



File No. 4-02/2014 - Restg Vol. V (Pt.)

Dated: 27-08-2020

To

All CGM (Territorial/Non-Territorial Circles),  
BSNL

**Subject: Consolidation of Business Areas and rationalization of Work & delegated Powers**

This is in reference to the earlier letter issued by the Restructuring Cell, BSNL Corporate Office Dated 11.02.2015 & 17.10.2019. The competent authority has now approved revision in consolidation of Business areas, Category & structure of BAs, rationalization of work flow processes and delegations of required administrative and financial powers, as under:

**1. Consolidation of Business Area**

Based on the criteria of 30 Cr revenue, proximity in Geographical area, Scorecard of Technical infrastructure, Number of connections, business potential etc. of the BA and no. of SDCA in each BA, the number of BAs has been reduced from 198 to 158.

Business Area will exist as a Primary Business Unit/Profit Centre/Primary Accounting Unit and the existing concept of SSA as an independent Business & Administrative unit, will cease to exist from 01.09.2020.

The Circle wise BA list has been revised and is enclosed as **Annexure-I**.

**2. Category & Structure of BA :**

BAs have been classified in 4 categories:- Very Large , Large , Medium, and Small based on the size, available Telecom infrastructure, connections and revenue etc.-

- i. **Category 1- Very Large BA:** BA with revenue more than Rs. 250 Cr and this shall be headed by PGM level officer/Executive (5 BA-Bangalore, Hyderabad, Pune, Ernakulum & Ahmedabad)
- ii. **Category 2- Large BA:** BA with revenue 125-250 Cr or and quite large Geographical area, high business potential i.e. tier-2 cities, state capital having revenue > 80 Cr etc. (25 BA)
- iii. **Category 3- Medium BA:** BA with revenue >50 Cr and <125 Cr and not in the list of category 3 &4 - to be headed by Sr. GM /GM level Executives/ officer (63 Nos)
- iv. **Category-4- Small BA:** BA with revenue <= 50Cr - to be headed by Sr. GM /GM level Executives/ officer (65 Nos).



The existing SSA Head shall be designated as Head of Area Offices (Operational head of the Area). The head of this operational area shall be called GM(Op-area name)/ DGM (Op-area name) or AGM/DE (Op- area name) depending upon the norms/structure of BA. The operational area which has revenue upto 10 Cr shall be headed by DE level executive/officer and above 10 Cr shall be headed by DGM level Executive/officer.

In the proposed structure the network planning & Operation of CFA and CM has been combined and henceforth there shall be single nodal under the unit Network. Further in view of current market trends and business requirement, the outsourcing based model in network maintenance and customer services have become the necessity for business growth. As such a new unit has been created under marketing which will look after the exclusive work of Partnership Management (PM). A detailed job description under PM shall follow. Further there is a need to latch on to the digital platform for Marketing and to harness the activities for Business Growth. Thus under Marketing, a unit Digital (Sales & Mktg) has been created, which shall provide and facilitate the marketing activities on digital platform and also create new business opportunities related to digital and IT based solutions and services. The detailed job description on digital (Sales & Mktg) will follow.

The structure of BA in 4 categories is enclosed as **Annexure-2**.

There will be three layer structures as below:

- (a) Unit headed by GM level officer/executive, the unit structure will be- GM -> DGM/AGM -> SDE/JTO
- (b) If the unit is headed by DGM level Executive/ officer, the structure will be- DGM -> AGM -> SDE/JTO

### **3. Rationalization of work flow processes**

- I. The **Operational Offices** shall carry out following activities concerned with:
  - a) Network Operation
  - b) Sales& Marketing
  - c) Customer Services
  - d) Revenue Collection & Persuasion- both Soft Recovery and Hard Recovery
  - e) All Tender/Agreement shall be finalised at BA HQ, however the execution, certification for invoice processing through MIGO/SES, will be done by the Operation offices.
  - f) All inputs for payroll processing shall be provided by operational unit to BA HQ by 25<sup>th</sup> of every month.
  - g) Wherever any of the activities has been outsourced, the officer and staff engaged /earmarked for such activities be identified and redeployed.



II. In **Business Area**, following activities are centralized -

- a) All planning works related to Business Development, Overall marketing within the BA, Network planning and monitoring of maintenance activities, Tender finalisation (only input to be called from operational unit) etc.
- b) Bills, Pay and Claims related activities:
  1. Claims: All different types of Claim like- Vendor related PO Based claim, Non PO Based claim & Staff claim etc need to be processed at BA Level only. SAP authorization for these activities may be disabled below BA level.
  2. No Invoice to be initiated or processed at Area Offices level.
  3. Invoices to be submitted at two points only in BA - one for Vendor related claims & other for Staff related claims.
  4. OPEX claim (Non PO based) related to Rent & Electricity can also be centralized at BA.
  5. All Tendering- issue of PO/SO from SAP and MIRO related activities.
  6. All inputs for payroll processing, including Joining, Separation, on duty/leave/absence of employees will be done at BA level. The details shall be provided by operational unit by 25<sup>th</sup> of every month.

The workflow of all activities for invoice processing should be routed in SAP only and movement of physical file has to be discouraged, except in cases of complex cases of huge financial implications. Even in such cases, file should be moved concurrently with SAP workflow.

**D) Administrative /HR/ Establishment matters**

- i) Service Book of all the staff of merged SSAs i.e. AGM/DE(Op-Dist name)/ DGM(Op— District name) office is to be maintained at Business Area level.
- ii) Transfer liability of SSA cadre staff will remain unchanged i.e., it will continue as is existing now, even after consolidation of SSAs into Business Areas. However in case of urgency and need to reallocate the non-executive to another Operation unit area, an option may be called for willingness from non-executives to post/transfer out to another Operation unit area or some process may defined by BA for uniform implementation before effecting transfer.
- iii) The posting of employees in the BA due to increased work-area should be done only after considering the actual workload and the existing working employees in the BA. Considering the diminishing staff due to superannuation, the BA head should utilize the staff optimally with more focus to IT enable the processes, increased use of ERP (issue of all POs / management of inventory mandatory thru ERP), expand and grow partnership models to use them in the keyfield posts for better customer service to increase



efficiency in operation. Staff rendered spare after redistribution of functions as above, shall be redeployed for implementing sales, Quality of Service (QoS), customer satisfaction and other important aspects to boost overall performance of SSA/Business Areas. The competent authority to issue transfer order shall be as per transfer policy.

- iv) JE may be considered for posting as SDCA head depending upon the area and business of the SDCA which can be decided by BA head subjected to non-availability of SDE/JTO. A JAO may be posted by BA Head at all District HQ/other location of Business importance, for TR Recovery, CSC and handling of Customer Complaint.

**E) Financial Activities & Delegation of Financial Powers**

- i) Budgetary control of the BA including Area offices, within the delegated powers will be enforced by BA Head & the concerned IFA.
- ii) All the financial powers of TDE/TDM will cease to exist.  
However till the Revised financial powers are issued, the existing delegated financial powers for TDMs/TDEs of concerned SSAs can be operated by these DE(Op-Dist name)/DGM(Op—District name) limited to network O&M, Sales & Marketing and TR functions only.  
All the Financial Powers other than O&M work, Sales & Marketing and TR functions shall be exercised at Business Area level only.
- iii) The Accounts and Finance wing in new consolidated BA should be strengthened to handle the following functions:
- a) All Staff Claims and Establishment  
b) Finance matters, including Terminal Benefits.  
c) Works and Planning including all PO Claims including OPEX PO/ Non PO based claims.  
d) Accounting, Banking, Budget Control including Audit.
- iv) The senior most Accounts executive of the area shall be acting as financial adviser to Operation Area head in case of any financial matters.

**F. Planning/MM/Tender related**

- i) All material planning, procurement and tender related work i.e. preparation of Tender Document, floating of tenders till processing for approval should be done at Business Area Level i.e. by the staff of Business Area only. After approval of tender by BA head, the execution and implementation of works/project shall be done by Operational/area head.

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

- ii) All APO's/PO's shall be issued by BA head who have approved the tender. MIRO of all such claims will be initiated and approved at BA level, based on completion of MIGO/SES in SAP by concerned Operation office.

The above instructions will be effective from 01.09.2020.

These instructions are issued with the approval of competent Authority.

**Encl-**

1. List of Circle wise Business area
2. Structure of BA (4 different structures)

  
Manish Kumar 27.8.20

**GM (Restructuring)**

**Copy to:**

1. CMD, BSNL for information please
2. All functional directors, BSNL for information please
3. CVO BSNL for information please
4. CGM(BW), CGM(EW), PGM(ERP), PGM(Pers), Sr. GM(Estt), Sr. GM(CB&B), Sr. GM(SR), GM(CIT), GM(CA), GM(Trg) for information and further necessary action please.
5. O/c

## Consolidation of SSAs into Business Areas

Circle	Business Areas / SSAs	Sr. No.	Revised Business Area (BAs)		Category	
			Name of Business Area	Merged SSAs		
Assam	BAs = 05 SSAs = 07	1	Dibrugarh	-----	4	
		2	Jorhat	-----	4	
		3	Kamrup	Bongaigaon		3
		4	Silchar	-----	4	
		5	Tezpur	Nagaon		4
Andhra Pradesh	BAs = 10 SSAs = 13	1	Vijayawada	-----	2	
		2	Ananthapur	Cuddaph		3
		3	Chittoor (Tirupathi)	-----	3	
		4	Eluru (West Godavari)	-----	3	
		5	Guntur	Ongole		2
		6	Kurnool	-----	4	
		7	Nellore	-----	4	
		8	Rajahmundry (East Godavari)	-----	3	
		9	Srikakulam	Vizianagaram		3
		10	Visakhapatnam	-----	2	
Bihar	BAs = 05 SSAs = 19	1	Patna	Ara, Hajipur	2	
		2	Bhagalpur	Katihar, Khagaria, Munger	4	
		3	Darbhanga	Begusarai, Kishanganj, Madhubani, Saharsa	4	
		4	Gaya	Sasaram	4	
		5	Muzaffarpur	Bettiah, Chapra, Motihari, Samastipur	4	
Chhattisgarh	BAs = 3 SSAs = 6	1	Bilaspur	Raigarh, Sarguja	4	
		2	Raipur	Durg	3	
		3	Bastar		4	
Gujarat	BAs = 09 SSAs = 17	1	Ahmedabad	Nadiad	1	
		2	Bhavnagar	Amreli	4	
		3	Bhuj	Palanpur	3	
		4	Junagadh	Jamnagar	3	
		5	Mehsana	Himatnagar	3	
		6	Rajkot	Surendranagar	3	
		7	Surat	Bharuch	2	
		8	Vadodara	Godhra	3	
		9	Valsad	-----	4	
Haryana	BAs = 7 SSAs = 9	1	Ambala	-----	4	
		2	Faridabad	-----	3	
		3	Gurgaon	-----	2	
		4	Hisar	-----	3	
		5	Karnal	-----	4	
		6	Rewari	-----	3	
		7	Rohtak	Jind, Sonipat	3	
H.P.	BAs = 5 SSAs = 6	1	Shimla	-----	3	
		2	Dharamshala	-----	4	
		3	Mandi	Kullu	4	
		4	Hamirpur	-----	4	
		5	Solan	-----	4	
Jharkhand	BAs = 3 SSAs = 6	1	Dhanbad	Dumka	4	
		2	Jamshedpur	-----	4	
		3	Ranchi	Dalotganj, Hazaribagh	3	
J&K	BAs = 3 SSAs = 5	1	Jammu	Rajouri, Udhampur	2	
		2	Sri Nagar	-----	3	
		3	Leh	-----	4	

M.P.	BAs = 08 SSAs = 34	1	Bhopal	Raisen, Rajgarh, Sagar, Vidisha	2
		2	Indore	Devas, Dhar, Khargone	3
		3	Jabalpur	Damoh, Mandla	4
		4	Gwalior	Gune, Morena, Shivpuri	4
		5	Hoshangabad	Betul, Khandwa	4
		6	Narsingpur	Chhindwara, Balaghat, Seoni	4
		7	Satna	Chattarpur, Panna, Rewa, Shahdol, Sidhi,	4
		8	Ujjain	Jhabua, Mandsaur, Ratlam, Shajapur	4
Maharashtra	BAs = 14 SSAs = 30	1	Ahmednagar	Beed	4
		2	Amravati	Akola, Yeotmal	4
		3	Aurangabad	Buldhana, Jalna	3
		4	Chandrapur	Bhandara, Gadchiroli, Wardha	3
		5	Goa	-----	3
		6	Jalgaon	Dhule	3
		7	Kalyan	Raigad	3
		8	Kolhapur	Ratnagiri, Sindhudurg	3
		9	Nagpur	-----	2
		10	Nanded	Parbhani, Latur	4
		11	Nasik	-----	3
		12	Pune	-----	1
		13	Satara	Sangli	3
		14	Solapur	Osmanabad	4
Karnatka	BAs = 09 SSAs = 19	1	Bangalore	Kolar	1
		2	Mysore	Mandya, Madikeri	3
		3	Belgaum	Bijapur	3
		4	Bellary	Raichur	3
		5	Gulbarga	Bidar	4
		6	Hubli	Davangere, Karwar	2
		7	Mangalore (Dakshin kannada)	-----	2
		8	Shimoga	Chickmagalur	3
		9	Tumkur	Hassan	3
Kerla	BAs = 11 SSAs = 11	1	Ernakulam	-----	1
		2	Trivandrum	-----	2
		3	Alappuzha	-----	3
		4	Kannur	-----	2
		5	Kollam	-----	2
		6	Kottayam	-----	2
		7	Kozhikode	-----	2
		8	Malappuram	-----	3
		9	Palakkad	-----	3
		10	Pathanamthitta	-----	3
		11	Thrissur	-----	2
NE-I	SSAs = 3 BAs = 3	1	Meghalaya	-----	3
		2	Mizoram	-----	4
		3	Tripura	-----	4
NE-II	SSAs = 3 BAs = 3	1	Arunachal Pradesh	-----	4
		2	Manipur	-----	4
		3	Nagaland	-----	4
Odisha	BAs = 7 SSAs = 13	1	Balsore	Baripada	4
		2	Berhampur	-----	4
		3	Bhubaneswar	Phulbani	2
		4	Cuttack	Dhenkanal, Kenojhar	3
		5	Koraput	Bhavanipatna	4
		6	Rourkela	-----	4
		7	Sambalpur	Balangir	4

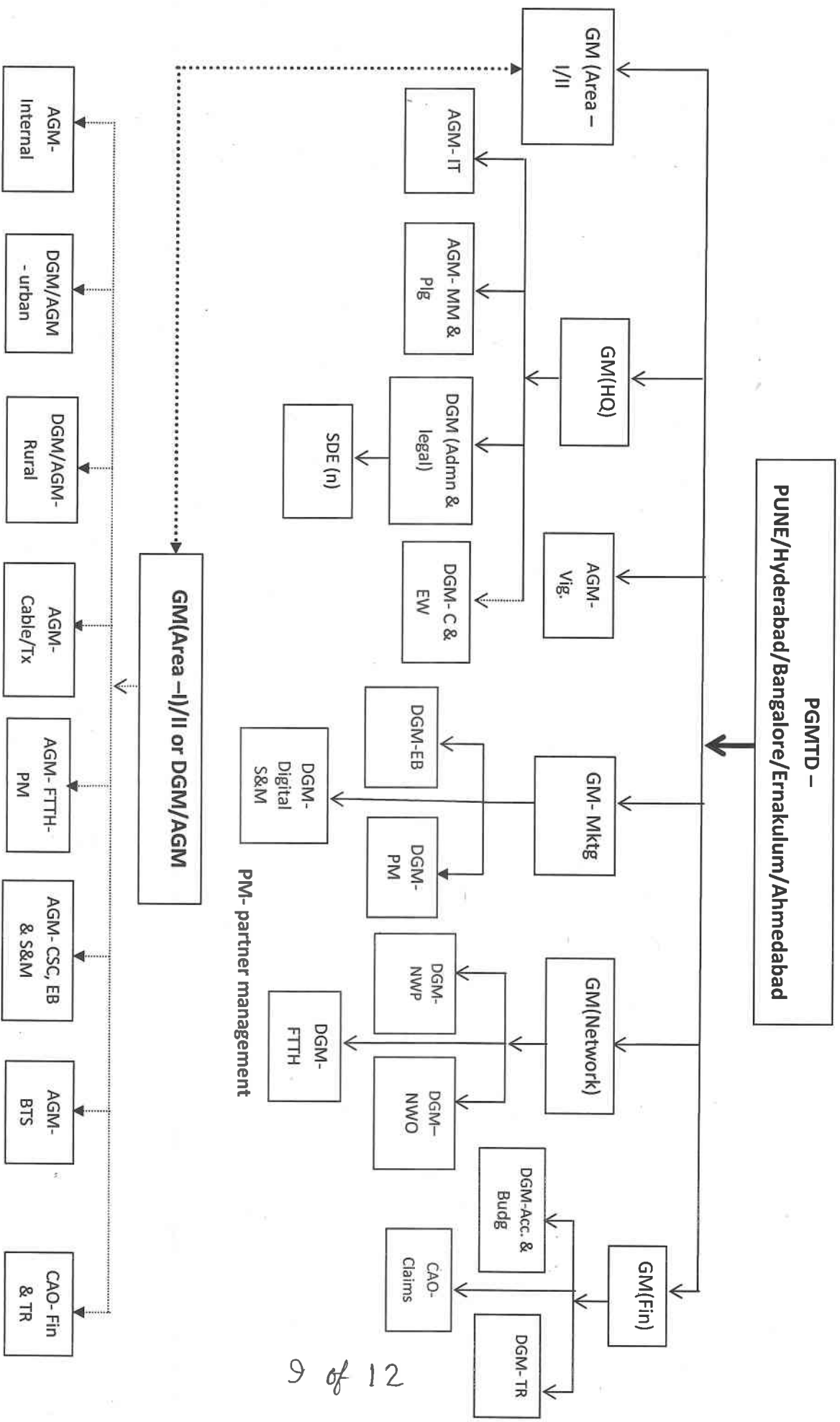
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<b>Punjab</b>	BAs = 07 SSAs = 11	1	Amritsar	Pathankot	4
		2	Chandigarh	Ropar	3
		3	Ferozpur	-----	4
		4	Hoshairpur	-----	4
		5	Jalandhar	-----	3
		6	Ludhiana	-----	4
		7	Sangrur	Bhatinda, Patiala	3
<b>Rajasthan</b>	BAs = 08 SSAs = 24	1	Ajmer	Bhilwara	4
		2	Alwar	Bharatpur	4
		3	Bikaner	Nagaur, Sriganganagar	3
		4	Jaipur	Tonk	2
		5	Jhunjhunu	Churu, Sikar	4
		6	Jodhpur	Barmer, Jaisalmer, Pali	3
		7	Kota	Bundi, Jhalwar, Swaimadhopur	3
		8	Udaipur	Banswara, Sirohi, Chittorgarh	3
<b>Tamilnadu</b>	BAs = 11 SSAs = 17	1	Coimbatore	Nilgiris	2
		2	Cuddalore	-----	3
		3	Erode	-----	3
		4	Madurai	Karaikudi, Virudhunagar	2
		5	Nagercoil	-----	3
		6	Pondicherry	-----	3
		7	Salem	Dharmapuri	2
		8	Thanjavur	Kumbakonam	3
		9	Trichy	-----	2
		10	Tirunelveli	Tuticorin	2
		11	Vellore	-----	3
<b>Telangana</b>	BAs = 05 SSAs = 09	1	Hyderabad	-----	1
		2	Medak (Sangareddy)	Mahabubnagar	3
		3	Nalgonda	Khammam	3
		4	Nizamabad	Adilabad	3
		5	Warangal	Karimnagar	3
<b>UP (East)</b>	BAs = 09 SSAs = 31	1	Lucknow	-----	2
		2	Allahabad	-----	3
		3	Faizabad	Bahraich, Barabanki, Gonda	4
		4	Gorakhpur	Azamgarh, ballia, Basti, Deoria, Mau	3
		5	Jhansi	Banda, Hamirpur, Orai	4
		6	Kanpur	Fatehpur, Unnao	3
		7	Sitapur	Farrukhabad, Hardoi, Lakhimpur, Shahjahanpur	4
		8	Sultanpur	Jaunpur, Partapgarh, Raebarelli,	4
		9	Varanasi	Ghazipur, Mirzapur	3
<b>UP (West)</b>	BAs = 05 SSAs = 18	1	Agra	Etah, Etawah, Mainpuri, Mathura	4
		2	Bareilly	Badaun, Moradabad, Pilibhit, Rampur	4
		3	Ghaziabad	Aligarh, Bulandshahar	4
		4	Meerut	Muzaffarnagar, Bijnore, Saharanpur	4
		5	Noida	-----	3
<b>Uttaranchal</b>	BAs = 3 SSAs = 6	1	Almora	Nainital	4
		2	Dehradun	Uttarakashi (New Tehri)	3
		3	Haridwar	Srinagar (GWL)	4
<b>West Bengal</b>	BAs = 5 SSAs = 14	1	Kolkata	Berhampore, Krishnanagar,	4
		2	Asansol	Suri	4
		3	Gangtok	-----	4
		4	Kharagpur	Bankura, Purulia	4
		5	Siliguri	Coochbehar, Jalpaiguri, Malda, Raiganj	3
<b>Summary</b>		<b>Business Areas = 158</b>		<b>SSAs = 331</b>	

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**ORGANISATION CHART-BA having large Geographical area and Revenue >250 Cr. - PGMTD headed BA (5 Nos.)**



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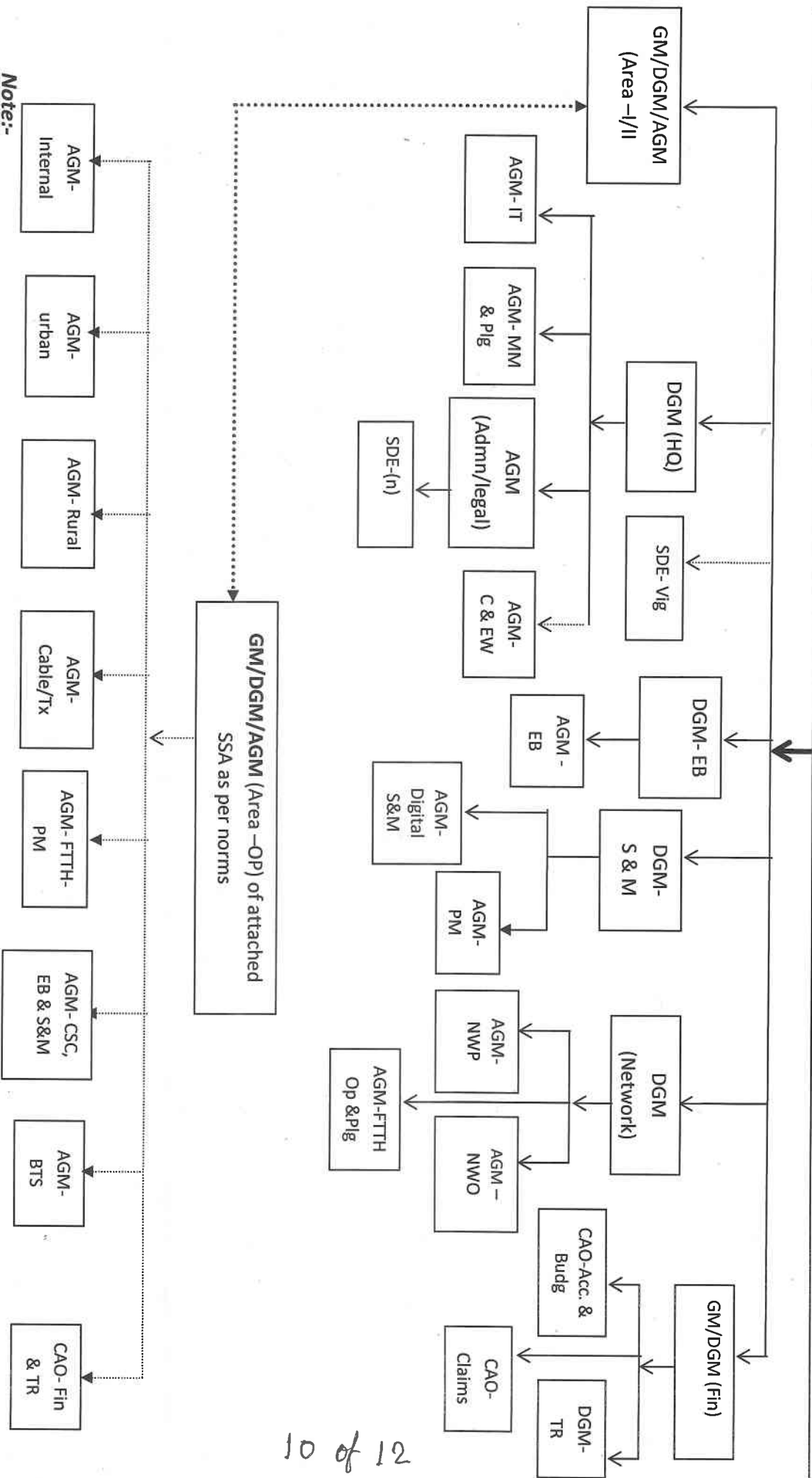
**Note-**

1. GM will be the Area /operational head at the H.Q. of BA. However, if any SSA is merged, the area/operational head will be DGM/AGM level officer/Executive depending upon the revenue (if Rev. of SSA >10 cr- DGM & if Rev. is upto 10 Cr - AGM)
2. The numbers of AGM/CAO/SDE/JTO/AO/JAO and below level staff in different unit and for outdoor activities (area office) shall be as per norms

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**BA having Revenue 125-250 Cr or and Important City -PGMTD headed BA (25 numbers)**

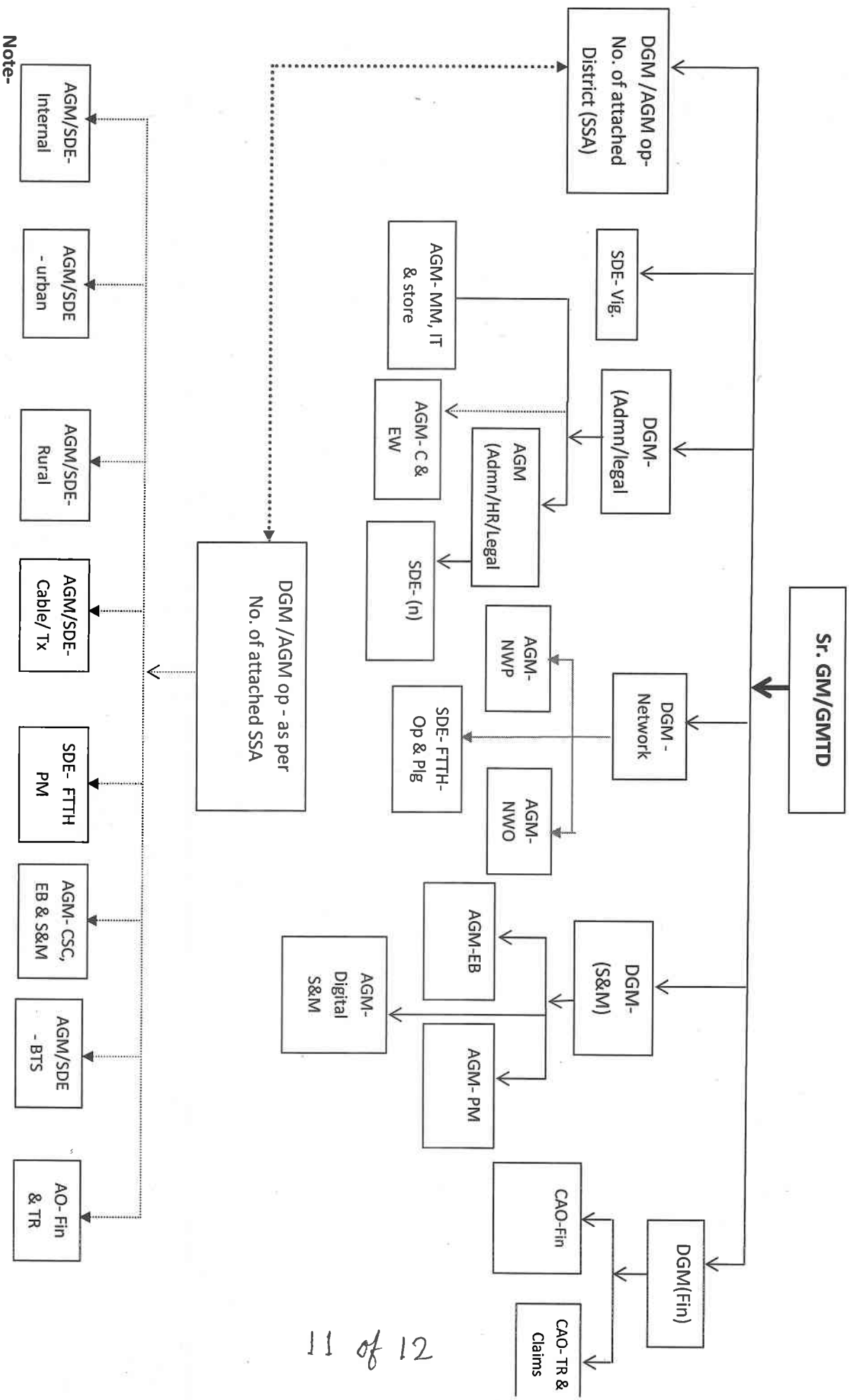
Bhopal /Bhubheshwar/Coimbatore/ Dakshinkannada/ Guntur/Gurgaon/ Hubli/ Jaipur/ Jammu / Kannur/ Kollam/Kozhikode/ Kottayam/ Lucknow / Patna/Madurai/ Nagpur / Salem/ Thrishur/ Tirunelveli /Trichy/ Trivandrum /Vijayawada/Vishakhapatnam /Surat



**Note:-**

1. GM will be the Area /operational head at the H.Q. of BA. However, if any SSA is merged, the area/operational head will be DGM/AGM level officer/Executive depending upon the revenue (if Rev. of SSA >10 cr- DGM & if Rev is upto 10 Cr - AGM)
2. The numbers of AGM/CAO/ SDE/JTO/AO/JAO and below level staff in different unit and for outdoor activities (are office) shall be as per norms
3. If BA Rev.> 150 cr then GM(F) and DGM(TR) will report to GM(F).
4. If BA Rev.<=150 Cr - DGM(F) and DGM(TR) will be independent and will report to PGMTD

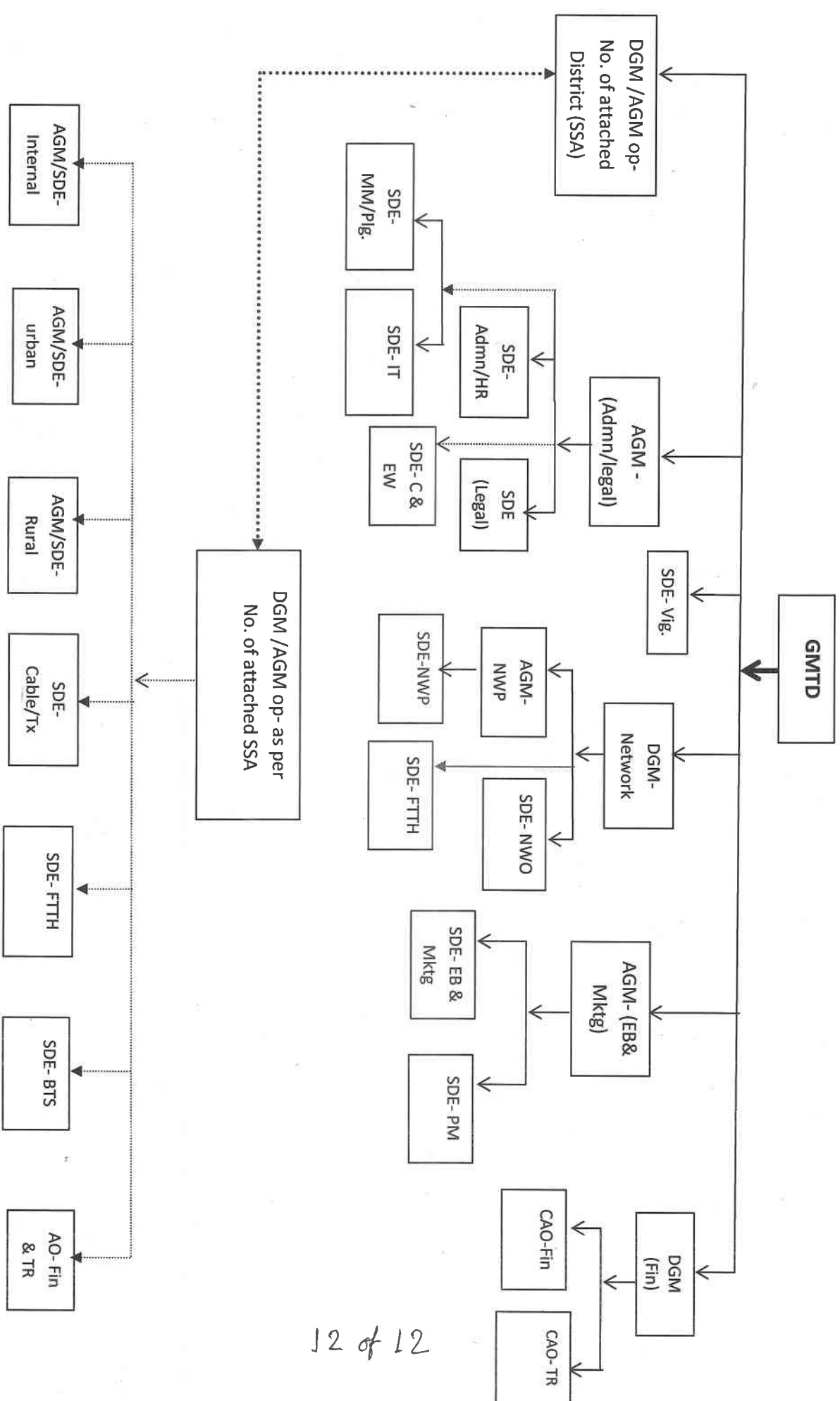
**BA with Revenue (>50 & <125 Cr.) and not in the category 1 & 2) - (63 numbers)**



Note-

1. If the EB Business is significant, then AGM(EB) will directly report to BA head.
2. The numbers of AGM/CAO/ SDE/ JTO/AO/JAO and below level staff in different unit and for outdoor activities (area office) shall be as per norms

(M)



Note- The numbers of AGM/CAO/ SDE/ JTO/AO/JAO and below level staff in different unit and for outdoor activities (area office) shall be as per norms

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