

BHARAT SANCHAR NIGAM LIMITED
Restructuring Cell

No.: 4-2/2014- Restg.(vol. II)

Dated 14.10.2014

To
The CGM(Maharashtra),
Bharat Sanchar Nigam Ltd.

Sub.: Pilot implementation of Area offices in Maharashtra Circle based on recommendation of M/s Deloittee


Sir,

Please refer to your office letter No. A/HRD-I/HOCC/14-15/6 dated 20/9/2014 regarding comments on Organizational Restructuring and HR Plan submitted by Deloittee consultants.

2) With the approval of DIR(HR)/CMD, it has been decided to implement the concept of Area Offices in Maharashtra Circle on pilot basis. Pilot implementation will help in identifying practical issues which may come up and in finding solutions to such issues. This will facilitate taking further decision for roll out of area office concept in other circles.

3) In this regard, details of Consultants recommendations on 'Structure of Area Office' and 'Role of Area Office' are enclosed at Annexure I & Annexure-II respectively. Further, proposed Area Offices for your circle based on your recommendations is also enclosed at Annexure-III. All necessary actions for implementation of pilot in your circle may please be taken.

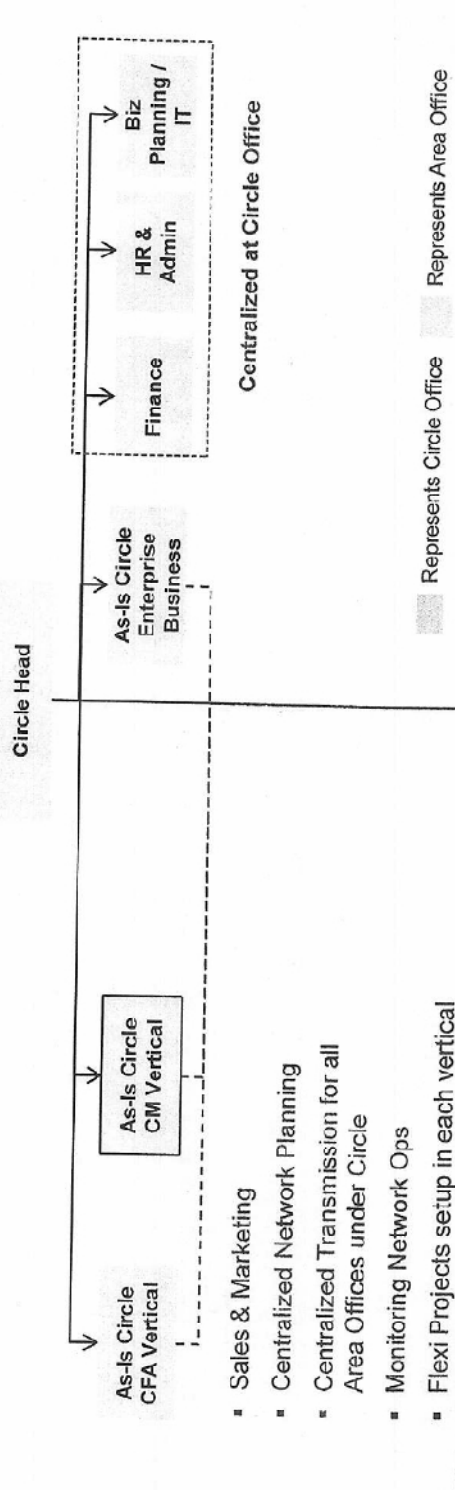
4) You are also requested to identify possible issues which may emerge and possible method to handle the same. A nodal officer may please be nominated for conduct of Pilot so that this unit can hold detailed interactions for this pilot exercise.


(Madhu Arora)
GM(Corp. Restg/WS&I)

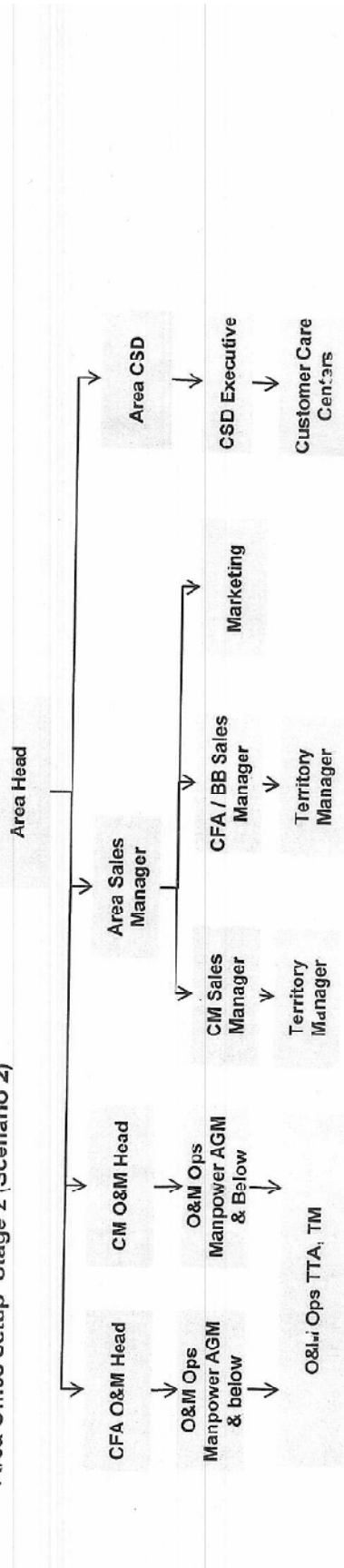
Copy to:

1. DIR(HR)/CMD for information, please.

Field Setup: Stage 2 (Scenario 2): Post – ERP and Network O&M In-house



Area Office Setup Stage 2 (Scenario 2)



Deloitte.

Roles & Responsibilities of the Area Offices

Role	Roles & Responsibilities
Area Office Head	<ul style="list-style-type: none"> ▪ Responsible for the overall business performance of the Area Office ▪ Responsible for achieving sales target set for CM, CFA, and Broadband businesses as defined for the Area Office ▪ Responsible for meeting customer service delivery QoS targets ▪ Responsible for meeting network QoS targets through effective monitoring ▪ Responsible for preparing business MIS including performance on revenue, cost, customer service parameters and share with Circle office
O&M Head (CFA & CM)	<ul style="list-style-type: none"> ▪ Responsible for meeting network QoS targets ▪ Provide support to Circle office planning, transmission teams as and when required
Area Sales Manager	<ul style="list-style-type: none"> ▪ Prepare strategy for sales for the particular Area Office ▪ Review distribution of product to customers of the Area office ▪ Ensure Quality of Sales by reviewing sales team periodically ▪ Oversee management of sales of each product ▪ Ensure team under him is updated with all products offered by BSNL ▪ Review customer feedback
Area Customer Service Delivery Head	<ul style="list-style-type: none"> ▪ Formulate strategy for the delivery of customer service and maintaining high levels of customer QoS ▪ Oversee identification of key service areas in the Area Offices ▪ Review monthly performance of the Customer Care Centers ▪ Oversee compilation of MIS reports relating to customer services in the Area office

Roles & Responsibilities of the Area Offices

Role	Roles & Responsibilities
Network O&M Executives	<ul style="list-style-type: none"> ▪ Ensure O & M of Network
Channel Manager Sales CIV	<ul style="list-style-type: none"> ▪ Ensure implementation of strategy prepared by the Area Sales manager ▪ Oversee distribution of product to customers ▪ Oversee obtaining of customer feedback regularly ▪ Interact with CSD team for resolution of customer issues
Channel Manager Sales CFA / BB	<ul style="list-style-type: none"> ▪ Ensure implementation of strategy prepared by the Area Sales manager ▪ Oversee distribution of product to customers ▪ Oversee obtaining of customer feedback regularly ▪ Interact with CSD team for resolution of customer issues
Customer Service Delivery Executives	<ul style="list-style-type: none"> ▪ Identify key service areas in the Area Office by means of surveys ▪ In – charge for the administration of all functions of the Customer Service Centers ▪ Oversee practices related to handling of the customers ▪ Compile of MIS reports relating to customer services in the Area Office
Territory Manager	<ul style="list-style-type: none"> ▪ Act as first point interface for franchisees / distributors ▪ Ensure distribution of new products ▪ Obtaining customer feedback regularly by means of surveys ▪ Interact with CSD team for resolution of customer issues ▪ Monitor practices related to CAF

Annexure-I

Annexure III

Revised proposal for Area Offices in Maharashtra Telecom Circle

Sl.No.	Existing SSA	Area Office	Proposed Office Head	Area	Additional SSAs to be merged
1.	Pune	Pune	PGM		
2.	Kalyan	Kalyan	GM		
3.	Kolhapur	Kolhapur	GM		Sindhudurg
4.	Goa	Panjim	GM		
5.	Nashik	Nashik	GM		Dhule
6.	Nagpur	Nagpur	PGM		Yeotmal, Chandrapur, Gadchiroli, Bhandara, Wardha.
7.	Akola	Akola	GM		Amravati, Jalgaon, Buldhana
8.	Sangli	Sangli	GM		Satara
9.	Aurangabad	Aurangabad	GM		Jalna
10.	Solapur	Solapur	GM		Osmanabad
11.	Ahmadnagar	Ahmadnagar	GM		Beed
12.	Nanded	Nanded	GM		Latur, Parbhani
13.	Ratnagiri	Ratnagiri	GM		
14.	Raigad	Panvel	GM		

Restructuring Cell, Corporate Office,
8th Floor, Bharat Sanchar Bhavan,
Janpath, New Delhi-110001
Tel No 23734343 / 23037346



भारत संचार निगम लिमिटेड
(भारत सरकार का उपक्रम)
BHARAT SANCHAR NIGAM LIMITED
(A Govt. of India Enterprise)

Reminder

No. 4-2/2014-Restructuring

Date: 12th Sep. 2014

To

The Chief General Managers,
All Territorial and Non-Territorial Circles (except NATFM),
Bharat Sanchar Nigam Limited.

Subject: HOCC Discussions- Comments on recommendations of the consultant M/s Deloitte on
HR issues.

Sir,

Please refer to our letter of even no. dated 26.08.2014 wherein ~~our~~ ^{your} comments of the Circle on the Consultants recommendations were sought. However, response from ^{your} circle has not been received so far. It is important to mention that "Finalization of policy for organizational restructuring and implementation during the year by 30th Sep 2014" is one of the parameters in the MOU signed between DOT and BSNL for the year 2014-15 and therefore action needs to be taken in this matter in time-bound manner.

2. In view of the urgency, you are requested to bestow your personal attention on the subject and send specific comments of your circle on the consultant's recommendations in the prescribed format (uploaded on intranet) latest by 16.09.14 to this office and also mail at restg@bsnl.co.in. If Circle comments are not received by 16.09.14, it will be presumed that your circle is in agreement with the Consultant's recommendations.

(Madhu Arora)
GM (Corp Restg/WS&I)

Copy for kind Information of :

1. CMD, BSNL
2. All Functional Directors
3. All Executive Directors

Restructuring Cell, Corporate Office,
8th Floor, Bharat Sanchar Bhavan,
Janpath, New Delhi-110001
Tel No 23734343 / 23037346



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(भारत सरकार का उपक्रम)
BHARAT SANCHAR NIGAM LIMITED
(A Govt. of India Enterprise)

No. 4-2/2014-Restructuring

Date: 26th Aug. 2014

To

The Chief General Managers,
All Territorial and Non-Territorial Circles,
Bharat Sanchar Nigam Limited.

Subject: HOCC Discussions- Comments on recommendations of the consultant
M/s Deloitte on HR issues.

Sir,

During the recently held HOCC, recommendations given by M/S Deloitte Consultants on organization restructuring and HR plan were discussed. It was decided that the complete report of the Consultants will be forwarded to the field units who will examine and forward their comments to corporate office in about two weeks time.

In view of the HOCC decision, Soft copy of the complete report submitted by the consultant is being emailed to you. You are requested to please arrange to send specific comments of your circle on the consultants' recommendations in the enclosed format latest by 10-9-14 to this office.

(Madhu Arora)
GM (Corp Restg/WS&I)

Encl: as above

Copy for kind Information of :

1. CMD, BSNL
2. All Functional Directors
3. All Executive Directors

ANNEXURE

Circle's views on implementation of Deloitte Consultants' Recommendations on Restructuring/ HR issues

S. No.	Consultant's Recommendations on	Whether Consultant's recommendations can be implemented as such in your circle (Yes/No)	Whether Consultant's recommendations can be implemented with certain modifications (Yes/No)	If Yes, modifications required	If No, state reasons for non agreement to Consultants' recommendations
1a	Area Offices (for territorial circles)				
1b	Restructuring of Circle (for non-territorial Circles)				
2	Staffing norms for Executives				
3	Staffing norms for Non-Executives				
4	Clubbing of operational cadres JTO/SDE/AGM and JAO/AO/ CAO				

(2)