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

No. 4-01/2010 – Restg.

Date 23.04.2010

To

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

**Subject : - Staffing Norms**

Sir,

Please find enclosed a copy of the proposed Staffing Norms for Executives and Non-executives for different units of BSNL viz. Corporate Office, Territorial Circles, Non-Territorial Circles & SSAs.

2. It is requested that your comments on the proposed norms and requirement of executives and non-executives in your Circle at different levels based on the proposed Staffing Norms may please be worked out immediately and furnished to this office by 7<sup>th</sup> May, 2010.

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

(Deepak Agrawal)

Deputy General Manager (Restructuring)

Enclosure available on BSNL Intranet

Copy to : -

1. CMD, BSNL for kind information please.
2. Director (HR)/Director (Enterprise)/Director (CM)/Director (CFA)
3. ED (Finance)/ED (CN)/ED (NB)/ED (CA)

## **Subject: Staffing norms for executives and non executives in BSNL - Introduction**

This document lays out the proposed staffing norms for Executives and Non Executives in BSNL in different Units. Positional and Workload norms are defined separately. Positional norms for Corporate Office, Circle Offices and SSA Offices have been recast as per the new organisation structure. Workload based norms for executives and non executives in Sales & Marketing in Consumer Fixed Access (CFA), Consumer Mobility (CM) and Enterprise business units, Customer Service Centres (CSC) installation, operations and maintenance of fixed line, mobile and transmission equipment etc. are given. Norms for Non-Territorial Circles are also proposed.

### ***Norms for Non executives***

Non executives have been grouped into a few principal cadres e.g. TTA, TOA, TM etc. based on the fact that they constitute the largest chunk and each principal cadre is assigned to one key job family (e.g. sales & marketing, operations & maintenance, administrative support, etc.). The grouping of various non executive cadres into job families is given in Annexure 10.

The Staffing Norms laid out in the enclosed annexures are as follows :-

### **Executives**

- Annexure 1: Positional Norms for Corporate Office
- Annexure 2: Positional Norms for Circle Office
- Annexure 3: Workload based norms for CMTS Operations and Maintenance
- Annexure 4: Workload based norms for CFA, CM, Enterprise Sales at Circle
- Annexure 5: Positional Norms for SSA Office
- Annexure 6: Workload based norms for CFA, CM, Enterprise Sales at SSA
- Annexure 7: Workload based norms for installation, operations & maintenance activities of Fixed Access and Transmission
- Annexure 8: Workload based norms for Customer Service Centres (CSC)
- Annexure 9: Norms for each Non Revenue Circle

## **Non Executives**

- Annexure 10: Grouping of non-executive cadres into job families
- Annexure 11: Positional Norms for Circle Office
- Annexure 12: Positional Norms for SSA Office
- Annexure 13: Workload based norms for TMs
- Annexure 14: Workload based norms for TTAs
- Annexure 15: Workload based norms for TOAs
- Annexure 16: Workload based norms for RMs
- Annexure 17: Staffing norms for Sales & Marketing

ANNEXURE 1: POSITIONAL NORMS FOR CORPORATE OFFICE

Division	Sub-Division	Function	EP	PGM	GM	DGM	AGM	AO	JAO	SE	TPO	SO	PPS	PS	Asst.	PA/ Sr. Insp. C.	
Consumer Fixed Access	Business Planning	Business Planning & MIS	-	-	1	2	2	-	-	2	2	-	1	1	1	1	
		Products and Pricing	-	-	1	2	2	-	-	2	2	-	-	-	-	1	1
		Marketing	-	-	1	1	1	-	-	2	2	-	-	-	-	1	1
		Sales	-	-	1	2	2	-	-	2	2	-	-	-	-	1	1
		Customer Services	-	-	1	1	2	-	-	2	2	-	-	-	-	1	1
	Products, Sales, Marketing and Customer Services	Customer Services	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1
		CSC's	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1
		Network Planning	-	-	1	2	3	-	-	-	6	-	-	-	-	3	1
		Network Operations	-	-	1	3	5	-	-	-	8	-	-	-	-	3	1
		Broad Band Planning	-	-	1	2	2	-	-	-	4	-	-	-	-	1	1
	Network	Broad Band Operations	-	-	1	2	2	-	-	-	4	1	-	-	-	1	1
		Rural Network	-	-	1	1	2	-	-	-	4	-	-	-	-	1	1
		Network Ops - Enterprise	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1
		Procurement	-	-	1	1	1	2	1	-	2	-	-	-	-	1	1
		Tariff and Costing	-	-	1	1	1	1	3	2	-	-	-	-	-	1	1
Consumer Mobility	Business Planning	Revenue Management	-	-	1	2	2	-	2	-	-	-	-	-	1	1	
		IT	-	-	1	2	2	-	2	-	-	-	-	-	1	1	
		Business Planning & MIS	-	-	1	2	2	-	-	-	4	-	-	-	-	1	1
		VAS	-	-	1	4	6	-	-	-	13	-	-	-	-	1	1
		Products and Pricing	-	-	1	2	3	-	-	3	3	-	-	-	-	3	1
	Products, Sales, Marketing and Customer Services	Marketing	-	-	1	1	2	-	-	1	3	2	-	-	-	2	1
		Sales	-	-	1	1	2	-	-	2	2	-	-	-	-	1	1
		Customer Services	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1
		Network Planning - GSM	-	-	1	4	6	-	-	-	8	-	-	-	-	1	1
		Network Operations - GSM	-	-	1	4	4	-	-	-	4	3	-	-	-	1	1
	Network	Network Planning - CDMA Wimax	-	-	1	2	3	-	-	-	6	3	-	-	-	1	1
		Network Operations - CDMA Wimax	-	-	1	2	2	-	-	-	4	2	-	-	-	1	1
		Network Operations - Enterprise	-	-	1	1	1	-	-	-	4	-	-	-	-	1	1
		Procurement	-	-	1	1	2	-	1	-	2	-	-	-	-	1	1
		Tariff and Costing	-	-	1	1	1	1	3	2	-	-	-	-	-	1	1
Enterprise	Business Planning	Revenue Management	-	-	1	1	1	-	2	-	-	-	-	-	1	1	
		IT	-	-	1	1	-	-	-	3	1	-	-	-	1	1	
		Business Planning	-	-	1	3	3	-	-	-	4	-	-	-	-	4	1
		Solutions	-	-	1	4	4	-	-	-	4	2	-	-	-	2	1
		EB-I	-	-	1	1	4	-	-	-	2	-	-	-	-	1	1
	Core Network	EB-II	-	-	1	2	2	-	-	-	2	4	-	-	-	2	1
		ILD	-	-	1	2	2	-	-	-	2	5	-	-	-	1	1
		Core Network Planning	-	-	1	4	4	-	-	-	8	-	-	-	-	2	1
		Core Network Operations	-	-	1	4	4	-	-	-	4	8	-	-	-	2	1
		Procurement	-	-	1	1	2	-	1	-	2	-	-	-	-	1	1
Finance	Leased Circuits	-	-	1	1	-	-	-	-	2	-	-	-	-	1	1	
	Tariff and Costing	-	-	1	1	1	1	4	2	-	-	-	-	-	1	1	
	Revenue Management	-	-	1	1	1	-	-	-	1	-	-	-	-	1	1	
	IT	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1	
	IT	-	-	1	1	1	-	-	-	2	-	-	-	-	1	1	

**ANNEXURE 1 : POSITIONAL NORMS FOR CORPORATE OFFICE**

Division	Sub-Division	Function	ED	PGM	GM	DGM	AGM	AO	JAO	SDE	JTO	SO	PSA	PS	Asstt.	PA/ Suptd Gr C	
New Businesses	Infra Sharing	Infra Sales		1	1	1	2	-	-	3	2	1	1	-	1	1	
		Infra Ops - I		1	1	1	1	-	-	1	-	-	-	-	-	1	1
	Telegraph Services	Infra Ops - II		1	1	1	1	-	-	1	1	-	-	-	-	1	1
		Telegraph Services		-	1	-	1	-	-	-	1	-	1	-	-	1	1
	BW	BW		1	1	3	4	-	-	1	10	3	-	-	2	2	1
		Electrical		1	1	1	3	-	-	-	6	-	-	-	1	1	1
	Telecom Factory	Architecture		1	1	1	1	-	-	-	-	-	-	0	1	1	1
		Telecom Factory		-	1	1	2	-	-	-	2	1	-	-	1	1	1
	USO	USO		-	1	1	1	-	-	-	1	-	-	-	1	1	-
		IB		-	1	1	1	-	-	-	2	-	-	-	-	1	1
Corporate Affairs	Finance	Finance		-	1	1	1	3	1	-	-	-	-	-	1	1	
		Corporate IT		1	1	2	4	-	-	8	2	-	-	1	-	1	1
	Coordination	Coordination		-	1	2	3	-	-	-	4	2	1	-	-	1	1
		Corp. Planning & Monitoring		1	1	3	2	-	-	-	4	-	1	-	-	1	1
	Regulation	Regulation		-	1	2	3	-	-	-	6	3	1	-	1	1	1
		Corporate Marketing		-	1	2	3	-	-	-	4	2	1	-	-	1	1
	Legal	Legal		-	1	2	3	-	-	-	-	-	1	-	-	1	1
		CS & (M) Legal		-	1	2	3	-	-	-	10	6	6	1	-	3	1
	Personnel	Personnel		-	1	1	2	8	-	-	-	-	6	6	1	3	1
		Recruitment		-	1	1	4	-	-	-	3	3	2	-	-	1	1
Establishment	Establishment		-	1	2	5	1	-	-	14	8	4	-	-	2	1	
	Corporate Restructuring		-	1	2	1	-	-	-	2	1	-	-	-	1	1	
Training	Training		-	1	1	2	2	-	-	3	-	-	-	1	1	1	
	SR		-	1	1	1	2	-	-	1	-	1	-	1	1	1	
Admin	Admin		-	1	2	2	2	-	-	2	-	3	-	-	3	1	
	WS&I		-	1	1	1	1	-	-	2	-	1	-	-	1	1	
Human Resources	Corporate Accounts	Corporate Accounts		-	1	2	5	-	-	-	6	2	1	-	2	1	
		Internal Audit		-	1	2	3	3	3	-	-	-	1	-	1	1	1
	EF&Taxation	EF&Taxation		-	1	2	3	2	2	3	-	2	-	-	1	1	1
		Investment		-	1	1	1	-	-	3	-	1	-	-	-	1	1
	Financial Personnel	Financial Personnel		-	1	1	-	-	2	1	-	-	-	-	-	1	1
		Transfer Pricing & Fin Coordination		-	1	1	1	2	2	2	-	-	1	-	-	1	1
Finance	Finance	Revenue Assurance		-	1	1	-	2	1	-	-	-	-	-	1	1	
		Procurement Finance		-	1	1	2	2	1	5	-	1	-	-	1	1	1
	Budgeting & Financial Control		-	1	1	2	3	-	-	3	-	3	-	-	1	1	
CMD Office	D/DG(C&M)	C VO		-	1	2	3	-	-	-	-	3	-	-	1	1	
		D/DG(C&M)		-	1	1	1	-	-	-	-	-	1	-	-	0	1

Note - P/S are provided for Directors and E/Ds  
 Note - Each Director and E/D to have one S/D: as support staff

## ANNEXURE 2: POSITIONAL NORMS FOR CIRCLE OFFICE (Large Circle)

Circle Head		Circle head	Circle Head & Office Staff	PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA
Consumer Fixed Access	Sales and Marketing	Product & Marketing	1			1	1	1	2	2	1	1
		Sales & Distribution			1		1					
		Customer Services					1		1	1		
		Customer Service Center										
Consumer Fixed Access	Network Planning	Network Planning	1		1	1	3	7	1	1		1
		Network Operations			1	1	3	8	4	1		1
		NS&VAS - Landline							1	1		
		Transmission					2	2	2	1		1
Consumer Fixed Access	Regulation	Regulation				1	1	2				
		Product & Marketing			1	1	1	2	2	2	1	1
		Sales & Distribution										
		Customer Services										
Consumer Mobility	Sales and Marketing	Product & Marketing			1							
		Sales & Distribution										
		Customer Services										
		Regulation										
Consumer Mobility	Network Planning	Network Planning	1					1	1			
		Network Operations						2	2	2	1	1
		NS&VAS - Wireless							6	6	1	1
		Infrastructure Sharing							1	1		
Enterprise Business	Enterprise Business	Enterprise Business										
		SD/SA - Ent										
HR/Admin	HR	HR					2	8		1		1
		Admin			1	1	2	2				
Finance	Corporate Accounts/Telecom Rev./Proj&Est. Fin	Admin				1	10	23	15	1		1
		IT										
Business Planning/IT	Business Planning	Business Planning			1	1	1	2	2	1		1
		MIS										
Vigilance	Vigilance	Vigilance					1	1	1			
		Enquiry										
Civil	Planning and QA	Planning and QA						4	4	1		1
		Projects										
Civil	Maintenance & RBT	Maintenance & RBT			2	1	1	4	1	1		1
		Projects										
Electrical***	Planning and QA	Planning and QA			1	1	2	2	1	1		1
		Projects										
Architecture	Maintenance	Maintenance			1	1	1	2	1			1
		Architecture										

\*\*\* 2 additional PGM level officers in UP (E) and Rajasthan to be included

Large Circle (TN, Mah, Kerala, AP, Ktaka, WB, UPE, Guj, Raj, Chennai, Kolkata)

## ANNEXURE 2: POSITIONAL NORMS FOR CIRCLE OFFICE (Medium Circle)

Medium Circle (Pun, MP, UPW, HR, Orissa, Bihar, J&K, Assam)		Circle Head	Circle Head & Office Staff	PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	
Consumer Fixed Access	Sales and Marketing	Product & Marketing		1	-	1	1	1	1	1	1	1	
		Sales & Distribution			1	-	1	1	-	-	-	-	
		Customer Services					1	-	1	1	-	-	
		Customer Service Center					1	1	-	-	-	-	
		Network Planning					1	2	6	1	1	-	1
	Network Operations	Network Operations				1	1	2	5	5	1	-	1
		Transmission					1	-	-	1	-	-	-
		Regulation					1	1	2	1	1	-	1
		Product & Marketing					1	1	1	2	-	-	-
		Sales & Distribution					1	1	1	1	1	-	-
Consumer Mobility	Sales and Marketing	Customer Services			-								
		Network Planning		1				1	1	2	2	1	1
		Network Operations				1	1	3	6	6	1	-	1
		NS-VAS - Wireless				-	1	-	1	1	1	-	-
		Infrastructure Sharing					1	-	1	1	-	-	-
	Enterprise Business	Enterprise Business											
		SD/SA - Ent											
		HR		HR						7			1
		Admin		Admin						1			1
		Corporate Accounts/Telecom Rev/Proj&Estt. Fin								20			13
Finance	IT		IT						2			2	
	Business Planning		Business Planning						1			-	
	MIS		MIS						1			-	
	Vigilance		Vigilance						1			-	
	Enquiry		Enquiry						1			-	
Civil	Planning and QA		Planning and QA						4			1	
	Projects		Projects						3			1	
	Maintenance & RBT		Maintenance & RBT		1				4			2	
	Planning and QA		Planning and QA						2			1	
	Projects		Projects						1			1	
Electrical	Maintenance		Maintenance						2			1	
	Architecture		Architecture						1			1	
									1			5	

## ANNEXURE 2: POSITIONAL NORMS FOR CIRCLE OFFICE (Small Circle)

	Circle Head	Circle head	Circle Head & Office Staff	PGM	GM	DGM	AGM	AO/SDE	JAO/ITO	PS	Asst.	PA
Consumer Fixed Access	Sales and Marketing	Product & Marketing	Product & Marketing	1	-	-	-	1	2	1	1	1
		Sales & Distribution	Sales & Distribution	-	1	-	-	1	1	-	-	-
		Customer Services	Customer Service Center	-	-	-	-	1	1	-	-	-
		Customer Service Center	Customer Service Center	-	-	-	-	1	1	-	-	-
	Network Planning	Network Planning	Network Planning	-	-	1	2	5	1	-	-	-
	Network Operations	Network Operations	Network Operations	-	-	1	2	4	4	-	-	-
	NS&VAS - Landline	NS&VAS - Landline	NS&VAS - Landline	-	-	-	-	-	-	1	-	-
	Transmission	Transmission	Transmission	-	-	1	1	2	2	-	-	-
	Regulation	Regulation	Regulation	-	-	-	1	1	2	2	-	-
	Product & Marketing	Product & Marketing	Product & Marketing	-	-	-	1	1	2	1	-	-
Sales and Marketing	Sales & Distribution	Sales & Distribution	-	-	-	-	-	-	-	-	-	-
	Customer Services	Customer Services	-	-	-	1	1	1	1	-	-	-
	Network Planning	Network Planning	-	-	1	1	1	2	2	1	-	1
	Network Operations	Network Operations	-	1	1	1	3	4	5	-	-	-
Infrastructure Sharing	NS&VAS - Wireless	NS&VAS - Wireless	-	-	1	1	-	1	1	-	-	-
	Enterprise Business	Enterprise Business	-	-	-	-	-	-	-	-	-	-
Enterprise Business	SD/SA - Ent	SD/SA - Ent	-	-	-	-	-	-	-	-	-	-
	HR	HR	-	-	1	1	1	3	3	1	-	1
HR/Admin	Admin	Admin	-	1	-	1	1	1	1	-	-	
Finance	Corporate Accounts/Telecom Rev/Proj&Est. Fin	Corporate Accounts/Telecom Rev/Proj&Est. Fin	-	-	1	2	7	16	9	1	-	1
	IT	IT	-	-	-	-	1	2	2	-	-	-
Business Planning/IT	Business Planning	Business Planning	-	-	-	1	-	1	1	-	-	-
	MIS	MIS	-	-	-	1	1	1	1	-	-	-
Vigilance	Vigilance	Vigilance	-	-	-	-	1	1	1	-	-	-
	Enquiry	Enquiry	-	-	-	-	-	1	1	-	-	-
Civil	Planning and QA	Planning and QA	-	-	-	1	1	3	3	1	-	1
	Projects	Projects	-	1	-	-	-	3	3	1	-	-
	Maintenance & RBT	Maintenance & RBT	-	-	-	1	1	3	3	1	-	-
Electrical	Planning and QA	Planning and QA	-	-	1	1	2	2	2	1	-	1
	Projects	Projects	-	-	-	-	-	1	1	-	-	-
Architecture	Maintenance	Maintenance	-	-	-	1	1	2	2	1	-	-
	Architecture	Architecture	-	-	-	1	1	1	3	-	-	-

Note: For A&N staffing norms for GM Headed SSA will be applicable.



## ANNEXURE 3: WORKLOAD BASED NORMS FOR CMTS O&amp;M (At circle Level)

.inx : O & M of CMTS Equipment - Circle Level		Workload Norm
1	BSS sub group	A) BSC/RNC operations and maintenance including battery and power plant
		B) BTS O & M
		C) Drive test and radio optimization
2	NSS sub group	A) O & M of MSC/ MSS / MGW / HLR / HSS and other NSS node elements
		B) POI provisioning and roaming testing
		C) CDR- IUC
		D) Customer complains related to NSS
3	IT & BCCS	A) O & M of CCN node
		B) Bill generation and printing
		<p>i) 1 SDE/JTO per BSC and RNC location , if not collocated with MSC</p> <p>ii) 1 STS per 300 BTS (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>iii) 1 JAG BSS per 1000 BTS (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>iv) 1 SAG BSS per 1500 BTS (Justification on circle level combined ; locations to be decided by CGMs) <b>Note</b> - Though the justification for BSS and NSS subgroups are different for SAG level, the officers will be posted on geographical division basis in circle where they will look after BSS and NSS sub groups combined within that region</p> <p>i) 1 SDE/JTO per 60 BTS in urban location and one per 40 BTS in rural location subject to minimum of one per SSA (1 Rural BTS to be equated 1.5 urban BTS for combining)</p> <p>ii) STS - coupled with 1 A ii) above (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>iii) JAG - coupled with 1 A (iii) above (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>iv) SAG - coupled with 1 A (iv) above (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>i) 1 SDE/JTO (DT &amp; RO) per 125 BTS ; (Justification on circle level combined for DGM setups; locations to be decided by CGMs)</p> <p>ii) 1 STS (Drive Test &amp; Radio Optimization) per 1000 BTS (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>i) One SDE/JTO per NSS node element; maximum three per MSC</p> <p>ii) One STS per MSC</p> <p>iii) One JAG per five MSC if located in same SSA; subject to minimum one JAG if only one MSC is located in an SSA</p> <p>iv) One SAG per ten MSCs; below five none (Justification on circle level combined ; locations to be decided by CGMs) <b>Note</b> - Though the justification for BSS and NSS subgroups are different for SAG level, the officers will be posted on geographical division basis in circle where they will look after BSS and NSS sub groups combined within that region</p> <p>i) One SDE/JTO per MSC</p> <p>ii) One SDE/JTO per MSC</p> <p>i) One SDE/JTO per 30 nodes (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>ii) One DE per 250 nodes (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>i) one AO/JAO per 30000 post paid customers (Justification on circle level combined ; locations to be decided by CGMs)</p> <p>ii) One CAO per 150000 post paid customers (Justification on circle level combined ; locations to be decided by CGMs)</p>

### ANNEXURE 3: WORKLOAD BASED NORMS FOR CMTS O&M (At Zonal Centres)

Annx : Special norms for CMTS for Zonal centre circles	
4	Planning & Development subgroup at zonal centres
	A) Planning
	B) Solutions
	C) Implementation
	D) Infrastructure
	E) Overall P & D subgroup head
	A) TR reports accounting & billing
	B) BP (Operations)
	C) OM (Operations)
	D) CVU/Bulk Provisioning
5	IT & BCCS subgroup in zonal circle
	E) Interconnect
	F) Security Data
	G) Mediation Device
	H) Collection of CDRs
	I) TAP
	J) Network Management
	K) Backup & Recovery
	L) Oracle DBA
	M) BP/OM Analyst
N) CSR Support	
O) Reports/LBX	
P) DNP/RNP	
Q) Development & Handling of Errors	
R) Threshold server	
S) O&M of Disaster Recovery and Business continuity System	

i) 1 DE up to 10 M capacity. Additional post for every expansion by 10 M capacity.
ii) 4 SDE / JTO up to 10 M capacity. Additional post for every expansion by 5 M capacity.
iii) 2 AO/ JAO (Works)
i) 1 DE solution for nodal centre upto 10M and additional by every 10M.
ii) 4 SDE / JTO solution for nodal centre upto 10M and additional by every 10M.
i) 1 DE for expansion of nodal centre by every 5 M capacity.
ii) 3 SDE / JTO up to 5M capacity expansion.
i) 1 DE in each building
ii) 1 SDE/ JTO for maintenance of Bttry/PP/UPS/ building/ security in each building
iii) 3 SDE/ JTO for maintenance of complete IP/ CCN/ MPBN networks of nodal centre upto 20M capacity.
i) One DGMP & D)
i) 4 JAO/JAO per billing system / DRS
ii) 2 CAO per billing system
iii) 1 DGM IT & Billing and 1 DGM (F&A) per billing system reporting to GM(IT & BCCS)
i) 4 SDE/JTO per billing system upto 2 lakh and one each for additional 1 lakh postpaid account
i) 4 SDE/JTO per Billing system up to 2 Lakh + 1 Post for each additional 1 lakh postpaid accounts
i) 2 SDE/JTO per Billing system up to 5.0 M (Prepaid + Postpaid accounts) + 1 post for each additional 2.5M
i) 2 SDE/JTO per Billing system upto 50 POIs + 1 post for each additional 25 POIs: 2 AO/JAO per billing system
i) 2 SDE/JTO per Billing system
ii) 2 SDE/JTO per Billing system
ii) 2 SDE/JTO per Billing system
ii) 2 SDE/JTO per Billing system
i) 2 SDE/JTO for International Roaming testing
i) 2 SDE/JTO per Billing system
i) 2 SDE/JTO per Billing system
i) 2 SDE/JTO per Billing system
i) 1 SDE/JTO per Circle
i) 2 SDE/JTO per Billing system: 3 AO/JAO
i) 1 SDE/JTO per Billing system: 5 AO/JAO (3 for normal duty and 2 for shift duty)
i) 5 SDE/JTO per Billing System:
i) 1 AO/JAO
i) One DET Per DRS System
i) One DGM IT & Billing per DRS location.

## ANNEXURE 3: WORKLOAD BASED NORMS FOR CMTS O&amp;M (At Zonal Centres)

6	VAS subgroup in nodal circles	A) Messaging Services i.e. UMS .SMS .MMS .MMS Library	i) Minimum 3 SDE/JTO upto 1000K BHSM for each type of equipment and one additional for each additional 1000K BHSM ii) One DE for messaging service iii) 3 SDE/JTO per type of network element iv) One DE for location based service		
		B) Location Based Services	i) 3 SDE/JTO per type of network element ii) One DE for location based service iii) 3 SDE/JTO per type of network element iv) One DE for streaming service		
		C) Streaming Services i.e. operation of Video gateway , streaming servers etc.	i) 5 SDE/JTO upto 1000K PDP. One per additional 500K PDP Capacity ii) One DE for data service iii) Two JAO/JAO and two SDE/JTO per VAS nodal centre iv) One CAO (VAS) per VAS nodal centre		
		D) Data Services Viz GPRS network	i) one JAG (VAS)		
		E) Revenue sharing Claim settlement of VAS providers	i) Two JAO/JAO per IN Technology of system ii) One CAO per IN system location iii) Two SDE/ JTO per IN technology for revenue assurance iv) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. v) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.		
		F) Overall for VAS subgroup	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		A) Prepaid Voucher reconciliation and revenue reports	i) 3 SDE/JTO per centre for each e topup system ii) 1 DE per centre for each system iii) Two AO/JAO per nodal VAS set-up iv) One CAO jointly for CVOMS and Central IN system v) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. vi) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.		
		B) Intelligent Network System Operations	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		C) Intelligent Network System Maintenance	i) 3 SDE/JTO per centre for each e topup system ii) 1 DE per centre for each system iii) Two AO/JAO per nodal VAS set-up iv) One CAO jointly for CVOMS and Central IN system v) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. vi) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.		
		D) Voucher management System	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
7	IN subgroup in nodal circles	E) CVOMS	i) 3 SDE/JTO per centre for each technology ii) One DET per centre iii) 3 SDE/JTO per centre for each e topup system iv) 1 DE per centre for each system v) Two AO/JAO per nodal VAS set-up vi) One CAO jointly for CVOMS and Central IN system vii) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. viii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.		
		F) E-Topup, ATM Topup, Third Party Recharge systems	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		G) Central IN System	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		H) DR site system maintenance	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		I) Overall for IN subgroup	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		A) Testing coordination with other country operators, commercial launch , complaint handling etc.	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		B) Revenue reconciliation with foreign operators and with other circles	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		C) Overall for Intl roaming centre	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
		8	International Roaming Centre (only applicable to nodal roaming circle i.e. West Bengal)	A) Testing coordination with other country operators, commercial launch , complaint handling etc.	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre
				B) Revenue reconciliation with foreign operators and with other circles	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre
Annex : Installation of CMTS/WLL Equipment - Circle		C) Overall for Intl roaming centre	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity. iii) 3 SDE/JTO per centre for each technology iv) One JH1 per centre v) 3 SDE/JTO per centre for each technology vi) One DET per centre		
9	CMTS / WLL equipment installation	A) BSS	i) 1 SDE/JTO per 30 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs) ii) 1 STS per 200 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs)		
		B) NSS	i) 1 SDE/JTO per MSC ii) 1 DET per two MSCs		

**ANNEXURE 4: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE  
CM Sales**

Circle Type	Circle Name	Number of SSA's	Consumer Mobility										Comments
			GM	DGM	AGM	AO/SDE	JAQ/LTO	PS/ES/CS	Asstt.	PA			
Large Circle	Tamil Nadu	18	-	1	-	4	-	-	-	-	-	-	DCM is the rollout manager
	Maharashtra	30	-	1	-	6	-	-	-	-	-	-	
	Kerala	11	-	1	-	3	-	-	-	-	-	-	
	Andhra Pradesh	22	-	1	-	5	-	-	-	-	-	-	
	Karnataka	19	-	1	-	4	-	-	-	-	-	-	
	West Bengal	15	-	1	-	3	-	-	-	-	-	-	
	Uttar Pradesh (E)	33	-	1	-	7	-	-	-	-	-	-	
	Chennai	1	-	1	-	2	-	-	-	-	-	-	
	Kolkata	1	-	1	-	2	-	-	-	-	-	-	
	Gujarat	17	-	1	-	4	-	-	-	-	-	-	
Medium Circle	Rajasthan	24	-	1	-	5	-	-	-	-	-	-	
	Punjab	11	-	1	-	3	-	-	-	-	-	-	
	Madhya Pradesh	34	-	1	-	7	-	-	-	-	-	-	
	Uttar Pradesh (W)	16	-	1	-	4	-	-	-	-	-	-	
	Haryana	9	-	1	-	2	-	-	-	-	-	-	
Small Circle	Orissa	12	-	1	-	3	-	-	-	-	-	-	
	Bihar	19	-	1	-	4	-	-	-	-	-	-	
	Jammu & Kashmir	5	-	1	-	1	-	-	-	-	-	-	
	Assam	7	-	1	-	2	-	-	-	-	-	-	
	Jharkhand	6	-	1	-	2	-	-	-	-	-	-	
	Uttaranchal	6	-	1	-	2	-	-	-	-	-	-	
	Himachal Pradesh	6	-	1	-	2	-	-	-	-	-	-	
	Chattisgarh	6	-	1	-	2	-	-	-	-	-	-	
	North East-I	3	-	1	-	1	-	-	-	-	-	-	
	North East-II	3	-	1	-	1	-	-	-	-	-	-	
Total	Andaman & Nicobar	1	-	1	-	-	-	-	-	-	-	-	
	Total	335	-	26	-	81	-	-	-	-	-	-	

Note:

1. One Rollout Manager (DGM) per circle, reporting to Head Office
2. For each circle, one SDE per 5 SSA's (circle level nodal contacts)
3. Support staff allotted to match 1:1 ratio for GM's + DGM's to support staff
4. A&N has only one SSA, thus no SDEs allotted to them

**ANNEXURE 4: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE**

CFA Sales		Consumer Fixed Access											Comments
Circle Type	Circle Name	Number of SSAs	GM	DGM	AGM	AO/SDE	JAO/JTO	PS/ES/CS	Asst.	PA			
Large Circle	Tamil Nadu	18	-	1	-	4	-	-	-	-	-	-	-
	Maharashtra	30	-	1	-	6	-	-	-	-	-	-	-
	Kerala	11	-	1	-	3	-	-	-	-	-	-	-
	Andhra Pradesh	22	-	1	-	5	-	-	-	-	-	-	-
	Karnataka	19	-	1	-	4	-	-	-	-	-	-	-
	Chennai	1	-	1	-	2	-	-	-	-	-	-	-
	Kolkata	1	-	1	-	2	-	-	-	-	-	-	-
	West Bengal	15	-	1	-	3	-	-	-	-	-	-	-
	Uttar Pradesh (E)	33	-	1	-	7	-	-	-	-	-	-	-
	Gujarat	17	-	1	-	4	-	-	-	-	-	-	-
	Rajasthan	24	-	1	-	5	-	-	-	-	-	-	-
	Punjab	11	-	1	-	3	-	-	-	-	-	-	-
	Madhya Pradesh	34	-	1	-	7	-	-	-	-	-	-	-
	Uttar Pradesh (W)	16	-	1	-	4	-	-	-	-	-	-	-
Medium Circle	Haryana	9	-	1	-	2	-	-	-	-	-	-	-
	Orissa	12	-	1	-	3	-	-	-	-	-	-	-
	Bihar	19	-	1	-	4	-	-	-	-	-	-	-
	Jammu & Kashmir	5	-	1	-	1	-	-	-	-	-	-	-
	Assam	7	-	1	-	2	-	-	-	-	-	-	-
	Jharkhand	6	-	1	-	2	-	-	-	-	-	-	-
	Uttaranchal	6	-	1	-	2	-	-	-	-	-	-	-
	Himachal Pradesh	6	-	1	-	2	-	-	-	-	-	-	-
	Chattisgarh	6	-	1	-	2	-	-	-	-	-	-	-
	North East-I	3	-	1	-	1	-	-	-	-	-	-	-
Small Circle	North East-II	3	-	1	-	1	-	-	-	-	-	-	-
	Andaman & Nicobar	1	-	1	-	-	-	-	-	-	-	-	-
		335	-	26	-	81	-	-	-	-	-	-	-

- 1: One Rollout Manager (DGM) per circle, reporting to Head Office
- 2: For each circle, one SDE per 5 SSAs (circle level nodal contacts)
- 3: Support staff allotted to match 1:1 ratio for GM's + DGM's to support staff
- 4: A&N - has only one SSA, no SDE/AO allotted

Comments | DGM is the rollout manager

**ANNEXURE 4: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE**  
Enterprise Sales (Gold + Silver)

Enterprise Sales (Gold + Silver)												
S. No.	Circle	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	Channel Mgr (SDE/JTO)		
1	A & N		1			1		0	0	0		1
2	Andhra Pradesh	1	1		1	1		0	0	0		4
3	Assam	1	1		1	1		0	0	0		1
4	Bihar	1	1		1	1		0	0	0		1
5	Chennai TD	1	1		1	1		0	0	0		5
6	Chhattisgarh	1	1		1	1		0	0	0		1
7	Gujarat	1	1		1	1		0	0	0		5
8	Haryana	1	1		1	1		0	0	0		2
9	Himachal Pradesh	1	1		1	1		0	0	0		1
10	Jammu & Kashmir	1	1		1	1		0	0	0		1
11	Jharkhand	1	1		1	1		0	0	0		1
12	Karnataka	1	1		1	1		0	0	0		3
13	Kerala	1	1		1	1		0	0	0		1
14	Kolkata TD	1	1		1	1		0	0	0		8
15	Madhya Pradesh	1	1		1	1		0	0	0		2
16	Maharashtra	1	1		1	1		0	0	0		15
17	North East I					1		0	0	0		1
18	North East II					1		0	0	0		1
19	Orissa	1	1		1	1		0	0	0		1
20	Punjab	1	1		1	1		0	0	0		2
21	Rajasthan	1	1		1	1		0	0	0		2
22	Tamil Nadu	1	1		1	1		0	0	0		1
23	UP (E)	1	1		1	1		0	0	0		2
24	UP (W)	1	1		1	1		0	0	0		2
25	Uttaranchal	1	1		1	1		0	0	0		1
26	NCR											5
27	West Bengal	1	1		1	1		0	0	0		1

**ANNEXURE 4: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE**

Enterprise CRM (Gold + Silver)

S. No.	Circle	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA
1	A & N			1	1	0		0	0
2	Andhra Pradesh			1		2		0	0
3	Assam			1		2		0	0
4	Bihar			1		2		0	0
5	Chennai TD			1		2		0	0
6	Chattisgarh			1		0		0	0
7	Gujarat			1		2		0	0
8	Haryana			1		2		0	0
9	Himachal Pradesh			1		0		0	0
10	Jammu & Kashmir			1		0		0	0
11	Jharkhand			1		0		0	0
12	Karnataka			1		2		0	0
13	Kerala			1		2		0	0
14	Kolkata TD			1		2		0	0
15	Madhya Pradesh			1		2		0	0
16	Maharashtra			1		2		0	0
17	North East I			1		0		0	0
18	North East II			1		0		0	0
19	Orissa			1		0		0	0
20	Punjab			1		2		0	0
21	Rajasthan			1		2		0	0
22	Tamil Nadu			1		2		0	0
23	UP (E)			1		2		0	0
24	UP (W)			1		2		0	0
25	Uttaranchal			1		0		0	0
26	West Bengal			1		2		0	0

**ANNEXURE 4: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE**

**Enterprise Sales & CRM (Platinum Offices)**

**Enterprise Sales (Platinum)**

S.No	Circle	SSA	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	# of accounts
1	Andhra Pradesh	Hyderabad	1	1	1	1	3	2		0	55
2	Karnataka	Bangalore	1	1	1	1	3	2		0	55
3	Gujarat	Ahmedabad	1	1	0	2	2	2		0	34
4	Maharashtra	Mumbai	1	2	8	15	14	14		0	362
5	Maharashtra	Pune	1	1	0	2	2	2		0	39
6	NTR	NCR 1	1	1	1	3	6	6		0	126
7	NTR	NCR 2	1	1	1	3	6	6		0	149
8	Chennai	Chennai	1	1	1	3	6	6		0	145
9	Kolkata TD	Kolkata	1	1	1	4	4	3		0	70
<b>Total Sales (Gold+Platinum)</b>			<b>31</b>	<b>36</b>	<b>20</b>	<b>104</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Enterprise CRM (Platinum)**

S.No	Circle	SSA	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	# of accounts
1	Andhra Pradesh	Hyderabad		1	1	1	2	2		0	55
2	Karnataka	Bangalore		1	1	1	2	2		0	55
3	Gujarat	Ahmedabad		1	1	1	1	2		0	34
4	Maharashtra	Mumbai		1	1	1	14	14		0	362
5	Maharashtra	Pune		1	0	1	2	2		0	39
6	NTR	NCR 1		1	1	2	5	6		0	126
7	NTR	NCR 2		1	1	2	5	6		0	149
8	Chennai	Chennai		1	1	3	5	6		0	145
9	Kolkata TD	Kolkata		1	1	1	3	3		0	70
<b>Total CRM (Gold + Platinum)</b>			<b>9</b>	<b>45</b>	<b>38</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

NOTE : In every Platinum Office One SDE and AO are designated as Commercial Officer for doing Commercial work. In addition, in NCR 1 office, 1 AGM and 2 JTO earmarked for commercial for NCR

NOTE : One NAM for every 10 accounts for Sales for Platinum Accounts

NOTE : One CRM for every 20 accounts for SD/SA for Platinum. Assuming each account gives 20 links on an average and fault rate is 1% => CRM expected to handle 4 faults at any point in time

**Enterprise Sales (Platinum) - Finance related to Sales**

S.No	Circle	SSA	GM	DGM	AGM	SDE	JTO	IAO
1	Andhra Pradesh	Hyderabad				1	1	2
2	Karnataka	Bangalore				1	1	2
3	Gujarat	Ahmedabad				1	1	2
4	Maharashtra	Mumbai				2	2	2
5	Maharashtra	Pune				1	2	2
6	NTR	NCR 1				2	2	2
7	NTR	NCR II				2	2	2
8	Kolkata	Kolkata				1	3	2
9	Chennai	Chennai				1	3	2
<b>Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>20</b>	<b>18</b>



ANNEXURE 5: POSITIONAL NORMS FOR SSA OFFICE

Large SSA (GM Headed) (≥ 1.5 Lakh DELs)		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt	PA	TTA
SSA Head	SSA head	1	-	-	-	1	1	1	-	-	1
	Sales	-	-	-	-	-	2	-	-	-	1
	Marketing	-	-	-	-	-	1	-	-	-	1
	Network Planning & MM	-	-	-	-	-	4	-	-	-	-
	Network Operations	-	-	1	2	-	4	-	-	-	-
	Transmission	-	1	-	-	-	1	-	-	-	-
	VAS - Landline	-	-	-	-	-	-	-	-	-	-
	Telegraph	-	-	-	-	-	-	-	-	-	-
	Customer Service Center	-	-	1	-	-	1	-	-	-	-
	Sales	-	-	-	-	-	-	-	-	-	1
Consumer Mobility	Marketing	-	1	-	1	-	-	3	-	-	-
	VAS - Wireless	-	-	-	-	-	1	-	-	-	-
	Network Planning and Operations	-	-	1	2	-	2	-	-	-	-
	Enterprise Business	-	-	-	-	-	-	-	-	-	-
Enterprise Business	SD/SA - Ent	-	-	-	-	-	-	-	-	-	-
	Finance	-	1	5	10	22	13	-	-	-	1
	HR&Admin	-	-	1	2	5	-	-	-	-	1
	IT	-	-	-	2	3	-	-	-	-	-
	Vigilance	-	-	-	1	1	-	-	-	-	-
Civil	Projects and Maintenance	-	-	1	4	6	6	-	-	-	-
	Electrical	-	-	-	2	5	6	-	-	-	-

Large SSA (GM Headed) (≥ 1.5 Lakh DELs)		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt	PA	TTA
SSA Head	SSA head	-	1	-	-	1	1	1	-	-	1
	Sales	-	-	-	-	-	1	-	-	-	1
	Marketing	-	-	-	-	-	1	-	-	-	-
	Network Planning & MM	-	-	-	-	-	1	-	-	-	-
	Network Operations	-	-	-	1	2	3	-	-	-	-
	Transmission	-	-	1	1	1	3	-	-	-	-
	VAS - Landline	-	-	-	-	-	1	-	-	-	-
	Telegraph	-	-	-	-	-	-	-	-	-	-
	Customer Service Center	-	-	-	1	-	2	-	-	-	1
	Sales	-	-	-	-	-	-	-	-	-	-
Consumer Mobility	Marketing	-	-	-	1	1	1	-	-	-	-
	VAS - Wireless	-	-	1	-	1	1	-	-	-	-
	Network Planning and Operations	-	-	-	1	2	2	-	-	-	-
	Enterprise Business	-	-	-	-	-	-	-	-	-	-
Enterprise Business	SD/SA - Ent	-	-	-	-	-	-	-	-	-	-
	Finance	-	-	1	4	10	15	-	-	-	1
	HR&Admin	-	-	-	1	5	-	-	-	-	1
	IT	-	-	-	1	2	2	-	-	-	-
	Vigilance	-	-	-	1	1	-	-	-	-	-
Civil	Projects and Maintenance	-	-	-	1	4	4	-	-	-	-
	Electrical	-	-	-	1	2	4	-	-	-	-

## ANNEXURE 9c: NORMS FOR NCES

S.No	Responsibility	Norms	Technical					Finance					
			PGM	GM	DGM	AGM	SDE/JTO	GM	DGM	AGM	AO/JAO		
HAG	Circle Head	1 CGM at NCR	1										
SAG	1 GM (HQ) at O/o CGM, with overall responsibility of NCES works and administration	1 (positional)		1									
JAG	1 DGMs at Head Quarters ( O/o CGM. )	1 DGM (HQ)			1								
	2 NCES Centres/ Units	1 DGM Each at Kolkata , Chennai, Pune and Lukhnow units			4								
STS	1 DET at Head Quarters	3 DETs (positional); 1 CAO positional				3							
	2 NCES Centres/ Units	2 DET each on positional basis at Kolkata , Chennai, Pune and Lukhnow units (CGM NCES is empowered to relocate the DET posts as per changing workload)				8						1	
	3 CAO	1 Positional at HQ											
SDE/JTO	1 SDE/JTO Head Quarters ( O/o CGM. )	8 (positional)						10					
	2	Workload based - a) one SDE post per 5 lakh lines of E 10 b wired line switching capacity installed that is supported by NCES. B) 1 SDE /JTO per 15 lac lines of other wired line switching capacity installed that is supported by NCES											
	3 Vigilance	1 positional at Circle HQ						1					
AO/JAO	1 At Head Quarters ( O/o CGM. )	5 AO / JAO on positional basis										5	
													5

\*To be worked out

ANNEXURE 9d: NORMS FOR ITPC

S.No	Item	Indicator	Norms	Technical				Finance				
				PGM	GM	DGM	AGM	SDE/ITO	GM	DGM	AGM	AO/JAO
HAG		Overall head of the circle										
1	GM(Hq)	Responsible for administration and identification of IT needs for BSNL	1 GM at Pune	1								
2	GM(Project implementation)	Responsible for overall coordination with GMs of various projects under ITPC and all circles and BSNL CO.	1 GM at Pune	1								
3	GM(Fin)	Responsible for budgeting , project financing and all other financial functions of ITPC circle	1 GM at Pune						1			
4	GM(Dev)	Responsible for development and extension of support for software for miscellaneous projects and coordination with all circles in respect the above items	1 GM at Hyderabad									
SAG												
	CDR Project											
5	Project implementation and maintenance of CDR Data centres	Responsible for installation of CDR Data centres and WAN in all the SSAs which involves coordination with the circles associated with respective data centres	1 GM for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata		4							
	ERP Project											
6	Project implementation and maintenance of ERP Data centres	Responsible for installation of ERP Data centres involving coordination with all the circles	1 GM at Pune									
1	Installation and maintenance of CDR Data centres	Responsible for installation and maintenance of CDR data centres which involves day to day coordination with officers of Telecom Regions , SSA of the Zone HQ, Sis of project	1 DGM for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata		4							
2	Installation and maintenance of SSA WAN of CDR project	Responsible for installation and maintenance of SSA WAN of CDR project which involves day to day coordination with officers of Telecom Regions, SSA of the Zone HQ, Sis of project.	2 DGMs for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata		8							
3	Installation and maintenance of ERP Data centres	Responsible for installation and maintenance of ERP data centres which involves day to day coordination with officers of Telecom Regions, SSA of the Zone HQ, Sis of project.	1 DGM for each of the data centres at Hyderabad, & Kolkata			2						
4	DGM(Admn)	Responsible for over all administration of ITPC circle	1 DGM at Pune			1						
5	DGM(Project implementation)	Reports to GM(Project implementation) and responsible for overall coordination with GMs of various projects under ITPC and all circles and BSNL CO	1 DGM at Pune				1					
6	DGM HQ	Reports to GM(ERP) and responsible for installation of ERP Data centres involving coordination with all the circles	1 DGM(HQ) at Pune									
7	DGM(Vig)	Reports to CGM ITPC Circle and responsible for all vigilance related issues	1 DGM at Pune				1					
8	DGM(Dev)	Reports to GM(Dev) and responsible for development and extension of support for software for miscellaneous projects and coordination with all circles in respect the above items	1 DGM at Hyderabad									
9	DGM(OBAS)	Responsible for all the activities of OBAS which involves interaction with Sis, circles on day to day basis	1 DGM at Pune									
10	DGM(Fin)	Responsible for over all financial functions of ITPC circle and support ERP implementation	1 DGM (HQ) Finance and 1 DGM(Finance ERP) at Pune							2		
11	DGM(Fin) CDR	Responsible for over all financial functions of CDR project	1 DGM for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata								4	
JAG												



**ANNEXURE 9d: NORMS FOR IT/PC**

S.No	Item	Indicator	Norms	Technical				Finance				
				PGM	GM	DGM	AGM	AO/JAO	AGM	AO/JAO	AO/JAO	
1	SDE(Admin) HQ	For various functions like administration, technical works, Project implementation etc	2 in HQ at Pune									
2	SDE(Vig)	In-charge of all vigilance activities and performing technical vigilance of the Data Centres.	1 in HQ at Pune									
3	SDE(IOBAS)	For assisting DGM in all the technical issues related to IOBAS	2 in HQ at Pune									
4	SDE(PI)	For assisting DGM in monitoring all the projects under taken by IT/PC	2 in HQ at Pune									
5	SDE(Admin) DC	For various functions like administration	1 for each CDR DC at Pune, Hyderabad, Chandigarh & Kolkata									
6	SDE(Tech) DC	For various functions like technical works, Project implementation etc	2 each under DGM(DC) for each CDR DC at Pune, Hyderabad, Chandigarh & Kolkata									
7	SDE(DC)	Shall assist DGMs (DC), in co-ordination with the Circles, coordination with call centres and for CRM activities	9 for each CDR DC at Pune, Hyderabad, Chandigarh & Kolkata									
8	SDE-SSA WAN	Shall assist DGM in maintenance of SSA WAN	2 for each CDR DC at Pune, Hyderabad, Chandigarh & Kolkata									
9	SDE(ERP) HQ	For various functions like technical works, Project implementation etc	2 at HQ at Pune									
10	SDE(ERP)	Incharge of all operations, liaison between all the circles in respect of ERP package.	10 for each ERP DC at Hyderabad & Kolkata									
11	SDE(Dev)	In-charge of all in-house developments, development of reports, application of patches in all data centres, interaction with vendors, training to users and training centres, posting of data from old systems to new system in the initial stages.	10 officers at Hyderabad									
												10

**ANNEXURE 9d: NORMS FOR IT/PC**

S.No	Item	Indicator	Norms	Technical					Finance					
				PGM	GM	DGM	AGM	SDE/JTO	GM	DGM	AGM	AO/JAO		
JTO	1 JTO(DC)	Shall assist DGMs (DC) in co-ordination with the Circles, coordination with call centres and for CRM activities.	40 for each CDR DC at Pune, Hyderabad, Chandigarh & Kolkata					160						
	2 JTO(ERP)	In-charge of all operations, liaison between all the circles in respect of ERP package	15 for each ERP DC at Hyderabad & Kolkata					30						
	3 JTO(Dev)	In-charge of all in-house developments, development of reports, application of patches in all data centres, interaction with vendors, training to users and training centres, posting of data from old systems to new system in the initial stages.	30 officers					30						
AO	Indicator			Norms										
	1 AO(HQ)	In-charge of consolidation of works accounts of all the Centres and H/Qs, payment of all contractor's bills etc. (FA to DGM (O&A))	2 in HQ at Pune;											
	2 AO(Vigilance)	For vigilance activities	1 in HQ at Pune											
	3 AO (ERP)	Implementation of ERP in BSNL	2 in HQ at Pune											
	4 AO(IOBAS)	In-charge of all works related to IOBAS accounting, settlement, disputes etc.	1 in Each location at Pune, Chennai & Noida											
	5 AO(Fin) DC	In-charge of Pay & Allowances, claims, loans and advances.	1 AO for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata											
JAO	6 AO(DC-I)	In-charge of billing, accounting & finance matters of the data centre, detailed billing, Inter Operator billing and Corporate Accounts separately.	3 AO for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata											
	Indicator			Norms										
	1 JAO(HQ)	In-charge of consolidation of works accounts of all the Centres and H/Qs, payment of all contractor's bills etc. (FA to DGM (O&A))	4 in HQ at Pune											
	2 JAO(ERP)	Implementation of ERP in BSNL	2 in HQ at Pune, 4 at each ERP DC											
	3 JAO(IOBAS)	In-charge of all works related to IOBAS accounting, settlement, disputes etc.	2 in Each location at Pune, Chennai & Noida											
	4 JAO(Fin) DC	In-charge of Pay & Allowances, claims, loans and advances.	2 JAO for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata											
5 JAO(DC-I)	In-charge of billing, accounting & finance matters of the data centre, detailed billing, Inter Operator billing and Corporate Accounts separately.	6 JAO for each of the data centres at Pune, Hyderabad, Chandigarh & Kolkata												
			<b>Justified</b>											
				1	8	20	60	315	1	6	24	76		

## ANNEXURE 9e: NORMS FOR QA

HAAG	S.No	Responsibility Circle Head	Norms	Technical		Finance	
				PGM/GM	DGM/AGM	SDE/JTO	GM
SAG	1	GM (HQ) at O/o CGM, QA Circle, Bangalore with overall responsibility of TSEC Approval process & CACT Labs. In-charge of administration, staff management as well as computerization activities. Assisting CGM in day to day running of the Circle, coordinating with the field QA units. TEC Corporate Office etc. Issue of Quality Manuals and guidelines.	1 (positional)				
	2	GM (QA) : New Delhi with overall responsibility of Bulk QA testing of Manufacturers of northern & eastern zones of the country and carrying out some TSEC works	1 (positional)	1			
	3	GM (QA) : Bangalore with overall responsibility of Bulk QA testing of Manufacturers of southern & western zones of the country and carrying out some TSEC works	1 (positional)	1			
JAG	1	DGMs at Head Quarters ( O/o CGM, QA Circle, Bangalore)	1 DGM (TSE) with responsibilities of TSEC 1 DGM (New Technology and Admn ) 1 DGM (Finance)	1	1		1
	2	QA Centres/ Units	workload based - one post @ 1000 Crores of Value of Stores tested		1		
	3	CACT, Bangalore	1 (positional) In-charge of CACT Labs		1		
	4	TSE work at New Delhi	1 (positional) DGM(QA-I), New Delhi with responsibility of TSEC work of North zone and activities of QA Centres at Gurgaon, Jaipur, Kukas and Kota		1		
STS	1	DET at Head Quarters ( O/o CGM, QA Circle, Bangalore)	4 DETs (positional), 1 CAO (positional)		4		1
	2	QA Centre/Unit	workload based - one post @ 200 Crores of Value of Stores tested)		2		
	3	GM Offices in field	One on positional basis		2		
	4	CACT, Bangalore	2 (positional) at Bangalore ; 2 positional at New Delhi		6		
	5	TSE work	8 (positional)			8	
SDE/JTO	1	SDE/JTO Head Quarters ( O/o CGM, QA Circle, Bangalore)	workload based - one post @ 30 Cr. of Value of Stores tested. Since the norm is based on average value, the total SDE/JTOs justified in QA circle will be based on this norm. But CGM will have powers to relocate these SDE/JTOs posts irrespective of value of stores.				
	2	QA Centre/Unit	2 with each GM in field; one with each DGM in field			8	
	3	GM & DGM Offices	10 (positional)			10	
	4	CACT, Bangalore	18 positional (three with each DET)			18	
	5	TSE work	1 SDE/JTO for each 250000 lines (includes AT of MSC and BSC equipment, infrastructure and Coverage AT). Excludes BTS equipment & infrastructure AT, which if required should be done by circles				
AO/JAO	1	At Head Quarters ( O/o CGM, QA Circle, Bangalore)	1 with each GM in field				6
	2	GM	1 with each GM in field				2

\* To be worked out

## ANNEXURE 9f (i) : NORMS FOR BROADBAND NETWORKS

Sr No.	Responsibility	Overall head of BBNW Circle	Proposed Norms	Technical					Finance				
				PGM	GM	DGM	AGM	SDE/JTO	GM	DGM	AGM	AO/JAO	
HAG	1 Circle Head Project & Product Management	Overall head of BBNW Circle Responsible for tendering, commissioning new projects, developing existing projects and Admin	1 HAG										
			1 GM at DNW HQ on positional basis		1								
3	Technical & Network Incharge	Responsible for internet infrastructure of BSNL's NIB Data Centers.	1 GM at BGL										
			1 GM at PUNMUM.		5								
			1 GM at HYD.										
			1 GM at JPR/INDA										
			1 GM for KOL.										
4	Finance	Responsible for internet infrastructure of BSNL's NIB Data Centers.	(KOL/HYD/JPR infrastructure will be ready in Project-4)										
			1 GM on positional basis								1		
2	Project & Product Management at HQ	Responsible for solution in line. Responsible for overall planning for data services in BSNL. Responsible for provisioning, pricing, enhancement to be made if any, liaising with solution architect, marketing heads to provide correct solutions to clients. Responsible for achieving targets for respective solution line	1 DGM per solution line at circle HQ as mentioned below (a) Internet Leased Line (b) Narrowband/Broadband Services (c) Wi-Fi/Wi-MAX/CDN Services (Not at present) (d) IP Addressing Management & Bandwidth Management & Network Security (e) Tariff & Costing										
			1 DGM per project of more than Rs 100 Crores value										
3	Technical & Network Incharge	Responsible for smooth operations/services of commissioned networks. Responsible for performance of network as a whole & specifically for network & related problems	1 DGM combined for Narrowband/Broadband network										
			1 DGM combined for following services at NOC (a) Wi-Fi/Wi-MAX (b) CDN Network										
			1 DGM at NOC/DR NOC for Provisioning, Billing & Customer Care										
			1 DGM per data center (including NOC & DR-NOC) for Infrastructure, services & System Administrator Works										
			1 DGM Reporting to GM/Project & Product Management) at HQ										
4	HR & Administration	Responsible for Human resources, administration, establishment, training, purchase, tender, vigilance related and other works											
5	Finance	Responsible for revenue accounting of particular zone and other projects.											
			1 DGM per two zones on positional basis at HOs										2





## ANNEXURE 9f (ii): NORMS FOR BROADBAND NETWORKS & MPLS NOC

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### SDE/JTOs requirement for O & M of NOC/DC

Sl. No.	Items	Requirement of SDE/JTOs at NOC
<b>Project 1</b>		
<b>Network Administration</b>		
1	Backbone Fault Monitoring-Cisco	4
2	Backbone Fault Monitoring-Juniper	
3	SLA Monitoring / Security Mgmt	
4	Security	
<b>System Administration</b>		
5	Provisioning Management System /Configuration Management / Technical Consultancy to Customers	3
6	Gateway Monitoring	
	Servers/Application/Database Management/Scheduled Mtce	
<b>Level 3 Helpdesk</b>		
7	Network Element Fault Management / NMS	2
8	Helpdesk/Customer Fault Management	3
	<b>Total</b>	<b>12</b>
<b>Project 2.1</b>		
<b>N/W and System Administration</b>		
9	Network Element / Configuration Management of UtStar NRAS/	1
<b>System Administration</b>		
10	Provisioning Mgmt / DialVPN Service Mgmt / Security Mgmt	1
<b>Level 3 Helpdesk</b>		
11	Backbone Fault/ Helpdesk/Customer Fault Management	1
	<b>Total</b>	<b>3</b>
<b>Project 2.2</b>		
<b>Network Administration</b>		
12	Network Mtce – Huawei 23 BRAS/23 Tier 1/300 Tier 2 and 3000 DSLAM	4
13	Network Mtce – Alcatel 1Lakh DSLAM ports	
14	Network Mtce – UtStar	
<b>System Administration</b>		
15	Servers (PMS, EMS, SSSC, SSSS)	3
16	Security Mgmt/Scheduled Mtce /DB Administration	
<b>Level 3 Helpdesk</b>		
17	Helpdesk/Customer Fault Management	3
	<b>Total</b>	<b>10</b>

## ANNEXURE 9f (ii): NORMS FOR BROADBAND NETWORKS & MPLS NOC

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	<b>Project 3</b>	
	<b>Network/System Administration</b>	
18	Directory (LDAP) & Messaging & Instant Messaging	1
19	HIDS / NIDS / SESA	2
20	Lawful Interception and Anti Abuse	
21	Pre-paid Billing	2
22	EAI	1
23	Servers/Switches/Consoles/ DNS/NTP	2
24	Firewall / Load Balancer	
25	Tape Library/SAN Storage/Switch	3
26	EMS/Access Control/Single Sign-on	
27	VMS / ICOMS / SAP-BI	1
28	Help Desk system	2
29	Web Portal system	
30	Mediation	2
31	Post Paid Billing	
32	AAA	1
33	Order Management / Inventory Management	
34	End-End Service Integration/debugging	2
35	Web hosting & Collocation	1
	<b>Level 3 Helpdesk</b>	
36	Level 3 Helpdesk and Customer Fault Management	8
	<b>Total</b>	<b>28</b>
	<b>Total of Project 1, 2.1, 2.2, 3</b>	<b>53</b>
	<b>Multiplay</b>	
	<b>Network Administration</b>	
36	Network/Backbone Mtce and QOS Monitoring	6
37	EMS/PMS/NMS/Other servers Mtce	
	<b>System Administration</b>	
38	Feasibility Check and Planning & Provisioning of New Services/Requirement	4
39	Scheduled Mtce/Database – Application Administration	
	<b>Level 3 Helpdesk</b>	
40	Helpdesk/Customer Fault Management/Assistance to Node-Incharge	5
	<b>Total</b>	<b>15</b>
	<b>Wi-Fi / Wi-Max</b>	
	<b>Network Administration</b>	
41	Network Mtce / QOS Monitoring	2
42	Security Mgmt/Scheduled Mtce	
	<b>System Administration</b>	
43	Tariff Plan / Voucher Mgmt	2
44	Servers/Application Monitoring/DB Mgmt	
	<b>Level 3 Helpdesk</b>	
45	Helpdesk/Customer Fault Mgmt	3
	<b>Total</b>	<b>7</b>

**ANNEXURE 9f (ii): NORMS FOR BROADBAND NETWORKS & MPLS NOC**

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Sl. No	Items	Requirement of SDE/JTOs at DR - NOC
<b>CDN</b>		
<b>Network Administration</b>		
47	Network Mtce / QOS Monitoring	1
	Security Mgmt/Scheduled Mtce	
<b>System Administration</b>		
48	Tariff Plan / Voucher Mgmt	1
	Servers/Application Monitoring/DB Mgmt	1
<b>Level 3 Helpdesk</b>		
50	Helpdesk/Customer Fault Mgmt	2
51	Feasibility Check and Planning & Provisioning of New Services/Requirement	0
	<b>Total</b>	<b>6</b>
<b>Total required at NOC for complete O&amp;M activities</b>		<b>81</b>
<b>Project 1</b>		
<b>Network Administration</b>		
1	Backbone Fault Monitoring-Cisco	2
2	Backbone Fault Monitoring-Juniper	1
3	SLA Monitoring / Security Mgmt	1
4	Security	
<b>System Administration</b>		
5	Provisioning Management System /Configuration Management / Technical Consultancy to Customers	1
6	Gateway Monitoring	
	Servers/Application/Database Management/Scheduled Mtce	
<b>Level 3 Helpdesk</b>		
7	Network Element Fault Management / NMS	0
8	Helpdesk/Customer Fault Management	1
	<b>Total</b>	<b>6</b>
<b>Project 2.1</b>		
<b>N/W and System Administration</b>		
9	Network Element / Configuration Management of UtStar NRAS/	1
<b>System Administration</b>		
10	Provisioning Mgmt / DialVPN Service Mgmt / Security Mgmt	1
<b>Level 3 Helpdesk</b>		
11	Backbone Fault/ Helpdesk/Customer Fault Management	0
	<b>Total</b>	<b>2</b>
<b>Project 2.2</b>		
<b>Network Administration</b>		
12	Network Mtce – Huawei 23 BRAS/23 Tier 1/300 Tier 2 and 3000 DSLAM	1
13	Network Mtce – Alcatel 1Lakh DSLAM ports	1
14	Network Mtce – UtStar	1
<b>System Administration</b>		
15	Servers (PMS, EMS, SSSC, SSSS)	1
16	Security Mgmt/Scheduled Mtce /DB Administration	
<b>Level 3 Helpdesk</b>		
17	Helpdesk/Customer Fault Management	1
	<b>Total</b>	<b>5</b>

**ANNEXURE 9f (ii): NORMS FOR BROADBAND NETWORKS & MPLS NOC**

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	<b>Project 3</b>	
	<b>Network/System Administration</b>	
18	Directory (LDAP) & Messaging & Instant Messaging	3
19	HIDS / NIDS / SESA	
20	Lawful Interception and Anti Abuse	
21	Pre-paid Billing	3
22	EAI	
23	Servers/Switches/Consoles/ DNS/NTP	
24	Firewall / Load Balancer	3
25	Tape Library/SAN Storage/Switch	
26	EMS/Access Control/Single Sign-on	
27	VMS / ICOMS / SAP-BI	2
28	Help Desk	
29	Web Portal	
30	Mediation	3
31	Post Paid Billing	
32	AAA	
33	Order Management / Inventory Management	2
34	End-End Service Integration/debugging	
35	Webhosting & Colocation	
	<b>Level 3 Helpdesk</b>	
36	Level 3 Helpdesk and Customer Fault Management	0
	<b>Total</b>	<b>16</b>
	<b>Total of Project 1, 2.1, 2.2, 3</b>	<b>29</b>
	<b>Multiplay</b>	
	<b>Network Administration</b>	
36	Network/Backbone Mtce and QOS Monitoring	3
37	EMS/PMS/NMS/Other servers Mtce	
	<b>System Administration</b>	
38	Feasibility Check and Planning & Provisioning of New Services/Requirement	2
39	Scheduled Mtce/Database – Application Administration	
	<b>Level 3 Helpdesk</b>	
40	Helpdesk/Customer Fault Management/Assistance to Node-Incharge	1
	<b>Total</b>	<b>6</b>
	<b>Total required at DR for complete O&amp;M activities on single shift</b>	<b>35</b>

**ANNEXURE 9f (ii): NORMS FOR BROADBAND NETWORKS & MPLS NOC**

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Sl. No	Items	Requirement of SDE/JTOs at Data Center
<b>Project 1</b>		
<b>Network Administration</b>		
1	Backbone Fault Monitoring-Cisco	2
2	Backbone Fault Monitoring-Juniper	0
3	SLA Monitoring / Security Mgmt	0
4	Security	0
<b>System Administration</b>		
5	Provisioning Management System /Configuration Management / Technical Consultancy to Customers	0
6	Gateway Monitoring	0
	Servers/Application/Database Management/Scheduled Mtce	0
<b>Level 3 Helpdesk</b>		
7	Network Element Fault Management / NMS	0
8	Helpdesk/Customer Fault Management	0
	<b>Total</b>	<b>2</b>
<b>Project 3</b>		
<b>Network/System Administration</b>		
9	Directory (LDAP) & Messaging & Instant Messaging	2
10	HIDS / NIDS / SESA	
11	Lawful Interception and Anti Abuse	
12	Pre-paid Billing	2
13	EAI	
14	Servers/Switches/Consoles/ DNS/NTP	2
15	Firewall / Load Balancer	
16	Tape Library/SAN Storage/Switch	
17	EMS/Access Control/Single Sign-on	
18	VMS / ICOMS / SAP-BI	
19	Help Desk	1
20	Web Portal	
21	Mediation	
22	Post Paid Billing	
23	AAA	1
24	Order Management / Inventory Management	
25	End-End Service Integration/debugging	
26	Webhosting & Colocation	
<b>Level 3 Helpdesk</b>		
27	Level 3 Helpdesk and Customer Fault Management	2
	<b>Total</b>	<b>10</b>
<b>Multiplay</b>		
<b>Network Administration</b>		
28	Network/Backbone Mtce and QOS Monitoring	2
29	EMS/PMS/NMS/Other servers Mtce	0
<b>System Administration</b>		
30	Feasibility Check and Planning & Provisioning of New Services/Requirement	0
31	Scheduled Mtce/Database – Application Administration	0
<b>Level 3 Helpdesk</b>		
32	Helpdesk/Customer Fault Management/Assistance to Node-Incharge	1
	<b>Total</b>	<b>3</b>
	<b>Total Required at DATA CENTER for complete O&amp;M activities on single shift ( for supporting 5 Million Customer Base)</b>	<b>15</b>

## ANNEXURE 9g: NORMS FOR MAINTENANCE REGIONS

		Technical				Finance				Civil / Elect / Arch					
		PGM	GM	DGM	AGM	SDE/JTO	GM	DGM	AGM	AO/JAO	PGM	GM	DGM	AGM	SDE/JTO
HAG	1 post per region	4													
	One GM(HQ) in each region		4												
	One for each 10000 route Km (Overlay + OFC + radio)														
SAG	One GM (NC/NMS) at HQ		4												
	One GM (Finance) at HQ														
	One CE (Civil) for NTR only														
	One each for Switching and Transmission NIMWC														
	One DGM for each 5000 route km(Overlay + OFC + radio)														
	1 post of DGM (HQ) in each of the Telecom Regions														
	1 post of DGM (OP) in each of the Telecom Regions														
JAG	1 post of DGM Finance in each of the Telecom Regions														
	1 post as GM NOCC in New Delhi		1												
	1 post of DGM (Satellite) and 1 for DGM(MLLN) for STR only at Bangalore														
	1 post as DGM (ISP) in New Delhi for co ordination and monitoring of Internet Service Providers Services														
	2 Posts of SE (Civil) for NTR only														
CAO	Two STS Finance in CGM office														
	One with each GMM														
STS (Civil)	Four STS Civil for NTR only														
	Two with each CAO at HQs														
	One with each GMM														
AO/JAO	Three with each DGM M in field and DGM(satellite) ; Justification of post with DGM (TAX) separately given														
	One for HV NET base station RABMN														
	One for Vigilance														
SDE/JTO (Civil)	15 SDE/AE civil and 15 JTO/JE civil for NTR only														
	Admin team at NTR Circle (since it is a recruiting circle)		1	1	3										
MPLS NW	Team for managing MPLS NW at Regions		1	5	10										
NOC Bangalore	Commercial Billing, Accounting at NOC, Bangalore														
WOMS Billing															
HCL Replacement	30 JTOs to replace 35 HCL engineers														
	30														
	<b>Norms for DE (Tech) for Regions</b>														
	Transmission Centres having at least 10 Tims of DWDM working														
	Or														
1	<b>Maintenance of Trans. Stations (only for locations having level - I TAX)</b>														
	Transmission Centres having 20 or more STM-16 ADMs or Linear Terminals working														
	1 DE														

**ANNEXURE 9g: NORMS FOR MAINTENANCE REGIONS**

2	IDR Hub Station connected to more than 7 IDR stations (whether Remote, Primary or Main) Or MCPC Hub Station connected to more than 35 no. of MCPC VSATs Or IDR/MCPC Hub Station connected to equivalent of 7 IDR stations calculated on pro-rata basis treating 5 MCPCs equivalent to 1 IDR	1 DE 1 DE			
3	OFC/MW Rt. Mice. (and associated Transmission centres)	1 DE (Tech) 1 DE attached to each DGM(HQ); 2 Additional DE for DGM(OP)	12		
5	H.Q. of GMM & CGMM	1 DE (MM) and 1 DE (Legal & PRO)	8		
6	Satellite Broadband services and ML LN NOC Bangalore	2 DE each with DGM (Satellite) and DGM(MLLN)	4		
7	National / Regional NMS	1 DE each for TX NMS & SW NMS 1 DE for each regional SW NMS	4 4		
Norms for SDE/JTOs	a) Transmission Centre having at least 4 Tms of DWDM working Or Transmission Centre having digital cross connects at TM level of capacity 256 Tms or above Or Transmission Centre where Level-1 TAX or Gateway WLL/MSO TAX or notional level-1 TAX is located NOTE - If TAX and MSC are co-located only one location is b) Station having 10 or more than 10 STM-16 ADMs or Terminals working c) For every addl. 20 Tms dropped upto 2MB level d) For Maintenance of transmission stations at level II TAX locations	6 SDES/ JTOs for round the clock monitoring Addl. 1 SDE/JTO (Subject to max. of 10 for 1(a) to 1(c)) 1 SDE/JTO (Subject to condition if none is justified as per 1(a) to 1(c)) Addl. 1 SDE/JTO Addl. 1 SDE/JTO 1 SDE/JTO for Hub station 1 SDE/JTO for attending faults of upto 15 no. of remote IDR locations 1 SDE/JTO for every addl. 15 no. of remote IDR locations 1 SDE + 1 JTO			
2	Mice. of DXC of ML LN	Addl. 1 SDE/JTO			
3	Mice. of Leased Lines	Addl. 1 SDE/JTO			
4	Mice. of Sat Stations	IDR/MCPC Hub Station			
5	OFC Rt. Mice.	For maintenance of OFC Route consisting of 300 KMs in Plans & 200 KMs in hilly areas including maintenance of group transmission centers where either there is no staff posted or only one TTA posted For each DGM field office (Not for DGM TAX)	1 SDE/JTO (Tech) + 2 SDE/JTO for Admin + Commercial/Network coordination Computer & FIC		
7	Other work related to transmission				







**ANNEXURE 9i: NORMS FOR INSPECTIONS**

Sr. No.	Responsibilities	Proposed Norms	Technical						Finance		
			PGM	GM	DGM	AGM	SDE/JTO	DGM	AGM	AO/JAO	
HAG	Circle Head	1 GGM at Jabalpur	1								
	In charge of Administration/BSSC/RTI/ISO/Central Level PTCC affairs/ GSM/ WLL/ Engineering Instructions/ Test Schedules	1 Post of GM (HQ) at Jabalpur		1							
SAG	In charge of Validation/Survey of QoS/Policy decisions relating in Switching, Transmission/Broadband/ NGN/IT/ Earth Audit/ Fire Enquiries/ Telecommunications Journal.	1 Post of GM (Tech) at Jabalpur		1							
	Broadband/ NGN/IT/ Earth Audit/ Fire Enquiries/ Telecommunications Journal.	1 Post of GM at Each of the four region (North, South, East & West)		4							
	GMs in field										
JAG	DGM at HQ in charge of Administration/ BSSC/ RTI/ ISO/ Central Level PTCC affairs/ GSM/ WLL/ Engineering Instructions/ Test Schedules	1 posts of DGM(HQ) at Jabalpur HQ.				1					
	DGM at HQ in charge of Validation/ Survey of QoS/ Switching, Transmission/ Broadband/ NGN/IT/ Earth Audit/ Fire Enquiries/ Telecommunications Journal	1 posts of DGM(Tech) at Jabalpur HQ.				1					
	DGMs in field	3 posts per SAG level staff. Shall be posted at different stations (Say Delhi, J&K and Lucknow in North Zone, Mumbai, Raipur and Ahmedabad in West Zone, Hyderabad, Bangalore and Chennai in South Zone, Guwahati, Kolkata and Patna in East Zone)			12						
	Finance & Account	1 post at Hq.							1		
STS	Positional posts at CGM HQs	Publication (including TELECOMMUNICATION Journal) - 1					1				
		Admin. PRO - 1					1				
		Vigilance - 1					1				
		New Technology & (E/I/Test Schedule) - 1					1				
		Transmission - 1					1				
		Switching & Engg - 1					1				
		PTCC, MIS, IT & Computers-1					1				
		CAO - One					1			1	
		1 DE for 10 SDE/JTOs					1				
		1 DE with each zonal GM					4				
SDE/ JTO/ AO/ JAO	Positional posts at GM HQs	2 SDE/JTO per DE (except vigilance)								12	
		8 AO / JAO at Hq.								8	
		1 SDE/JTO for each 250000 lines (includes AT of MSc and BSc equipment, infrastructure and Coverage AT). Excludes BTS equipment & infrastructure AT, which if required should be done by circles									
		1 SDE / JTO for 50 K lines local/TAX (The AT of switching equipment of system 5K and above only to be done by T&D circle)									
		1 SDE/JTO for every 50 Systems for Radio Systems/OFC System up to STM-4.									
		1 SDE/JTO for every 30 Systems for OFC Systems STM-16 and beyond.									
		1 SDE/JTO for every 20 Systems for systems in ring									
		1 SDE/JTO per 80 K Ports. (AT of DSLAM / OCLAN of capacity above 240 ports only to be done by T&D circle)									
Vigilance	50 System per SDE/JTO									1	
	300 system per SDE/JTO									1	

## ANNEXURE 10: Grouping of non executives into job families

Job Family	Constituent Cadres
TTA	Tech. Supervisor (O), Phone Inspector, RSA, TTA, Senior Technical Supervisor, Technician (Telecom), Chief Telephone Supervisor, Chief Technical Supervisor, Senior Telephone Supervisor, Transmission Assistant
Sr. TOA	Telephone Supervisor (O), Sr. TOA GIV, Sr. TGM (O), Hindi Typist, Sr. TOA (OTBP), Sr. TOA (T), S. TGM, Sr. TOA GIII, Sr. TOA (TG), TOA (Telegraphy), Cashier, Caretaker, Sr. Section Supervisor (OP), Lower Division Clerk, Sr. Telephone Supervisor (OP), C. TG. S, Assistant Accountant, Upper Division Clerk, Sr. Section Supervisor, Sr. TOA GI, Office Superintendent, Section Supervisor (OP), Sr. TOA (P), Sr. TOA (TL), TOA (P), Sports Assistant, Sr. TOA (G), Sr. Accountant, C.S.S. (OP), TOA (IG), Telephone Operator, Telegraph Assistant, Accountant
Motor Driver	Mtr. DR GI, Mtr. DR GII, Mtr. DR, Motor Lorry Driver GI, Spec. Grade Driver (ACP24), Spec. Grade Driver (ACP12), Motor Lorry Driver GII, Motor Lorry Driver GIII, Motor Lorry Driver GIV, Spec. Grade Mtr. DR
Stenographer	Stenographer GI, Stenographer GII, Stenographer GIII Hindi Translator (J), Jr. Hindi Translator, Sr. Hindi Translator
Others	Draughtsman - III (ACP24), Draughtsman - III (ACP12), Draughtsman - II (ACP12), Draughtsman Grade - III, Draughtsman - II (ACP24), Draughtsman Grade - I, Draughtsman Grade - II Telegraph Overseer, Dispatch Rider, Telegraphman (BCR), Telegraphman (OTBP), Telegraphman, Telegraphman (O)
Telecom Mechanic	Sub - Inspector (ACP12), Sub - Inspector, Line Inspector (O), Telecom Mechanic, Phone Mechanic, Wireman, Sub - Inspector (O), Lineman, Cable Splicer / Jointer

## ANNEXURE 11: POSITIONAL NORMS FOR NON EXECUTIVES IN CIRCLE OFFICE

Head	Supporting Staff	TTA	CGM				
			Steno	Sr. TOA	RM	Peon	
Supporting Staff	Support staff to Circle head		1	2		2	
	Support staff to SAG level officer other than Circle head		1	1		1	
	Support staff to JAG level officer other than Circle head			1		1	
	Support staff to STS level officer		1			1	
	Support staff to SDE(Public dealing) officer					1	
	Support staff to PIO/Appellate authority for RTI cases				1	1	
Operation	PG	4		1		2	
	Parliamentary Question						
	Telephone Adalat						
	Telephone Advisory Committee/M.P. Committee			2			
	MIS						
Network Monitoring							
Planning & IT	SW			2		2	
	TX			2			
	Rural DEL			1			
	CMTS, WLL, Broadband and NT (1 Sr. TOA for every 1000 sanctioned estimates annually in each case)						
	Broadband A.T.						
	MM - Procurements (TEC items, telecom factory, BSNL HQ items)			3			
	MM - stores ( 2 Sr TOA and 2 RM for each warehouse and one additional SrTOA and RM for leave reserve and One TTA per store.) Same will be applicable for CMTS if separate warehouse/store.						
HR & Admin	Dak Receive and Dispatch (one SrTOA for upto 500 dak daily and additional one SrTOA for every 500 dak thereafter.			2	3	2	
	RTI			2			
	Transfer Posting + staff grievances			4			
	Legal			1			
	SR/Personal Claims/Welfare (Minimum one Sr TOA upto staff strength of 500 and after every 500 staff, one additional SrTOA. Staff strength will be counted as 1Xstrength in circle office + 0.1Xstrength of staff other than circle office.						
	Performance & ACR			1			
	Promotions/DPC (Local Officiating, adhoc, time bound upgradation, nfgs)(1 for executive and 1 for non executive)			2			
	Recruitment						
	Training			1			
	Establishment (Store-1, union items, tenders, local purchase-1, maintenance of offices and vehicle-1, staff justification-3)			6			
Vigilance	Vigilance (Investigation, Disciplinary, Appeal)			3	3	1	
	Confidential DAK			1			
	Enquiry			1	1		
	Cashier			1			
Finance	Corporate Accounts			2		1	
	Establishment (Pay fixation, service book, increment etc.)			1	1		
	Finance administration including dak dispatch			2			
	Remittance			1.5			
	Budget						
	Audit			1			
	Taxation						
	Bank Accounts and BRS			2			
	GPF cases			2			
	Pension Cases			1			
	DOT Claim/Miscellaneous Schedule			1			
	Fixed Asset and WIP			0.5			
	TR (Wired, Wireless and non conventional)			1			
TR computer work (no norm is defined as outsourcing will be economical)							
Distribution	Non executive required only for inventory management viz. SIM, Recharge Coupan etc. Apart from it only supporting staff is justified.			2	1		
Marketing	Non executive required only for inventory management viz. banner, poster, calender, diary etc. Apart from it only supporting staff is justified.			1	1		
Business Development	Business Development Estimate/Documentation/Record Keeping			2		1	
	Procurement through empanelled system integrator/participation in tender/enterprise solution One TTA and one RM at H.Q. and one TTA and one RM for every 10 SSA.						
Civil	Chief Office (Dak Dispatch-1, Technical matters-1, establishment-1, HR&Admin-1)			4	1	1	
	SE Office (Dak Dispatch-1, Hr&Admin-1, technical matters-1)			3	1		
	E.E. Office (Division) (Cashier-1, Auditor-2, dak dispatch-1, HR&Admin-1)			5	2		
	Sub division office			1	1		
Electrical	Chief Office (Dak Dispatch-1, Technical matters-1, HR&Admin-1)			3	1	1	
	SE Office (Dak Dispatch-1, Hr&Admin-1, technical matters-1)			3	1		
	E.E. Office (Division) (Cashier-1, Auditor-2, dak dispatch-1, HR&Admin-1)			5	2		
	Sub division office			1	1		

ANNEXURE 12: POSITIONAL NORMS FOR NON EXECUTIVES IN SSA OFFICE

	PGM headed					GM headed (large)					GM headed (small)					TDM headed					
	TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon	
Supporting Staff	Support staff to SSA head	1	2			2	1	2			1	1	2		2	1	1			2	
	Support staff to SAG level officer other than SSA head	1	1			1	1	1		1	1	1	1		1	1	1			1	
	Support staff to JAG level officer other than SSA head	1	1			1	1	1		1	1	1	1		1	1	1			1	
Operation	Support staff to STS level officer	1				1				1					1					1	
	Support staff to PIO/Appointer authority for RTI cases.	1				1				1					1					1	
	Support staff to SDE (Public dealing) officer					1				1					1					1	
	PG					1				1					1					1	
	Parliamentary Question					2				2					2					2	
	Telephone Adalat					2				2					2					2	
	Telephone Advisory Committee					2				2					2					2	
	Network Monitoring	1				1				1					1					1	
	SW & IT	1				1				1					1					1	
	Planning & IT	IT	1				1				1					1					1
GMT5, WLL, Broadband and NT		1				1				1					1					1	
MM - Procurements		1				1				1					1					1	
MM - stores		2				2				2					2					2	
Dak Receive and Dispatch		2				2				2					2					2	
Legal		1				1				1					1					1	
Sr./Personal Claims/Welfare		2				2				2					2					2	
Performance & ACR		2				2				2					2					2	
Promotions		2				2				2					2					2	
Recruitment		1				1				1					1					1	
HR & Admin	Training					1				1					1					1	
	Establishment					1				1					1					1	
	Non revenue required only for inventory management viz. SIM, Recharge Coupon etc. Apart from it only supporting staff to be listed.					2			1		2		1		2		1			2	
	Vigilance					2				2					2					2	
	Equity					2				2					2					2	
	Cashier					2				2					2					2	
	Personal bills and loans					2				2					2					2	
	Budget					1.5				1.5					1.5					1.5	
	Audit					0.75				0.75					0.75					0.75	
	Taxation					0.25				0.25					0.25					0.25	
Finance	DOT Claim/Miscellaneous Schedule					0.25				0.25					0.25					0.25	
	Fixed Asset and WIP					0.5				0.5					0.5					0.5	
	TR, Wired, Wireless, and non conventional					2				2					2					2	
	TR, computer work (no norm is defined as outsourcing will be economical)																				
	Outstanding pursuit cell																				
	EMC Insurance and Refund																				
	Business Development					2				2					2					2	
	Business, Development and Telegraph Traffic	CTO/DTO (Considering WTHMS to be launched shortly, no norms are prescribed, to be merged with CSC for which norms has already been defined. The DTO/TC which can not be merged, one S/TOA, per such centre may be provided. For all merged and non merged CTO/DTO/TC one Telegraph Messenger for every 20 'C' message per day. Average number of 'C' message should be calculated on basis of total message in a year and more than one message addressed to firm/individual and delivered at time should be counted as one message. The 'C' message delivered on priority/window/other means should be excluded.																			

## ANNEXURE 13: WORKLOAD BASED NORMS FOR TMS AT SSAS

**External Plant\*** (For the purpose of DEL, 5 broadband in urban and 2 in rural to be counted as 1 DEL)

1 TM for every 500 DELs in > 2k exchange for external plant

1 TM for every 250 DELs in 0.5k to 2k exchange for external and internal maintenance.

1 TM for external and internal maintenance in less than 0.5k exchange.

\* However outsourcing will be economical and better for external plant maintenance.

### Internal Maintenance

1 TM for every 2500 DELs for maintenance of MDF/Test room for LL/Broadband in local exchange.

1 TM for every 10000 DSLAM capacity with min 1 TM per SSA in broadband switch.

### Cable Maintenance\*

Large Exchange (More than 2000 lines) One TM for every 3000 DELs

Small Exchange (upto 2000 lines) One TM for every 1000 DELs

\* However outsourcing will be economical and better for cable maintenance.

### Marketing

1 TM for each marketing team (1 marketing team per franchisee are 454

### WLL & CMTS

### Responsibilities

1. For installation and maintenance of FWTs

2. For installation and maintenance of Solar panel/Patch panel

It is experienced that these works should be carried out by outsourcing/contract as posting staff will increase expenditure without any real output.

However one T.M. for every 5000 WLL connection for programming/replacement of FWT is recommended with minimum 1 per SSA.

3 TM per MSC upto 30K. Above 30K, one additional TM for every 20K line.

1 TM per BSC if not collocated with MSC.

### Store

1 TM for in each divisional store in SSA upto 1 Lakh DELs and 2 TM for SSAs more than 1 Lakhs DELs

### Transmission Maintenance

**OFC equipment** For stations having termination upto 200 PCMs no TM, For 201-1024 PCMs one TM and for every 1024 PCM one TM

**OFC Route** To define norm is not found expedient as outsourcing will be much cheaper and will avoid delay in interruption.

**Radio System** No norm as either scrapped or will be scrapped shortly. However minilinks etc being used for BTS etc being maintained by outsourcing, not require any norm.

**Leased Circuit** One TM upto 300 circuit and for every additional 500 working circuits or part thereof one additional TM. These norms are not applicable where leased lines are given by MLDN/MLLN.

## ANNEXURE 14 (i): WORKLOAD BASED NORMS FOR TTAs AT SSAs

Broadband O&M	Broadband Switch	1 TTA upto 4000 DSLAM capacity in SSA and one additional TTA for every 5000 DSLAM capacity.
	Broadband Service	1 TTA for every 5000 broadband connections or part thereof for operation and maintenance of broadband service including service at subscriber premises subject to minimum of one TTA per SDCA.
Customer Care	Commercial	One TTA per 20,000 customers (mobile+will+broadband+leased line) subject to minimum 2 and maximum of 10 in SSA for this work.
	Call Centre	One TTA per one lakh customers subject to minimum of 1 for call centre and PG activity
	Enterprise Segment	One TTA per 50 key accounts customers (individual/firm/Govt. bodies) giving annual revenue of Rs. 1 Lakhs and above but less than Rs. 5 Lakhs subject to minimum of one per SSA
Marketing		One TTA in each marketing team (one in each franchisee area)
	TX network	One TTA for every 580 PCM streams (The same will also look after microwave/radio till scrapping)
Transmission	Route	One TTA for every 200 km OFC route in district
	Leased Circuit	One TTA for every 200 leased circuit ending in SSA, below 200 minimum one if at least 100 currcuits are ending
Battery & Power Plant	CMTS maintenance	One TTA per BSC location subject minimum one TTA per SSA.
		One TTA for each main exchange (and its RSU/RLUs)/MSC/TAX
Internal Maintenance		3 TTAs for internal maintenance of electronic exchange/MSC/TAX between 5K to 30K. (Below 5K, TTA for battery & power plant will look after.)
		For exchanges/MSC capacity more than 30K, one additional TTA for every additional 20K lines.
FRS		One TTA for every SSA for server maintenance (commercial and FRS)
Non Operative		One TTA per SSA for non operative function.
BTS (WLL/GSM)	BTS (O&M)	1 TTA for every 30 BTS in urban and for every 15 BTS in rural subject to minimum 1 per SSA.
	Drive test and radio optimisation.	1 TTA for every 60 BTS subject to minimum of 1 TTA in SSA.
	BSC&RNC	4 TTA per BSC & RNC location.
	MSC-HLR	4 TTA per location for round the clock operation
	MSC-Server	4 TTA per location for round the clock operation
BSC and MSC (WLL & GSM)	MSC-Lawful Interception Monitoring	1 TTA per location
	MSC-Media Gateway	4 TTA per location for round the clock operation
	MSC-MPBN	4 TTA per location for round the clock operation
	MSC-Signalling Gateway	4 TTA per location for round the clock operation
	In case of collocated cases 2 TTA instead of 4 per case where round the clock operation is required, may be assumed.	
	O&M of CCN Node	1 TTA per SSA including IT



## ANNEXURE 14 (ii): NORMS FOR TTAs IN PROJECT WORK

**Annexure: Norms for man days for project works involving installation/testing/verification/commissioning**

Tower(Verification work)	22 man days TTA (15 days foundation and 7 days erection)
Battery/P.P.	7 man days TTA
Broadband equipment	1 man day TTA for every DSLAM/Router etc.
BTS Installation	7 man days TTA (Excluding work of antenna waveguide which will be through contract)
OFC laying	One RM for every 10 km per day One TTA for every 5 joints per day irrespective of number of fibres.
Splicing	
Microwave link/Terminal installation and commissioning	7 man days TTA per system (2 terminal)
Support in AT & testing of vendor installed equipment	1 man day TTA per DSLAM/Router etc./IT equipment
	7 man days TTA per BTS.
	20 man days TTA per BSC 30 man days TTA per MSC/Switch
Transmission interlinking work for commissioning of BSC/MSC/Switch	7 man days TTA for BSC and 30 man days for MSC/Switch

## ANNEXURE 15: WORKLOAD BASED NORMS FOR TOAs AT SSAs

HR package-Data feeding and updation of records	One Sr.ToA upto staff strength of 1000 and additional one for every 1000 or part thereof.
Temp. Advances, Imperest, ACE-2 bills, Preparation of JV, working exp. Budget.	One Sr.ToA upto staff strength of 1000 and additional one for every 1000 or part thereof.
Compilation of TBL data feeding & related works (basic & CMTS)	One Sr.ToA upto staff strength of 500 and additional one for every 500 or part thereof.
BRS-Collection & operation of all bank accounts including CMTS liason with Bank. Settlement of ATD/ATC and their accounting	One Sr.ToA upto staff strength of 500 and additional one for every 500 or part thereof.
Preparation of remittance challan & remittance to bank related data feeding	One Sr.ToA upto 25000 lines and additional one for every 50000 or part thereof.
Printing of bill register, different types of report, bill dispatch, review and correspondance of unaddressed and CIC numbers, heavy callers and bill printing	Considering CDR based billing in near future, norms are not being defined. However untill then outsourcing as per requirement in addition to norms defined for CSC may be considered.
Commercial and CSC	one SrTOA per 10000 customers(WLL+mobile+LL+B.B.+Leased Line) subject to minimum 3 in SSA and maximum 20 in SSA
Record Keeping	One SrTOA per 10000 post paid and 100000 prepaid customers or part thereof
Marketing team	One Sr. TOA per marketing team belonging to atleast one in each franchisee area
Call Centre	One Sr. TOA per One Lakh customers subject to minium One in SSA
Outstanding pursuit cell	1 SrTOA for 20000 lines and one additional for every 40000 lines
EMC, Insurance and Refund	1 SrTOA for each 1250 cases per month and one additional SrTOA for 1250 cases per month or fraction thereof
MM-Store	2 Sr TOA for each warehouse and one additional SrTOA for leave reserve.

## ANNEXURE 16: WORKLOAD BASED NORMS FOR RMs AT SSAs

### Battery/Power Plant/E.A./MDF/Switch room activity work

**Stand alone BTS maintenance** : It is learnt that presently standalone BTS in urban area is being manned by watch and ward scheme or any other contract. Therefore no norms are prescribed for such cases as posting staff will not be economical.

In case of rural standalone BTS also the same should be carried out. until then 1 R.M. with living arrangement may be posted for all activity.

**Exchange (GSM/WLL BTS as 1K and DSLAM's actual capacity to be counted for this purpose)**

Capacity RM Norms

Less than 0.5K NIL \*\*

0.5K to < 2K 1 \*\*

2K to 5K 4

>5K to 10K 5

>10K 5 plus One additional RM for every additional 10K

\*\* Norms of TM for such cases are there for internal and external maintenance.

(Note : However outsourcing alongwith diesel refilling will be economical)

### External Plant\*

1 R.M. for every 1500 DELs for SSA below 45K DELs

30 plus 1 additional R.M. for every additional 2000 DELs above 45000. for SSAs above 45K DELs

\* However outsourcing will be economical and better for external plant maintenance.

### Store Depots

2 R.M. for each divisional store/warehouse in a SSA having DELs upto 1 Lakh and 4 R.M. for SSAs having DELs more than 1 Lakhs.

2 R.M. for each SDCA headed by SDE for store. cable break down and other miscellaneous work.

### Cable Maintenance\*

1 R.M. for every 3000 DELs for more than 2K exchange (including RL/RSU capacity) to assist TM in splicing work.

Digging of pits may be carried out by private operator/agency.

\* However outsourcing will be economical and better for cable maintenance.

### Mobile CCN

2 R.M. for record keeping of CAFs upto 1,00,000 CAFs and one additional R.M. for every additional 50,000 SAFs.

### Transmission Project executed by SSA.

**OF cable laying** 1 R.M. for every 100 k.m. for 6 man months considering all the works are being done by agency including splicing work.

**System Installation** 2 R.M. for each installation team (one team per SSA upto 40000 DELs and additional team on every additional 1 lakh DELs. in addition to outsourcing as per requirement

### Transmission Maintenance

**OFC equipment** 1 R.M. at each transmission centre having more than 200 PCM excluding colocated with TAX. 2 R.M. at transmission centre colocated with TAX.

### OFC Route

To define norm is not found expedient as outsourcing will be much cheaper and will avoid delay in interruption.

### Radio System

No norm as either scrapped or will be scrapped shortly. However minilinks etc being used for BTS etc being maintained by outsourcing, not require any norm.

### WLL & GSM MSC/BSC

3 RM per MSC, MPBN, Media Gateway, Signalling Gateway if not colocated with each other. In case of colocated, 2 per case.

1 RM per BSC if not colocated with MSC.

## ANNEXURE 17: Staffing Norms for Non-Executives for CFA & CM Sales

### I. Circle Offices

Large Circles = TN, Maharashtra, Kerala, AP, Karnataka, UP (E), Gujarat, Rajasthan

Metro Districts = Chennai, Kolkata

Medium Circles = WB, Punjab, MP, UP (W), Haryana, Orissa, Bihar, J&K, Assam

Small Circles = Jharkhand, Uttaranchal, HP, Chattisgarh, NE-I, NE-II, A&N

#### Positional Norms for Circle Offices

	Positional Norms	Large Circles		Metro Districts & Medium Circles		Small Circles	
		Sr ToA	RM	Sr ToA	RM	Sr ToA	RM
Consumer Fixed Access	Sales-related inventory management (modems, calling cards, etc)	2	2	2	1	1	1
	Marketing-related inventory management (banners, posters, etc)	1	1	1	1	1	1
Consumer Mobility	Sales-related inventory management (SIM, RCV, etc)	2	2	2	1	1	1
	Marketing-related inventory management (banners, posters, etc)	1	1	1	1	1	1

### II. SSAs

Large SSAs = PGM-headed

Medium SSAs = GM-headed

Small SSAs = TDM-headed

#### Positional Norms for SSAs

	Positional Norms	Large SSAs		Medium SSAs		Small SSAs	
		Sr ToA	RM	Sr ToA	RM	Sr ToA	RM
Consumer Fixed Access	Sales-related inventory management (modems, calling cards, etc)	2	2	1	1	1	0
Consumer Mobility	Sales-related inventory management (SIM, RCV, etc)	2	2	1	1	1	1

No separate manpower required for Marketing

## ANNEXURE 17: Staffing Norms for Non-Executives for CFA & CM Sales

### Workload-based Norms for SSAs

#### (a) Consumer Fixed Access

- (i) Sales Associates (any cadre in group C/ D – Sr ToA, TTA, TM, RM, etc)
- Condition 1 = 1 Sales Associate per 5000-8000 working LL connections
  - Condition 2 = 1 Sales Associate per radius of 5km in inhabited areas
  - Actual number required = Maximum (number as per Condition 1, number as per Condition 2)

(ii) Sales Team Leaders (any cadre in group B/ C/ D – SDE, JTO, Sr ToA, TTA, TM, RM, etc)

- 1 Sales Team Leader per 4-6 Sales Associates
- In case Sales Team Leader is from group B, the corresponding requirement from group C/ D will come down

No separate manpower required for Marketing

#### (b) Consumer Mobility

(i) Retailer Managers (any cadre in group C/ D – Sr ToA, TTA, TM, RM, etc)

- 1 Retailer Manager per 200-300 retailers (200 – rural areas, 300 – urban areas)
- Exact number of Retailer Managers required to be calculated after the retailer survey is carried out

No separate manpower required for Marketing