

कार्यालय मुख्य महाप्रबंधक
असम दूरसंचार परिमंडल बी.एस.एन.एल.
Office of the Chief General Manager
Assam Telecom Circle, BSNL Bhawan,
Panbazar, Guwahati - 781001
Ph 0361 2540040 Fax 2540111
Visit us : www.assam.bsnl.co.in



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

No.CGM/ASM/HOCC
Dtd. At Guwahati the 17th February, 2020

To

1. All SSA Heads, BSNL, Assam Circle
2. All Vertical Heads, Circle Office, Guwahati

HOCC was held on 13 and 14 Feb, 2020. The meeting was addressed by Hon'ble MOC, Secretary (DOT) and CMD BSNL. Presentation were given by all the verticals.

Important points discussed and actions to be taken by Circle are as given below:

Address by MOC:

1. Revival package given to BSNL is the last chance for improvement of BSNL. We can either sail / swim or sink . BSNL USP is trust of public and we have to leverage this trust with good service.
2. Increase in market share and SIM sale is very important but for that quality of service has to be improved. Many telephones remains faulty for days together and grievance redressal is not working satisfactorily.
3. List of CIC and important customers should be made and they should be closely monitored.
4. CGM and GM should visit all GPs to check the working and meet Sarpanch in each village.
5. BSNL should communicate its achievement to public through frequent interaction and press and Media.

Address by Secretary (T)

1. BSNL has to prove that it is strategically important PSU. Each and every employee has to double their efforts for bringing improvement in working.
2. Leaders are to be applauded and laggards are to be punished,. This should be applicable from top to bottom.
3. BSNL is not implementing project give to it on nomination basis in time.
4. Quality of service is poor and leased circuits of the bank remained faulty for long time. Many banks have complaint to DOT also.

Address by CMD BSNL:

1. BSNL is passing through most difficult financial stress. We have to implement revival package given to us in most efficient manner and very quickly.
2. 99% up time of BTS and telephone faults removal in 4 hour are the important criteria. Out sourcing has been allowed in all the verticals but before outsourcing our own man power should be utilized effectively. Outsourcing should result in considerable improvement in network parameters.
3. Working culture of all employees has to change considerably. Working 2 to 3 hour a day shall not be allowed. KPIs of individual and groups to be measured on daily basis. Performance of Circle Head/SSA Heads and all staff is most important and entry is to be made in APAR for those who are not able to meet the targets.
4. Sales is most important activity and each and every staff has to be sales person for our products.
5. "Chaltahai": Chaltahai attitude has to be done away and strong action is to be taken against non performer.
6. Cost optimization for all CAPEX and OPEX is very essential.
7. Electricity expenditure is to be curtailed at any cost. Power plants, Equipment Racks may be disconnected by rearranging the load.
8. Renting of vacant space and monetization of lands is essential on priority.
9. Renting of tower and fibre is to be carried out on priority for generating the revenue. 99.5% up time is to be ensured for assets leased out to other agencies.

Director (CFA):

1. CFA vertical has introduced many IT enabled tools for proper monitoring of the network. More volume has to come to grow customers base and revenue.
2. Exclusive nodal officers should be appointed in Circle and SSA for Bharat Fibre/ Air Fibre partner growth and management, WiFi monetization, outsourcing Audit and IT enabling.
3. 20% Homes are to be covered through Bharat Fibre. Each town should have atleast one partner. Out put has to be 5 times of today's output.
4. Each SSA should have minimum 20 locations of Bharat Air fibre by 31-03-2020.
5. ADSL BB penetration should be increased to 50% from the current 34% at present. Cluster based outsourcing should help in improving the parameters.
6. TEEVRA App should be utilized effectively for improving MTTR. Online Port resetting facility in DSLAM has been implemented automatically.
7. Online UG Cable cut alerts system has been developed and one test number in each pillar is to be created for the same.
8. We should try to man CSCs by our own staff and atleast one CSC should work 8AM to 8PM even by outsourcing.
9. Transaction counts and collections from some of the PMS counter have gone down by more than 50% and reasons for the same are to be analyzed.
10. Circle wise network score have been developed to find out revenue per asset.
11. Post VRS staff is higher in Assam and few outsourcing is required. OPEX budget allotment shall also be made on this basis.

12. Open policy for WiFi partners shall also be issued in a week time. This can be developed like old STD PCO model. WiFi coupon are being sold through Paytm. visibility is to be increased.
13. **BREATH** :- one SSA has not uploaded any data and 6 SSAs have many blank columns.
14. Bharat OORJA App for Assam is live now should be used by all SSAs for controlling electricity bill.
15. All PRI customers should be encouraged to convert in to SIP Trunking.
16. BSNL Insta pay solution has been developed for online purchase of C-Top up /CBP without manual intervention

Director (Finance):

1. Post VRS there may be shortage of Rs. 5,000/- crore per annum in revenue. This can be made up through realization of all outstanding in different vertical to the tune of Rs. 5,500/- crores.
2. Revenue of Assam Circle in Landline, Broadband and FTTH is very less and down fall is more than all India average and even East Zone average.
3. No work has been done in outstanding liquidation in landline, BB and FTTH.
4. All IUC dues are to be settled by 29-02-2020.
5. 172.8 crores in inventory and 5.1 crore in CWIP are pending for very long time. Same is to be capitalized on priority.
6. Expenditure as percentage of asset have increased in 2019-20.
7. All procurement are to be done through ERP and all POs must be issued through ERP only.
8. Accounts closure date are fixed and no slippages are allowed. Audit qualifications are to be cleared on priority.
9. Accounting for decommissioning of CDMA and Wimax has not been done properly.
10. Rs. 537/- crores of licensing Fee reconciliation is to be carried out with CCA.
11. Internal audit pending paras are to be answered by 20-02-2020. Internal audit of Q-3 and Q-4 are to be completed immediately.
12. Cash collection of Assam Circle is down by 28% and is second highest in India. Reasons for the same are to be analysed and corrective action taken for improvement.

NOFM :

1. None of the OLT should remain down for more than 3 days. Percentage OLT working in Assam Circle is only 65.7% and only 88 OLTs are having availability more than 90%. This is a very poor situation and all SSAs have to ensure more than 99% availability for OLTs.
2. Details of O & M and infra bills pending with BBNL are to be sent to corporate office giving details invoice wise.

EB:

1. Leased circuit maintenance is not given due importance and there is no proper fault booking and clearance mechanism for monitoring the faults of leased circuits.
2. EB achievement in Assam Circle is only 70% and ISDN and PRI business is very poor.
3. Fibre leasing is NIL by all the SSAs. M2M SIM for IOT, smart meter etc are to be marketed in a big way.

4. All EB outstanding are to be realised before 31-03-2020 at any cost. SSA head shall be held responsible if there is any slippages on this account.
5. All SLA issues or any other issue are to be settled for realization of 100% of current bills.

CNO

1. OFC availability of Assam Circle is only 95% and MTTR is also very high.
2. GSAT – 29 INFRA is to be completed on priority and is to be handed over to ISRO.

Director (CM)

1. Per BTS revenue Vs expenditure should be analyzed SSA wise and leased in sites having expenditure more than Rs.45 thousand per month are to be reviewed.
2. Those sites where BSNL is only or second operator, those sites where 7 years have been completed as per MSA can be exited .
3. Availability of leased out sites is very poor and this is the reason why other operators are not willing to take BSNL tower on rent.
4. Block wise and BTS wise POS details are to be sent to corporate office.

NWP (CM)

1. Ph-IX Tender may be called very shortly for about 50 thousand sites of 4G. Transmission planning is to be completed for 4G sites planned in Assam Circle.
2. 50% re-deployment is to be completed by 20-02-2020 and 100% by 31-03-2020. About Rs. 5 Cr. of budget is being allotted by corporate office for the same.

NOW(CM)

1. Data growth of Assam Circle is only 39% as against all India average of 46%.
2. 3G+4G customers have reduced reasons are to be analyzed.
3. There are no users of VOLTE service in Assam.
4. Planning tool should be used for planning new 4G sites.
5. Self optimization network (SON) equipment commissioned at Nodal centre is to be used for optimization of networks.
6. Peak and unique VLR growth is negative in Assam and reason for the same are to be analyzed.
7. Power plant maintenance is very important and the local tender called by SSAs may not be working satisfactorily. Maharashtra and Gujrat Circle have floated centralized standards and same may be got examined.
8. NEP details are to be submitted by 31-03-2020 pending which heavy penalty may be levied on BSNL and the responsibility shall be fixed for failure of submission.

Infra (CM)

1. Tenancy of Assam is poor because 99% SLA is not been maintained. There are 159 IP sites having expenditure more than 45 thousand and they all are to be examined for their continuation.
2. Tower infra revenue is to be realized by 29-02-2020.

VAS:

1. All Tele marketers should be registered on Website : www.ucc.bsnl.co.in
2. 7 entities registration is pending.
3. TCCCPR complains are not being handled promptly.

CM (Sales)

1. Market share of BSNL is to be improved to 15% in next one year. Current market share in Assam is 11.5% .SIM sale target have to be achieved at any cost.
2. MNP ratio of Assam is poorest. Action is to taken urgently for improving the same.
3. Tariff of CUG Plans is also to be reviewed. since tariff is getting increased for all customer.
4. Customers with Zero balance and no STV are 1.47 Lakh. These are to be approached for recharging through any STV.
5. DKYC : is compulsory for all new connections.

Land Monetization:

1. BSNL target through renting of vacant space is Rs.1,000/- Cr. Same is to be realized on priority.
2. Mutation of land and building in the name of BSNL should be important activity for next one month.
3. POST VRS staff is reduced and they all should be shifted to one floor and remaining floor should be rented out in exchange building/offices 50% space is to be rented. All old Almirah may be disposed off to make space available for renting.

HR :

1. Processing of pension cases in SAMPAN is to be completed by 17-02-2020.
2. All GPF cases are to be sent to CCA by 17-02-2020.
3. Re-verification of service for TSM employees is to be carried out.

OSM & OJAS :

1. Assam has achieved its target of Rs. 5 Cr. in OSM.
2. Capitalization is only 71%.
3. OJAS achievement is about 80% and fund has been allotted for Turbo ventilator and free cooling.
4. Contract demand is to be reduced in all the buildings bringing saving in fixed expenditure.
5. Power plant and Battery are to be rearranged for reducing the load.

At last in the concluding remarks CMD has mentioned following important points on which action are to be taken by all Circle and SSAs in a focused manner.

1. Sales should be a focused point for all the employees of BSNL.
2. Network uptime monitoring should be every hour job and 99% availability is minimum to be achieved.
3. Customer should be the focused and grievance redressal mechanism in each SSA and circle office is to be strengthened.
4. All preparation should be completed for 4G roll out in time.
5. Tower and Fibre Monetization and renting of vacant space should be a daily job for meeting the target.
6. Cost optimization in CAPEX and OPEX is very essential.

7. Settlement of VRS cases should be completed as per the given target.
8. Handling of court cases is very important. Senior officers are not monitoring the same resulting in to BSNL losing the cases.

All vertical heads in Circle office and SSA heads should download the presentation given by different verticals from corporate intranet. Action should be initiated on all the items for bringing improvement in network parameter and revenue generation. Compliance should be reported to this office every week.


17/11/2020

(Sandeep Govil)
Chief General Manager
BSNL, Assam Circle, Guwahati-1