the Circle (excluding battery, generator, AC, etc)
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for tower maintenance
- Co-ordinating with different teams at Circle for maintenance of all non-tower passive infra within the Circle (battery, generator, AC, etc) to ensure delivery of agreed SLAs to tenants
  - Head of Network Planning for CFA for sites where tower is co-located with exchange
  - Head of Network Planning for CM for sites with tower only
  - Civil and Electrical Wings for all USO towers
- Ensuring technical an fire inspection of all non-USO towers within the Circle on a periodic basis ; co-rodinating with Inspections Circle for fire inspection
- Formulation of budget for maintenance of all non-USO towers within the Circle by liaisoning with Head of Business Planning
- Liaisoning with GM (Infra Ops – I) – NB and GM (Infra Ops – I) – NB at Head Office for key processes
  - Providing information on key reporting metrics for the Circle, such as
    - Total number of towers available
    - Number of towers shared
    - Number of towers Ready for Sharing (RFS)
    - Cumulative number of slots hired
  - Providing information for accurate billing of services
    - Pass-through costs (diesel, electricity, land rent) on as-incurred basis
    - Rental escalation, if any
    - SLA penalties
    - Roll-out penalties
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Infra Sales) – NB, GM (Infra Ops – I) – NB and GM (Infra Ops – II) – NB at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Tenant BTS availability (%) • Fault resolution TAT (Hours) • SLA adherence on operations of passive infra network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

7   GM (HR/ Admin) – HR

Job overview	
Job title/ Designation	GM (HR/ Admin) – HR
Job objective	Management and resolution of all HR and administrative matters at Circle level

Reporting to	• Direct
	  o Circle Head – CGM
	• Indirect (functional)
	  o Director (HR) – HR

Reporting from	• Direct
	  o AGM (HR) – HR
	  o AGM (Admin) – HR
	• Indirect (functional)
	  o Head of HR/ Admin at Region – DGM/ AGM

Key Responsibility Areas (KRAs)

- Execution of key HR processes for all groups of employees, in line with policies and guidelines formulated at Head Office
  o Manpower Planning
  o Recruitment, Promotions, Transfers and posting
  o Performance appraisal (CR)
  o Training & induction
  o Employee welfare and grievance redressal
  o Hiring of contract employees, Outsourcing
- Ensuring timely implementation of above processes
- Management of administrative activities at Circle Office, including
  o Procurement, distribution and maintenance of office equipment – tables, chairs, etc
  o Facility management and security, including management of external agencies, if required
  o Procurement and distribution of other items such as stationery, crockery, etc
  o Implementation of vehicle policy at Circle Office
  o Making travel arrangements for all personnel at Circle Office – tickets, visa, etc
  o Implementation and regular updation of HRMS package
  o Assisting other divisions at Circle Office in organising meetings, seminars, etc (eg. Meetings of SSA Heads, Parliamentary Committees)
  o Receipt of dak and distribution to concerned sections
- Managing relations with employee unions and associations
  o Averting strikes and agitations
  o Negotiating in times of conflict
- Ensuring compliance with labour laws and other statutory requirements
- Management, monitoring and resolution of all legal matters at Circle Office
- Ensuring administrative inspection of all field units within the Circle on a periodic basis
- Implementation and regular updation of HRMS package
- Undertaking all activities related to Restructuring Cell within the Circle
- Handling all affairs related to SC/ ST employees (SCT cell) and inspection of reservation roster maintained by ROs and Circle Office for all employees within the Circle
- Nodal unit at Circle Office for dissemination and collection of information regarding Right to Information (RTI) queries
- Nodal unit at Circle Office for all Parliamentary questions
- Undertaking activities related to Official Language Policy of the government
- Implementation of systems and processes to enhance employee engagement and welfare at Circle level
  o Surveys and pulse checks
  o Communication programs
  o Welfare, Sports and Culture boards
    ▪ Allocation of funds
    ▪ Preparation of calendar of events
    ▪ Organising events

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

- o Handling and resolution of employee grievances
- Formulation of budget for HR section by liaisoning with Head of Business Planning at Circle, including
  - o Recruitment
  - o Training
  - o Administration
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters, legal issues and union relations
  - o Recommendations to Head Office on key HR processes
  - o Guidance to Region Office on HR and admin matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Timely completion of key HR processes o Manpower Planning o Recruitment and Induction o Performance appraisal o Promotion o Transfers and Posting • Timely implementation and updation of HRMS system • Number of man-days lost due to union disputes #) • Number of statutory/ legal violations registered (#)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

7.1 AGM (HR) – HR

Job overview	
Job title/ Designation	AGM (HR) – HR
Job objective	Management and resolution of all HR matters at Circle level

Reporting to	• Direct
	  o GM (HR/ Admin) – HR
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Execution of key HR processes for all groups of employees, in line with policies and guidelines formulated at Head Office
  - Manpower Planning
  - Recruitment, Promotions, Transfers and posting
  - Performance appraisal (CR)
  - Training & induction
  - Employee welfare and grievance redressal
- Ensuring timely implementation of above processes
- Implementation and regular updation of HRMS package
- Undertaking all activities related to Restructuring Cell within the Circle
- Handling all affairs related to SC/ ST employees (SCT cell) and inspection of reservation roster maintained by ROs and Circle Office for all employees within the Circle
- Implementation of systems and processes to enhance employee engagement at Circle level
  - Surveys and pulse checks
  - Communication programs
  - Handling and resolution of employee grievances
- Formulation of budget for HR section by liaisoning with Head of Business Planning at Circle, including
  - Recruitment
  - Training, etc
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key HR processes
  - Guidance to Region Office on HR and admin matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall Circle KPIs

Operations	• Timely completion of key HR processes
	  o Manpower Planning
	  o Recruitment and Induction
	  o Performance appraisal (CR)
	  o Promotion
	  o Transfers and Posting
	• Timely implementation and updation of HRMS system

Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

7.2 AGM (Admin) – HR

Job overview	
Job title/ Designation	AGM (Admin) – HR
Job objective	Management and resolution of all administrative matters at Circle level

Reporting to	• Direct
	    o GM (HR/ Admin) – HR
	• Indirect (functional)
	    o To be decided

Reporting from	• Direct
	    o To be decided
	• Indirect (functional)
	    o To be decided

Key Responsibility Areas (KRAs)

- Management of administrative activities at Circle Office, including
  - Procurement, distribution and maintenance of office equipment – tables, chairs, etc
  - Facility management and security, including management of external agencies, if required
  - Procurement and distribution of other items such as stationery, crockery, etc
  - Implementation of vehicle policy at Circle Office
  - Making travel arrangements for all personnel at Circle Office – tickets, visa, etc
  - Implementation and regular updation of HRMS package
  - Assisting other divisions at Circle Office in organising meetings, seminars, etc (eg. Meetings of SSA Heads, Parliamentary Committees)
  - Receipt of dak and distribution to concerned sections
- Managing relations with employee unions and associations
  - Averting strikes and agitations
  - Negotiating in times of conflict
- Ensuring compliance with labour laws and other statutory requirements
- Management, monitoring and resolution of all legal matters at Circle Office
- Ensuring administrative inspection of all field units within the Circle on a periodic basis
- Execution of policy hiring of contract employees and outsourcing
- Nodal unit at Circle Office for dissemination and collection of information regarding Right to Information (RTI) queries
- Nodal unit at Circle Office for all Parliamentary questions
- Undertaking activities related to Official Language Policy of the government
- Conducting affairs of Welfare, Sports and Culture boards at Circle level
  - Allocation of funds
  - Preparation of calendar of events
  - Organising events
- Formulation of budget for administrative expenses by liaisoning with Head of Business Planning at Circle
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters, legal issues and union relations
  - Recommendations to Head Office on key HR processes
  - Guidance to Region Office on HR and admin matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Number of man-days lost due to union disputes (#)
Employee development	• Feedback from peers

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	• Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

8   GM (Finance) – Fin

Job overview	
Job title/ Designation	GM (Finance) – Fin
Job objective	Management and resolution of all financial matters at Circle level

Reporting to	• Direct
	  o Circle Head – CGM
	• Indirect (functional)
	  o Director (Finance) – Fin

Reporting from	• Direct
	  o CAO (Corporate Accounts) – Fin
	  o CAO (Telecom Revenue) – Fin
	  o CAO (Project & Establishment Finance) – Fin
	• Indirect (functional)
	  o Head of Finance at Region – DGM/ CAO

Key Responsibility Areas (KRAs)

- Performing role of Independent Financial Advisor (IFA) for CGM
- Creation of annual financial plan for Circle by liaisoning with Head of Business Planning to translate strategic targets into its financial equivalents (by Region and by product/ service)
- Undertaking project planning and financing activities at Circle
  - Analysing financial viability of projects and procurement tenders
  - Defining tender terms
  - Fixing rate contracts
  - Evaluating tenders and purchase proposals
- Conducting periodic reviews on project execution and expenditure across business units
  - Ensuring adherence to budget – revenue, capex, opex
  - Making modifications to overall budget allocation (capex/ opex), if required
- Updation and management of accounts and general ledger for Circle
  - Implementation of uniform accounting standards throughout the company
  - Ensuring compliance related to statement of accounts
  - Management of cash and liquidity – receivables, payables, working capital, etc
- Maintaining overall asset register for the Circle
- Execution of billing, collections and revenue assurance policy and processes across business units devised at Head Office
- Engaging and monitoring centralised vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking billing for Points of Interconnect (PoI) with other operators (IOBAS)
  - Co-ordinating with Head of Regulation, Head of Network Operations for CFA and Head of Network Operations for CM at Circle for technical inputs
- Making payments to external agencies (e.g. vendors, DSAs, franchisees, etc)
- Ensuring timely disbursement of salary, perks, reimbursements, etc to employees within the Circle
- Managing all activities related to staff establishment & accounts section for finance cadre at Circle level
- Liaisoning with Head of IT at Circle for implementation of billing, collections and revenue assurance systems
- Liaisoning with banks for smooth day-to-day operations
  - Evaluating the option of tie-ups at Circle level
  - Designing SLAs with selected banks and monitoring performance against the same
- Ensuring timely completion of audit inspections of all Circle statement of accounts, offices and admin units
  - Internal audit
  - External audit – TRAI, Statutory, CAG, Taxation, USO
- Implementation of policies regarding planning, computation, filing and payment of taxes devised at Head Office, ensuring
  - Tax efficiency and optimisation
  - Timely filing of taxes
  - Adherence to tax laws

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on financial matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr) - Circle revenue outstanding/ Circle revenue (%) - Circle bad debt/ Circle revenue (%)
Customer/ Market	Aligned with overall Circle KPIs
Operations	- Timely creation of financial plan for Circle - Timely completion of tender process - By project - Timely review of projects - Timely creation of statement of accounts for company - Timely payments to vendors and suppliers - Timely disbursement of salaries to employees - Timely filing of taxes - Timely completion of audit inspections - Number of audit errors (#) % bills dispatched on time (%) - By business unit (CFA, CM, Enterprise) % bills disputed correctly (%) - By business unit (CFA, CM, Enterprise)
Employee development	- Feedback from peers - Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

8.1 CAO (Corporate Accounts) – Fin

Job overview	
Job title/ Designation	CAO (Corporate Accounts) – Fin
Job objective	Management and resolution of all accounting, audit and taxation matters at Circle level

Reporting to	• Direct
	  o GM (Finance) – Fin
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Creation of annual financial plan for Circle by liaisoning with Head of Business Planning to translate strategic targets into its financial equivalents (by Region and by product/ service)
- Conducting periodic reviews on project execution and expenditure across business units
  o Ensuring adherence to budget – revenue, capex, opex
  o Making modifications to overall budget allocation (capex/ opex), if required
- Updation and management of accounts and general ledger for Circle
  o Implementation of uniform accounting standards throughout the company
  o Ensuring compliance related to statement of accounts
  o Management of cash and liquidity – receivables, payables, working capital, etc
- Maintaining overall asset register for the Circle
- Making payments to external agencies (e.g. vendors, DSAs, franchisees, etc)
- Liaisoning with banks for smooth day-to-day operations
  o Evaluating the option of tie-ups at Circle level
  o Designing SLAs with selected banks and monitoring performance against the same
- Ensuring timely completion of audit inspections of all Circle statement of accounts, offices and admin units
  o Internal audit
  o External audit – TRAI, Statutory, CAG, Taxation, USO
- Implementation of policies regarding planning, computation, filing and payment of taxes devised at Head Office, ensuring
  o Tax efficiency and optimisation
  o Timely filing of taxes
  o Adherence to tax laws
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  o Liaisoning with Head Office on policy matters
  o Recommendations to Head Office based on local environment
  o Guidance to Region Offices on financial matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Timely creation of financial plan for Circle • Timely review of projects • Timely creation of statement of accounts for company • Timely payments to vendors and suppliers

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

	• Timely filing of taxes • Timely completion of audit inspections • Number of audit errors (#)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

8.2   CAO (Telecom Revenue) – Fin

Job overview	
Job title/ Designation	CAO (Telecom Revenue) – Fin
Job objective	Ensuring timely and accurate billing and collections for all services at Circle level
Reporting to	- Direct - GM (Finance) – FIN - Indirect (functional) - To be decided
Reporting from	- Direct - To be decided - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Execution of billing, collections and revenue assurance policy and processes across business units devised at Head Office
- Undertaking billing for Points of Interconnect (PoI) with other operators (IOBAS)
  - Co-ordinating with Head of Regulation, Head of Network Operations for CFA and Head of Network Operations for CM at Circle for technical inputs
- Engaging and monitoring centralised vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same)
- Liaisoning with Head of IT at Circle for implementation of billing, collections and revenue assurance systems
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on financial matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr) - Circle revenue outstanding/ Circle revenue (%) - Circle bad debt/ Circle revenue (%)
Customer/ Market	Aligned with overall Circle KPIs
Operations	% bills dispatched on time (%) - By business unit (CFA, CM, Enterprise) % bills disputed correctly (%) - By business unit (CFA, CM, Enterprise)
Employee development	- Feedback from peers - Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

8.3   CAO (Project & Establishment Finance) – Fin

Job overview	
Job title/ Designation	CAO (Project & Establishment Finance) – Fin
Job objective	Undertaking project planning and financing activities as well as establishment finance related activities at Circle level
Reporting to	- Direct - GM (Finance) – FIN - Indirect (functional) - To be decided
Reporting from	- Direct - To be decided - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Undertaking project planning and financing activities at Circle
  - Analysing financial viability of projects and procurement tenders
  - Defining tender terms
  - Fixing rate contracts
  - Evaluating tenders and purchase proposals
- Managing all activities related to staff establishment & accounts section for finance cadre at Circle level
- Ensuring timely disbursement of salary, perks, reimbursements, etc to employees within the Circle
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on financial matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	Aligned with overall Circle KPIs
Operations	- Timely completion of tender process - By project
Employee development	- Feedback from peers - Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

9 Head of Business Planning/ IT at Circle – DGM

Job overview	
Job title/ Designation	Head of Business Planning/ IT at Circle – DGM
Job objective	Creation of annual business plan for Circle across business units (CFA, CM, ENT, NB), monitoring performance against the same and execution of key IT projects at Circle
Reporting to	- Direct - Circle Head – CGM - Indirect (functional) - Executive Director (Corporate Affairs) – CA
Reporting from	- Direct - Head of IT at Circle – AGM - Head of Business Planning at Circle – AGM - Head of MIS at Circle – AGM - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for Circle by liaisoning with PGM (Corporate Planning & Monitoring) – CA, GM (Business Planning) – CFA, GM (Business Planning) – CM, GM (Business Planning) – ENT and GM (Infra Sales) – NB at Head Office and financial plan by liaisoning with GM (Finance) – Fin at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for all business units by liaisoning with Region Heads
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required
  - Publishing quarterly reports on Circle performance
  - Sharing best practices across Regions
  - Outlining corrective actions that can be taken, if required
- Ensuring timely execution of IT projects conceptualised at Head Office
- Providing day-to-day technical support to business units and other shared support functions on IT issues
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	Aligned with overall Circle KPIs
Customer/ Market	IT user satisfaction (Scale of 1 to 5)
Operations	- Timely creation of annual business plan for Circle - Timely setting of targets for Regions - Timely review of performance and publishing of reports - Implementation status of IT projects
Employee development	- Feedback from peers - Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

9.1   Head of IT at Circle – AGM

Job overview	
Job title/ Designation	Head of IT at Circle – AGM
Job objective	Management of all IT requirements for Circle including execution of projects, collection and distribution of hardware and day-to-day technical support
Reporting to	- Direct - Head of Business Planning / IT – DGM - Indirect (functional) - PGM (Corporate IT) – CA at Head Office
Reporting from	- Direct - To be decided - Indirect (functional) - Head of IT at Region – SDE/ JTO

Key Responsibility Areas (KRAs)

- Implementation of IT projects conceptualised at the Head Office by liaisoning with DGM (Corporate IT) – CA and DGM (IT) – CFA at Head Office and ensuring roll-out to all Regions
- Collection and distribution of hardware and software to all Regions and other field units within the Circle
- Providing day-to-day technical support to field offices on issues such as
  - Hardware
  - Software
  - Connectivity
  - Disaster recovery
- Formulation of annual IT budget for Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on based on local environment
  - Guidance to Region Office on business matters
- Monitoring IT performance against prescribed targets
  - Budget spend
  - Implementation status of projects (Corporate and business unit-specific)
  - Day-to-day technical support on issues of hardware and software connectivity
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	User satisfaction (Scale of 1 to 5)
Operations	- Implementation status of IT projects - Availability of critical systems (%) - Fault resolution TAT (Hours)
Employee development	- Feedback from peers - Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

9.2   Head of Business Planning at Circle – AGM

Job overview	
Job title/ Designation	Head of Business Planning at Circle – AGM
Job objective	Creation of annual business plan for Circle across business units (CFA, CM, Enterprise, NB)

Reporting to	• Direct
	  ○ Head of Business Planning/ IT – DGM
	• Indirect (functional)
	  ○ PGM (Corporate Planning & Monitoring) – CA at Head Office

Reporting from	• Direct
	  ○ To be decided
	• Indirect (functional)
	  ○ To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for Circle by liaisoning with DGM (Corporate Planning & Monitoring – I) – CA, DGM (Corporate Planning & Monitoring – II) – CA, DGM (Business Planning) – CFA, DGM (Business Planning) – CM, DGM (Business Planning) – ENT and DGM (Infra Sales) – NB at Head Office and financial plan by liaisoning with GM (Finance) – Fin at Circle, including
  - ○ Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - ○ Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - ○ Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for all business units by liaisoning with Region Heads
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - ○ Liaisoning with Head Office on policy matters
  - ○ Guidance to Region Offices on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Timely creation of annual business plan for Circle • Timely setting of targets for Regions • Timely review of performance and publishing of reports
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

9.3   Head of MIS at Circle – AGM

Job overview	
Job title/ Designation	Head of MIS at Circle – AGM
Job objective	Monitoring Circle performance across business units (CFA, CM, Enterprise, NB) based on targets set in the business plan
Reporting to	• Direct o Head of Business Planning/ IT – DGM • Indirect (functional) o GM (Coordination) – CA at Head Office
Reporting from	• Direct o To be decided • Indirect (functional) o Head of MIS at Region – AGM/ SDE

Key Responsibility Areas (KRAs)
• Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required o Financial targets – overall budget (revenue, capex, opex), profitability, etc o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc o Operational targets – network roll-out & operations, customer service, etc • Publishing quarterly reports on Circle performance • Sharing best practices across Regions • Outlining corrective actions that can be taken, if required • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Timely review of performance and publishing of reports
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

10   Head of Civil Wing at Circle

Job overview	
Job title/ Designation	Head of Civil Wing at Circle
Job objective	Managing all affairs related to Civil and Building Works at Circle level

Reporting to	• Direct
	   o Circle Head – CGM
	• Indirect (functional)
	   o PGM (Building Works) – NB at Head Office

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Implementation of policy and guidelines issued at Head Office for land, buildings, civil structures and real estate management
- Manage all affairs related to lands, buildings, rents and taxes on lands
- Initiate all staff & establishment matters related to HR policies and processes for all Civil personnel at Circle level in co-ordination with GM (HR/ Admin) – HR
- Manage all affairs of Building Technical (BT) and Building General (BG) cells
- Ensuring timely roll-out and maintenance of all USO towers and related passive infrastructure (battery, generator, AC, etc)
  - Co-ordinating with GM (C) USO – NB at Head Office and Electrical Wing for the same
- Implement policy pertaining to rents and taxes on buildings, lands and civil infrastructures
- Manage all matters related to Quality Assurance, Enlistment of Contractors, complaints, work procedure, processing of tenders and all related matters
- Conduct all affairs of Quality Assurance for Civil Wing at Circle level
- Ensuring technical inspection of all Civil assets within the Circle on a periodic basis
- Manage all affairs related to the Works Section
- Manage all affairs related to Accounts & Contractors section
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Aligned with overall Circle KPIs
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

11   Head of Electrical Wing at Circle

Job overview	
Job title/ Designation	Head of Electrical Wing at Circle
Job objective	Managing all affairs related to Electrical Wing at Circle level

Reporting to	• Direct
	    o Circle Head – CGM
	 • Indirect (functional)
	    o PGM (Electrical) – NB at Head Office

Reporting from	• Direct
	    o To be decided
	 • Indirect (functional)
	    o To be decided

Key Responsibility Areas (KRAs)

- Implementation of policy and guidelines issued at Head Office for all electrical installations, air conditioning, fire fighting equipment, passive infrastructure operations & maintenance etc.
- Execute policies and processes related to Energy Audit within BSNL
- Ensuring timely roll-out and maintenance of all USO towers and related passive infrastructure (battery, generator, AC, etc)
  - Co-ordinating with GM (C) USO – NB at Head Office and Civil Wing for the same
- Initiate all staff & establishment matters related to HR policies and processes for all Electrical personnel at Circle level in co-ordination with GM (HR/ Admin) – HR
- Provide advice to all sections on all electrical and electro-mechanical products & services and all other technical matters related to electrical installations
- Ensuring technical inspection of all Electrical assets within the Circle on a periodic basis
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Aligned with overall Circle KPIs
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

12 Head of Architecture Wing at Circle

Job overview	
Job title/ Designation	Head of Architecture Wing at Circle
Job objective	Managing all affairs related to Architecture Wing at Circle level
Reporting to	• Direct 　o Circle Head – CGM • Indirect (functional) 　o PGM (Architecture) – NB at Head Office
Reporting from	• Direct 　o To be decided • Indirect (functional) 　o To be decided

Key Responsibility Areas (KRAs)
• Implementation of policy and guidelines issued at Head Office for all architecture related matters including monitoring of Architectural works of all the field units • Initiate all staff & establishment matters related to HR policies and processes for all Architecture personnel at Circle level in co-ordination with GM (HR/ Admin) – HR • Provide advice to all BSNL sections on architecture related matters • Development of employees to ensure continuous improvement in individual and company performance • Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Aligned with overall Circle KPIs
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level

13 Head of Vigilance at Circle

Job overview	
Job title/ Designation	Head of Vigilance at Circle
Job objective	Curbing corruption and malpractices in the Circle by undertaking preventive as well as punitive actions
Reporting to	• Direct 　　o Circle Head – CGM • Indirect (functional) 　　o CVO
Reporting from	• Direct 　　o To be decided • Indirect (functional) 　　o To be decided

Key Responsibility Areas (KRAs)

- Ensuring observance of guidelines and rules of conduct issued by the Central Vigilance Commission (CVC) as well as by the Government
- Undertaking preventive measures for elimination of corruption and malpractices at Circle level
    - Study and examination of systems and procedures followed in various departments
    - Identifying sensitive and corruption-prone areas on basis of examination
        - Suggest measures to eliminate scope for corruption
        - Monitor personnel posted in such areas
    - Planning and execution of surprise inspections in sensitive and corruption-prone areas to detect existence of malpractices and systemic failures
    - Creation of list of employees of doubtful integrity and ensuring proper surveillance on the same
    - Formulation and implementation of action plan on anti-corruption measures, including organisation of vigilance awareness and fraud prevention programs
- Investigation and speedy processing of vigilance cases against employees across all cadres and functions at Circle level, and undertaking punitive measures against employees found guilty
    - Ensuring timely preparation of chargesheet, statement of imputations, lists of witness, witness statements and other important documents required for inquiry
    - Ensuring timely appointment of Inquiry Officer as well as distribution of above documents to the accused employee and the Inquiry Officer
    - Ensuring prompt processing of the case by the Inquiry Officer, for review by the Disciplinary Authority
    - Scrutinising final orders passed by the Disciplinary Authorities, with a view to see whether a case for review is warranted
    - Consulting CVC at all stages where required
    - Taking adequate action with regard to writ petitions filed by accused employees
    - Providing proper assistance is given to CBI in investigation of cases entrusted to them or initiated by them based on their own sources of information
- Ensuring timely implementation of orders issued after investigation of vigilance cases
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets

Financial	• Aligned with overall Circle KPIs
Customer/ Market	• Aligned with overall Circle KPIs
Operations	• Average time taken to submit report to Inquiry Officer (Weeks)
Employee development	• Feedback from peers • Feedback from direct reportees

Note: Network assets at Circle level could potentially be re-allocated based on changes in asset allocation at Corporate level