

CMD Secretariat,  
Room No.304, Bharat Sanchar Bhavan,  
Harish Chander Mathur Lane,  
Janpath, New Delhi-110001.  
Tele. 011-23317861, FAX 011-23317862  
e-mail : [pgmcodn@bsnl.co.in](mailto:pgmcodn@bsnl.co.in)



No. BSNL/CO/C&M/Revenue/2026-27/1

Dated: 30- Sep-2026

To  
The Chief General Managers,  
All Telecom Circles and Metro Districts

**Subject: Fixed daily and weekly actions for the field to raise revenue and reduce cost: register, role cards, formats, Business Area board and monitoring, with effect from 15<sup>th</sup> October 2026.**

Sir / Madam,

1. The Revenue target from operations in 2026-27 is ₹26,259 crore. Under one tariff and one set of rules, the best and the worst units differ widely: FTTH lead conversion of 20.1% in one circle against 1.1% in another; sites above 98% uptime at 97% in one circle against 31% in another; a quarter of retail points of sale with no SIM sale in a month. Hence, the gap is in daily execution, not in tariff or policy.
2. **A register of 46 fixed actions is issued for the field** (Annexure I). Each action names the post that does it, how often, the list it is done from, the steps, the standard, the record to be filled and the officer to whom it goes when not done. Every threshold has been decided. Every list is issued to the officer. No action requires the officer to analyse, choose a threshold or interpret data. The steps for each post are on the role cards (Annexure II).
3. **Effective date.** The register takes effect from 15<sup>th</sup> October 2026 in the Circles under the field structure of all Circles.
4. **Before the effective date, each Circle will:**
  - (a) Name a Circle control room, headed by an officer of AGM rank or above, with an alternate. The control room issues every list in Annexure III to the officer named, from the system named, at the time named. It does not prepare analysis. Send the nomination in Part 1 of Annexure IX within 7 days of this letter.
  - (b) Enter a named officer against every tower, OLT, leased circuit, enterprise account and rented site in the existing ownership tables.
  - (c) Record the work area of every Group C and D employee in HRMS from menu IV.10 of Annexure IV.
  - (d) Issue the role card (Annexure II) to every officer and technician against signature, and register every officer in the Field Action Monitor (Annexure VIII).
  - (e) Put up the Business Area board (Annexure VII) in every Business Area office and every SDE section.
  - (f) Issue a Circle order adopting the escalation ladder at paragraph 6 and the fixed menus at Annexure IV, and confirm readiness in Part 2 of Annexure IX on the effective date.

5. **The routine from the effective date** (Annexure VII):
- (a) Every working day at 09:45 the SDE holds a ten-minute meeting at the board with the JTOs, JEs and technicians of the section and writes a name and a time against each pending item (action HR-1).
  - (b) Every week the AGM goes through each SDE's and JTO's scorecard (record V.10) for five minutes (HR-2).
  - (c) Every Monday at 10:00 the Business Area head meets the AGMs for 30 minutes on the ten lines of the board and sends the board to the Circle by 13:00 (HR-7).
  - (d) Every month the Circle head reviews the boards, the franchisee scorecards and the loss-making site certificates with the Business Area heads.
  - (e) Every quarter Corporate Office reviews the six governing measures and the register with the Circle heads.
6. **Escalation.** For a tower or OLT fault: acknowledge within 15 minutes; fault type from menu IV.1 within 2 hours; escalation to the SDE at 2 hours, the AGM at 4 hours, the Business Area head at 8 hours and the Circle at 24 hours. This single ladder supersedes the ladders in earlier drafts. For every other action the escalation is as printed against it in Annexure I.
7. **Formats.** The following are part of this letter and are to be used without alteration:
- (a) Annexure III: the format of each of the 46 issued lists: source system, time of issue, recipient and columns.
  - (b) Annexure IV: twelve fixed menus. Where a menu exists, no free-text entry is to be accepted.
  - (c) Annexure V: thirteen record formats the officer fills on the spot.
  - (d) Annexure VI: seven standing letters and forms, to be issued with the blanks filled and no other wording.

An Excel workbook of blank templates, numbered as these annexures (every list III, menu IV, record V, the board VII and the proformas IX, with drop-downs bound to the menus), is sent with this letter for the Circle control room. Where a system cannot yet supply a column, the column is left blank and reported in Part 3 of Annexure IX; it is not to be filled by hand.

8. **Entry and monitoring.** Each action is entered by the officer named against it in the Field Action Monitor (Annexure VIII) as a few whole numbers read off the issued list. Where the standard is not met the officer selects the reason from menu IV.12. A unit with no entry is shown as 'not reported' and is never treated as nil or as compliant. An entry may be returned for correction by the AGM or above with a stated reason. All information are to be sent to [cmdmonitoring@bsnl.co.in](mailto:cmdmonitoring@bsnl.co.in)
9. **What the field is not asked to do.** No officer below the Circle (all field offices) will vacate a rented site, change a tariff, alter a franchisee's terms, cancel a lead (AGM only, menu IV.3), mark a lead not feasible (SDE only), or decide the closure of a tower (form VI.7, decided at the Circle). Where uptime in a unit is below 95%, the unit is measured on restoration and not on sales until it is restored.
10. **Standards.** The standards in Annexure I are set from published practice and from BSNL's own best units. They will be reviewed 90 days after the effective date and will not be altered locally in the meantime.

11. **Reporting.** The Circle will send to [cmdmonitoring@bsnl.co.in](mailto:cmdmonitoring@bsnl.co.in) , Corporate Office: Part 1 of Annexure IX within 7 days of this letter; Part 2 on the effective date; and Part 3 by the 5th of every month.
12. The register is the daily and weekly work that produces the six governing measures already notified: SIM sales, FTTH gross connections, enterprise revenue, site availability, OLT availability and fibre restoration time.
13. Receipt may be acknowledged.

Encl.: Annexures I to IX, as listed below; Excel workbook of templates numbered as the annexures.

| Annexure | Title                                                              | Cited in paragraph        |
|----------|--------------------------------------------------------------------|---------------------------|
| I        | Register of fixed field actions                                    | 2, 6, 10                  |
| II       | Role cards                                                         | 2, 4(d)                   |
| III      | Formats of the issued lists                                        | 4(a), 7(a)                |
| IV       | Fixed menus                                                        | 4(c), 4(f), 6, 7(b), 8, 9 |
| V        | Record formats                                                     | 5(b), 7(c)                |
| VI       | Standing letters and forms                                         | 7(d), 9                   |
| VII      | Business Area board and reviews                                    | 4(e), 5                   |
| VIII     | Entry in the Field Action Monitor                                  | 4(d), 8                   |
| IX       | Proformas for the Circle: nomination, readiness and monthly report | 4(a), 4(f), 7, 11         |

  
**PGM (C&M)**  
**BSNL CO, New Delhi**

**Copy to:**

- (1) Directors (CM), (CFA), (EB), (HR), (Finance), BSNL Board
- (2) PGM (Corporate Planning)
- (3) CVO, BSNL
- (4) All PGMs and Sr GMs, Corporate Office
- (5) Guard file

## Annexure I. Register of fixed field actions

46 actions. The officer does each at the stated frequency from the list issued (Annexure III), fills the record (Annexure V), and enters the figures in the Monitor (Annexure VIII). Steps are on the role cards (Annexure II).

| I.1 Consumer Mobility |                                                |                                            |           |                                       |                                                                                                                                     |                                                 |
|-----------------------|------------------------------------------------|--------------------------------------------|-----------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| No.                   | Action                                         | By whom                                    | How often | List (Annexure III)                   | Standard                                                                                                                            | Goes up to                                      |
| CM-1                  | Restore every down tower on the clock          | JTO (tower owner)                          | Daily     | III.CM-1 Down-tower list              | Fault type entered within 2 hours on 100% of towers. No tower down beyond 24 hours without an SDE entry.                            | 2 h: SDE. 4 h: AGM. 8 h: BA head. 24 h: Circle. |
| CM-5                  | Walk the retailer beat                         | JTO or SDE (sales), franchisee sales staff | Daily     | III.CM-5 Retailer beat                | Every retailer visited once a week. No retailer with zero SIM stock at the end of a visit.                                          | AGM (sales) weekly                              |
| CM-6                  | Call back the customers who stopped recharging | Customer service centre staff              | Daily     | III.CM-6 Calling list, lapsed prepaid | 40 calls a day per person. Network complaints passed to the tower JTO the same day.                                                 | SDE (sales) weekly                              |
| CM-2                  | Clear the towers down for more than 7 days     | AGM (cluster)                              | Weekly    | III.CM-2 Towers down over 7 days      | Every tower on the list has an outcome entered by Friday. No tower stays on the list four weeks running without a BA head decision. | BA head weekly; Circle monthly                  |
| CM-3                  | Load the low-traffic sites                     | JTO or SDE (sales) with the franchisee     | Weekly    | III.CM-3 Low-traffic sites            | Two sites a week per sales officer. Every retailer within 1 km holds stock after the visit.                                         | AGM (sales) weekly                              |
| CM-8                  | Work the repeat-fault list                     | SDE (network)                              | Weekly    | III.CM-8 Repeat-fault sites           | Every listed site visited within 7 days. Root cause entered on 100%.                                                                | AGM weekly                                      |
| CM-4                  | Confirm or close the zero-traffic sites        | JTO (tower owner)                          | Monthly   | III.CM-4 Zero-traffic sites           | Every zero-traffic site has a code by the 10th. No rent or electricity is paid on a site coded 'no equipment'.                      | AGM monthly                                     |
| CM-7                  | Fill the vacant franchisee and owner positions | AGM (sales), AGM (network)                 | Monthly   | III.CM-7 Towers with an owner missing | Zero towers without a named JTO, SDE and sales owner at month end.                                                                  | BA head monthly                                 |

| I.2 Consumer Fixed Access |                                                    |                                                      |           |                                                    |                                                                                                                           |                                           |
|---------------------------|----------------------------------------------------|------------------------------------------------------|-----------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| No.                       | Action                                             | By whom                                              | How often | List (Annexure III)                                | Standard                                                                                                                  | Goes up to                                |
| CFA-1                     | Close every FTTH lead in 48 hours                  | JTO (FTTH) or BBM, TIP or BNU or franchisee          | Daily     | III.CFA-1 Open FTTH leads                          | First call within 4 hours: 100%. No lead older than 48 hours without a status. 'Not feasible' is entered only by the SDE. | 24 h: SDE. 72 h: AGM.                     |
| CFA-3                     | Restore offline OLTs; decide on the long-dead ones | JTO (FTTH) or BBM for restoration; AGM for decisions | Daily     | III.CFA-3 OLTs offline                             | No OLT offline over 24 hours without a visit. Every OLT offline over 30 days has a decision.                              | 24 h: SDE. 7 days: AGM. 30 days: BA head. |
| CFA-6                     | Call every customer who asks to disconnect         | SDE (FTTH) or JTO or BBM                             | Daily     | III.CFA-6 Disconnection requests and 30-day unpaid | 100% called the same day. Reason recorded on 100%.                                                                        | AGM weekly                                |

| I.2 Consumer Fixed Access |                                                       |                                   |           |                                               |                                                                                          |                 |
|---------------------------|-------------------------------------------------------|-----------------------------------|-----------|-----------------------------------------------|------------------------------------------------------------------------------------------|-----------------|
| No.                       | Action                                                | By whom                           | How often | List (Annexure III)                           | Standard                                                                                 | Goes up to      |
| <b>CFA-2</b>              | Re-check every lead marked not feasible               | SDE (FTTH) or BBM                 | Weekly    | III.CFA-2 Leads marked not feasible           | Every not-feasible lead re-checked within 7 days. Cluster requests raised the same week. | AGM fortnightly |
| <b>CFA-4</b>              | Put ten connections on every empty OLT                | SDE (FTTH sales), franchisee      | Weekly    | III.CFA-4 OLTs with fewer than 10 connections | Five OLTs a week. 10 connections on each within 60 days.                                 | AGM monthly     |
| <b>CFA-5</b>              | Repair weak optical signal before the customer leaves | JTO (FTTH), franchisee technician | Weekly    | III.CFA-5 Weak optical signal connections     | 20 connections a week. After-reading better than -25 dBm on at least 8 in 10.            | SDE fortnightly |
| <b>CFA-7</b>              | Audit one installation in ten                         | JTO (FTTH)                        | Weekly    | III.CFA-7 New connections in the week         | 10% of new connections audited each week.                                                | SDE weekly      |
| <b>CFA-8</b>              | Score each franchisee / TIP every month               | AGM (FTTH)                        | Monthly   | III.CFA-8 Franchisee scorecard                | Every listed franchisee reviewed by the 10th.                                            | BA head monthly |

| I.3 Enterprise Business |                                                           |                                                |           |                                              |                                                                                                                |                                   |
|-------------------------|-----------------------------------------------------------|------------------------------------------------|-----------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------|
| No.                     | Action                                                    | By whom                                        | How often | List (Annexure III)                          | Standard                                                                                                       | Goes up to                        |
| <b>EB-1</b>             | Assign and contact every enterprise lead                  | AGM (EB) to assign; account officer to contact | Daily     | III.EB-1 New and unassigned enterprise leads | Zero unassigned leads at 17:00. First call within 24 hours on 100%.                                            | BA head weekly                    |
| <b>EB-3</b>             | Commission each order by the promised date                | SDE (EB), SDE (transmission)                   | Daily     | III.EB-3 Open enterprise orders              | Billing advice sent on the day of handing over on 100% of orders.                                              | AGM (EB) weekly                   |
| <b>EB-4</b>             | Close every leased-circuit fault with its cause           | JTO or SDE (transmission, leased circuits)     | Daily     | III.EB-4 Open leased-circuit faults          | Reason for outage entered on 100% of closed tickets. Zero circuits without a named owner.                      | 2 h: SDE. 4 h: AGM. 8 h: BA head. |
| <b>EB-2</b>             | Visit every existing enterprise customer on a fixed cycle | Account officer (EB)                           | Weekly    | III.EB-2 Named enterprise accounts           | Five customer visits a week per account officer. No circuit reaches its expiry date without a quotation given. | AGM (EB) fortnightly              |
| <b>EB-5</b>             | Offer fibre to every business within reach                | Account officer (EB), JTO (FTTH)               | Weekly    | III.EB-5 Businesses near a working OLT       | 25 visits a week per officer.                                                                                  | AGM (EB) monthly                  |

| I.4 Network cost |                                          |                                 |           |                                            |                                                                                   |                 |
|------------------|------------------------------------------|---------------------------------|-----------|--------------------------------------------|-----------------------------------------------------------------------------------|-----------------|
| No.              | Action                                   | By whom                         | How often | List (Annexure III)                        | Standard                                                                          | Goes up to      |
| <b>NC-8</b>      | Log every vehicle trip                   | Officer using the vehicle; AO   | Daily     | III.NC-8 Hired vehicles                    | No payment for unlogged kilometres.                                               | AGM monthly     |
| <b>NC-10</b>     | Switch off the idle 3G carrier           | JTO (site owner), SDE (network) | Weekly    | III.NC-10 Idle 3G carriers                 | Every listed site done by its date.                                               | AGM fortnightly |
| <b>NC-12</b>     | Patrol the fibre routes that were cut    | JE or TT (fibre route)          | Weekly    | III.NC-12 Fibre routes cut and dig notices | Every dig notice attended before work starts. Every listed route walked weekly.   | JTO weekly      |
| <b>NC-3</b>      | Run the site energy checklist            | TT or ATT (site technician)     | Weekly    | III.NC-3 Weekly site round                 | One round per site per week. Hour-meter and diesel level recorded at every visit. | JTO weekly      |
| <b>NC-1</b>      | Read every electricity meter every month | JE or TT (site in charge)       | Monthly   | III.NC-1 Electricity connections in your   | Reading and photograph for 100% of connections by                                 | SDE by the 7th  |

| I.4 Network cost |                                              |                      |           |                                          |                                                                                                      |                               |
|------------------|----------------------------------------------|----------------------|-----------|------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------|
| No.              | Action                                       | By whom              | How often | List (Annexure III)                      | Standard                                                                                             | Goes up to                    |
|                  |                                              |                      |           | charge                                   | the 5th.                                                                                             |                               |
| NC-11            | Correct sanctioned load and tariff category  | AGM (electrical), AO | Monthly   | III.NC-11 Load and tariff corrections    | Application filed within 15 days for every listed connection.                                        | BA head monthly               |
| NC-2             | Pay no electricity bill without a reading    | AO or JAO            | Monthly   | III.NC-2 Electricity bills received      | Zero bills paid without a matched reading.                                                           | AGM (finance) monthly         |
| NC-4             | Match diesel to generator hours              | JTO (site owner)     | Monthly   | III.NC-4 Diesel above rated consumption  | Every site above the rated figure inspected within 7 days.                                           | SDE monthly                   |
| NC-7             | Do preventive maintenance on the calendar    | TT or ATT, JE        | Monthly   | III.NC-7 Preventive maintenance calendar | 100% of the month's calendar done. A photograph for each item.                                       | JTO monthly                   |
| NC-9             | Certify every loss-making rented site        | JTO (site owner)     | Monthly   | III.NC-9 Loss-making rented sites        | Every listed site certified by the 10th.                                                             | AGM monthly; Circle quarterly |
| NC-5             | Verify every rented site before rent is paid | JTO (site owner), AO | Quarterly | III.NC-5 Rented sites and buildings      | No rent paid without the quarterly certificate.                                                      | AGM quarterly                 |
| NC-6             | Bill every tenant on every BSNL tower        | JTO (site owner), AO | Quarterly | III.NC-6 Shared towers and tenants       | Every shared tower counted once a quarter. Supplementary bill raised within 15 days of a difference. | AGM quarterly                 |

| I.5 Finance |                                                         |                                   |           |                                                  |                                                                                        |                           |
|-------------|---------------------------------------------------------|-----------------------------------|-----------|--------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------|
| No.         | Action                                                  | By whom                           | How often | List (Annexure III)                              | Standard                                                                               | Goes up to                |
| FIN-2       | Bill on the day service starts                          | AO (revenue), SDE (commissioning) | Daily     | III.FIN-2 Commissioned today                     | Zero gap between commissioning date and billing start date.                            | AGM (finance) monthly     |
| FIN-6       | Pay only against goods received and a unique invoice    | AO (payments)                     | Daily     | III.FIN-6 Invoices for payment                   | Zero payments without goods receipt. Zero duplicate payments.                          | AGM (finance) monthly     |
| FIN-1       | Collect the dues on a fixed ladder                      | AO (TR), account officer (EB)     | Weekly    | III.FIN-1 Customers with dues, by age            | Ensure Every customer over 60 days visited. Every customer over 90 days served notice. | AGM (finance) fortnightly |
| FIN-3       | Capitalise within 30 days of the completion certificate | SDE (project), AO (assets)        | Monthly   | III.FIN-3 Works with completion certificate      | No completed work uncapitalised beyond 30 days.                                        | Circle IFA quarterly      |
| FIN-5       | Reconcile tax credit every month                        | AO or JAO                         | Monthly   | III.FIN-5 Tax credit unmatched                   | Unmatched credit older than 60 days: nil.                                              | Circle IFA monthly        |
| FIN-4       | Verify the assets and stores physically                 | JTO (site), store in charge, AO   | Quarterly | III.FIN-4 Assets and stores due for verification | One quarter of the unit's sites and the full store verified each quarter.              | Circle IFA half-yearly    |

| I.6 Human Resources |                                     |                     |           |                        |                                      |            |
|---------------------|-------------------------------------|---------------------|-----------|------------------------|--------------------------------------|------------|
| No.                 | Action                              | By whom             | How often | List (Annexure III)    | Standard                             | Goes up to |
| HR-1                | Hold the ten-minute morning meeting | SDE (every section) | Daily     | III.HR-1 Section board | Held every working day. Ten minutes. | AGM weekly |
| HR-2                | Review each officer                 | AGM                 | Weekly    | III.HR-2 Officer       | Every SDE and JTO                    | BA head    |

| I.6 Human Resources |                                            |                   |           |                                   |                                                                                                  |                     |
|---------------------|--------------------------------------------|-------------------|-----------|-----------------------------------|--------------------------------------------------------------------------------------------------|---------------------|
| No.                 | Action                                     | By whom           | How often | List (Annexure III)               | Standard                                                                                         | Goes up to          |
|                     | for five minutes a week                    |                   |           | scorecard                         | reviewed each week.                                                                              | monthly             |
| HR-7                | Hold the weekly Business Area review       | BA head           | Weekly    | III.HR-7 Business Area board      | Held every Monday. Board sent by 13:00.                                                          | Circle weekly       |
| HR-4                | Train every technician on two skills       | AGM (HR), SDE     | Monthly   | III.HR-4 Technicians and skills   | Every technician holds two of: tower, FTTH splicing and installation, power plant, transmission. | Circle HR quarterly |
| HR-6                | Spend one day a month in the field         | BA head, AGM, AO  | Monthly   | III.HR-6 Field day roster         | One field day a month for every officer of AGM rank and above.                                   | Circle quarterly    |
| HR-3                | Record the work area of every technician   | SDE, AGM (HR)     | Quarterly | III.HR-3 Staff with no work area  | Work area recorded for 100% of staff.                                                            | Circle HR quarterly |
| HR-5                | Post the replacement before the retirement | AGM (HR), BA head | Quarterly | III.HR-5 Retirements in 12 months | No tower, exchange or named account without an owner on the day after a retirement.              | Circle HR quarterly |

## Annexure II. Role cards

One card for each post, issued against signature. Carry out each line at the stated frequency. The list is sent to you. Fill the record the same day and enter the figures in the Monitor.

| II.1 Role card: Technician (TT and ATT) |       |                                                               |                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                  |                                                                                                                |
|-----------------------------------------|-------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| How often                               | No.   | Action and list                                               | What to do                                                                                                                                                                                                                                                                                                                                                          | Standard and record                                                                                                                              | Figures to enter                                                                                               |
| Weekly                                  | NC-12 | Patrol the fibre routes that were cut.<br>List: III.NC-12.    | 1. Open the dig-alert portal at 09:30 every day. For each notice on your route, go to the spot before the digging starts and mark the cable.<br>2. Walk each listed route once a week. Note any digging, road work or pipe laying.<br>3. Hand the contractor the standing notice with your mobile number. Photograph the spot.<br>4. Replace missing route markers. | Every dig notice attended before work starts. Every listed route walked weekly.<br>Record: Patrol log and photographs.<br>Goes up to: JTO weekly | Dig notices received on your routes<br>Attended before work started<br>Listed routes walked this week          |
| Weekly                                  | NC-3  | Run the site energy checklist.<br>List: III.NC-3.             | 1. Set the air-conditioner to 27 degrees. Switch off the second unit where the room is below 27 degrees.<br>2. Switch off lights, exhaust fans and any equipment marked decommissioned.<br>3. Record the generator hour-meter reading and the diesel level.<br>4. Check battery terminals and rectifier alarms. Report any alarm to the JTO the same day.           | One round per site per week. Hour-meter and diesel level recorded at every visit.<br>Record: Site checklist.<br>Goes up to: JTO weekly           | Sites on your weekly round<br>Rounds completed<br>Alarms reported to the JTO                                   |
| Monthly                                 | NC-1  | Read every electricity meter every month.<br>List: III.NC-1.  | 1. Read the meter between the 1st and 5th. Photograph the meter display.<br>2. Enter the reading in the energy portal the same day.<br>3. Report a faulty or missing meter to the AO the same day.                                                                                                                                                                  | Reading and photograph for 100% of connections by the 5th.<br>Record: Reading and photograph.<br>Goes up to: SDE by the 7th                      | Electricity connections in your charge<br>Read with photograph by the 5th<br>Faulty or missing meters reported |
| Monthly                                 | NC-7  | Do preventive maintenance on the calendar.<br>List: III.NC-7. | 1. Carry out the month's items from the checklist.<br>2. Photograph each completed item.<br>3. Replace only against a failed reading recorded on the checklist.                                                                                                                                                                                                     | 100% of the month's calendar done. A photograph for each item.<br>Record: Checklist and photographs.<br>Goes up to: JTO monthly                  | Items on this month's maintenance calendar<br>Done with photograph                                             |

## II.2 Role card: Junior Engineer

| How often | No.   | Action and list                                               | What to do                                                                                                                                                                                                                                                                                                                                                                                                                              | Standard and record                                                                                                                                             | Figures to enter                                                                                                              |
|-----------|-------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Weekly    | NC-12 | Patrol the fibre routes that were cut.<br>List: III.NC-12.    | <ol style="list-style-type: none"> <li>1. Open the dig-alert portal at 09:30 every day. For each notice on your route, go to the spot before the digging starts and mark the cable.</li> <li>2. Walk each listed route once a week. Note any digging, road work or pipe laying.</li> <li>3. Hand the contractor the standing notice with your mobile number. Photograph the spot.</li> <li>4. Replace missing route markers.</li> </ol> | <p>Every dig notice attended before work starts. Every listed route walked weekly.</p> <p>Record: Patrol log and photographs.</p> <p>Goes up to: JTO weekly</p> | <p>Dig notices received on your routes</p> <p>Attended before work started</p> <p>Listed routes walked this week</p>          |
| Monthly   | NC-1  | Read every electricity meter every month.<br>List: III.NC-1.  | <ol style="list-style-type: none"> <li>1. Read the meter between the 1st and 5th. Photograph the meter display.</li> <li>2. Enter the reading in the energy portal the same day.</li> <li>3. Report a faulty or missing meter to the AO the same day.</li> </ol>                                                                                                                                                                        | <p>Reading and photograph for 100% of connections by the 5th.</p> <p>Record: Reading and photograph.</p> <p>Goes up to: SDE by the 7th</p>                      | <p>Electricity connections in your charge</p> <p>Read with photograph by the 5th</p> <p>Faulty or missing meters reported</p> |
| Monthly   | NC-7  | Do preventive maintenance on the calendar.<br>List: III.NC-7. | <ol style="list-style-type: none"> <li>1. Carry out the month's items from the checklist.</li> <li>2. Photograph each completed item.</li> <li>3. Replace only against a failed reading recorded on the checklist.</li> </ol>                                                                                                                                                                                                           | <p>100% of the month's calendar done. A photograph for each item.</p> <p>Record: Checklist and photographs.</p> <p>Goes up to: JTO monthly</p>                  | <p>Items on this month's maintenance calendar</p> <p>Done with photograph</p>                                                 |

## II.3 Role card: JTO, tower and site owner

| How often | No.   | Action and list                                             | What to do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Standard and record                                                                                                                                                                                                                                               | Figures to enter                                                                                                                                                   |
|-----------|-------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daily     | CM-1  | Restore every down tower on the clock.<br>List: III.CM-1.   | <ol style="list-style-type: none"> <li>1. Acknowledge each new fault within 15 minutes.</li> <li>2. Enter the fault type from the fixed menu within 2 hours of the tower going down. 'Unreachable' is an alarm, not a fault type: replace it after the first call to site.</li> <li>3. Call the site technician. Enter the expected restoration time.</li> <li>4. Power fault: confirm mains status, start the generator or arrange battery. Fibre fault: send the fibre team and log the break location. Equipment fault: raise the vendor ticket and enter its number.</li> <li>5. When the tower is up, enter the restoration time and the cause.</li> </ol> | <p>Fault type entered within 2 hours on 100% of towers. No tower down beyond 24 hours without an SDE entry.</p> <p>Record: Fault type, expected restoration time, cause, restoration time.</p> <p>Goes up to: 2 h: SDE. 4 h: AGM. 8 h: BA head. 24 h: Circle.</p> | <p>Towers that went down on your list</p> <p>Fault type entered within 2 hours</p> <p>Restored within 24 hours</p> <p>Still down over 24 hours (should be nil)</p> |
| Weekly    | NC-10 | Switch off the idle 3G carrier.<br>List: III.NC-10.         | <ol style="list-style-type: none"> <li>1. Sites marked 'check': confirm 3G availability first. Below 95%: treat as a fault under CM-1 and do not switch off.</li> <li>2. All others: switch off the 3G unit on the date given on the list and enter the date.</li> <li>3. Where the list says so, widen the 4G carrier to 10 MHz on the same day.</li> <li>4. Read the electricity meter before and one month after.</li> </ol>                                                                                                                                                                                                                                 | <p>Every listed site done by its date.</p> <p>Record: Switch-off date; meter readings.</p> <p>Goes up to: AGM fortnightly</p>                                                                                                                                     | <p>Idle 3G sites due this week</p> <p>3G switched off</p> <p>Treated as a fault instead</p> <p>4G widened to 10 MHz</p>                                            |
| Monthly   | CM-4  | Confirm or close the zero-traffic sites.<br>List: III.CM-4. | <ol style="list-style-type: none"> <li>1. Check each site: powered or not, radiating or not, backhaul up or not.</li> <li>2. Enter one code: fault (then handle under CM-1); no equipment at site; site never commissioned; site radiating but no users.</li> <li>3. For rented sites with no equipment or not commissioned, send the list to the AO to stop rent and electricity payment.</li> </ol>                                                                                                                                                                                                                                                           | <p>Every zero-traffic site has a code by the 10th. No rent or electricity is paid on a site coded 'no equipment'.</p> <p>Record: Status code per site.</p> <p>Goes up to: AGM monthly</p>                                                                         | <p>Zero-traffic sites on your list</p> <p>Status code entered by the 10th</p> <p>Sites sent to AO to stop payment</p>                                              |
| Monthly   | NC-4  | Match diesel to generator hours.<br>List: III.NC-4.         | <ol style="list-style-type: none"> <li>1. Inspect each listed site within 7 days.</li> <li>2. Check the hour-meter, the tank level, the fuel line and the log book against the diesel issued.</li> <li>3. Enter the finding from the fixed menu: meter faulty; leakage; log not kept; shortage; in order.</li> </ol>                                                                                                                                                                                                                                                                                                                                            | <p>Every site above the rated figure inspected within 7 days.</p> <p>Record: Finding per site.</p> <p>Goes up to: SDE monthly</p>                                                                                                                                 | <p>Sites on the diesel list</p> <p>Inspected within 7 days</p> <p>Sites with finding 'shortage' or 'leakage'</p>                                                   |
| Monthly   | NC-9  | Certify every loss-making rented site.<br>List: III.NC-9.   | <ol style="list-style-type: none"> <li>1. Visit each listed site once in the month.</li> <li>2. Enter: on air or not; equipment present; number of faults in the month; distance to the nearest BSNL tower.</li> <li>3. Site down: restore under CM-1 before any other entry.</li> <li>4. Send the certified list to the AGM by the 10th. Take no step to vacate a site; that decision is issued from the Circle.</li> </ol>                                                                                                                                                                                                                                    | <p>Every listed site certified by the 10th.</p> <p>Record: Site certificate.</p> <p>Goes up to: AGM monthly; Circle quarterly</p>                                                                                                                                 | <p>Loss-making rented sites on your list</p> <p>Certified by the 10th</p> <p>Found down and taken up for restoration</p>                                           |
| Quarterly | NC-5  | Verify every rented site before rent is paid.               | <ol style="list-style-type: none"> <li>1. JTO: certify each quarter that the site is in use and what equipment it holds.</li> <li>2. AO: pay rent only against the</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>No rent paid without the quarterly certificate.</p>                                                                                                                                                                                                            | <p>Rented sites in your charge</p> <p>Use certificate given</p>                                                                                                    |

### II.3 Role card: JTO, tower and site owner

| How often | No.  | Action and list                                           | What to do                                                                                                                                                                                                                                                            | Standard and record                                                                                                                                                            | Figures to enter                                                                       |
|-----------|------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|           |      | List: III.NC-5.                                           | certificate. Apply the escalation clause exactly as written in the agreement.<br>3. Agreement expiring within 6 months: send to the AGM for renewal on the standard form.                                                                                             | Record: Use certificate; rent paid; escalation applied.<br>Goes up to: AGM quarterly                                                                                           | Rent paid without certificate (should be nil)<br>Agreements sent for renewal           |
| Quarterly | NC-6 | Bill every tenant on every BSNL tower.<br>List: III.NC-6. | 1. JTO: at the quarterly visit count the antennas, radio units and cabinets of each tenant. Enter the count.<br>2. AO: where the count is above the billed items, raise the supplementary bill within 15 days.<br>3. AO: apply the annual escalation on the due date. | Every shared tower counted once a quarter.<br>Supplementary bill raised within 15 days of a difference.<br>Record: Count per tenant; bill number.<br>Goes up to: AGM quarterly | Shared towers in your charge<br>Tenant equipment counted<br>Supplementary bills raised |

## II.4 Role card: JTO, FTTH

| How often | No.   | Action and list                                                            | What to do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Standard and record                                                                                                                                                                                                                         | Figures to enter                                                                                                                                                                                        |
|-----------|-------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daily     | CFA-1 | Close every FTTH lead in 48 hours.<br>List: III.CFA-1.                     | <ol style="list-style-type: none"> <li>1. Call the customer within 4 working hours of the lead arriving.</li> <li>2. Visit for feasibility within 24 hours. Measure the distance to the nearest splitter.</li> <li>3. Under 300 metres: mark feasible and issue to the franchisee for installation within 48 hours.</li> <li>4. Over 300 metres: do not mark 'not feasible'. Enter the distance and send to the SDE.</li> <li>5. Customer declines: enter the reason from the fixed menu.</li> </ol> | <p>First call within 4 hours: 100%. No lead older than 48 hours without a status. 'Not feasible' is entered only by the SDE.</p> <p>Record: Call time, visit time, distance in metres, status.</p> <p>Goes up to: 24 h: SDE. 72 h: AGM.</p> | <p>Open leads on your list</p> <p>First call made within 4 hours</p> <p>Feasibility visits within 24 hours</p> <p>Leads older than 48 hours with no status (should be nil)</p> <p>Connections given</p> |
| Daily     | CFA-3 | Restore offline OLTs; decide on the long-dead ones.<br>List: III.CFA-3.    | <ol style="list-style-type: none"> <li>1. Offline under 24 hours: call the franchisee, enter the cause and expected time.</li> <li>2. Offline over 24 hours: visit. Check power, uplink fibre, equipment.</li> <li>3. Offline over 30 days: the AGM enters one decision by month end: restore by a date; shift to another location; decommission and recover the equipment.</li> </ol>                                                                                                               | <p>No OLT offline over 24 hours without a visit. Every OLT offline over 30 days has a decision.</p> <p>Record: Cause, visit date, decision.</p> <p>Goes up to: 24 h: SDE. 7 days: AGM. 30 days: BA head.</p>                                | <p>OLTs offline over 24 hours</p> <p>Visited</p> <p>Restored today</p> <p>Offline over 30 days with no decision (should be nil)</p>                                                                     |
| Weekly    | CFA-5 | Repair weak optical signal before the customer leaves.<br>List: III.CFA-5. | <ol style="list-style-type: none"> <li>1. Send the franchisee technician to each.</li> <li>2. Clean and re-seat connectors. Replace the patch cord. Re-splice the drop fibre where the loss is in the drop.</li> <li>3. Re-read the power. Enter the before and after readings.</li> </ol>                                                                                                                                                                                                           | <p>20 connections a week. After-reading better than -25 dBm on at least 8 in 10.</p> <p>Record: Before and after reading per connection.</p> <p>Goes up to: SDE fortnightly</p>                                                             | <p>Weak-signal connections planned this week</p> <p>Connections attended</p> <p>After-reading better than -25 dBm</p>                                                                                   |
| Weekly    | CFA-7 | Audit one installation in ten.<br>List: III.CFA-7.                         | <ol style="list-style-type: none"> <li>1. Visit one in ten, chosen from the list by serial number.</li> <li>2. Check: optical power, drop fibre routing, customer shown the speed test, no cash taken beyond the tariff.</li> <li>3. Photograph the installation.</li> </ol>                                                                                                                                                                                                                         | <p>10% of new connections audited each week.</p> <p>Record: Audit sheet and photograph.</p> <p>Goes up to: SDE weekly</p>                                                                                                                   | <p>New connections given in the week</p> <p>Installations audited</p> <p>Audits with a defect found</p>                                                                                                 |

| II.5 Role card: JTO or SDE, sales |      |                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                               |                                                                                                                                      |
|-----------------------------------|------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| How often                         | No.  | Action and list                                | What to do                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Standard and record                                                                                                                                                                                                           | Figures to enter                                                                                                                     |
| Daily                             | CM-5 | Walk the retailer beat.<br>List: III.CM-5.     | <ol style="list-style-type: none"> <li>1. Visit every retailer on the day's beat. Visit the marked retailers first.</li> <li>2. Record: SIM stock in hand, recharge balance, activations since last visit.</li> <li>3. Replenish stock below 10 SIMs. Put up or replace the BSNL tariff poster.</li> <li>4. A retailer with no activation in 30 days: record the reason from the fixed menu.</li> </ol>                                                                                  | <p>Every retailer visited once a week. No retailer with zero SIM stock at the end of a visit.</p> <p>Record: Visit log by retailer.</p> <p>Goes up to: AGM (sales) weekly</p>                                                 | <p>Retailers on today's beat</p> <p>Retailers visited</p> <p>Retailers left with no SIM stock (should be nil)</p> <p>SIMs issued</p> |
| Weekly                            | CM-3 | Load the low-traffic sites.<br>List: III.CM-3. | <ol style="list-style-type: none"> <li>1. Visit the area of two listed sites each week.</li> <li>2. At each: confirm 4G signal on a test handset at the three busiest points. If no signal, report to the tower JTO the same day.</li> <li>3. Visit every retailer within 1 km. Record whether each holds BSNL SIM stock and recharge balance. Issue stock on the spot through the franchisee.</li> <li>4. Hold one SIM sale and port-in camp at the site location that week.</li> </ol> | <p>Two sites a week per sales officer. Every retailer within 1 km holds stock after the visit.</p> <p>Record: Site, signal reading, retailers visited, SIMs issued, SIMs activated.</p> <p>Goes up to: AGM (sales) weekly</p> | <p>Low-traffic sites planned this week</p> <p>Sites visited</p> <p>Retailers visited</p> <p>SIMs activated</p>                       |

## II.6 Role card: Customer service centre staff

| How often | No.  | Action and list                                                    | What to do                                                                                                                                                                                                              | Standard and record                                                                                                                                       | Figures to enter                                                                                         |
|-----------|------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Daily     | CM-6 | Call back the customers who stopped recharging.<br>List: III.CM-6. | 1. Call each number. Read the script.<br>2. Offer the recharge named on the list against that number.<br>3. Enter the outcome: recharged; will recharge; ported out; not reachable; network complaint (enter location). | 40 calls a day per person. Network complaints passed to the tower JTO the same day.<br>Record: Outcome code per number.<br>Goes up to: SDE (sales) weekly | Numbers on today's calling list<br>Calls made<br>Recharged<br>Network complaints passed to the tower JTO |

## II.7 Role card: Account Manager, Enterprise Business

| How often | No.  | Action and list                                                               | What to do                                                                                                                                                                                                                                                                                          | Standard and record                                                                                                                                                                              | Figures to enter                                                                                                                             |
|-----------|------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Weekly    | EB-2 | Visit every existing enterprise customer on a fixed cycle.<br>List: III.EB-2. | 1. Top 20 accounts: visit once a month.<br>All others: once a quarter.<br>2. At each visit record: circuits in use, circuits due for renewal in 90 days, open faults, outstanding dues, new sites planned.<br>3. Hand over the renewal quotation at the visit for every circuit due within 90 days. | Five customer visits a week per account officer. No circuit reaches its expiry date without a quotation given.<br>Record: Visit report on the standard form.<br>Goes up to: AGM (EB) fortnightly | Customer visits planned this week<br>Visits made<br>Renewal quotations handed over<br>Circuits past expiry with no quotation (should be nil) |
| Weekly    | EB-5 | Offer fibre to every business within reach.<br>List: III.EB-5.                | 1. Visit each. Leave the tariff card for the business broadband and leased line plans.<br>2. Record the present provider and monthly bill.<br>3. Enter every interested customer as a lead the same day.                                                                                            | 25 visits a week per officer.<br>Record: Visit log; leads raised.<br>Goes up to: AGM (EB) monthly                                                                                                | Business visits planned this week<br>Visits made<br>Leads raised                                                                             |

## II.8 Role card: JTO or SDE, transmission and leased circuits

| How often | No.  | Action and list                                                     | What to do                                                                                                                                                                                                                                                                                                                            | Standard and record                                                                                                                                                                                                             | Figures to enter                                                                                                                                                   |
|-----------|------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daily     | EB-4 | Close every leased-circuit fault with its cause.<br>List: III.EB-4. | <ol style="list-style-type: none"> <li>1. Acknowledge the ticket within 15 minutes.</li> <li>2. Call the customer and give the expected restoration time.</li> <li>3. Do not close a ticket without entering the reason for outage from the fixed menu.</li> <li>4. Enter the named owner for every circuit that has none.</li> </ol> | <p>Reason for outage entered on 100% of closed tickets. Zero circuits without a named owner.</p> <p>Record: Acknowledgement time, reason for outage, restoration time.</p> <p>Goes up to: 2 h: SDE. 4 h: AGM. 8 h: BA head.</p> | <p>Tickets closed today</p> <p>Closed with reason for outage entered</p> <p>Acknowledged within 15 minutes</p> <p>Circuits with no named owner (should be nil)</p> |

## II.9 Role card: Sub-Divisional Engineer

| How often | No.   | Action and list                                                 | What to do                                                                                                                                                                                                                                                                                                                                             | Standard and record                                                                                                                                                            | Figures to enter                                                                                                   |
|-----------|-------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Daily     | CFA-6 | Call every customer who asks to disconnect.<br>List: III.CFA-6. | 1. Call the same day. Record the reason from the fixed menu: fault not attended; slow speed; price; shifted house; moved to another operator; other.<br>2. Fault or speed: send the technician within 24 hours and call back after the visit.<br>3. Shifted house: offer transfer of the connection to the new address.                                | 100% called the same day. Reason recorded on 100%.<br>Record: Reason code; action; retained or not.<br>Goes up to: AGM weekly                                                  | Disconnection requests and 30-day unpaid on your list<br>Called the same day<br>Reason recorded<br>Retained        |
| Daily     | EB-3  | Commission each order by the promised date.<br>List: III.EB-3.  | 1. Enter the feasibility result within 3 working days of the order.<br>2. Enter each milestone on the day it is done: fibre laid, equipment installed, tested, handed over.<br>3. Seven days before the promised date, call the customer and confirm the date.<br>4. On handing over, send the billing advice the same day.                            | Billing advice sent on the day of handing over on 100% of orders.<br>Record: Milestone dates; billing advice date.<br>Goes up to: AGM (EB) weekly                              | Orders handed over today<br>Billing advice sent the same day<br>Open orders past the promised date (should be nil) |
| Daily     | HR-1  | Hold the ten-minute morning meeting.<br>List: III.HR-1.         | 1. Stand at the board at 09:45 with your JTOs, JEs and technicians.<br>2. Read out each pending item and name the person who will attend it today.<br>3. Write the name and the time against the item.                                                                                                                                                 | Held every working day. Ten minutes.<br>Record: Board photograph.<br>Goes up to: AGM weekly                                                                                    | Pending items on the board this morning<br>Items given a name and a time<br>Staff present at the meeting           |
| Weekly    | CFA-2 | Re-check every lead marked not feasible.<br>List: III.CFA-2.    | 1. Check each against the splitter map.<br>2. Where three or more such leads fall within 500 metres of each other, raise one extension request for the cluster on the standard form.<br>3. Where a franchisee holds the area and has not extended, issue the standing notice.                                                                          | Every not-feasible lead re-checked within 7 days. Cluster requests raised the same week.<br>Record: Re-check outcome; extension request number.<br>Goes up to: AGM fortnightly | Leads marked not feasible in the week<br>Re-checked within 7 days<br>Extension requests raised                     |
| Weekly    | CFA-4 | Put ten connections on every empty OLT.<br>List: III.CFA-4.     | 1. Take five OLTs a week from the list.<br>2. Around each, canvass every home and shop within 300 metres with the franchisee. Collect applications on the spot.<br>3. Put up the BSNL fibre board with the franchisee's mobile number at the OLT location.<br>4. After 60 days with under 10 connections, issue the standing notice to the franchisee. | Five OLTs a week. 10 connections on each within 60 days.<br>Record: OLT, homes canvassed, applications, connections given.<br>Goes up to: AGM monthly                          | Empty OLTs planned this week<br>OLTs canvassed<br>Applications collected<br>Connections given                      |
| Weekly    | CM-8  | Work the repeat-fault list.<br>List: III.CM-8.                  | 1. Visit each listed site within the week with the JTO.<br>2. Check in this order: mains supply and earthing; battery backup in minutes; rectifier modules; patch cords and connectors; transmission link.<br>3. Replace or repair the failed item. Where material is needed, raise the indent the same day and enter its number.                      | Every listed site visited within 7 days. Root cause entered on 100%.<br>Record: Root cause; item replaced; indent number.<br>Goes up to: AGM weekly                            | Sites on the repeat-fault list<br>Visited within 7 days<br>Root cause entered                                      |

## II.9 Role card: Sub-Divisional Engineer

| How often | No.  | Action and list                                              | What to do                                                                                                                                                                                  | Standard and record                                                                                                   | Figures to enter                                      |
|-----------|------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
|           |      |                                                              | 4. Enter the root cause from the fixed menu.                                                                                                                                                |                                                                                                                       |                                                       |
| Quarterly | HR-3 | Record the work area of every technician.<br>List: III.HR-3. | 1. Enter for each person one work area from the fixed list: mobile tower, FTTH, transmission and fibre, power, customer service centre, office.<br>2. Enter the sites or exchange assigned. | Work area recorded for 100% of staff.<br>Record: Work area and assignment in HRMS.<br>Goes up to: Circle HR quarterly | Staff with no work area recorded<br>Work area entered |

## II.10 Role card: Accounts Officer and Junior Accounts Officer

| How often | No.   | Action and list                                                              | What to do                                                                                                                                                                                                                                                                                                                                            | Standard and record                                                                                                                                                                 | Figures to enter                                                                                                                                            |
|-----------|-------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daily     | FIN-2 | Bill on the day service starts.<br>List: III.FIN-2.                          | 1. SDE: send the billing advice on the day of commissioning.<br>2. AO: start billing from the commissioning date. List every case where the billing date is later than the commissioning date.                                                                                                                                                        | Zero gap between commissioning date and billing start date.<br>Record: Commissioning date, billing date.<br>Goes up to: AGM (finance) monthly                                       | Circuits and connections commissioned today<br>Billing started from the commissioning date                                                                  |
| Daily     | FIN-6 | Pay only against goods received and a unique invoice.<br>List: III.FIN-6.    | 1. Check the goods receipt or service entry exists.<br>2. Check the invoice number and amount have not been paid before to the same PAN.<br>3. Pay micro and small enterprises within 45 days of acceptance.                                                                                                                                          | Zero payments without goods receipt.<br>Zero duplicate payments.<br>Record: Payment checklist.<br>Goes up to: AGM (finance) monthly                                                 | Invoices paid today<br>Paid with goods receipt and unique invoice<br>MSE invoices paid beyond 45 days (should be nil)                                       |
| Daily     | NC-8  | Log every vehicle trip.<br>List: III.NC-8.                                   | 1. Enter for each trip: date, from, to, purpose, opening and closing kilometres.<br>2. AO: pay the hire bill only for kilometres in the log.                                                                                                                                                                                                          | No payment for unlogged kilometres.<br>Record: Trip log.<br>Goes up to: AGM monthly                                                                                                 | Vehicle trips made<br>Trips entered in the log                                                                                                              |
| Weekly    | FIN-1 | Collect the dues on a fixed ladder.<br>List: III.FIN-1.                      | 1. 30 days overdue: call and send the reminder.<br>2. 60 days: visit with the statement of account. Obtain a dated payment commitment in writing.<br>3. 90 days: issue the disconnection notice under the standing rule.<br>4. Government customers: deliver the statement to the drawing officer by hand each month and record the date of delivery. | Every customer over 60 days visited. Every customer over 90 days served notice.<br>Record: Contact date, commitment date, amount received.<br>Goes up to: AGM (finance) fortnightly | Customers with dues over 60 days<br>Visited, with written commitment<br>Customers with dues over 90 days<br>Disconnection notices served<br>Amount received |
| Monthly   | FIN-3 | Capitalise within 30 days of the completion certificate.<br>List: III.FIN-3. | 1. SDE: issue the completion certificate within 7 days of commissioning.<br>2. AO: capitalise in SAP within 30 days, with the certificate date as the date of capitalisation.<br>3. List every work in progress older than 12 months with its reason.                                                                                                 | No completed work uncapitalised beyond 30 days.<br>Record: Certificate date; capitalisation date.<br>Goes up to: Circle IFA quarterly                                               | Works with completion certificate<br>Capitalised within 30 days<br>Works in progress older than 12 months (should be nil)                                   |
| Monthly   | FIN-5 | Reconcile tax credit every month.<br>List: III.FIN-5.                        | 1. Match invoice by invoice.<br>2. For each unmatched invoice, write to the vendor in the standing format within 7 days.<br>3. Hold the vendor's next payment to the extent of credit not uploaded.                                                                                                                                                   | Unmatched credit older than 60 days: nil.<br>Record: Reconciliation statement.<br>Goes up to: Circle IFA monthly                                                                    | Invoices with tax credit claimed<br>Matched with the portal<br>Vendor letters issued<br>Unmatched credit older than 60 days, invoices (should be nil)       |
| Monthly   | NC-2  | Pay no electricity bill without a reading.<br>List: III.NC-2.                | 1. Match each bill to the reading and photograph.<br>2. Bill raised without a reading, or units above the reading: return to the electricity board with the standing letter. Pay the undisputed amount only.<br>3. Rate above Rs 12 a unit: send to the AGM (electrical) for tariff category correction.<br>4. Billed demand above sanctioned load    | Zero bills paid without a matched reading.<br>Record: Bill, reading, action code.<br>Goes up to: AGM (finance) monthly                                                              | Electricity bills received<br>Matched to a reading<br>Bills returned to the electricity board<br>Bills paid without a reading (should be nil)               |

## II.10 Role card: Accounts Officer and Junior Accounts Officer

| How often | No.   | Action and list                                              | What to do                                                                                                                                                                                                                      | Standard and record                                                                                                                            | Figures to enter                                                                                          |
|-----------|-------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|           |       |                                                              | for 3 months: send for load revision.                                                                                                                                                                                           |                                                                                                                                                |                                                                                                           |
| Quarterly | FIN-4 | Verify the assets and stores physically.<br>List: III.FIN-4. | 1. Count against the register. Enter found, not found, or found but not on register.<br>2. Tag each store item: serviceable, repairable, scrap.<br>3. Send the scrap list to the AGM for disposal under the standing procedure. | One quarter of the unit's sites and the full store verified each quarter.<br>Record: Verification sheet.<br>Goes up to: Circle IFA half-yearly | Sites due for verification this quarter<br>Sites verified<br>Assets not found<br>Store items tagged scrap |

## II.11 Role card: Assistant General Manager

| How often | No.   | Action and list                                                    | What to do                                                                                                                                                                                                                                                                                                                      | Standard and record                                                                                                                                                                                                             | Figures to enter                                                                                                 |
|-----------|-------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Daily     | EB-1  | Assign and contact every enterprise lead.<br>List: III.EB-1.       | 1. AGM: assign every new lead to a named account officer before 17:00 the same day.<br>2. Account officer: call the customer within 24 hours. Visit within 3 working days.<br>3. Enter the requirement, the locations and the quotation date.<br>4. A lead may be cancelled only by the AGM, with a reason from the fixed menu. | Zero unassigned leads at 17:00. First call within 24 hours on 100%.<br>Record: Owner, call date, visit date, quotation date, cancellation reason.<br>Goes up to: BA head weekly                                                 | New leads received<br>Assigned by 17:00 the same day<br>First call within 24 hours<br>Leads cancelled by the AGM |
| Weekly    | CM-2  | Clear the towers down for more than 7 days.<br>List: III.CM-2.     | 1. Visit or depute an SDE to each tower on the list within the week.<br>2. Enter one of four outcomes for each: restored; material awaited (enter indent number); landlord or access dispute (enter date of notice); recommended for closure.<br>3. Send the closure recommendations to the BA head on Friday.                  | Every tower on the list has an outcome entered by Friday. No tower stays on the list four weeks running without a BA head decision.<br>Record: Outcome code and reference number.<br>Goes up to: BA head weekly; Circle monthly | Towers on the over-7-days list<br>Outcome entered by Friday<br>Restored<br>Recommended for closure               |
| Weekly    | HR-2  | Review each officer for five minutes a week.<br>List: III.HR-2.    | 1. Go through the scorecard with each officer for five minutes.<br>2. Record the items below standard and the date by which each will be met.                                                                                                                                                                                   | Every SDE and JTO reviewed each week.<br>Record: Scorecard with dates.<br>Goes up to: BA head monthly                                                                                                                           | SDEs and JTOs in your cluster<br>Reviewed this week                                                              |
| Monthly   | CFA-8 | Score each franchisee every month.<br>List: III.CFA-8.             | 1. Hold one review meeting with every franchisee that has any OLT below 90% availability or any lead pending over 7 days.<br>2. Record the agreed date for each item.<br>3. Issue the standing notice where the same item appears two months running.                                                                           | Every listed franchisee reviewed by the 10th.<br>Record: Review minutes on the standard form.<br>Goes up to: BA head monthly                                                                                                    | Franchisees due for review<br>Reviewed by the 10th<br>Standing notices issued                                    |
| Monthly   | CM-7  | Fill the vacant franchisee and owner positions.<br>List: III.CM-7. | 1. Enter a named officer against every tower on the list.<br>2. Where a franchisee territory is vacant, start the selection under the standing policy within 7 days.                                                                                                                                                            | Zero towers without a named JTO, SDE and sales owner at month end.<br>Record: Owner entered in the ownership table.<br>Goes up to: BA head monthly                                                                              | Towers with an owner missing<br>Owner entered<br>Franchisee territories vacant (should be nil)                   |
| Monthly   | HR-4  | Train every technician on two skills.<br>List: III.HR-4.           | 1. Send four technicians a month to the training centre or on-the-job attachment for the second skill.<br>2. Record the skill on completion.                                                                                                                                                                                    | Every technician holds two of: tower, FTTH splicing and installation, power plant, transmission.<br>Record: Skill entry in HRMS.<br>Goes up to: Circle HR quarterly                                                             | Technicians planned for training this month<br>Sent for training<br>Completed the second skill                   |
| Monthly   | NC-11 | Correct sanctioned                                                 | 1. Load used under 5% of sanction on                                                                                                                                                                                                                                                                                            | Application filed                                                                                                                                                                                                               | Connections on the load                                                                                          |

| II.11 Role card: Assistant General Manager |      |                                                                |                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                      |                                                                                               |
|--------------------------------------------|------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| How often                                  | No.  | Action and list                                                | What to do                                                                                                                                                                                                                                                                                                                                                                       | Standard and record                                                                                                                                  | Figures to enter                                                                              |
|                                            |      | load and tariff category.<br>List: III.NC-11.                  | 10 kW or more: apply to the electricity board for reduction on the standard form within 15 days.<br>2. Billed above Rs 19 a unit: apply for tariff category correction within 15 days.<br>3. Drawing above sanction for 3 months: apply for enhancement to stop penalty.<br>4. Enter the application number and date. Follow up on the 1st of each month until the bill changes. | within 15 days for every listed connection.<br>Record: Application number and date; date bill changed.<br>Goes up to: BA head monthly                | and tariff list<br>Application filed within 15 days<br>Bills changed by the electricity board |
| Quarterly                                  | HR-5 | Post the replacement before the retirement.<br>List: III.HR-5. | 1. Name the replacement for every tower-owner, FTTH and account officer post 3 months before the retirement date.<br>2. Hand over the site list and customer list in writing.                                                                                                                                                                                                    | No tower, exchange or named account without an owner on the day after a retirement.<br>Record: Handing-over note.<br>Goes up to: Circle HR quarterly | Owner posts falling vacant in 12 months<br>Replacement named 3 months ahead                   |

## II.12 Role card: Business Area head

| How often | No.  | Action and list                                          | What to do                                                                                                                                                                                                                    | Standard and record                                                                                                       | Figures to enter                                                       |
|-----------|------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Weekly    | HR-7 | Hold the weekly Business Area review.<br>List: III.HR-7. | 1. Meet the AGMs every Monday at 10:00 for 30 minutes.<br>2. Take each line of the board. The AGM concerned states the number and the date it will reach zero.<br>3. Record the dates. Send the board to the Circle by 13:00. | Held every Monday.<br>Board sent by 13:00.<br>Record: Board with dates.<br>Goes up to: Circle weekly                      | Weekly reviews due (enter 1)<br>Held, and board sent by 13:00 (1 or 0) |
| Monthly   | HR-6 | Spend one day a month in the field.<br>List: III.HR-6.   | 1. Accompany one retailer beat, one FTTH installation or one tower visit.<br>2. Record three things seen that stopped the work. Send them to the Circle on the standard form.                                                 | One field day a month for every officer of AGM rank and above.<br>Record: Field day note.<br>Goes up to: Circle quarterly | Officers of AGM rank and above<br>Field day done this month            |

### Annexure III. Formats of the issued lists

One list for each action, numbered by the action. Issued by the Circle control room from the system named, at the time named, to the officer named. Every list is headed by five identity columns: Circle; Business Area; SSA or exchange; Officer (staff number); List date and time. Columns marked 'blank until entered' are filled by the officer; all others come from the system. An empty list is still issued, marked 'nil'.

| Consumer Mobility |                              |                                             |                            |                                            |                                                                                                                                                                                                                                                           |
|-------------------|------------------------------|---------------------------------------------|----------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.               | List                         | Source system                               | Issued                     | To                                         | Columns                                                                                                                                                                                                                                                   |
| III.CM-1          | Down-tower list              | CNMC (mcp_downdetails)                      | 08:00 and 16:00 daily      | JTO (tower owner)                          | Tower ID (BTS IP ID); Site name; Site type; Down since (date, time); Hours down; Fault type entered (blank if none); Cells down; Infrastructure provider; Site technician (outsourced) name and mobile; Escalation reached (SDE / AGM / BA head / Circle) |
| III.CM-5          | Retailer beat                | Franchisee / channel system                 | Monthly, six fixed beats   | JTO or SDE (sales), franchisee sales staff | Beat day (Mon to Sat); Retailer code; Retailer name; Address and landmark; Mobile; Franchisee; Activations last month; Marked: no sale or one sale last month (Y); SIM stock at last visit                                                                |
| III.CM-6          | Calling list, lapsed prepaid | Prepaid billing system                      | Daily 09:00, 40 per caller | Customer service centre staff              | Mobile number; Validity expired on; Days since expiry; Last plan; Recharge to offer (from the fixed menu); Last tower used; Outcome code (blank until entered)                                                                                            |
| III.CM-2          | Towers down over 7 days      | CNMC                                        | Monday 09:00               | AGM (cluster)                              | Tower ID; Site name; Down since; Days down; Fault type; Last remark; Rented (Y/N); Rent per month; Outcome last week (if any)                                                                                                                             |
| III.CM-3          | Low-traffic sites            | GMNWO traffic table                         | 1st of month               | JTO or SDE (sales) with the franchisee     | Tower ID; Site name; Village or locality; Average data GB per day; Voice Erlang per day; 4G present (Y/N); Availability last month %; Retailers within 1 km (count); Franchisee name and mobile; Two sites allotted for week 1 to 4                       |
| III.CM-8          | Repeat-fault sites           | CNMC fault history and transmission dockets | Monday 09:00               | SDE (network)                              | Site or system ID; Site name; Faults in past 30 days; Fault types (last three); Hours down in 30 days; Root cause entered (Y/N)                                                                                                                           |
| III.CM-4          | Zero-traffic sites           | GMNWO traffic table                         | 1st of month               | JTO (tower owner)                          | Tower ID; Site name; Months with zero traffic; Rented (Y/N); Rent per month; Electricity connection number; Status code entered (blank until entered)                                                                                                     |
| III.CM-7          | Towers with an owner missing | Site ownership table                        | 1st of month               | AGM (sales), AGM (network)                 | Tower ID; Site name; Site technician (outsourced) named (Y/N); JTO owner named (Y/N); SDE owner named (Y/N); Sales owner named (Y/N); Franchisee territory vacant (Y/N)                                                                                   |

| Consumer Fixed Access |                 |                                    |                       |                                               |                                                                                                                                                                                                 |
|-----------------------|-----------------|------------------------------------|-----------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                   | List            | Source system                      | Issued                | To                                            | Columns                                                                                                                                                                                         |
| III.CFA-1             | Open FTTH leads | Lead portal (online and BharatNet) | 09:00 daily           | JTO (FTTH), franchisee                        | Lead ID; Lead date and time; Customer name; Mobile; Address; Pincode; Source (online / BharatNet); Nearest splitter ID; Distance to splitter (m) if known; Hours since lead; Status; Franchisee |
| III.CFA-3             | OLTs offline    | FTTH assurance (OLT status)        | 08:00 and 16:00 daily | JTO (FTTH) for restoration; AGM for decisions | OLT ID and IP; Location; Family (TIP / BSNL / BBNL / BAF); Franchisee and mobile; Offline since; Hours offline; Working connections on it; Outages in past 30 days; Decision entered if         |

| Consumer Fixed Access |                                          |                                      |                          |                                   |                                                                                                                                                                         |
|-----------------------|------------------------------------------|--------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                   | List                                     | Source system                        | Issued                   | To                                | Columns                                                                                                                                                                 |
|                       |                                          |                                      |                          |                                   | over 30 days                                                                                                                                                            |
| III.CFA-6             | Disconnection requests and 30-day unpaid | CRM and billing                      | 09:00 daily              | SDE (FTTH) or JTO                 | FTTH number; Customer name; Mobile; Plan; Request date or days unpaid; Amount due; Open fault (Y/N); Franchisee                                                         |
| III.CFA-2             | Leads marked not feasible                | Lead portal                          | Monday 09:00             | SDE (FTTH)                        | Lead ID; Date marked; Marked by; Address; Nearest splitter ID; Distance (m); Other not-feasible leads within 500 m (count); Franchisee holding the area                 |
| III.CFA-4             | OLTs with fewer than 10 connections      | FTTH assurance and franchisee data   | Monday 09:00             | SDE (FTTH sales), franchisee      | OLT ID; Location; Franchisee and mobile; Working connections; Availability last month %; Homes within 300 m (estimate); Five OLTs allotted this week (Y)                |
| III.CFA-5             | Weak optical signal connections          | Customer equipment telemetry (TR069) | Monday 09:00, 20 per JTO | JTO (FTTH), franchisee technician | FTTH number; Customer name; Mobile; Address; OLT ID; Received power (dBm); Last read; Franchisee technician and mobile                                                  |
| III.CFA-7             | New connections in the week              | CRM                                  | Monday 09:00             | JTO (FTTH)                        | Serial; FTTH number; Customer name; Address; Installed on; Franchisee and technician; Every tenth serial marked for audit (Y)                                           |
| III.CFA-8             | Franchisee scorecard                     | FTTH assurance, lead portal, CRM     | 1st of month             | AGM (FTTH)                        | Franchisee; OLTs held; OLTs below 90% availability; Leads pending over 7 days; Connections added; Disconnections; Repeat faults; Notices issued to date; Review due (Y) |

| Enterprise Business |                                     |                                 |                              |                                                |                                                                                                                                                                                                        |
|---------------------|-------------------------------------|---------------------------------|------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                 | List                                | Source system                   | Issued                       | To                                             | Columns                                                                                                                                                                                                |
| III.EB-1            | New and unassigned enterprise leads | Enterprise lead register        | 09:00 daily                  | AGM (EB) to assign; account officer to contact | Lead ID; Date and time; Customer; Segment (SME / large / government); Contact and mobile; Requirement; Assigned officer (blank if none); Hours since receipt; Stage                                    |
| III.EB-3            | Open enterprise orders              | Order system                    | 09:00 daily                  | SDE (EB), SDE (transmission)                   | Order ID; Customer; Service; Order date; Promised date; Feasibility entered (date); Fibre laid / equipment installed / tested / handed over (dates); Days to promised date; Billing advice sent (date) |
| III.EB-4            | Open leased-circuit faults          | Prabal Plus                     | Continuous; summary 09:00    | JTO or SDE (transmission, leased circuits)     | Ticket ID; Circuit ID; Customer; Priority; Raised at; Acknowledged at; Hours open; Named owner (blank if none); Expected restoration given (Y/N)                                                       |
| III.EB-2            | Named enterprise accounts           | Enterprise billing              | 1st of month                 | Account officer (EB)                           | Customer; Annual billing; Rank in BA; Circuits in use; Circuits due for renewal in 90 days (count and IDs); Open faults; Dues outstanding; Last visit date; Visit due this week (Y)                    |
| III.EB-5            | Businesses near a working OLT       | FTTH assurance and local survey | Monday 09:00, 25 per officer | Account officer (EB), JTO (FTTH)               | Business name; Type (shop / office / bank / school / clinic / government); Address; Nearest OLT ID and distance (m); Present provider (blank until visited); Visited (date)                            |

| Network cost |                |               |              |                               |                                                                                               |
|--------------|----------------|---------------|--------------|-------------------------------|-----------------------------------------------------------------------------------------------|
| No.          | List           | Source system | Issued       | To                            | Columns                                                                                       |
| III.NC-8     | Hired vehicles | SAP contracts | 1st of month | Officer using the vehicle; AO | Vehicle number; Contractor; Rate per km and fixed; Kilometre ceiling; Trip log received (Y/N) |

| Network cost |                                        |                                           |                        |                                 |                                                                                                                                                                                                                                            |
|--------------|----------------------------------------|-------------------------------------------|------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.          | List                                   | Source system                             | Issued                 | To                              | Columns                                                                                                                                                                                                                                    |
| III.NC-10    | Idle 3G carriers                       | Idle 3G annexures                         | Weekly                 | JTO (site owner), SDE (network) | Site; 3G traffic last month; 4G carrier congestion %; On E1 backhaul (Y/N); Check first (Y): availability below 95%; Due date; Widen 4G to 10 MHz (Y/N); Done (date)                                                                       |
| III.NC-12    | Fibre routes cut and dig notices       | Transmission dockets and dig-alert portal | Daily 09:30 and Monday | JE or TT (fibre route)          | Route ID; Route name; Cuts in past 30 days; Dig notice ID; Agency; Location; Planned dig date; Attended (date)                                                                                                                             |
| III.NC-3     | Weekly site round                      | Site ownership table                      | Monthly                | TT or ATT (site technician)     | Site; Round day; Air-conditioner units; Generator (Y/N); Rated diesel litres per hour; Last hour-meter reading; Battery bank capacity (Ah)                                                                                                 |
| III.NC-1     | Electricity connections in your charge | Energy portal (connection-wise)           | 1st of month           | JE or TT (site in charge)       | Consumer number; Site or exchange; Electricity board; Sanctioned load (kW); Last reading and date; Meter type; Reading entered this month (blank until entered)                                                                            |
| III.NC-11    | Load and tariff corrections            | Energy portal                             | 1st of month           | AGM (electrical), AO            | Consumer number; Site; Electricity board; Sanctioned load (kW); Load factor %; Rate per unit; Action (reduce load / tariff category / enhance load); Application number and date (blank until entered)                                     |
| III.NC-2     | Electricity bills received             | SAP and energy portal                     | Weekly                 | AO or JAO                       | Consumer number; Site; Bill number and date; Units billed; Reading on record; Amount; Rate per unit (computed); Billed demand (kW); Sanctioned load (kW); Matched (Y/N); Action code                                                       |
| III.NC-4     | Diesel above rated consumption         | Energy portal and diesel issue register   | 1st of month           | JTO (site owner)                | Site; Diesel issued (litres); Generator hours; Litres per hour; Rated litres per hour; Excess (litres)                                                                                                                                     |
| III.NC-7     | Preventive maintenance calendar        | Maintenance schedule                      | 1st of month           | TT or ATT, JE                   | Site or OLT; Item; Due week; Reading to take; Pass limit; Done (date) and photograph reference                                                                                                                                             |
| III.NC-9     | Loss-making rented sites               | Loss-making site register                 | 1st of month           | JTO (site owner)                | Tower ID; Site name; Provider; Rent per month; Electricity per month; Site revenue per month (ranking basis only); Faults since April; Nearest BSNL tower and distance (m); Action marked in the register; Certified (blank until entered) |
| III.NC-5     | Rented sites and buildings             | SAP real estate and site records          | 1st of quarter         | JTO (site owner), AO            | Site; Landlord or provider; Agreement number; Rent per month; Escalation clause (as written); Last escalation applied (date); Expiry date; Equipment on record; Certificate given (blank until entered)                                    |
| III.NC-6     | Shared towers and tenants              | Passive infrastructure billing            | 1st of quarter         | JTO (site owner), AO            | Tower ID; Tenant operator; Billed antennas; Billed radio units; Billed cabinets; Rate; Annual escalation date; Counted antennas / units / cabinets (blank until entered)                                                                   |

| Finance   |                      |                          |             |                                   |                                                                                                                                                                                          |
|-----------|----------------------|--------------------------|-------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.       | List                 | Source system            | Issued      | To                                | Columns                                                                                                                                                                                  |
| III.FIN-2 | Commissioned today   | Order system and billing | Daily 17:00 | AO (revenue), SDE (commissioning) | Circuit or connection ID; Customer; Commissioning date (certificate); Billing start date; Gap (days)                                                                                     |
| III.FIN-6 | Invoices for payment | SAP                      | Daily       | AO (payments)                     | Invoice number and date; Vendor and PAN; Amount; Goods receipt or service entry number; Duplicate check (same PAN, number, amount); MSE (Y/N) and acceptance date; Days since acceptance |

| Finance   |                                        |                                   |                |                                    |                                                                                                                                                              |
|-----------|----------------------------------------|-----------------------------------|----------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.       | List                                   | Source system                     | Issued         | To                                 | Columns                                                                                                                                                      |
| III.FIN-1 | Customers with dues, by age            | SAP customer open items           | Monday 09:00   | AO (revenue), account officer (EB) | Customer; Account number; Segment; Amount 31 to 60 days; Amount 61 to 90 days; Amount over 90 days; Last contact date; Commitment date; Notice served (date) |
| III.FIN-3 | Works with completion certificate      | SAP project and asset             | 1st of month   | SDE (project), AO (assets)         | Work order; Description; Completion certificate date; Capitalised (date); Days since certificate; Works in progress over 12 months (Y) and reason            |
| III.FIN-5 | Tax credit unmatched                   | SAP and GST portal reconciliation | 1st of month   | AO or JAO                          | Vendor; GSTIN; Invoice number and date; Credit claimed; On portal (Y/N); Days unmatched; Letter issued (date)                                                |
| III.FIN-4 | Assets and stores due for verification | SAP asset register and stores     | 1st of quarter | JTO (site), store in charge, AO    | Asset or material code; Description; Location; Book value; Quantity on record; Found / not found / found not on register; Condition tag                      |

| Human Resources |                          |                      |                |                     |                                                                                                                               |
|-----------------|--------------------------|----------------------|----------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------|
| No.             | List                     | Source system        | Issued         | To                  | Columns                                                                                                                       |
| III.HR-1        | Section board            | Field Action Monitor | Daily 09:30    | SDE (every section) | Line; Count; Named person; Time set                                                                                           |
| III.HR-2        | Officer scorecard        | Field Action Monitor | Monday 09:00   | AGM                 | Officer; Action; Standard; Achieved last week; Below standard (Y); Date to meet                                               |
| III.HR-7        | Business Area board      | Field Action Monitor | Monday 09:00   | BA head             | Line; Count; AGM responsible; Date to reach nil                                                                               |
| III.HR-4        | Technicians and skills   | HRMS                 | 1st of month   | AGM (HR), SDE       | Staff number; Name; Skill 1; Skill 2 (blank if none); Training slot allotted (date)                                           |
| III.HR-6        | Field day roster         | Business Area office | 1st of month   | BA head, AGM, AO    | Officer; Rank; Field day date; Beat or visit joined; Note sent (date)                                                         |
| III.HR-3        | Staff with no work area  | HRMS                 | 1st of quarter | SDE, AGM (HR)       | Staff number; Name; Designation; Present unit; Work area (blank until entered); Sites or exchange assigned                    |
| III.HR-5        | Retirements in 12 months | HRMS                 | 1st of quarter | AGM (HR), BA head   | Staff number; Name; Post; Retirement date; Sites / customers held; Replacement named (staff number); Handing-over note (date) |

## Annexure IV. Fixed menus

The officer selects one value. No other value may be entered. A menu may be changed only by Corporate Office.

| IV.1 Fault type (tower) |                                                    |
|-------------------------|----------------------------------------------------|
| No.                     | Value                                              |
| 1                       | Power: mains failure                               |
| 2                       | Power: generator or fuel                           |
| 3                       | Power: battery or rectifier                        |
| 4                       | Media: fibre cut, last mile                        |
| 5                       | Media: fibre cut, backhaul                         |
| 6                       | Media: radio link                                  |
| 7                       | Hub site down: power                               |
| 8                       | Hub site down: media                               |
| 9                       | Equipment: BTS hardware                            |
| 10                      | Equipment: transmission                            |
| 11                      | Infrastructure provider: site issue                |
| 12                      | Access refused or locked                           |
| 13                      | Theft or damage                                    |
| 14                      | Vendor or core network                             |
| 15                      | Planned shutdown                                   |
| 16                      | Cause not yet established (replace within 4 hours) |

| IV.2 Reason for outage (leased circuit) |                                                  |
|-----------------------------------------|--------------------------------------------------|
| No.                                     | Value                                            |
| 1                                       | Power failure at customer end                    |
| 2                                       | Power failure at BSNL end                        |
| 3                                       | Fibre cut, last mile                             |
| 4                                       | Fibre cut, backhaul                              |
| 5                                       | Radio link                                       |
| 6                                       | BSNL equipment fault                             |
| 7                                       | Customer equipment fault                         |
| 8                                       | Configuration change                             |
| 9                                       | Planned outage, notified                         |
| 10                                      | Other operator's network                         |
| 11                                      | Not established (AGM approval required to close) |

| IV.3 Lead cancellation (FTTH and enterprise) |                                                        |
|----------------------------------------------|--------------------------------------------------------|
| No.                                          | Value                                                  |
| 1                                            | Customer withdrew                                      |
| 2                                            | Customer not reachable after three calls on three days |
| 3                                            | Duplicate of another lead                              |
| 4                                            | Address outside service area                           |
| 5                                            | Requirement not in portfolio                           |
| 6                                            | Credit or documents refused                            |
| 7                                            | Converted elsewhere (enter operator)                   |

| IV.4 Disconnection reason (FTTH) |                                            |
|----------------------------------|--------------------------------------------|
| No.                              | Value                                      |
| 1                                | Fault not attended                         |
| 2                                | Slow speed                                 |
| 3                                | Price                                      |
| 4                                | Shifted house                              |
| 5                                | Moved to another operator (enter operator) |
| 6                                | Connection not used                        |
| 7                                | Billing dispute                            |
| 8                                | Other (remark required)                    |

| IV.5 Site status (zero-traffic site) |                           |
|--------------------------------------|---------------------------|
| No.                                  | Value                     |
| 1                                    | Fault (handle under CM-1) |
| 2                                    | No equipment at site      |
| 3                                    | Site never commissioned   |
| 4                                    | Radiating, no users       |
| 5                                    | Dismantled                |
| 6                                    | Access lost               |

| IV.6 Diesel finding |              |
|---------------------|--------------|
| No.                 | Value        |
| 1                   | Meter faulty |
| 2                   | Leakage      |
| 3                   | Log not kept |
| 4                   | Shortage     |
| 5                   | In order     |

| IV.7 Towers over 7 days: outcome |                                          |
|----------------------------------|------------------------------------------|
| No.                              | Value                                    |
| 1                                | Restored                                 |
| 2                                | Material awaited (indent number)         |
| 3                                | Landlord or access dispute (notice date) |
| 4                                | Recommended for closure                  |

| IV.8 OLT over 30 days: decision |                                    |
|---------------------------------|------------------------------------|
| No.                             | Value                              |
| 1                               | Restore by date                    |
| 2                               | Shift to another location          |
| 3                               | Decommission and recover equipment |

| IV.9 Calling outcome (lapsed prepaid) |           |
|---------------------------------------|-----------|
| No.                                   | Value     |
| 1                                     | Recharged |

**IV.9 Calling outcome (lapsed prepaid)**

| No. | Value                              |
|-----|------------------------------------|
| 2   | Will recharge                      |
| 3   | Ported out                         |
| 4   | Not reachable                      |
| 5   | Network complaint (enter location) |
| 6   | Wrong number                       |

**IV.10 Work area (Group C and D)**

| No. | Value                   |
|-----|-------------------------|
| 1   | Mobile tower            |
| 2   | FTTH                    |
| 3   | Transmission and fibre  |
| 4   | Power                   |
| 5   | Customer service centre |
| 6   | Office                  |

**IV.11 Electricity bill action**

| No. | Value                               |
|-----|-------------------------------------|
| 1   | Paid, matched                       |
| 2   | Returned: no reading                |
| 3   | Returned: units above reading       |
| 4   | Sent for tariff category correction |
| 5   | Sent for load revision              |
| 6   | Disputed: other                     |

**IV.12 Reason for shortfall (Monitor)**

| No. | Value                           |
|-----|---------------------------------|
| 1   | List not received               |
| 2   | List received late              |
| 3   | Material awaited                |
| 4   | Vehicle not available           |
| 5   | Staff on leave or short         |
| 6   | Access to site refused          |
| 7   | Power or network down at office |
| 8   | Franchisee did not attend       |
| 9   | Customer not available          |
| 10  | Weather or road closed          |
| 11  | Other duty ordered by superior  |

## Annexure V. Record formats

The record the officer fills on the spot, in the field diary or on the printed form. The figures are entered in the Monitor the same day.

|                                    |
|------------------------------------|
| <b>V.1 Site checklist (NC-3)</b>   |
| <b>Field</b>                       |
| Site                               |
| Date                               |
| Air-conditioner set to 27 (Y/N)    |
| Second unit off (Y/N)              |
| Lights and fans off (Y/N)          |
| Decommissioned equipment off (Y/N) |
| Hour-meter reading                 |
| Diesel level (litres)              |
| Battery terminals (OK / attention) |
| Rectifier alarm (none / enter)     |
| Technician signature               |

|                                         |
|-----------------------------------------|
| <b>V.2 Retailer visit log (CM-5)</b>    |
| <b>Field</b>                            |
| Date                                    |
| Beat day                                |
| Retailer code                           |
| SIM stock found                         |
| Recharge balance found                  |
| Activations since last visit            |
| SIMs issued                             |
| Poster in place (Y/N)                   |
| No activation in 30 days: reason (menu) |
| Officer                                 |

|                                    |
|------------------------------------|
| <b>V.3 Vehicle trip log (NC-8)</b> |
| <b>Field</b>                       |
| Date                               |
| Vehicle                            |
| From                               |
| To                                 |
| Purpose                            |
| Opening km                         |
| Closing km                         |
| Officer signature                  |

| V.4 Installation audit sheet (CFA-7) |
|--------------------------------------|
| Field                                |
| Date                                 |
| FTTH number                          |
| Serial on list                       |
| Received power (dBm)                 |
| Drop fibre routed properly (Y/N)     |
| Speed test shown to customer (Y/N)   |
| Cash taken beyond tariff (Y/N)       |
| Photograph reference                 |
| Defect found (describe)              |
| JTO signature                        |

| V.5 Site certificate (NC-9)        |
|------------------------------------|
| Field                              |
| Tower ID                           |
| Visit date                         |
| On air (Y/N)                       |
| Equipment present (list)           |
| Faults in the month                |
| Distance to nearest BSNL tower (m) |
| Remarks                            |
| JTO signature                      |
| AGM countersignature               |

| V.6 Use certificate, rented site (NC-5) |
|-----------------------------------------|
| Field                                   |
| Site                                    |
| Quarter                                 |
| In use (Y/N)                            |
| Equipment held                          |
| Agreement expiry                        |
| Escalation applied on                   |
| JTO signature                           |
| AO signature                            |

| V.7 Tenant count sheet (NC-6)      |
|------------------------------------|
| Field                              |
| Tower ID                           |
| Date                               |
| Tenant                             |
| Antennas counted                   |
| Radio units counted                |
| Cabinets counted                   |
| Billed antennas / units / cabinets |
| Difference                         |

|                                      |
|--------------------------------------|
| <b>V.7 Tenant count sheet (NC-6)</b> |
| <b>Field</b>                         |
| Supplementary bill number            |
| JTO signature                        |

|                                             |
|---------------------------------------------|
| <b>V.8 Enterprise visit report (EB-2)</b>   |
| <b>Field</b>                                |
| Date                                        |
| Customer                                    |
| Person met and designation                  |
| Circuits in use                             |
| Circuits due in 90 days                     |
| Open faults                                 |
| Dues outstanding                            |
| New sites planned                           |
| Renewal quotation handed over (Y/N, number) |
| Officer                                     |

|                                                  |
|--------------------------------------------------|
| <b>V.9 Franchisee/TIP review minutes (CFA-8)</b> |
| <b>Field</b>                                     |
| Franchisee                                       |
| Month                                            |
| Items below standard                             |
| Agreed date for each                             |
| Notice issued (Y/N)                              |
| Signatures: AGM and franchisee                   |

|                                     |
|-------------------------------------|
| <b>V.10 Weekly scorecard (HR-2)</b> |
| <b>Field</b>                        |
| Officer                             |
| Week                                |
| Action                              |
| Standard                            |
| Achieved                            |
| Below standard (Y)                  |
| Date to meet                        |
| AGM initials                        |

|                                       |
|---------------------------------------|
| <b>V.11 Handing-over note (HR-5)</b>  |
| <b>Field</b>                          |
| Post                                  |
| Outgoing officer                      |
| Incoming officer                      |
| Date                                  |
| Sites or exchange list attached (Y/N) |

|                                      |
|--------------------------------------|
| <b>V.11 Handing-over note (HR-5)</b> |
| <b>Field</b>                         |
| Customer list attached (Y/N)         |
| Pending items handed over            |
| Signatures                           |

|                                         |
|-----------------------------------------|
| <b>V.12 Field day note (HR-6)</b>       |
| <b>Field</b>                            |
| Officer                                 |
| Date                                    |
| Beat or visit joined                    |
| Three things seen that stopped the work |
| Sent to Circle on                       |

|                                  |
|----------------------------------|
| <b>V.13 Section board (HR-1)</b> |
| <b>Field</b>                     |
| Line                             |
| Count                            |
| Name                             |
| Time                             |

## Annexure VI. Standing letters and forms

Text to be used as it stands, with the blanks filled, on the letterhead of the office named. No other wording is to be used.

### VI.1 Standing notice to a franchisee

*Used by CFA-2, CFA-4, CFA-8. Issued by the AGM. Second notice in two months goes to the Business Area head.*

No. [ ] Dated [ ]

To: [Franchisee name], franchise agreement No. [ ] dated [ ]

Subject: Non-performance under the franchise agreement

1. Under the agreement you are required to [maintain the OLTs allotted to you at 90% availability / install connections against feasible leads within 48 hours / extend the network to serve leads within your area / add connections on OLT No. [ ]].
2. It is recorded that [state the item and figure from the scorecard, with the month].
3. You are required to rectify the above by [date, not more than 15 days] and to confirm in writing. Failing this, action under clause [ ] of the agreement will be taken without further notice, including [recovery / suspension of allotment / termination].

AGM ([FTTH]), Business Area [ ]. Copy to: Business Area head; Circle control room.

### VI.2 Letter to the electricity board: bill without a reading or above the reading

*Used by NC-2. Issued by the AGM(Electrical) with the undisputed amount paid.*

No. [ ] Dated [ ]

To: The [Executive Engineer / Divisional Officer], [Electricity board], [Division]

Subject: Consumer No. [ ]: bill No. [ ] dated [ ] for [units] units, amount Rs [ ]

1. The above bill has been raised [without a meter reading / for units in excess of the meter reading]. The meter reading on [date] was [ ] (photograph enclosed). The previous reading on [date] was [ ].
2. The bill is therefore disputed to the extent of [units] units, Rs [ ]. The undisputed amount of Rs [ ] is being paid under protest.
3. You are requested to revise the bill on the basis of the actual reading and to [replace the meter / test the meter] where it is [defective / not recording].

AGM(Electrical), BSNL, [Business Area]. Encl.: meter photograph; previous bill.

### VI.3 Application to the electricity board: reduction of sanctioned load or change of tariff category

*Used by NC-11. Issued by the AGM (electrical).*

No. [ ] Dated [ ]

To: The [designation], [Electricity board], [Division]

Subject: Consumer No. [ ]: [reduction of sanctioned load from [ ] kW to [ ] kW / change of tariff category from [ ] to [ ]]

1. The connection serves a [telecom tower / telephone exchange] at [address]. The maximum demand recorded over the last [12] months is [ ] kW against a sanctioned load of [ ] kW (billing statements enclosed).
2. [The connection is billed under category [ ] at Rs [ ] per unit. The premises are a telecommunications installation eligible for category [ ] under the tariff order dated [ ].]
3. It is requested that the [sanctioned load be reduced to [ ] kW / tariff category be changed to [ ]] with effect from the next billing cycle. The test report and the fee, if any, will be furnished on demand.

AGM (Electrical), BSNL, [Business Area]. Encl.: last 12 bills.

#### **VI.4 Letter to a vendor: tax credit not appearing on the portal**

*Used by FIN-5. Issued by the AO; the next payment is held to the extent of the credit.*

No. [ ] Dated [ ]

To: [Vendor], GSTIN [ ]

Subject: Input tax credit not reflected for invoice No. [ ] dated [ ], tax amount Rs [ ]

1. The above invoice has been paid to you on [date]. The tax of Rs [ ] charged on it does not appear in BSNL's statement on the GST portal for the period [ ].
2. You are requested to upload the invoice and file the return within 7 days and to confirm. Until the credit is reflected, an amount equal to the tax will be withheld from your next payment under clause [ ] of the purchase order.

Accounts Officer, BSNL, [Business Area].

#### **VI.5 Disconnection notice for dues**

*Used by FIN-1 at 90 days. Issued by the AO; served by hand or by registered post; a copy by SMS and e-mail.*

To: [Customer], account No. [ ] No. [ ] Dated [ ]

Subject: Dues of Rs [ ] outstanding since [date]: notice of disconnection

1. Bills for the above account amounting to Rs [ ] have remained unpaid for more than 90 days despite reminders on [dates].
2. Unless the full amount is paid within 7 days of this notice, the service will be disconnected under the terms of service without further notice, and the dues will be recovered with interest and reconnection charges.
3. Payment may be made at [ ] or online at [ ]. If payment has already been made, please send the receipt to [ ].

Accounts Officer, BSNL, [Business Area].

#### **VI.6 Fibre extension request form**

*Used by CFA-2 for a cluster of not-feasible leads. Raised by the SDE; decided by the AGM within 7 days.*

Business Area [ ] Exchange [ ] Date [ ]

Cluster location and landmark: [ ]

Not-feasible leads in the cluster (lead IDs): [ ] Number: [ ]

Nearest splitter ID and distance (m): [ ]

Fibre length required (m): [ ] Poles or ducts required: [ ]

Franchisee holding the area and whether notice issued: [ ]

Homes and businesses within 300 m of the proposed splitter (estimate): [ ]

Requested by (SDE): [ ] Decision by AGM: [approved / referred to Circle / declined, reason] Date: [ ]

#### **VI.7 Recommendation for closure of a tower**

*Used by CM-2 and NC-9. Prepared by the AGM; decided at the Circle. The field takes no step to vacate.*

Tower ID [ ] Site [ ] Provider [ ] Rent per month Rs [ ] Electricity per month Rs [ ]

Down since [ ] / traffic last three months [ ]

Faults since April [ ] Nearest BSNL tower and distance [ ]

Users served (last reading) [ ] Any obligation attached (USO / DBN / government) [ ]

Recommendation: [renegotiate / co-locate on tower [ ] / close] Reason: [ ]

AGM [ ] Business Area head [ ] Circle decision and date [ ]



## Annexure VII. Business Area board and reviews

One board in every Business Area office and every SDE section. Ten lines; each is a count that should be nil. The SDE reads it at 09:45 every working day; the Business Area head reviews it every Monday at 10:00 and sends it to the Circle by 13:00.

| The ten lines |                                               |          |             |
|---------------|-----------------------------------------------|----------|-------------|
| No.           | Line                                          | Standard | From action |
| VII.1         | Towers down over 24 hours                     | Nil      | CM-1        |
| VII.2         | Down towers with no fault type after 2 hours  | Nil      | CM-1        |
| VII.3         | OLTs offline over 24 hours, not visited       | Nil      | CFA-3       |
| VII.4         | FTTH leads older than 48 hours with no status | Nil      | CFA-1       |
| VII.5         | Enterprise leads unassigned at 17:00          | Nil      | EB-1        |
| VII.6         | Leased-circuit tickets closed with no reason  | Nil      | EB-4        |
| VII.7         | Electricity meters unread by the 5th          | Nil      | NC-1        |
| VII.8         | Customers over 90 days with no notice served  | Nil      | FIN-1       |
| VII.9         | Retailers on the beat not visited             | Nil      | CM-5        |
| VII.10        | Completed works not capitalised in 30 days    | Nil      | FIN-3       |

| Reviews                  |                                      |                                                                          |                |
|--------------------------|--------------------------------------|--------------------------------------------------------------------------|----------------|
| When                     | Who                                  | What                                                                     | Time           |
| Every working day, 09:45 | SDE with JTOs, JEs and technicians   | Pending items on the board; a name and a time against each (record V.13) | 10 minutes     |
| Every week               | AGM with each SDE and JTO            | The officer's scorecard (record V.10)                                    | 5 minutes each |
| Every Monday, 10:00      | Business Area head with AGMs         | The ten lines                                                            | 30 minutes     |
| Every month              | Circle head with Business Area heads | Boards, franchisee scorecards, loss-making site certificates             | 2 hours        |
| Every quarter            | Corporate Office with Circle heads   | Six governing measures and the register                                  | Half a day     |

## Annexure VIII. Entry in the Field Action Monitor

- Registration. The Circle control room registers each officer with staff number, name, role card and Business Area. [Sign-in arrangement to be notified to Corporate Office at [cmdmonitoring@bsnl.co.in](mailto:cmdmonitoring@bsnl.co.in) before the effective date.]
- Entry. Whole numbers only, none negative, done never more than due, every figure filled (0 if nil). Entry is open for the current and the previous period; the previous period is marked late.
- Correction. A correction replaces the entry; the earlier one is kept. Every entry and correction is logged against the staff number.
- Shortfall. Where the standard is not met, a reason from menu IV.12 is compulsory.
- No entry. A unit with no entry is 'not reported'; never nil, never compliant.

| VIII.1 Access by level     |                   |                                                         |
|----------------------------|-------------------|---------------------------------------------------------|
| Level                      | Sees              | Can do                                                  |
| Officer                    | Own Business Area | Enter and correct own figures                           |
| AGM and Business Area head | Own Business Area | The above; read entries; return an entry for correction |
| Circle                     | Own Circle        | Read; return; download                                  |
| Corporate Office           | All India         | Read; return; download                                  |

| VIII.2 Figures entered for each action |                                                       |                                                                                                                                                                |
|----------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                                    | Action                                                | Figures entered                                                                                                                                                |
| CM-1                                   | Restore every down tower on the clock                 | Towers that went down on your list; Fault type entered within 2 hours; Restored within 24 hours; Still down over 24 hours (nil)                                |
| CM-5                                   | Walk the retailer beat                                | Retailers on today's beat; Retailers visited; Retailers left with no SIM stock (nil); SIMs issued                                                              |
| CM-6                                   | Call back the customers who stopped recharging        | Numbers on today's calling list; Calls made; Recharged; Network complaints passed to the tower JTO                                                             |
| CM-2                                   | Clear the towers down for more than 7 days            | Towers on the over-7-days list; Outcome entered by Friday; Restored; Recommended for closure                                                                   |
| CM-3                                   | Load the low-traffic sites                            | Low-traffic sites planned this week; Sites visited; Retailers visited; SIMs activated                                                                          |
| CM-8                                   | Work the repeat-fault list                            | Sites on the repeat-fault list; Visited within 7 days; Root cause entered                                                                                      |
| CM-4                                   | Confirm or close the zero-traffic sites               | Zero-traffic sites on your list; Status code entered by the 10th; Sites sent to AO to stop payment                                                             |
| CM-7                                   | Fill the vacant franchisee and owner positions        | Towers with an owner missing; Owner entered; Franchisee territories vacant (nil)                                                                               |
| CFA-1                                  | Close every FTTH lead in 48 hours                     | Open leads on your list; First call made within 4 hours; Feasibility visits within 24 hours; Leads older than 48 hours with no status (nil); Connections given |
| CFA-3                                  | Restore offline OLTs; decide on the long-dead ones    | OLTs offline over 24 hours; Visited; Restored today; Offline over 30 days with no decision (nil)                                                               |
| CFA-6                                  | Call every customer who asks to disconnect            | Disconnection requests and 30-day unpaid on your list; Called the same day; Reason recorded; Retained                                                          |
| CFA-2                                  | Re-check every lead marked not feasible               | Leads marked not feasible in the week; Re-checked within 7 days; Extension requests raised                                                                     |
| CFA-4                                  | Put ten connections on every empty OLT                | Empty OLTs planned this week; OLTs canvassed; Applications collected; Connections given                                                                        |
| CFA-5                                  | Repair weak optical signal before the customer leaves | Weak-signal connections planned this week; Connections attended; After-reading better than -25 dBm                                                             |
| CFA-7                                  | Audit one installation in ten                         | New connections given in the week; Installations audited; Audits with a defect                                                                                 |

| VIII.2 Figures entered for each action |                                                           |                                                                                                                                                     |
|----------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                                    | Action                                                    | Figures entered                                                                                                                                     |
|                                        |                                                           | found                                                                                                                                               |
| CFA-8                                  | Score each franchisee every month                         | Franchisees due for review; Reviewed by the 10th; Standing notices issued                                                                           |
| EB-1                                   | Assign and contact every enterprise lead                  | New leads received; Assigned by 17:00 the same day; First call within 24 hours; Leads cancelled by the AGM                                          |
| EB-3                                   | Commission each order by the promised date                | Orders handed over today; Billing advice sent the same day; Open orders past the promised date (nil)                                                |
| EB-4                                   | Close every leased-circuit fault with its cause           | Tickets closed today; Closed with reason for outage entered; Acknowledged within 15 minutes; Circuits with no named owner (nil)                     |
| EB-2                                   | Visit every existing enterprise customer on a fixed cycle | Customer visits planned this week; Visits made; Renewal quotations handed over; Circuits past expiry with no quotation (nil)                        |
| EB-5                                   | Offer fibre to every business within reach                | Business visits planned this week; Visits made; Leads raised                                                                                        |
| NC-8                                   | Log every vehicle trip                                    | Vehicle trips made; Trips entered in the log                                                                                                        |
| NC-10                                  | Switch off the idle 3G carrier                            | Idle 3G sites due this week; 3G switched off; Treated as a fault instead; 4G widened to 10 MHz                                                      |
| NC-12                                  | Patrol the fibre routes that were cut                     | Dig notices received on your routes; Attended before work started; Listed routes walked this week                                                   |
| NC-3                                   | Run the site energy checklist                             | Sites on your weekly round; Rounds completed; Alarms reported to the JTO                                                                            |
| NC-1                                   | Read every electricity meter every month                  | Electricity connections in your charge; Read with photograph by the 5th; Faulty or missing meters reported                                          |
| NC-11                                  | Correct sanctioned load and tariff category               | Connections on the load and tariff list; Application filed within 15 days; Bills changed by the electricity board                                   |
| NC-2                                   | Pay no electricity bill without a reading                 | Electricity bills received; Matched to a reading; Bills returned to the electricity board; Bills paid without a reading (nil)                       |
| NC-4                                   | Match diesel to generator hours                           | Sites on the diesel list; Inspected within 7 days; Sites with finding 'shortage' or 'leakage'                                                       |
| NC-7                                   | Do preventive maintenance on the calendar                 | Items on this month's maintenance calendar; Done with photograph                                                                                    |
| NC-9                                   | Certify every loss-making rented site                     | Loss-making rented sites on your list; Certified by the 10th; Found down and taken up for restoration                                               |
| NC-5                                   | Verify every rented site before rent is paid              | Rented sites in your charge; Use certificate given; Rent paid without certificate (nil); Agreements sent for renewal                                |
| NC-6                                   | Bill every tenant on every BSNL tower                     | Shared towers in your charge; Tenant equipment counted; Supplementary bills raised                                                                  |
| FIN-2                                  | Bill on the day service starts                            | Circuits and connections commissioned today; Billing started from the commissioning date                                                            |
| FIN-6                                  | Pay only against goods received and a unique invoice      | Invoices paid today; Paid with goods receipt and unique invoice; MSE invoices paid beyond 45 days (nil)                                             |
| FIN-1                                  | Collect the dues on a fixed ladder                        | Customers with dues over 60 days; Visited, with written commitment; Customers with dues over 90 days; Disconnection notices served; Amount received |
| FIN-3                                  | Capitalise within 30 days of the completion certificate   | Works with completion certificate; Capitalised within 30 days; Works in progress older than 12 months (nil)                                         |
| FIN-5                                  | Reconcile tax credit every month                          | Invoices with tax credit claimed; Matched with the portal; Vendor letters issued; Unmatched credit older than 60 days, invoices (nil)               |
| FIN-4                                  | Verify the assets and stores physically                   | Sites due for verification this quarter; Sites verified; Assets not found; Store items tagged scrap                                                 |
| HR-1                                   | Hold the ten-minute morning meeting                       | Pending items on the board this morning; Items given a name and a time; Staff present at the meeting                                                |
| HR-2                                   | Review each officer for five minutes a week               | SDEs and JTOs in your cluster; Reviewed this week                                                                                                   |
| HR-7                                   | Hold the weekly Business Area review                      | Weekly reviews due (enter 1); Held, and board sent by 13:00 (1 or 0)                                                                                |
| HR-4                                   | Train every technician on two skills                      | Technicians planned for training this month; Sent for training; Completed the second skill                                                          |
| HR-6                                   | Spend one day a month in the field                        | Officers of AGM rank and above; Field day done this month                                                                                           |
| HR-3                                   | Record the work area of every                             | Staff with no work area recorded; Work area entered                                                                                                 |

| VIII.2 Figures entered for each action |                                            |                                                                           |
|----------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|
| No.                                    | Action                                     | Figures entered                                                           |
|                                        | technician                                 |                                                                           |
| HR-5                                   | Post the replacement before the retirement | Owner posts falling vacant in 12 months; Replacement named 3 months ahead |

| VIII.3 Matters reserved to Corporate Office |                                                                                                                                                                     |                                      |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Item                                        | What is required                                                                                                                                                    | Owner                                |
| Issue the lists                             | Every list named in the register is produced centrally from existing systems and sent to the named officer at the stated time. The field does not prepare any list. | Corporate IT and Circle control room |
| Fix the menus                               | One fixed menu each for fault type, reason for outage, lead cancellation reason, disconnection reason and site status. No free text.                                | Corporate CM, CFA, EB                |
| Issue the standing letters                  | Standard notice to franchisee, letter to electricity board, vendor letter for tax credit, disconnection notice, extension request form.                             | Corporate legal and finance          |
| FTTH tariff and partner share               | Tariff floor and share terms are a Corporate decision.                                                                                                              | Director (CFA)                       |
| Customer credit limits                      | Set credit limits on enterprise customer records; all are zero today.                                                                                               | Director (EB),<br>Director (Finance) |
| Energy capital items                        | Solar, lithium batteries and outdoor conversion need capital and are outside the field register.                                                                    | Director (CM)                        |
| Inventory data                              | Add movement history to the stock extract so idle stock can be identified and transferred.                                                                          | Corporate MM                         |
| Reward                                      | Link the pay scheme to the standards in this register once approved.                                                                                                | Director (HR)                        |

## Annexure IX. Proformas for the Circle: nomination, readiness and monthly report

Part 1 within 7 days of this letter; Part 2 on the effective date; Part 3 by the 5th of every month. Sent by the Circle head to [cmdmonitoring@bsnl.co.in](mailto:cmdmonitoring@bsnl.co.in) Corporate Office, with a copy to the Director concerned.

| IX.1 Part 1. Nomination of the Circle control room (paragraph 4(a))                                                                          |       |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Item                                                                                                                                         | Entry |
| Circle                                                                                                                                       |       |
| Control room officer: name, designation, staff number                                                                                        |       |
| Mobile and e-mail                                                                                                                            |       |
| Alternate officer: name, designation, staff number, mobile                                                                                   |       |
| Location of the control room and working hours (lists at 08:00 and 16:00 need cover on all seven days)                                       |       |
| System access held (tick): CNMC / FTTH assurance / lead portal / Prabal Plus / SAP FI / SAP MM / energy portal / HRMS / Field Action Monitor |       |
| Access not yet held, and the date by which it will be obtained                                                                               |       |
| Number of Business Areas, and the officer who will register them in the Monitor                                                              |       |
| Signature of the Circle head and date                                                                                                        |       |

| IX.2 Part 2. Confirmation of readiness on the effective date (paragraph 4(f))             |                                                      |                                                                                                       |                |
|-------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------|
| Paragraph                                                                                 | Standard                                             | Position (number)                                                                                     | Complete (Y/N) |
| 4(a) Control room named and issuing lists                                                 | Every list in Annexure III issued at the stated time | Lists issued on the effective date: [ ] of 46                                                         |                |
| 4(b) Owner named for every tower, OLT, leased circuit, enterprise account and rented site | Nil without an owner                                 | Towers [ ] of [ ]; OLTs [ ] of [ ]; circuits [ ] of [ ]; accounts [ ] of [ ]; rented sites [ ] of [ ] |                |
| 4(c) Work area recorded for every Group C and D employee                                  | 100%                                                 | Recorded [ ] of [ ]                                                                                   |                |
| 4(d) Role cards issued against signature; officers registered in the Monitor              | 100%                                                 | Cards issued [ ]; registered [ ]                                                                      |                |
| 4(e) Board put up in every BA office and SDE section                                      | 100%                                                 | BA offices [ ] of [ ]; SDE sections [ ] of [ ]                                                        |                |
| 4(f) Circle order on escalation ladder and menus                                          | Order issued                                         | Order number and date                                                                                 |                |

Certified that the above is correct. Circle head: signature, name and date.

| IX.3 Part 3. Monthly report, by the 5th (paragraph 11)      |            |            |
|-------------------------------------------------------------|------------|------------|
| Item                                                        | This month | Last month |
| Officers registered in the Monitor, by role card (12 lines) |            |            |
| Entries due in the month; entries received, and as % of due |            |            |

| <b>IX.3 Part 3. Monthly report, by the 5th (paragraph 11)</b>                                                                  |                   |                   |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Item</b>                                                                                                                    | <b>This month</b> | <b>Last month</b> |
| Officers with no entry in the month (number; list attached)                                                                    |                   |                   |
| Entries returned for correction                                                                                                |                   |                   |
| Business Area boards received on every Monday (BAs, of total)                                                                  |                   |                   |
| Board lines at nil at month end (of 10 x number of BAs)                                                                        |                   |                   |
| Lists not issued on time (list, date, reason)                                                                                  |                   |                   |
| Columns a system could not supply (list, column)                                                                               |                   |                   |
| Standing letters issued: VI.1 to franchisees; VI.2 and VI.3 to electricity boards; VI.4 to vendors; VI.5 disconnection notices |                   |                   |
| Referred to the Circle under paragraph 9: VI.6 extension requests and VI.7 closure recommendations, received and decided       |                   |                   |

Attach: the Business Area boards of the last Monday of the month; the list of officers with no entry.