Large Circles

Circle Office (CO) structure for a Large Circle

CGM (Circle Head) — **RO Heads**

1 PGM (Consumer Fixed Access)
- **1.1** GM (Sales & Mktg)
  - **1.1.1** DGM (Pdt & Mktg)
  - **1.1.2** DGM (S&D)
  - **1.1.3** DGM (Cust Svs)
- **1.2** GM (NW Plng)
  - **1.2.1** DGM (s) (NW Plng)
- **1.3** GM (NW Ops)
  - **1.3.1** DGM (s) (NW Ops)
- **1.4** GM (Trans-mission)
  - **1.4.1** DGM (s) (Trans-mission)

Dual reporting
- **2** DGM (Regln)
- **3** DGM (CSC)

Dual reporting

4 PGM (Consumer Mobility)
- **4.1** GM (Sales & Mktg)
  - **4.1.1** DGM (Pdt & Mktg)
  - **4.1.2** DGM (S&D)
  - **4.1.3** DGM (Cust Svs)
- **4.2** GM (NW Plng)
  - **4.2.1** DGM (s) (NW Plng)
- **4.3** GM (NW Ops – I)
  - **4.3.1** DGM (s) (NW Ops – I)
- GM (NW Ops – n)
  - DGM (s) (NW Ops – n)

5 GM (Enterprise Biz)
- **5.1** DGM (Ent Biz)
- **5.2** DGM (Chnl Ptnr)
- **5.3** DGM (SD/ SA - Ent)

Number of people will vary from circle to circle

Liaisons with GM (Core NW Ops) – ENT at HO

6 DGM (Passive Infra)

- **10** Civil
- **11** Elec
- **12** Arch
- **13** Vig.

Direct reporting to CVO at Head Office

7 GM (HR/ Admin)
- **7.1** DGM (HR)
- **7.2** DGM (Admin)

8 GM (Fin)
- **8.1** DGM (CA)
- **8.2** DGM (TR)
- **8.3** DGM (Proj & Estt Fin)

9 GM (Biz Plng / IT)
- **9.1** DGM (IT)
- **9.2** DGM (Biz Plng)
- **9.3** AGM (MIS)

LEGEND

XX JD No.

Circle Head – CGM

Job overview	
Job title/ Designation	Circle Head – CGM
Job objective	Achieving profitable and sustainable growth of revenues in the Circle across businesses (CFA, CM, ENT, NB) through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	    o CMD
	 • Indirect (functional)
	    o To be decided

Reporting from	• Direct
	    o PGM (Consumer Fixed Access) – CFA
	    o PGM (Consumer Mobility) – CM
	    o GM (Enterprise Business) – ENT
	    o DGM (Passive Infra) – NB
	    o Senior-most person from Civil Wing
	    o Senior-most person from Electrical Wing
	    o Senior-most person from Architecture Wing
	    o GM (HR/ Admin) – HR
	    o GM (Finance) – Fin
	    o GM (Business Planning/ IT) – CA
	    o Region Heads
	 • Indirect (functional)
	    o To be decided

Key Responsibility Areas (KRAs)

- Creation of annual business plan for Circle by liaisoning with PGM (Corporate Planning & Monitoring) – CA, GM (Business Planning) – CFA, GM (Business Planning) – CM, GM (Business Planning) – ENT and GM (Infra Sales) – NB and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin at Head Office, including
  - o Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - o Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle by liaisoning with Region Heads
- Development of comprehensive action agenda for each business unit, with particular focus on
  - o Product pricing and bundling
  - o Marketing activities
  - o Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
  - o Relationship management for gold and silver enterprise customers
    - ▪ Key account managers for gold customers

- Tie-ups with channel partners for silver customers
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
    - Management of access mechanisms – Call centers, CSCs
    - Management of SD/ SA needs of enterprise customers
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all network assets within the Circle
    - CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband, WiMax & CDMA BTS, Switches (MSC,BSC), WLL VPTs
    - CM team – BTS (2G, 3G), switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only, Passive Infra team – maintenance of all non-USO towers
    - Civil & Electrical Wings – roll-out and maintenance of all USO towers and related passive infra (battery, generator, AC, etc)
  - Execution of IT projects by liaisoning with PGM (Corporate IT) – CA and GM (IT) – CFA at Head Office
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business, HR, admin and financial matters
- Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for products/ service across all business units (CFA, CM, Enterprise, NB)
- Ensuring technical and administrative inspection of all assets and field units on a periodic basis
- Liaisoning with HR section for adequate staffing and training within the Circle
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Revenue (Rs. Cr) - BSNL vs. market leader 　○ By business unit (CFA, CM, ENT) • Budget adherence on capex (Rs. Cr) 　○ By business unit (CFA, CM, ENT) • EBITDA (Rs. Cr) 　○ By business unit (CFA, CM, ENT)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader 　○ By business unit (CFA, CM, ENT)

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

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

Employee development	• Feedback from peers • Feedback from direct reportees

1   Head of Consumer Fixed Access at Circle – PGM

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

Reporting to	• Direct
	   o Circle Head – CGM
	• Indirect (functional)
	   o Director (Consumer Fixed Access) – CFA

Reporting from	• Direct
	   o GM (Sales & Marketing) – CFA
	   o GM (Network Planning) – CFA
	   o GM (Network Operations) – CFA
	   o GM (Transmission) – CFA
	   o DGM (Regulation)
	• Indirect (functional)
	   o Head of Consumer Fixed Access at Region

Key Responsibility Areas (KRAs)

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

exchange
- ▪ Fixed VPTs and rural broadband
  - o Network planning, expansion, upgradation and maintenance of WiMax, CDMA network within the Circle
    - ▪ BTS -WiMax, CDMA
    - ▪ Switches – MSC, BSC
    - ▪ WLL VPTs
    - ▪
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters
  - o Recommendations to Head Office on key areas of strategy & planning based on local environment
  - o Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

Operations	• # DSAs (#)
	• Service delivery TAT (Days)
	  o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	• Fault resolution TAT (Hours)
	  o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	• Network rollout status

	• Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers • Feedback from direct reportees

1.1 Head of Sales & Marketing for Consumer Fixed Access at Circle – GM

Job overview	
Job title/ Designation	Head of Sales & Marketing for Consumer Fixed Access at Circle – GM
Job objective	Achieving profitable and sustainable growth of the Consumer Fixed Access (CFA) business in the Circle through innovative and affordable products and excellence in sales, marketing and customer service

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

Reporting from	• Direct
	   o Head of Product Management & Marketing for Consumer Fixed Access at Circle – DGM
	   o Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM
	   o Head of Customer Service for Consumer Fixed Access at Circle – DGM
	   o Head of Customer Service Centers at Circle – DGM
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Development of comprehensive action agenda for key customer-facing functions for CFA business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
- Operationalisation of action agenda through multiple levers
- Implementation of company Public Relations strategy at Circle level from a CFA perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with GM (Business Planning) – CFA, GM (Customer Service) – CFA and GM (Customer Service Centers) at Head Office on policy matters
  - Recommendations based on local environment

- o   Guidance to Region Office on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

Operations	• # DSAs (#)
	• Service delivery TAT (Days)
	  o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	• Fault resolution TAT (Hours)
	  o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

Employee development	• Feedback from peers • Feedback from direct reportees

1.1.1 Head of Product Management & Marketing for Consumer Fixed Access at Circle – DGM

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

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

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

Key Responsibility Areas (KRAs)

• Product design for CFA business unit for Landline, Broadband,WiMax/CDMA, IPTV and PCO products and related VAS
  ○ Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Business Planning) – CFA at Head Office
  ○ Evaluation of product bundling opportunities within CFA business unit (e.g. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc)
• Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc
  ○ Customer research as well as competitor intelligence
  ○ Primary and/ or secondary research
  ○ In-house and/ or outsourced research
• Development and operationalisation of comprehensive marketing action agenda for CFA business unit, with focus on
  ○ Above-the-line marketing
    ▪ TV advertisements
    ▪ Radio advertisements
    ▪ Print advertisements
  ○ Below-the-line marketing
    ▪ Promotions
    ▪ E-mails
    ▪ Loyalty benefits
• Design of short-term promotional schemes targeted at specific products and/ or customers
• Implementation of company Public Relations strategy at Circle level from a CFA perspective
  ○ Promotional literature including brochures, pamphlets, magazines, etc
  ○ Press and media

- - - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CFA business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, below-the-line marketing and research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CFA and DGM (VAS) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

Job overview	
Job title/ Designation	Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM
Job objective	Management of all Consumer Fixed Access (CFA) sales channels in the Circle including company sales force, DSAs and alliances to drive growth of Landline (LL), Broadband (BB), WiMax / CDMA, IPTV , PCO and related Value Added Services (VAS) revenues

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CFA revenue (Rs. Cr) - BSNL vs. market leader o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

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

1.2   Head of Network Planning for Consumer Fixed Access at Circle – GM

Job overview	
Job title/ Designation	Head of Network Planning for Consumer Fixed Access at Circle – GM
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)

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

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Planning and roll-out of all WiMax/CDMA assets within the Circle
  - BTS WiMax, CDMA
  - Switches – MSC, BSC
  - WLL VPTs
  -
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies

- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

1.2.1 DGM (Network Planning) – CFA

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Planning and roll-out of WiMax, CDMA network within the Circle
  - BTS WiMax, CDMA
  - Switches – MSC, BSC
  - WLL VPT
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers

- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Planning and DGM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

1.3   Head of Network Operations for Consumer Fixed Access at Circle – GM

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

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

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

Key Responsibility Areas (KRAs)

• Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
    o All Copper media
    o All PSTN switches (including Level 1 TAX)
    o All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
    o Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
    o Fixed VPTs and rural broadband
    o
• Maintenance of WiMax, CDMA network within the Circle
    o BTS WiMax, CDMA
    o Switches – MSC, BSCWLL VPT
• Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
• Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
• Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
• Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
• Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
• Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
    o Co-ordinating with Head of Regulation at Circle for the same
• Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies

- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Operations) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

1.3.1 DGM (Network Operations) – CFA

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

Reporting to	• Direct
	   o Head of Network Operations for Consumer Fixed Access at Circle – GM
	• Indirect (functional)
	   o To be decided

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

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Maintenance of WiMax, CDMA network within the Circle by liaisoning with GM (Network Operations – Wimax/ CDMA) – CFA at Head Office and Broadband Networks
  - BTS WiMax, CDMA
  - Switches – MSC, BSC
  - WLL VPT
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies

- Maintenance and modernization of Telegraph Services within the Circle`
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Operations at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

3   DGM (Customer Service Centers)

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Revenue (Rs. Cr) 　○ By business unit (CFA, CM)
Customer/ Market	• Gross adds for CFA and CM business units (#) 　○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) 　○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) 　○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
Operations	• SLA adherence for CSCs • CSC roll-out status
Employee development	• Feedback from peers • Feedback from direct reportees

4   Head of Consumer Mobility at Circle – PGM

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

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

Reporting from	• Direct
	     o GM (Sales & Marketing) – CM
	     o GM (Network Planning) – CM
	     o GM (Network Operations – I) – CM
	     o GM (Network Operations – n) – CM
	     o DGM (Regulation)
	• Indirect (functional)
	     o Head of Consumer Mobility at Region

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CM business unit at Circle by liaisoning with GM (Business Planning) – CM at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CM business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CM business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all CM network assets within the Circle
    - BTS (2G, 3G),
    - Switches – MSC, BSC
    - Roll-out of all non-USO towers
    - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers

- Interaction with Head Office and Region Offices for smooth day-to-day operations
    - Liaisoning with Head Office on policy matters
    - Recommendations to Head Office on key areas of strategy & planning based on local environment
    - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

4.1.1 Head of Product Management & Marketing for Consumer Mobility at Circle – DGM

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

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

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

Key Responsibility Areas (KRAs)

- Product design for CM business unit for GSM-2G ,GSM-3G products and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Product & Pricing) – CM and GM (VAS) – CM at Head Office
  - Evaluation of product bundling opportunities within CM business unit (e.g. 2G+3G, 3G+VAS, etc) and with other business units (e.g. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CM business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CM perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media

- - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CM business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, Below-the-line marketing and Research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CM, DGM (VAS – I) – CM and DGM (VAS – II) – CM at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader o By product (2G, 3G, etc)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader

	○ By product (2G, 3G, etc) - ARPU (Rs. per month) - BSNL vs. market leader ○ By product (2G, 3G, etc) - Customer churn (%) - BSNL vs. market leader ○ By product (2G, 3G, etc) - Customer satisfaction (Scale of 1 to 5) ○ By product (2G, 3G, etc)
Operations	# retailers covered (#)
Employee development	- Feedback from peers - Feedback from direct reportees

4.2 Head of Network Planning for Consumer Mobility at Circle – GM

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

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

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

Key Responsibility Areas (KRAs)

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

- Recommendations to Head Office based on local environment
- Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

4.2.1 DGM (Network Planning) – CM

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

Key Responsibility Areas (KRAs)

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

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

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

4.3 Head of Network Operations for Consumer Mobility at Circle for Area I – GM

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

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

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

Key Responsibility Areas (KRAs)

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

- o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

4.3.1 DGM (Network Operations – Area I) – CM

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

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

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

Key Responsibility Areas (KRAs)

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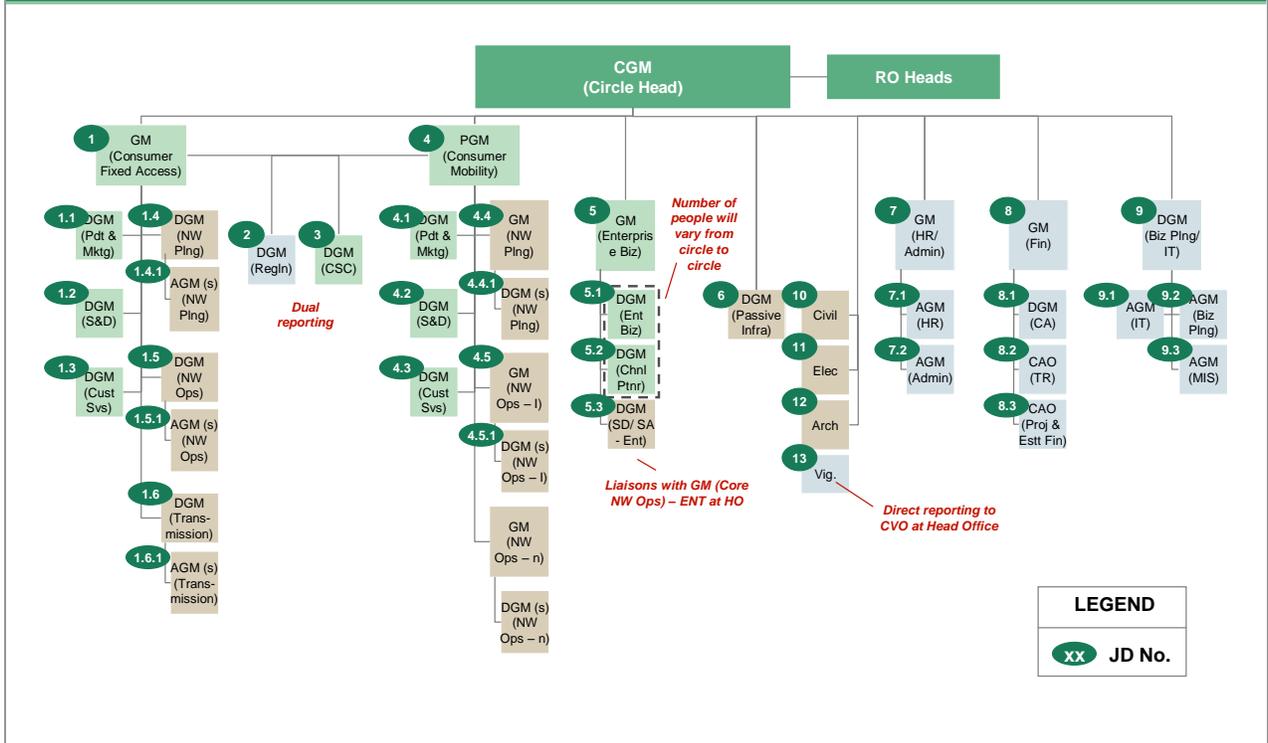 - Guidance to Region Office on business matters

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

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

Medium Circles

Circle Office (CO) structure for a Medium Circle

CGM (Circle Head)

RO Heads

1 GM (Consumer Fixed Access)

1.1 DGM (Pdt & Mktg)
1.2 DGM (S&D)
1.3 DGM (Cust Svs)
1.4 DGM (NW Plng)
1.4.1 AGM (s) (NW Plng)
1.5 DGM (NW Ops)
1.5.1 AGM (s) (NW Ops)
1.6 DGM (Transmission)
1.6.1 AGM (s) (Transmission)

2 DGM (Regln)
3 DGM (CSC)

Dual reporting

4 PGM (Consumer Mobility)

4.1 DGM (Pdt & Mktg)
4.2 DGM (S&D)
4.3 DGM (Cust Svs)
4.4 GM (NW Plng)
4.4.1 DGM (s) (NW Plng)
4.5 GM (NW Ops – I)
4.5.1 DGM (s) (NW Ops – I)
GM (NW Ops – n)
DGM (s) (NW Ops – n)

5 GM (Enterprise Biz)
5.1 DGM (Ent Biz)
5.2 DGM (Chnl Ptnr)
5.3 DGM (SD/ SA - Ent)

Number of people will vary from circle to circle

Liaisons with GM (Core NW Ops) – ENT at HO

6 DGM (Passive Infra)

10 Civil
11 Elec
12 Arch
13 Vig.

Direct reporting to CVO at Head Office

7 GM (HR/ Admin)
7.1 AGM (HR)
7.2 AGM (Admin)

8 GM (Fin)
8.1 DGM (CA)
8.2 CAO (TR)
8.3 CAO (Proj & Estt Fin)

9 DGM (Biz Plng/ IT)
9.1 AGM (IT)
9.2 AGM (Biz Plng)
9.3 AGM (MIS)

LEGEND

XX JD No.

Circle Head – CGM

Job overview	
Job title/ Designation	Circle Head – CGM
Job objective	Achieving profitable and sustainable growth of revenues in the Circle across businesses (CFA, CM, ENT, NB) through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	  o CMD
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o GM (Consumer Fixed Access) – CFA
	  o PGM (Consumer Mobility) – CM
	  o GM (Enterprise Business) – ENT
	  o DGM (Passive Infra) – NB
	  o Senior-most person from Civil Wing
	  o Senior-most person from Electrical Wing
	  o Senior-most person from Architecture Wing
	  o GM (HR/ Admin) – HR
	  o GM (Finance) – Fin
	  o DGM (Business Planning/ IT) – CA
	  o Region Heads
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

• Creation of annual business plan for Circle by liaisoning with PGM (Corporate Planning & Monitoring) – CA, GM (Business Planning) – CFA, GM (Business Planning) – CM, GM (Business Planning) – ENT and GM (Infra Sales) – NB and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin at Head Office, including
  o Financial targets – overall budget (revenue, capex, opex), profitability, etc
  o Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  o Operational targets – network roll-out & operations, customer service, etc
• Target-setting for all Regions within the Circle by liaisoning with Region Heads
• Development of comprehensive action agenda for each business unit, with particular focus on
  o Product pricing and bundling

- o Marketing activities
- o Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
- o Relationship management for gold and silver enterprise customers
  - ▪ Key account managers for gold customers
  - ▪ Tie-ups with channel partners for silver customers
- o Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
  - ▪ Management of access mechanisms – Call centers, CSCs
  - ▪ Management of SD/ SA needs of enterprise customers
  - ▪ Setting-up of complaint and grievance management systems and processes at Circle level
- o Network planning, expansion, upgradation and maintenance for all network assets within the Circle
  - ▪ CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), WiMax, CDMA BTS and their Switches (MSC, BSC), WLL VPTs, all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband
  - ▪ CM team – BTS (2G, 3G), , switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only, Passive Infra team – maintenance of all non-USO towers
  - ▪ Civil & Electrical Wings – roll-out and maintenance of all USO towers and related passive infra (battery, generator, AC, etc)
- o Execution of IT projects by liaisoning with PGM (Corporate IT) – CA and GM (IT) – CFA at Head Office
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters
  - o Recommendations to Head Office on key areas of strategy & planning based on local environment
  - o Guidance to Region Offices on business, HR, admin and financial matters
- Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for products/ service across all business units (CFA, CM, Enterprise, NB)
- Ensuring technical and administrative inspection of all assets and field units on a periodic basis
- Liaisoning with HR section for adequate staffing and training within the Circle
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

	• EBITDA (Rs. Cr) o By business unit (CFA, CM, ENT)

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

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

Employee development	• Feedback from peers • Feedback from direct reportees

1   Head of Consumer Fixed Access at Circle – GM

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

Reporting to	• Direct
	  o Circle Head – CGM
	• Indirect (functional)
	  o Director (Consumer Fixed Access) – CFA

Reporting from	• Direct
	  o Head of Product Management & Marketing for Consumer Fixed Access at Circle – DGM
	  o Head of Sales & Distribution for Consumer Fixed Access at Circle – DGM
	  o Head of Customer Service for Consumer Fixed Access at Circle – DGM
	  o DGM (Network Planning) – CFA
	  o DGM (Network Operations) – CFA
	  o DGM (Transmission) – CFA
	  o DGM (Regulation)
	  o Head of Customer Service Centers at Circle – DGM
	• Indirect (functional)
	  o Head of Consumer Fixed Access at Region

Key Responsibility Areas (KRAs)

• Creation of annual business plan for CFA business unit at Circle by liaisoning with GM (Business Planning) – CFA at Head Office and Head of Business Planning at Circle, including
  o Financial targets – overall budget (revenue, capex, opex), profitability, etc
  o Customer/ Market targets – # connections, churn, market share, ARPU, etc
  o Operational targets – network roll-out & operations, customer service, etc
• Target-setting for all Regions within the Circle for CFA business unit by liaisoning with Region Heads
• Development of comprehensive action agenda for CFA business unit, with particular focus on
  o Product pricing and bundling
  o Marketing activities
  o Sales channel management – DSAs, CFA sales force, CSCs, alliances
  o Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    ▪ Management of access mechanisms – Call centers, CSCs
    ▪ Setting-up of complaint and grievance management systems and processes at Circle level
  o Network planning, expansion, upgradation and maintenance for all CFA network assets within

the Circle
- Media (OFC, UHF, MW, Copper)
- All PSTN switches (including Level 1 TAX)
- All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
- Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
- Fixed VPTs and rural broadband
-
- Operationalisation of action agenda through multiple levers
- Network Planning, Expansion, Upgradation & Maintenance for WiMax, CDMA Networks with the Circle.
  - BTS - WiMax, CDMA
  - Switches (MSC, BSC)
  - WII VPTs
-
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  o Liaisoning with Head Office on policy matters
  o Recommendations to Head Office on key areas of strategy & planning based on local environment
  o Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

	o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

Employee development	• Feedback from peers • Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

- Product design for CFA business unit for Landline, Broadband, WiMax, CDMA, IPTV and PCO products and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Business Planning) – CFA at Head Office
  - Evaluation of product bundling opportunities within CFA business unit (e.g. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CFA business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CFA perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media

- ▪ Writing and distribution of press releases to media
- ▪ Collating and analyzing media coverage
  - o Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CFA business unit at Circle by liaisoning with Head of Business Planning
  - o Above-the-line marketing, below-the-line marketing and research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with DGM (Product & Pricing) – CFA and DGM (VAS) – CFA at Head Office on policy matters
  - o Recommendations to Head Office based on local environment
  - o Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CFA revenue (Rs. Cr) - BSNL vs. market leader - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

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

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

Job overview	
Job title/ Designation	Head of Network Planning for Consumer Fixed Access at Circle – DGM
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)

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

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
   - All Copper media
   - All PSTN switches (including Level 1 TAX)

All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
   - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
   - Fixed VPTs and rural broadband
- Planning and roll-out of all WiMax/CDMA network assets within the Circle
   - WiMax, CDMA
   - Switches -MSC, BSC
   - WLL VPTs
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
   - Collection of heavy equipment and materials from Head Office or Central Telecom Store
   - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
   - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
   - Management of Circle Telecom Store Depot
   - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan

- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
    - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
    - Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
    - Recommendations to Head Office based on local environment
    - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

1.4.1 AGM (Network Planning) – CFA

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  -
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Planning and roll-out of all WiMax/CDMA network assets within the Circle
  - WiMax, CDMA
  - Switches -MSC, BSC
  - WLL VPTs

- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle,

in line with the overall network plan

- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - o Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - o Liaisoning with DGMs for CFA Network Planning and DGM (Rural Network) – CFA at Head Office on policy matters
  - o Recommendations to Head Office based on local environment
  - o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

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

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Maintenance of WiMax/CDMA network within the Circle by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - WiMax, CDMA
  - Switches -MSC, BSC
  - WLL VPTs
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception

Methods (LIS) and interfacing with Law Enforcement Agencies
- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
    - Liaisoning with GM (Network Operations) – CFA at Head Office on policy matters
    - Recommendations to Head Office based on local environment
    - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	- Aligned with overall business unit KPIs
Operations	- SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	- Feedback from peers - Feedback from direct reportees

1.5.1 AGM (Network Operations) – CFA

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

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

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

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Maintenance of WiMax/CDMA network within the Circle by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - WiMax, CDMA
  - Switches -MSC, BSC
  - WLL VPTs
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies

- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Operations at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

3   DGM (Customer Service Centers)

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Revenue (Rs. Cr) o By business unit (CFA, CM)
Customer/ Market	• Gross adds for CFA and CM business units (#) o By product (LL, BB, WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)

	• Customer churn (%)
	    o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	    o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)

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

4   Head of Consumer Mobility at Circle – PGM

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

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

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

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CM business unit at Circle by liaisoning with GM (Business Planning) – CM at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CM business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CM business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all CM network assets within the Circle
    - BTS (2G, 3G),

- - Switches – MSC, BSC
    - Roll-out of all non-USO towers
    - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CM revenue (Rs. Cr) - BSNL vs. market leader - By product (2G, 3G, etc) - Budget adherence on capex (Rs. Cr) - By product (2G, 3G, etc) - CM EBITDA (Rs. Cr) - By product (2G, 3G, etc)
Customer/ Market	- Gross adds and net adds (#) - BSNL vs. market leader - By product (2G, 3G, etc) - Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - By product (2G, 3G, etc) - ARPU (Rs. per month) - BSNL vs. market leader - By product (2G, 3G, etc) - Customer churn (%) - BSNL vs. market leader - By product (2G, 3G, etc) - Brand strength (based on survey) - Customer satisfaction (Scale of 1 to 5) - By product (2G, 3G, etc)
Operations	# retailers covered (#) - Fault resolution TAT (Hours) - By product (2G, 3G, etc) - Network rollout status - Network upgradation status - Network integration status (with NGN switches) - SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	- Feedback from peers - Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

- Product design for CM business unit for GSM-2G ,GSM-3G, products and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Product & Pricing) – CM and GM (VAS) – CM at Head Office
  - Evaluation of product bundling opportunities within CM business unit (e.g. 2G+3G, 3G+VAS, etc) and with other business units (e.g. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CM business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CM perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media

- - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CM business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, Below-the-line marketing and Research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CM, DGM (VAS – I) – CM and DGM (VAS – II) – CM at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

Job overview	
Job title/ Designation	Head of Sales & Distribution for Consumer Mobility at Circle – DGM
Job objective	Management of all Consumer Mobility (CM) sales channels in the Circle including franchisees and alliances to drive growth of GSM (2G, 3G) and related Value Added Services (VAS) revenues
Reporting to	• Direct ○ Head of Consumer Mobility at Circle – PGM • Indirect (functional) ○ Head of Sales & Distribution for CM at Head Office
Reporting from	• Direct ○ To be decided • Indirect (functional) ○ To be decided

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader ○ By product (2G, 3G, etc)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader ○ By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader

	○ By product (2G, 3G, etc)
	• ARPU (Rs. per month) - BSNL vs. market leader
	○ By product (2G, 3G, etc)
	• Customer churn (%) - BSNL vs. market leader
	○ By product (2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	○ By product (2G, 3G, etc)
Operations	• # retailers covered (#)
Employee development	• Feedback from peers
	• Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

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

- o Recommendations to Head Office based on local environment
  - o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

4.4.1 DGM (Network Planning) – CM

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

Reporting to	• Direct
	   o Head of Network Planning for Consumer Mobility at Circle – GM
	• Indirect (functional)
	   o To be decided

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

Key Responsibility Areas (KRAs)

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

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

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

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

Job overview	
Job title/ Designation	Head of Network Operations for Consumer Mobility at Circle for Area I – GM
Job objective	Maintenance of all Consumer Mobility (CM) network assets within Area I of the Circle
Reporting to	- Direct - Head of Consumer Mobility at Circle – PGM - Indirect (functional) - Head (s) of Network Operations for CM at Head Office
Reporting from	- Direct - DGM (Network Operations – Area I) – CM - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

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

- o   Recommendations to Head Office based on local environment
- o   Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

4.5.1 DGM (Network Operations – Area I) – CM

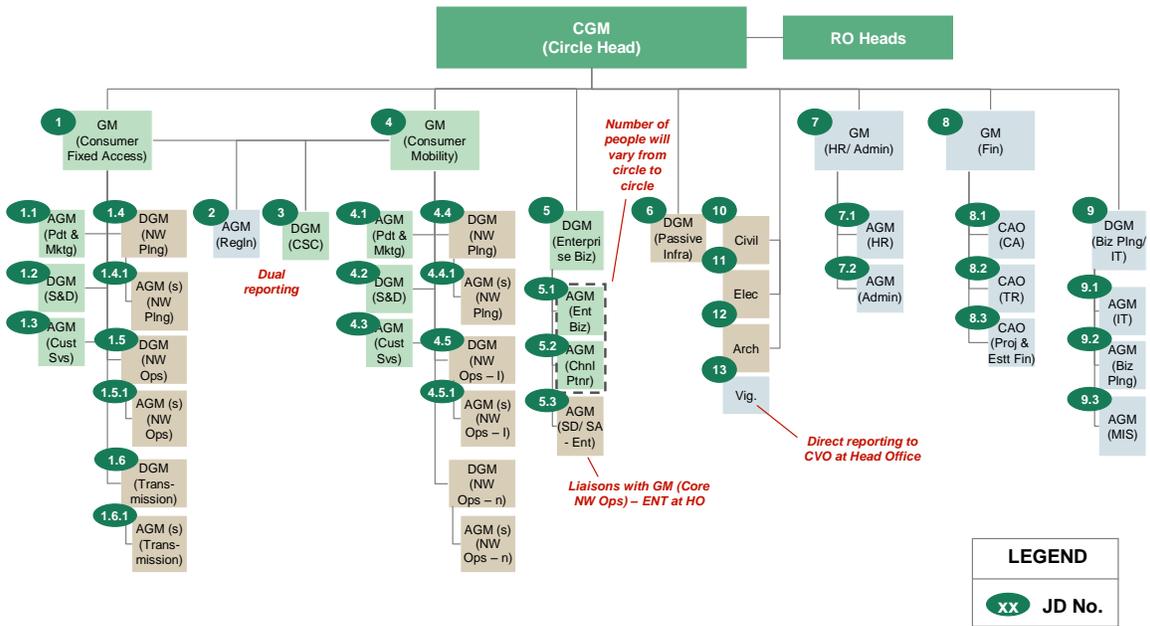| Job overview	
Job title/ Designation	DGM (Network Operations – Area I) – CM
Job objective	Maintenance of all Consumer Mobility (CM) network assets within Area I of the Circle

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

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

Key Responsibility Areas (KRAs)

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

- o   Recommendations to Head Office based on local environment
- o   Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

Small Circles

Circle Office (CO) structure for a Small Circle

Organization chart:

CGM (Circle Head) — connected to **RO Heads**

Under CGM:
- **1. GM (Consumer Fixed Access)**
  - 1.1 AGM (Pdt & Mktg)
  - 1.2 DGM (S&D)
  - 1.3 AGM (Cust Svs)
  - 1.4 DGM (NW Plng)
    - 1.4.1 AGM (s) (NW Plng)
  - 1.5 DGM (NW Ops)
    - 1.5.1 AGM (s) (NW Ops)
  - 1.6 DGM (Transmission)
    - 1.6.1 AGM (s) (Transmission)
  - 2. AGM (Regln)
  - 3. DGM (CSC)

  Dual reporting

- **4. GM (Consumer Mobility)**
  - 4.1 AGM (Pdt & Mktg)
  - 4.2 DGM (S&D)
  - 4.3 AGM (Cust Svs)
  - 4.4 DGM (NW Plng)
    - 4.4.1 AGM (s) (NW Plng)
  - 4.5 DGM (NW Ops – I)
    - 4.5.1 AGM (s) (NW Ops – I)
    - DGM (NW Ops – n)
      - AGM (s) (NW Ops – n)

- **5. DGM (Enterprise Biz)**
  - 5.1 AGM (Ent Biz)
  - 5.2 AGM (Chnl Ptnr)
  - 5.3 AGM (SD/ SA - Ent)

  Liaisons with GM (Core NW Ops) – ENT at HO

- **6. DGM (Passive Infra)**
  - 10. Civil
  - 11. Elec
  - 12. Arch
  - 13. Vig.

  Direct reporting to CVO at Head Office

- **7. GM (HR/ Admin)**
  - 7.1 AGM (HR)
  - 7.2 AGM (Admin)

- **8. GM (Fin)**
  - 8.1 CAO (CA)
  - 8.2 CAO (TR)
  - 8.3 CAO (Proj & Estt Fin)

- **9. DGM (Biz Plng/ IT)**
  - 9.1 AGM (IT)
  - 9.2 AGM (Biz Plng)
  - 9.3 AGM (MIS)

Number of people will vary from circle to circle

LEGEND

xx JD No.

Circle Head – CGM

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

Key Responsibility Areas (KRAs)

- Creation of annual business plan for Circle by liaisoning with PGM (Corporate Planning & Monitoring) – CA, GM (Business Planning) – CFA, GM (Business Planning) – CM, GM (Business Planning) – ENT and GM (Infra Sales) – NB and financial plan by liaisoning with GM (Budgeting & Financial Control) – Fin at Head Office, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle by liaisoning with Region Heads
- Development of comprehensive action agenda for each business unit, with particular focus on
  - Product pricing and bundling

- o Marketing activities
- o Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
- o Relationship management for gold and silver enterprise customers
  - ▪ Key account managers for gold customers
  - ▪ Tie-ups with channel partners for silver customers
- o Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
  - ▪ Management of access mechanisms – Call centers, CSCs
  - ▪ Management of SD/ SA needs of enterprise customers
  - ▪ Setting-up of complaint and grievance management systems and processes at Circle level
- o Network planning, expansion, upgradation and maintenance for all network assets within the Circle
  - ▪ CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband, BTS- WiMax, CDMA and their Switches (MSC, BSC), WLL VPTs
  - ▪ CM team – BTS (2G, 3G), switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only,
  - ▪ Passive Infra team – maintenance of all non-USO towers
  - ▪ Civil & Electrical Wings – roll-out and maintenance of all USO towers and related passive infra (battery, generator, AC, etc)
- o Execution of IT projects by liaisoning with PGM (Corporate IT) – CA and GM (IT) – CFA at Head Office
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - o Liaisoning with Head Office on policy matters
  - o Recommendations to Head Office on key areas of strategy & planning based on local environment
  - o Guidance to Region Offices on business, HR, admin and financial matters
- Monitoring performance against business plan at Circle level (by Region for CFA, CM and NB business units, at Circle for Gold/ Silver enterprise customers) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for products/ service across all business units (CFA, CM, Enterprise, NB)
- Ensuring technical and administrative inspection of all assets and field units on a periodic basis
- Liaisoning with HR section for adequate staffing and training within the Circle
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

	- EBITDA (Rs. Cr) o By business unit (CFA, CM, ENT)

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

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

Employee development	- Feedback from peers - Feedback from direct reportees

1   Head of Consumer Fixed Access at Circle – GM

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

Reporting to	• Direct
	     o Circle Head – CGM
	• Indirect (functional)
	     o Director (Consumer Fixed Access) – CFA

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

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CFA business unit at Circle by liaisoning with GM (Business Planning) – CFA at Head Office and Head of Business Planning at Circle, including
  - o Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - o Customer/ Market targets – # connections, churn, market share, ARPU, etc
  - o Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CFA business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CFA business unit, with particular focus on
  - o Product pricing and bundling
  - o Marketing activities
  - o Sales channel management – DSAs, CFA sales force, CSCs, alliances
  - o Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - ▪ Management of access mechanisms – Call centers, CSCs
    - ▪ Setting-up of complaint and grievance management systems and processes at Circle level
  - o Network planning, expansion, upgradation and maintenance for all CFA network assets within

the Circle
- Media (OFC, UHF, MW, Copper)
- All PSTN switches (including Level 1 TAX)
- All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
- BTS- WiMax, CDMA and their Switches (MSC, BSC)
-
- Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
- Fixed VPTs and rural broadband

- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

Operations	• # DSAs (#) • Service delivery TAT (Days) ○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) • Fault resolution TAT (Hours)

	o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	• Network rollout status
	• Network upgradation status
	• Network integration status (with NGN switches)
	• SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	• Feedback from peers
	• Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

- Product design for CFA business unit for Landline, Broadband, WiMax/ CDMA, IPTV and PCO products and related VAS
  - o Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Business Planning) – CFA at Head Office
  - o Evaluation of product bundling opportunities within CFA business unit (e.g. LL+BB, LL+BB+IPTV, etc) and with other business units (eg. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CFA business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - o Customer research as well as competitor intelligence
  - o Primary and/ or secondary research
  - o In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CFA business unit, with focus on
  - o Above-the-line marketing
    - ▪ TV advertisements
    - ▪ Radio advertisements

- Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CFA perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media
    - Collating and analyzing media coverage
  - Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CFA business unit at Circle by liaisoning with Head of Business Planning
  - Above-the-line marketing, below-the-line marketing and research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with DGM (Product & Pricing) – CFA and DGM (VAS) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CFA revenue (Rs. Cr) - BSNL vs. market leader o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

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

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

Job overview	
Job title/ Designation	Head of Network Planning for Consumer Fixed Access at Circle – DGM
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)

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

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - BTS – WiMax, CDMA and their Switches (MSC, BSC)
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers

- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with GM (Network Planning) – CFA and GM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

1.4.1 AGM (Network Planning) – CFA

Job overview	
Job title/ Designation	AGM (Network Planning) – CFA
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the Circle (except OFC, UHF, MW)

Reporting to	• Direct
	   o Head of Network Planning for Consumer Fixed Access at Circle – DGM
	• Indirect (functional)
	   o To be decided

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

Key Responsibility Areas (KRAs)

- Planning and roll-out of all CFA network assets within the Circle (except OFC, UHF, MW)
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - BTS – WiMax, CDMA and their Switches (MSC, BSC)
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Creating plan for expansion and upgradation of above-mentioned network assets within the Circle after incorporating inputs received from Regions and co-ordinating with GM (Network Planning) – CFA at Head Office and Broadband Networks
- Procurement, collection and distribution of equipment and materials required for development of all network assets within the Circle (for all business units)
  - Collection of heavy equipment and materials from Head Office or Central Telecom Store
  - Procurement of light equipment and materials from external vendors and internal sources – Telecom Factories
  - Creation of delivery schedule in line with overall roll-out plan and ensuring timely distribution/ delivery to Regions
  - Management of Circle Telecom Store Depot
  - Ensuring sufficient inventory in case of contingencies
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Circle, in line with the overall network plan
- Ensuring timely installation of Copper cable component of leased circuits for enterprise customers
- Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same)

- Formulation of budget for roll-out and upgradation of CFA network assets within the Circle by liaisoning with Head of Business Planning
- Monitoring utilisation of deployed network switches at Circle level (by Region)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Planning and DGM (Rural Network) – CFA at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

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

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

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

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
    - All Copper media
    - All PSTN switches (including Level 1 TAX)
    - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
    - BTS – WiMax, CDMA and their Switches (MSC, BSC)
    - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
    - Fixed VPTs and rural broadband
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
    - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)

- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
    - Liaisoning with GM (Network Operations) – CFA at Head Office on policy matters
    - Recommendations to Head Office based on local environment
    - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	Aligned with overall business unit KPIs
Operations	SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	- Feedback from peers - Feedback from direct reportees

1.5.1 AGM (Network Operations) – CFA

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

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

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

Key Responsibility Areas (KRAs)

- Maintenance of all CFA network assets within the Circle (except OFC, UHF, MW) by liaisoning with GM (Network Operations) – CFA at Head Office and Broadband Networks
  - All Copper media
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - BTS – WiMax, CDMA and their Switches (MSC, BSC)
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Co-ordinating with Head of Network Planning for CFA at Circle for procurement, collection and distribution of equipment and materials required for network maintenance
- Implementation of policy and instructions issued by Head Office for maintenance of above-mentioned network assets
- Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters
- Ensuring timely provisioning of terminal equipment as well as maintenance of Copper cable component of leased circuits for enterprise customers
- Ensuring technical and fire inspection of above-mentioned network assets within the Circle on a periodic basis; co-ordinating with Inspections Circle for fire inspection
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
  - Co-ordinating with Head of Regulation at Circle for the same
- Co-ordinating with Head of Regulation at Circle for matters pertaining to Lawful Interception Methods (LIS) and interfacing with Law Enforcement Agencies
- Maintenance and modernization of Telegraph Services within the Circle
- Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)

- Undertaking Acceptance Testing for all CFA network assets (including OFC, UHF, MW)
- Nodal unit at Circle Office for all Public Grievances
- Formulation of budget for maintenance of above-mentioned network assets within the Circle by liaisoning with Head of Business Planning
- Interaction with Head Office and Region Office for smooth day-to-day operations
  - Liaisoning with DGMs for CFA Network Operations at Head Office on policy matters
  - Recommendations to Head Office based on local environment
  - Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	- Aligned with overall business unit KPIs
Operations	- SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	- Feedback from peers - Feedback from direct reportees

3 DGM (Customer Service Centers)

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Revenue (Rs. Cr) o By business unit (CFA, CM)
Customer/ Market	• Gross adds for CFA and CM business units (#) o By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)

	• Customer churn (%)
	○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	○ By product (LL, BB,WIMAX/CDMA, IPTV, PCO, 2G, 3G, etc)
Operations	• SLA adherence for CSCs
	• CSC roll-out status
Employee development	• Feedback from peers
	• Feedback from direct reportees

4   Head of Consumer Mobility at Circle – GM

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

Key Responsibility Areas (KRAs)

- Creation of annual business plan for CM business unit at Circle by liaisoning with GM (Business Planning) – CM at Head Office and Head of Business Planning at Circle, including
  - Financial targets – overall budget (revenue, capex, opex), profitability, etc
  - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
  - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for all Regions within the Circle for CM business unit by liaisoning with Region Heads
- Development of comprehensive action agenda for CM business unit, with particular focus on
  - Product pricing and bundling
  - Marketing activities
  - Sales channel management – franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    - Management of access mechanisms – Call centers, CSCs
    - Setting-up of complaint and grievance management systems and processes at Circle level
  - Network planning, expansion, upgradation and maintenance for all CM network assets within the Circle
    - BTS (2G, 3G),

- Switches – MSC, BSC
- Roll-out of all non-USO towers
- Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers
- Interaction with Head Office and Region Offices for smooth day-to-day operations
  - Liaisoning with Head Office on policy matters
  - Recommendations to Head Office on key areas of strategy & planning based on local environment
  - Guidance to Region Offices on business matters
- Monitoring performance against business plan at Circle level (by Region) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CM revenue (Rs. Cr) - BSNL vs. market leader - By product (2G, 3G, etc) - Budget adherence on capex (Rs. Cr) - By product (2G, 3G, etc) - CM EBITDA (Rs. Cr) - By product (2G, 3G, etc)
Customer/ Market	- Gross adds and net adds (#) - BSNL vs. market leader - By product (2G, 3G, etc) - Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader - By product (2G, 3G, etc) - ARPU (Rs. per month) - BSNL vs. market leader - By product (2G, 3G, etc) - Customer churn (%) - BSNL vs. market leader - By product (2G, 3G, etc) - Brand strength (based on survey) - Customer satisfaction (Scale of 1 to 5) - By product (2G, 3G, etc)
Operations	# retailers covered (#) - Fault resolution TAT (Hours) - By product (2G, 3G, etc) - Network rollout status - Network upgradation status - Network integration status (with NGN switches) - SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Circle
Employee development	- Feedback from peers - Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

- Product design for CM business unit for GSM-2G ,GSM-3G, and related VAS
  - Pricing adjustment to suit local environment, based on plans and guidelines prepared by GM (Product & Pricing) – CM and GM (VAS) – CM at Head Office
  - Evaluation of product bundling opportunities within CM business unit (e.g. 2G+3G, 3G+VAS, etc) and with other business units (e.g. LL+2G, LL+3G, etc)
- Driving customer research and competitor intelligence initiatives for CM business unit and providing recommendations in terms of products and services, reach, promotions, etc
  - Customer research as well as competitor intelligence
  - Primary and/ or secondary research
  - In-house and/ or outsourced research
- Development and operationalisation of comprehensive marketing action agenda for CM business unit, with focus on
  - Above-the-line marketing
    - TV advertisements
    - Radio advertisements
    - Print advertisements
  - Below-the-line marketing
    - Promotions
    - E-mails
    - Loyalty benefits
- Design of short-term promotional schemes targeted at specific products and/ or customers
- Implementation of company Public Relations strategy at Circle level from a CM perspective
  - Promotional literature including brochures, pamphlets, magazines, etc
  - Press and media
    - Writing and distribution of press releases to media

- - - Collating and analyzing media coverage
    - o Events such as seminars, exhibitions, press conferences, etc
- Formulation of annual marketing budget for CM business unit at Circle by liaisoning with Head of Business Planning
    - o Above-the-line marketing, Below-the-line marketing and Research
- Interaction with Head Office and Region Offices for smooth day-to-day operations
    - o Liaisoning with DGM (Product & Pricing) – CM, DGM (VAS – I) – CM and DGM (VAS – II) – CM at Head Office on policy matters
    - o Recommendations to Head Office based on local environment
    - o Guidance to Region Offices on business matters
- Monitoring spend against budget at Circle level
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• % revenue from new products (%) o By product (2G, 3G, etc) • Budget adherence on marketing and research spend (Rs. Cr)

Customer/ Market	• Gross adds and net adds for new products (#)
	  o By product (2G, 3G, etc)
	• Customer churn (%) - BSNL vs. market leader
	  o By product (2G, 3G, etc)
	• Brand strength (based on survey)

Operations	• Time to market (weeks) o By product (2G, 3G, etc) • Timely development of marketing action agenda for CM business unit • Timely execution of research initiatives
Employee development	• Feedback from peers • Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader o By product (2G, 3G, etc)
Customer/ Market	• Gross adds and net adds (#) - BSNL vs. market leader o By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader

	o By product (2G, 3G, etc)
	• ARPU (Rs. per month) - BSNL vs. market leader
	o By product (2G, 3G, etc)
	• Customer churn (%) - BSNL vs. market leader
	o By product (2G, 3G, etc)
	• Customer satisfaction (Scale of 1 to 5)
	o By product (2G, 3G, etc)
Operations	• # retailers covered (#)
Employee development	• Feedback from peers
	• Feedback from direct reportees

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

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

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

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

Key Responsibility Areas (KRAs)

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

- o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

4.4.1 AGM (Network Planning) – CM

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

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

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

Key Responsibility Areas (KRAs)

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

- o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

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

Job overview	
Job title/ Designation	Head of Network Operations for Consumer Mobility at Circle for Area I – DGM
Job objective	Maintenance of all Consumer Mobility (CM) network assets within Area I of the Circle
Reporting to	• Direct 　○ Head of Consumer Mobility at Circle – GM • Indirect (functional) 　○ Head (s) of Network Operations for CM at Head Office
Reporting from	• Direct 　○ DGM (Network Operations – Area I) – CM • Indirect (functional) 　○ To be decided

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

- o Guidance to Region Office on business matters
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

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

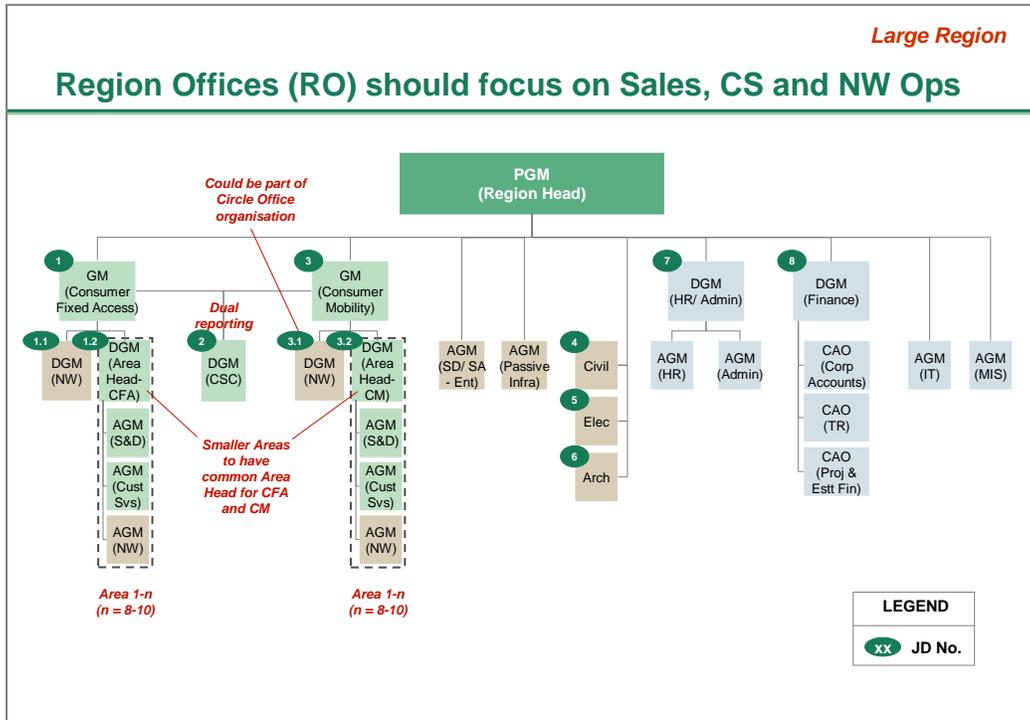## 4.5.1 AGM (Network Operations – Area I) – CM

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

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

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

Key Responsibility Areas (KRAs)

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

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

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

Large Regions

Large Region

Region Offices (RO) should focus on Sales, CS and NW Ops

PGM (Region Head)

Could be part of Circle Office organisation

1 GM (Consumer Fixed Access)

Dual reporting

3 GM (Consumer Mobility)

1.1 DGM (NW)

1.2 DGM (Area Head-CFA)

2 DGM (CSC)

3.1 DGM (NW)

3.2 DGM (Area Head-CM)

AGM (SD/ SA - Ent)

AGM (Passive Infra)

4 Civil

5 Elec

6 Arch

7 DGM (HR/ Admin)

AGM (HR)

AGM (Admin)

8 DGM (Finance)

CAO (Corp Accounts)

CAO (TR)

CAO (Proj & Estt Fin)

AGM (IT)

AGM (MIS)

AGM (S&D)

AGM (Cust Svs)

AGM (NW)

AGM (S&D)

AGM (Cust Svs)

AGM (NW)

Smaller Areas to have common Area Head for CFA and CM

Area 1-n (n = 8-10)

Area 1-n (n = 8-10)

LEGEND

XX JD No.

Region Head – PGM

Job overview	
Job title/ Designation	Region Head – PGM
Job objective	Achieving profitable and sustainable growth of revenues in the Region across businesses (CFA, CM) through excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	   o Circle Head – CGM
	• Indirect (functional)
	   o To be decided

Reporting from	• Direct
	   o GM (Consumer Fixed Access) – CFA
	   o GM (Consumer Mobility) – CM
	   o AGM (SD/ SA – Enterprise) – NB
	   o AGM (Passive Infrastructure) – NB
	   o Senior-most person from Civil Wing
	   o Senior-most person from Electrical Wing
	   o Senior-most person from Architecture Wing
	   o DGM (HR/ Admin) – HR
	   o DGM (Finance) – FIN
	   o AGM (IT) – CA
	   o AGM (MIS) – CA
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CFA and CM business units by liaisoning with Area Heads
- Supervising execution of action agenda within Areas, with particular focus on
  - Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
  - Network expansion, upgradation and maintenance for all network assets within the Region
    - CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband, WiMax & CDMA BTS, Switches (MSC,BSC), WLL VPT
    - CM team – BTS (2G, 3G), WiMax, CDMA, switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only, WLL

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Revenue (Rs. Cr) - By business unit (CFA, CM) - Budget adherence on capex (Rs. Cr) - By business unit (CFA, CM, NB) - EBITDA (Rs. Cr) - By business unit (CFA, CM)
Customer/ Market	- Gross adds and net adds (#) - By business unit (CFA, CM) - ARPU (Rs. per month) - By business unit (CFA, CM) - Customer churn (%) - By business unit (CFA, CM) - Customer satisfaction (Scale of 1 to 5) - By business unit (CFA, CM)
Operations	# DSAs (#) # retailers covered for CM (#) - Service delivery TAT for CFA (Days) - Fault resolution TAT (Hours) - By business unit (CFA, CM) - Network rollout status - By business unit (CFA, CM, IS) - Network upgradation status - By business unit (CFA, CM, IS) - Network integration status

	o By business unit (CFA, CM, IS) • SLA adherence on operations of network assets (e.g. uptime, MTTR, etc) within the Region o By business unit (CFA, CM, IS) • Implementation status of key projects
Employee development	• Feedback from peers • Feedback from direct reportees

1   Head of Consumer Fixed Access at Region – GM

Job overview	
Job title/ Designation	Head of Consumer Fixed Access at Region – GM
Job objective	Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business in the Region through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes
Reporting to	- Direct - Region Head – PGM - Indirect (functional) - Head of Consumer Fixed Access at Circle – PGM/ GM
Reporting from	- Direct - Area Heads of Consumer Fixed Access – DGM - DGM (Network) – CFA - DGM (Customer Service Centers) - Indirect (functional) - To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CFA business unit by liaisoning with Area Heads
- Supervising execution of action agenda within Areas for CFA business unit, with particular focus on
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CFA at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
    -
  - Network expansion, upgradation and maintenance of WiMax, CDMA network within the Region
    - BTS – WiMax, CDMA
    - Switches MSC, BSC
    - WLL VPT

  - Network expansion, upgradation and maintenance for all CFA network assets within the Region
    - Media (OFC, UHF, MW, Copper)
    - All PSTN switches (including Level 1 TAX)
    - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
    - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with

exchange
- Fixed VPTs and rural broadband
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office and Areas for smooth day-to-day operations
  - Liaisoning with Circle Office on policy matters
  - Recommendations to Circle Office on key areas of strategy and planning based on local environment
  - Guidance to Areas on business, HR, admin and financial matters
  -
- Monitoring performance against Circle's business plan at Region level (by Area) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CFA revenue (Rs. Cr) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Budget adherence on capex (Rs. Cr) - CFA EBITDA (Rs. Cr)

Customer/ Market	- Gross adds and net adds (#)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- ARPU (Rs. per month)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- Customer churn (%)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- Customer satisfaction (Scale of 1 to 5)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

Employee development	- Feedback from peers - Feedback from direct reportees

1.1   Head of Network for Consumer Fixed Access at Region – DGM

Job overview	
Job title/ Designation	Head of Network for Consumer Fixed Access at Region – DGM
Job objective	Planning, roll-out, upgradation and maintenance of all Consumer Fixed Access (CFA) network assets within the Region

Reporting to	• Direct
	   o Head of Consumer Fixed Access at Region – GM
	• Indirect (functional)
	   o Head (s) of Network for Consumer Fixed Access at Circle – GM/ DGM

Reporting from	• Direct
	   o To be decided
	• Indirect (functional)
	   o Head of Network for Consumer Fixed Access in Area – AGM/ SDE/ JTO

Key Responsibility Areas (KRAs)

- Planning, roll-out, upgradation and maintenance of all CFA network assets within the Region
  - Media (OFC, UHF, MW, Copper)
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Planning, roll-out, upgradation and maintenance of WiMax, CDMA network within the Region
  - BTS – WiMax, CDMA
  - Switches MSC, BSC
  - WLL VPT
  -
- Creating plan for expansion and upgradation of above-mentioned network assets within the Region after incorporating inputs received from Areas
-
- Co-ordinating with Head of Network Planning for CFA at Circle for collection of equipment and materials required for development of all network assets within the Region (for all business units)
- Ensuring timely roll-out and upgradation of above-mentioned network assets within the Region, in line with the overall network plan
- Ensuring timely Acceptance Testing for all CFA network assets within the Region
  - Co-ordinating with relevant personnel at Circle Office for the same
- Ensuring timely installation, provisioning and maintenance of leased circuits for enterprise

customers
- Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs
- Maintenance and modernization of Telegraph Services within the Region
- Ensuring technical inspection of above-mentioned network assets within the Region on a periodic basis
- Engaging and monitoring centralised vendors (as and when required) for network expansion, upgradation and maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
- Nodal unit at Region Office for all Public Grievances
- Monitoring utilisation of deployed network switches at Region level (by Area)
  - Results to be incorporated into overall plan for network modification and expansion
- Interaction with Circle Office for smooth day-to-day operations
  - Liaisoning on policy matters
  - Recommendations based on local environment
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation • Network roll-out status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Region
Employee development	• Feedback from peers • Feedback from direct reportees

1.2   Area Head of Consumer Fixed Access at Region – DGM

Job overview	
Job title/ Designation	Area Head of Consumer Fixed Access at Region – DGM
Job objective	Generation of Consumer Fixed Access (CFA) business in the Area through excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	  o Head of Consumer Fixed Access at Region – GM
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o Large, Medium and Small Regions
	    ▪ AGM (Sales & Distribution) – CFA
	    ▪ AGM (Customer Service) – CFA
	    ▪ AGM (Network) – CFA
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- On-the-ground execution of action agenda for CFA business unit, with particular focus on
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CFA at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
- Ensuring timely roll-out, upgradation and maintenance for all CFA network assets within the Area
  - Media (OFC, UHF, MW, Copper)
  - All PSTN switches (including Level 1 TAX)
  - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
  - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
  - Fixed VPTs and rural broadband
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office for smooth day-to-day operations
  - Liaisoning on policy matters
  - Recommendations on key areas of strategy and planning based on local environment

- Monitoring performance against targets at Area level, and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CFA revenue (Rs. Cr) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Budget adherence on capex (Rs. Cr) - Budget adherence on opex (Rs. Cr)
Customer/ Market	- Gross adds and net adds (#) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Customer churn (%) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Customer satisfaction (Scale of 1 to 5) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
Operations	# DSAs (#) - Service delivery TAT (Hours) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Fault resolution TAT (Hours) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Network roll-out status - Network upgradation status - Network integration status (with NGN switches) - SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Area
Employee development	- Feedback from peers - Feedback from direct reportees

2   Head of Customer Service Centers at Region – DGM

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

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

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

Key Responsibility Areas (KRAs)

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

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

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

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

Operations	• SLA adherence for CSCs • CSC roll-out status

Employee development	• Feedback from peers
	• Feedback from direct reportees

3   Head of Consumer Mobility at Region – GM

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

Reporting to	• Direct
	   o Region Head – PGM
	• Indirect (functional)
	   o Head of Consumer Mobility at Circle – PGM/ GM

Reporting from	• Direct
	   o Large, Medium and Small Regions
	      ▪ Area Heads of Consumer Mobility – DGM
	      ▪ DGM (Network) – CM
	      ▪ DGM (Customer Service Centers)
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CM business unit by liaisoning with Area Heads
- Supervising execution of action agenda within Areas for CM business unit, with particular focus on
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CM at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
  - Network expansion, upgradation and maintenance for all CM network assets within the Region
    - BTS (2G, 3G),
    - Switches – MSC, BSC
    - Roll-out of all non-USO towers
    - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office and Areas for smooth day-to-day operations
  - Liaisoning with Circle Office on policy matters
  - Recommendations to Circle Office on key areas of strategy and planning based on local environment
  - Guidance to Areas on business, HR, admin and financial matters
- Monitoring performance against Circle's business plan at Region level (by Area) and taking corrective action as and when required

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) - BSNL vs. market leader o By product (2G, 3G, etc) • Budget adherence on capex (Rs. Cr) • CM EBITDA (Rs. Cr)
Customer/ Market	• Gross adds and net adds (#) o By product (2G, 3G, etc) • ARPU (Rs. per month) o By product (2G, 3G, etc) • Customer churn (%) o By product (2G, 3G, etc) • Customer satisfaction (Scale of 1 to 5) o By product (2G, 3G, etc)
Operations	• # retailers covered (#) • Fault resolution TAT (Hours) o By product (2G, 3G, etc) • Network rollout status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the Region
Employee development	• Feedback from peers • Feedback from direct reportees

3.1   Head of Network for Consumer Mobility at Region – DGM

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

Reporting to	• Direct
	  o Head of Consumer Mobility at Region – GM
	• Indirect (functional)
	  o Head (s) of Network for Mobility at Circle – GM/ DGM

Reporting from	• Direct
	  o To be decided
	• Indirect (functional)
	  o Head of Network for Consumer Mobility in Area – AGM/ SDE/ JTO

Key Responsibility Areas (KRAs)

• Planning, roll-out, upgradation and maintenance of all CM network assets within the Region
  o BTS (2G, 3G),
  o Switches – MSC, BSC
  o Roll-out of all non-USO towers
  o Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
• Creating plan for expansion and upgradation of above-mentioned network assets within the Region after incorporating inputs received from Areas
• Co-ordinating with Head of Network Planning for CFA at Circle for collection of equipment and materials required for development of all network assets within the Region (for all business units)
• Ensuring timely roll-out and upgradation of above-mentioned network assets within the Region, in line with the overall network plan
• Ensuring timely Acceptance Testing for all CFA network assets within the Region
  o Co-ordinating with relevant personnel at Circle Office for the same
• Establishing and maintaining Points of Interconnect (PoI) with other operators at MSCs
• Ensuring technical inspection of above-mentioned network assets within the Region on a periodic basis
• Engaging and monitoring centralised vendors (as and when required) for network expansion, upgradation and maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same)
• Monitoring utilisation of deployed network switches at Region level (by Area)
  o Results to be incorporated into overall plan for network modification and expansion
• Interaction with Circle Office for smooth day-to-day operations
  o Liaisoning on policy matters
  o Recommendations based on local environment
• Development of employees to ensure continuous improvement in individual and company

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	• Aligned with overall business unit KPIs
Operations	• Timely and accurate planning of network roll-out and upgradation • Network roll-out status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the Region
Employee development	• Feedback from peers • Feedback from direct reportees

3.2 Area Head of Consumer Mobility at Region – DGM

Job overview	
Job title/ Designation	Area Head of Consumer Mobility at Region – DGM
Job objective	Generation of Consumer Mobility (CM) business in the Area through excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	    o Head of Consumer Mobility at Region – GM
	• Indirect (functional)
	    o To be decided

Reporting from	• Direct
	    o AGM (Sales & Distribution) – CM
	    o AGM (Customer Service) – CM
	    o AGM (Network) – CM
	• Indirect (functional)
	    o To be decided

Key Responsibility Areas (KRAs)

- On-the-ground execution of action agenda for CM business unit, with particular focus on
  - Sales channel management – franchisees, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CM at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
- Ensuring timely roll-out, upgradation and maintenance for all CM network assets within the Area
  - BTS (2G, 3G),
  - Switches – MSC, BSC
  - Roll-out of all non-USO towers
  - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office for smooth day-to-day operations
  - Liaisoning on policy matters
  - Recommendations on key areas of strategy and planning based on local environment
- Monitoring performance against targets at Area level, and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	• CM revenue (Rs. Cr) o By product (2G, 3G, etc) • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)

Customer/ Market	• Gross adds and net adds (#)
	    o By product (2G, 3G, etc)
	 • Customer churn (%)
	    o By product (2G, 3G, etc)
	 • Customer satisfaction (Scale of 1 to 5)
	    o By product (2G, 3G, etc)

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

Medium Regions

Region Offices (RO) should focus on Sales, CS and NW Ops

GM (Region Head)

Could be part of Circle Office organisation

1 DGM (Consumer Fixed Access)

2 DGM (Consumer Mobility)

Dual reporting

AGM (NW)

AGM (Area Head- CFA)
- SDE (S&D)
- SDE (Cust Svs)
- SDE (NW)

Area 1-n (n = 3-5)

AGM (CSC)

AGM (NW)

AGM (Area Head- CM)
- SDE (S&D)
- SDE (Cust Svs)
- SDE (NW)

Area 1-n (n = 3-5)

Smaller Areas to have common Area Head for CFA and CM

SDE/ JTO (SD/ SA - Ent)

SDE (Passive Infra)

3 Civil

4 Elec

5 Arch

AGM (HR/ Admin)
- SDE (HR)
- SDE (Admin)

6 DGM (Finance)
- AO (Corp Accounts)
- AO (TR)
- AO (Proj & Estt Fin)

SDE (IT)

SDE (MIS)

Region Head – GM

Job overview	
Job title/ Designation	Region Head – GM
Job objective	Achieving profitable and sustainable growth of revenues in the Region across businesses (CFA, CM) through excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	   o Circle Head – CGM
	• Indirect (functional)
	   o To be decided

Reporting from	• Direct
	   o DGM (Consumer Fixed Access) – CFA
	   o DGM (Consumer Mobility) – CM
	   o SDE/ JTO (SD/ SA – Enterprise) – NB
	   o SDE (Passive Infrastructure) – NB
	   o Senior-most person from Civil Wing
	   o Senior-most person from Electrical Wing
	   o Senior-most person from Architecture Wing
	   o AGM (HR/ Admin) – HR
	   o DGM (Finance) – FIN
	   o SDE (IT) – CA
	   o SDE (MIS) – CA
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CFA and CM business units by liaisoning with Area Heads
- Supervising execution of action agenda within Areas, with particular focus on
  - Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
  - Network expansion, upgradation and maintenance for all network assets within the Region
    - CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband, WiMax, CDMA BTS, Switches (MSC, BSC), WLL VPTs
    - CM team – BTS (2G, 3G), , switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only,

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

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- Revenue (Rs. Cr) - By business unit (CFA, CM) - Budget adherence on capex (Rs. Cr) - By business unit (CFA, CM, NB) - EBITDA (Rs. Cr) - By business unit (CFA, CM)
Customer/ Market	- Gross adds and net adds (#) - By business unit (CFA, CM) - ARPU (Rs. per month) - By business unit (CFA, CM) - Customer churn (%) - By business unit (CFA, CM) - Customer satisfaction (Scale of 1 to 5) - By business unit (CFA, CM)
Operations	# DSAs (#) # retailers covered for CM (#) - Service delivery TAT for CFA (Days) - Fault resolution TAT (Hours) - By business unit (CFA, CM) - Network rollout status - By business unit (CFA, CM, IS) - Network upgradation status - By business unit (CFA, CM, IS) - Network integration status - By business unit (CFA, CM, IS)

	• SLA adherence on operations of network assets (e.g. uptime, MTTR, etc) within the Region o By business unit (CFA, CM, IS) • Implementation status of key projects
Employee development	• Feedback from peers • Feedback from direct reportees

1   Head of Consumer Fixed Access at Region – DGM

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

Reporting to	• Direct
	   o Region Head – GM
	• Indirect (functional)
	   o Head of Consumer Fixed Access at Circle – PGM/ GM

Reporting from	• Direct
	   o Area Heads of Consumer Fixed Access – AGM
	   o AGM (Network) – CFA
	   o AGM (Customer Service Centers)
	• Indirect (functional)
	   o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CFA business unit by liaisoning with Area Heads
- Supervising execution of action agenda within Areas for CFA business unit, with particular focus on
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CFA at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
  - Network expansion, upgradation and maintenance for all CFA network assets within the Region
    - Media (OFC, UHF, MW, Copper)
    - All PSTN switches (including Level 1 TAX)
    - All Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks
    - Non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange
    - Fixed VPTs and rural broadband
  - Network expansion, upgradation and maintenance of WiMax, CDMA network within the Region
    - BTS WiMax, CDMA
    - Switches – MSC, BSC
    - WLL VPTs

- ▪
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office and Areas for smooth day-to-day operations
  - Liaisoning with Circle Office on policy matters
  - Recommendations to Circle Office on key areas of strategy and planning based on local environment
  - Guidance to Areas on business, HR, admin and financial matters
- Monitoring performance against Circle's business plan at Region level (by Area) and taking corrective action as and when required
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	- CFA revenue (Rs. Cr) - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc) - Budget adherence on capex (Rs. Cr) - CFA EBITDA (Rs. Cr)

Customer/ Market	- Gross adds and net adds (#)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- ARPU (Rs. per month)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- Customer churn (%)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)
	- Customer satisfaction (Scale of 1 to 5)
	  - By product (LL, BB,WIMAX/CDMA, IPTV, PCO, etc)

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

Employee development	- Feedback from peers - Feedback from direct reportees

2 Head of Consumer Mobility at Region – DGM

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

Reporting to	• Direct
	  o Region Head – GM
	• Indirect (functional)
	  o Head of Consumer Mobility at Circle – PGM/ GM

Reporting from	• Direct
	  o Large, Medium and Small Regions
	    ▪ Area Heads of Consumer Mobility – AGM
	    ▪ AGM (Network) – CM
	    ▪ AGM (Customer Service Centers)
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CM business unit by liaisoning with Area Heads
- Supervising execution of action agenda within Areas for CM business unit, with particular focus on
  - Sales channel management – DSAs, CFA sales force, CSCs, alliances
    - Implementation of new sales processes as recommended by GM (Sales) – CM at Head Office
    - Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at Region to motivate sales force
    - Setting-up and management of sales alliances at Region level, including revenue-sharing agreements (if any)
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers
  - Network expansion, upgradation and maintenance for all CM network assets within the Region
    - BTS (2G, 3G),
    - Switches – MSC, BSC
    - Roll-out of all non-USO towers
    - Non-tower passive infra (battery, generator, AC, etc) for sites with tower only
- Operationalisation of action agenda through multiple levers
- Interaction with Circle Office and Areas for smooth day-to-day operations
  - Liaisoning with Circle Office on policy matters
  - Recommendations to Circle Office on key areas of strategy and planning based on local environment
  - Guidance to Areas on business, HR, admin and financial matters
- Monitoring performance against Circle's business plan at Region level (by Area) and taking corrective action as and when required

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

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

Customer/ Market	- Gross adds and net adds (#)
	   o By product (2G, 3G, etc)
	- ARPU (Rs. per month)
	   o By product (2G, 3G, etc)
	- Customer churn (%)
	   o By product (2G, 3G, etc)
	- Customer satisfaction (Scale of 1 to 5)
	   o By product (2G, 3G, etc)

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

Region Head – DGM (Small Region)

Job overview	
Job title/ Designation	Region Head – DGM
Job objective	Achieving profitable and sustainable growth of revenues in the Region across businesses (CFA, CM) through excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development

Reporting to	• Direct
	  o Circle Head – CGM
	• Indirect (functional)
	  o To be decided

Reporting from	• Direct
	  o AGM (Consumer Fixed Access) – CFA
	  o AGM (Consumer Mobility) – CM
	  o Senior-most person from Civil Wing
	  o Senior-most person from Electrical Wing
	  o Senior-most person from Architecture Wing
	  o SDE (HR) – HR
	  o SDE (Admin) – HR
	  o CAO (Accounts and Telecom Revenue) – FIN
	  o CAO (Project & Establishment Finance) – FIN
	  o SDE (IT) – CA
	  o SDE (MIS) – CA
	• Indirect (functional)
	  o To be decided

Key Responsibility Areas (KRAs)

- Target setting for all Areas within the Region for CFA and CM business units by liaisoning with Area Heads
- Supervising execution of action agenda within Areas, with particular focus on
  - Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances
  - Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers
  - Network expansion, upgradation and maintenance for all network assets within the Region
    - CFA team – Media (OFC, UHF, MW, Copper), all PSTN switches (including Level 1 TAX), all Broadband access and aggregation equipment (BNG & below) by liaisoning with Broadband Networks, non-tower passive infra (battery, generator, AC, etc) for sites where tower is co-located with exchange, fixed VPTs and rural broadband, WiMax, CDMA BTS, Switches (MSC, BSC), WLL VPTs
    - CM team – BTS (2G, 3G), , switches (MSC, BSC), roll-out of all non-USO towers, non-tower passive infra (battery, generator, AC, etc) for sites with tower only

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

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

Financial	• Revenue (Rs. Cr)
	  o By business unit (CFA, CM)
	• Budget adherence on capex (Rs. Cr)
	  o By business unit (CFA, CM, NB)
	• EBITDA (Rs. Cr)
	  o By business unit (CFA, CM)

Customer/ Market	• Gross adds and net adds (#)
	  o By business unit (CFA, CM)
	• ARPU (Rs. per month)
	  o By business unit (CFA, CM)
	• Customer churn (%)
	  o By business unit (CFA, CM)
	• Customer satisfaction (Scale of 1 to 5)
	  o By business unit (CFA, CM)

Operations	• # DSAs (#)
	• # retailers covered for CM (#)
	• Service delivery TAT for CFA (Days)
	• Fault resolution TAT (Hours)
	  o By business unit (CFA, CM)
	• Network rollout status
	  o By business unit (CFA, CM, IS)
	• Network upgradation status
	  o By business unit (CFA, CM, IS)
	• Network integration status
	  o By business unit (CFA, CM, IS)

	• SLA adherence on operations of network assets (e.g. uptime, MTTR, etc) within the Region o By business unit (CFA, CM, IS) • Implementation status of key projects
Employee development	• Feedback from peers • Feedback from direct reportees