



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

Dated: 17-10-2019

To

All CGM (Territorial Circles),
BSNL.

Subject: Revision of Guidelines for role definition of Business Area and SSAs forming part of Business Area.

This is in reference to the letter issued by the Restructuring Cell, BSNL Corporate Office Dated 11.02.2015 (Copy enclosed) and the instructions issued for the consolidation of SSAs into Business Areas.

Kindly find enclosed the revised instructions with regard to consolidation of SSAs into Business Areas. Role definition of Business Areas and SSAs forming part of Business Areas would be given below :

- i) The term Business Area (BA) has been incorporated in BSNL to convert important SSA into Primary accounting unit. The very purpose of Business area concept is to make them accountable for all business related activities (planning and execution), better customer services delivery within the geographical boundaries it operates.
- ii) Some Business Areas are same as current SSA's, whereas, some of the Business Areas have more than one SSA under their control.
- iii) GM of Business Areas will be overall responsible for the business including revenue growth across all businesses and profitability. He will have overall responsibility for sales, marketing, customer services, network expansion, upgradation and maintenance etc. of the complete business inclusive of the merged SSAs.
- iv) Business Area (BA) will be headed by GM/Sr. GM/ PGM level Officers/Executive, whereas merged SSA with BA will be headed by TDM/TDEs. The head of merged SSA i.e. TDM/TDE shall be responsible for network O&M, customer services and sales of their SSA.
- v) Business Areas will be primary accounting units and all HR, Finance, Planning and Procurement related process will be handled at the level of Business areas/Circle.
- vi) Process flow for functions related to Planning, Procurement, HR & Finance are already detailed in ERP.
- vii) Reporting officer of TDM/TDEs of merged SSAs will be respective GM (Business Area) and CGM will be the reviewing authority.

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(12/10)



Further following process will be followed while processing various functions :

A. HR

- i) Service Book of all the staff of merged SSAs (TDM/TDE) is to be maintained at Business Area level.
- ii) Transfer liability of SSA cadre staff will remain unchanged i.e., it will continue as is existing now, even after consolidation of SSAs into Business Areas. However In case of urgent and need to reallocate the non-executive to another SSA, an option may be called for willingness from non-executives to post/transfer out to another SSA or some process may defined by BA for uniform implementation before effecting transfer.
- iii) The posting of employees in the BA due to increased workload should be done only after considering the actual increased workload and the existing working employees in the BA. Considering the diminishing staff due to superannuation, the BA head should utilise the staff optimally with more focus to use them in the field for better customer service and increased efficiency in operation. Staff rendered spare after redistribution of functions as above, shall be redeployed for implementing sales, Quality of Service (QoS), customer satisfaction and other important aspects to boost overall performance of SSA/Business Areas. The competent authority to issue transfer order shall be as defined in transfer policy.

B. Operation/ Finance


- i) All the invoice/claims will be processed at Business Area Level.
- ii) Wherever necessary, existing delegated financial powers for TDMs/TDEs of concerned SSAs will be limited to network O&M including sanctioning of Temporary Advance. In case of Temporary advance sanction, the third sanction shall not be made unless the first sanction is settled by BA Head. All the Financial Powers other than O&M work shall be exercised at Business Area level only.
- iii) The accounts staff in new consolidated BA should be strengthened by transferring the accounts staff of merged SSA except TRA work and the executive holding the TRA post shall be acting as adviser to SSA head in case of any financial matters.

C. MM/Tender related

- i) All tender related work i.e. preparation of Tender Document, floating of tenders till processing for approval should be done at Business Area Level i.e. by the staff of Business Area only.
- ii) All APO's/PO's/work order shall be issued by BA head who have approved the tender.

These instructions are issued with the approval of competent Authority.

Encl. As above


(Manish Kumar)
17.11.19
GM (Restructuring.)