



Tel: 91-11-23716482,

E-mail: agmcpm1@gmail.com

No: CP&M/ 1-54/MOU (2023-24) /2023

Dated: 12/05/2023

Sub: BSNL's Corporate Plan for the Financial Year 2023-24 to be prepared for submission to Restg cell /DOT- as part of furnishing of particulars /information / document with respect to restructuring cell letter regarding Creation of additional post of one full time Director to be designated as Director (Bharatnet) and One Non –Official independent director in BSNL

Restructuring. cell has asked vide letter U.O No BSNLCO-RSTG/13/1-2023-RSTG dated 10.05.2023 (copy attached for ready reference) corporate plan of the company concerned (i.e BSNL) to be submitted to DOT— as part of furnishing of particulars /information / document reference to above subject (i.e Creation of additional post of one full time Director to be designated as Director (Bharat-net) and One Non –Official independent director in BSNL).

2. The extract of the 'BSNL's Corporate Plan for the year 2021-22 ' submitted as part of draft MOU 2021-22 old MOU process attached as reference.
3. All the Addressee's are requested to kindly update their respective Paras with status as on 31.03.2023. Further, concerned planning units are also requested to provide inputs on the planned action for the FY 2023-24.
4. It may be noted, to essentially furnish '**specific initiatives under different business units for meeting the targets and improving the growth rate**' which is the **theme of the corporate plan**.
5. The revised Corporate Plan after incorporating the above points may kindly be prepared and furnished to CP&M cell at the earliest by 15.05.2023 positively to enable this office to prepare the corporate plan 2023-24. The soft Copy of the same may also be e-mailed at agmcpm1@gmail.com with copy to sprakasht25@gmail.com.

All PGMs/ Sr. GMs/ GMs are requested to kindly expedite the above to avoid any delay in firming up the corporate plan for FY 2023-24.

This is issued with the approval of GM (CP&M)

AGM (CP&M)

To,
CGM/PGM / Sr. GM /GM

1	NWP-GSM-I &II	9	CA	17	Pers.	25	NFS
2	NWP-BB	10	CBB	18	TRG	26	BP-CM/ CFA/Ent.
3	NWP-CFA	11	NWO-CM	19	Restg./Admin/ESTT	27	RN
4	CNP	12	NWO-CFA/BB&IN	20	New Business	28	NWP-SP
5	Bharat-NET-I/II	13	Radio	21	Electric Work	29	IT-CFA
6	INFRA	14	ILD	22	Building Work	30	IA
7	CIT	15	CNO	23	LWE Project	31	SCP
8	Architect	16	VAS	24	EB-I/II		

Copy for kind information please to:-

I-V) Director [(CFA)/ (CM)/ (EB)/ (HR)/ (Fin)]

Restructuring Cell, Corporate Office,
7th Floor, Bharat Sanchar Bhavan,
Janpath, New Delhi-110001
Tel No 23734347 / 23037320



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

Subject:- Creation of additional post of one full time Director to be designated as Director (Bharatnet) and one Non-official independent director in BSNL Board-Furnishing of particulars/ information/ documents reg.

Kindly find enclosed herewith the letter received from Director (PSU-I), DoT on above mentioned subject, wherein in r/o proposal of BSNL for Creation of additional post of one full time Director to be designated as Director (Bharatnet) and one Non-official independent director in BSNL Board, DoT has sought particulars/ information/ documents as per guidelines specified at point no. 2(iii) & 2(2) of the DPE's OM No. 9(15)/99-GM-GL-29 dated 09.10.2000.

Accordingly, it is requested to please furnish the requisite particulars/ information/ documents pertaining to your cell as marked on attached copy of DPE's OM No. 9(15)/99-GM-GL-29 dated 09.10.2000 to this office **latest by 11.05.2023** please so that parawise particulars /information/ documents may be submitted onwards to DoT for further appropriate necessary action in the matter.

This may be treated as urgent please.

This is issued with the approval of competent authority.

Encls: As above [3 Pages]

Santosh Dahiya
10/05/2023

(Santosh Dahiya)
DGM (Restg./WS&I)

PGM (BharatNet Operations & Utilization)/ GM(CP&M) / GM(Pers.) BSNL CO

U.O. No. BSNLCO-RSTG/13/1/2023-RSTG

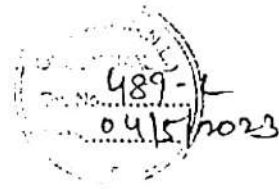
Date: 10.05.2023

Copy to-

- 1) Director (CFA) BSNL CO for kind information please.
- 2) Director (HR) BSNL CO for kind information please.

AGM (CP&M)

Wsp. P. D. - 10/05/2023
From DGM (CP&M)
10/5/23



No. 61-4/2023-SU
Government of India
Ministry of Communications and IT
Department of Telecommunication
20 Ashoka Road, Sanchar Bhawan, New Delhi-110001



Dated May, 2023

The Chairman and Managing Director
Bharat Sanchar Nigam Limited
Bharat Sanchar Bhawan, Janpath
New Delhi-110001

D102/CMR) 03rd
Pl. submit
The details with
draft copy
immediately

Subject: Creation of additional post of one full time functional director to be designated as Director (Bharatnet) and one Non-official independent director in BSNL Board-Reg

Reference: BSNL's letter No BSNLCO-RSTG/13/1/2023-RSTG dated 10.04.2023 (Copy enclosed)

12
6/5/2023

Sir,

I am directed to refer to the letter under reference in respect of the subject cited above and to inform that vide above letter dated 1.04.2023, the approval of the BSNL Board for creation of one additional post of full time director in BSNL Board to be designated as Director (Bharatnet) and one Non-Official Independent Director in BSNL Board, has been communicated to this office.

2. Upon perusal, it has been observed that the particulars/information/documents as per guidelines specified at point no. 2(iii) & 2(2) of the DPE's OM No. 9(15)/99-GM-GL-29 dated 09.10.2000, has not been submitted with the above proposal, for further processing of the case.

3. It is, therefore, requested that the point-wise particulars/information/documents as per guidelines specified at point no. 2(iii) & 2(2) of the DPE's OM No. 9(15)/99-GM-GL-29 dated 09.10.2000, may be furnished to this office for further appropriate necessary action in the matter.

Enclosures: As above

CM
2/5

Plm (Assty.)
YJ
9/5
Dumkete

Yours faithfully,
Raiti Madhava Rao
(Raiti Madhava Rao)
Director(PSU-I)
[madhavarao@gov.in]
Tel. 23036187

Asy I
AcM (WSEI) - II

CHAPTER II PERSONNEL POLICIES

(a) Creation of Posts and Categorisation of PSEs

3.

DPE/Guidelines/II(a)/3

Criteria/parameters for upgradation (re-categorization) of Public Sector Enterprises and creation/upgradation of Board level posts.

The undersigned is directed to refer to this Department's O.M. No. 9(10)/94-GM(DPE) dated 11.4.1994 wherein guidelines on the subject mentioned above were issued. In view of the liberalization of economy and consequential changes in the functioning of PSUs, the existing criteria/parameters have been reviewed. Based on the review, it has been decided that the parameters mentioned below shall be adopted for processing such cases henceforth.

(i) Upgradation of the schedule of a PSU. The parameters to be adopted for this purpose are quantitative factors like investment (paid capital + long term loans), capital employed (net block + working capital), net sales, profit before tax, number of employees and number of units, qualitative factors like national importance, complexities of problems, level of technology, prospects for expansion and diversification of activities and competition from other sectors and other factors like image of the PSU (in terms of its share price, MOU ratings, classification as Navratna/Miniratna, ISO 9000/IS 14000 certification), productivity of the PSU (in terms of capacity utilization) and value added per employee.

(ii) Upgradation of posts on personal basis: Upgradation of posts on personal basis for grant of higher schedule of pay to the individual concerned is to be allowed in rare and exceptional cases only. The overall performance of the PSU during the tenure of the executive concerned, development of technology through R&D, diversification of activities, and stagnation at the maximum of the existing scale for a long period would be the criteria to be used for this purpose. The overall performance will be assessed with reference to the parameters, which are used for upgradation of the schedule of a PSU.

(iii) Creation of additional posts. The number of full time directors on the Board of a PSU should not exceed 50% of the actual strength of the Board, as laid down in the DPE O.M. No. 18(6)/91-GM dated 16.3.92. [If there is a need for creating additional post(s) of full time functional Directors, within this limit, justifications for the same are to be spelt out in clear terms along with the reasons as to why the function, for which the Board level post is needed, cannot be performed by a below Board level executive.] - PGM (Bharatnet & utilization)

2. The following particulars/information/documents are necessary for processing the cases referred to above.

(a) Full justification for the proposal supported by financial, physical and qualitative performance figures for the last 5 years as per parameters given at paragraph 1 above. The performance trend during the year of consideration of the proposal also needs to be stated.

(b) Corporate Plan of the company concerned.] - GM (CP&M)

(c) Organizational structure/charts (existing as well as proposed) indicating all posts up to the 4th level in the organization and their pay scales.] - GM (Pers)

(d) Comparative analysis vis-à-vis other companies in the cognate group and with those under the administrative control of the Ministry/Department concerned.] PGM
BNGL

(e) Financial implication of the proposal. If the proposal is for creation of additional posts of Directors it may clearly be mentioned whether the post is to be created in lieu of some other existing post at below Board level.

(f) Job description of posts, if the proposal involves creation of posts.] PGM (Bharatnet & utilization)

(g) Up-to-date ACR dossier of the executive concerned in respect of proposals for personal upgradation

3. All the administrative Ministries/ Departments are requested to take note of the above guidelines while processing proposals in this regard. Before the proposals are referred to DPE for further processing in consultation with the PESB and obtaining the approval of the competent authority, the concurrence of the Financial Advisor of the Ministry and the approval of the Minister-in-charge may be obtained.

(DPE O.M. No. 9(15)/99-GM-GL-29 dated 9th October, 2000

Director Bharatnet

Job overview	
Job title/ Designation	
Job objective	
Reporting to	
Reporting from	

Key Responsibility Areas (KRAs)
<ul style="list-style-type: none"> • • •

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	•
Customer/ Market	•
Operations	•
Employee development	•

SAMPLE

Project SHIKHAR – Phase 1 Final report (Updated)

2. Director (Consumer Mobility) – CM

Job overview	
Job title/ Designation	Director (Consumer Mobility) – CM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes. Creating a work environment that encourages commitment and performance by ensuring employee growth and development
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ CMD • Indirect (functional) <ul style="list-style-type: none"> ○ To be decided
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ○ GM (Business Planning) – CM ○ GM (Products & Pricing) – CM ○ GM (Sales & Marketing) – CM ○ GM (VAS) – CM ○ GM (Customer Service) – CM ○ GM (Customer Service Centers) ○ GM (Network Planning – GSM) – CM ○ GM (Network Planning – CDMA/WiMax) – CM ○ GM (Network Operations – GSM) – CM ○ GM (Network Operations – CDMA/WiMax) – CM ○ GM (Finance) – CM ○ GM (IT) – CM • Indirect (functional) <ul style="list-style-type: none"> ○ Head of Consumer Mobility at Circle – PGM/ GM

Key Responsibility Areas (KRAs)

- Formulation of CM business unit strategy, in line with the overall company strategy
 - Marketing strategy by liaisoning with GM (Corporate Marketing) – CA
 - Product design, pricing and bundling strategy for CM products such as GSM (2G, 3G), related Value Added Services (VAS) and Roaming
 - Sales channel management strategy including margin structure design across products
 - Franchisees
 - Setting-up and management of sales alliances
 - Customer service strategy to deliver best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales)
 - Management of access mechanisms – Call centers, online support, CSCs
 - Setting-up of complaint and grievance management systems and processes
 - Network planning, expansion, upgradation and maintenance strategy for all CM network assets
 - BTS – GSM (2G, 3G), WiMax, CDMA
 - Switches – MSC, BSC
 - IT strategy by liaisoning with GM (IT) – CM

Project SHIKHAR – Phase 1 Final report (Updated)

- Operationalisation of business strategy through multiple levers
- Creation of annual business plan for CM business unit by liaisoning with PGM (Corporate Planning & Monitoring) – CA and financial plan with GM (Budgeting & Financial Control) – Fin, including
 - Financial targets – overall budget (revenue, capex, opex), profitability, etc
 - Customer/ Market targets – # subscribers, churn, market share, ARPU, etc
 - Operational targets – network roll-out & operations, customer service, etc
- Target-setting for Circles by liaisoning with Circle Heads and PGM (Corporate Planning & Monitoring) – CA
- Monitoring performance against business plan at Corporate level (by Circle) and taking corrective action as and when required
- Ensuring timely billing, collections and revenue assurance for CM business unit
- Liaisoning with Circles for smooth day-to-day operations
- Liaisoning with HR section for adequate staffing and training within CM business unit
- Development of employees to ensure continuous improvement in individual and company performance
- Encouraging a performance-oriented culture with emphasis on team-building and mentorship

Key Performance Indicators (KPIs) – to be measured against targets	
Financial	<ul style="list-style-type: none"> • CM revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc) • CM EBITDA (Rs. Cr) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Market share by revenue (%) and market share by subscribers (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Brand strength (based on survey) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (2G, 3G, Roaming, etc)
Operations	<ul style="list-style-type: none"> • Timely creation of annual business plan for CM business unit • # retailers covered (#) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc) • Network rollout status • Network upgradation status • Network integration status (with NGN switches) • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) • Implementation status of key business unit projects
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Restructuring Cell, Corporate Office,
7th Floor, Bharat Sanchar Bhavan,
Janpath, New Delhi-110001
Tel No 23734347 / 23037320



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10/05/2023
(Santosh Dahiya)
DGM (Restg./WS&I)

PGM (BharatNet Operations & Utilization)/ GM(CP&M) / GM(Pers.) BSNL CO

U.O. No. BSNLCO-RSTG/13/1/2023-RSTG

Date: 10.05.2023

Copy to-

- 1) Director (CFA) BSNL CO for kind information please.
- 2) Director (HR) BSNL CO for kind information please.

Surinder Kumar DM - I
Restructuring Cell BSNL CO
for info please

AGM (CP&M)
10/05/2023

10/05/2023
DGM (CP&M)
10/05/23