

ANNEXURE 1: POSITIONAL NORMS FOR CIRCLE OFFICE (Large Circle)

			PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	
Large Circle (TN, Mah, Kerala, AP, Ktaka, WB, UPE, Guj, Raj, Chennai, Kolkata)	Circle Head	Circle head	Circle Head & Office Staff	1	-	-	-	1	-	1	1	1
	Consumer Fixed Access	Sales and Marketing	Product & Marketing		1	-	1	2	2	1	-	1
			Sales & Distribution			-	-	-	-	-	-	-
			Customer Services			1	-	1	1	-	-	-
			Customer Service Center			-	1	-	-	-	-	-
		Network Planning	Network Planning		1	1	3	7	1	1	-	1
		Network Operations	Network Operations		1	1	3	8	4	1	-	1
		Transmission	NS&VAS - Landline		-	-	-	1	1	-	-	-
	Regulation	Regulation	1	1	2	2	1	1	-	1		
	Consumer Mobility	Sales and Marketing	Product & Marketing		1	-	1	2	2	1	-	1
			Sales & Distribution			-	-	-	-	-	-	-
			Customer Services			1	-	1	1	-	-	-
		Network Planning	Network Planning		1	1	2	2	2	1	-	1
		Network Operations	Network Operations		-	1	1	6	2	1	-	1
		Infrastructure Sharing	NS&VAS - Wireless		-	1	-	1	1	-	-	-
	Enterprise Business	Enterprise Business										
		SD/SA - Ent										
	HR/Admin	HR	HR	-	1	1	2	8	-	1	-	1
		Admin	Admin	-			2	2	-	-	-	-
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin			1	3	10	23	15	1	-	1
	Business Planning/IT	IT	IT	-		1	-	2	2	1	-	1
		Business Planning	Business Planning	-	1	-	-	1	1	-	-	-
		MIS	MIS	-		-	1	1	1	-	-	-
	Vigilance	Vigilance	Vigilance	-	-	1	2	5	2	-	-	-
		Enquiry	Enquiry	-	-	-	-	1	-	-	-	-
	Civil	Planning and QA	Planning and QA	-	1	1	1	4	1	1	-	1
Projects		Projects	-	1	1	1	4	1	1	-	1	
Maintenance & RBT		Maintenance & RBT	-	1	-	1	4	1	1	-	1	
Electrical***	Planning and QA	Planning and QA	-		1	1	2	1	1	-	1	
	Projects	Projects	-	1	-	-	2	1	1	-	1	
	Maintenance	Maintenance	-		1	1	2	1	-	-	-	
Architecture	Architecture	Architecture	-	-	1	1	2	4	-	-	-	

*** 2 additional PGM level officers in UP (E) and Rajasthan to be included

ANNEXURE 2: POSITIONAL NORMS FOR CIRCLE OFFICE (Medium Circle)

			PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA			
Medium Circle (Pun, MP, UPW, HR, Orissa, Bihar, J&K, Assam)	Circle Head	Circle head	Circle Head & Office Staff	1	-	-	-	1	-	1	1	1		
	Consumer Fixed Access	Sales and Marketing	Product & Marketing	-	1	-	1	1	2	1	-	1		
			Sales & Distribution			-	-	-	-	-	-			
			Customer Services			-	1	1	1	-	-			
			Customer Service Center			-	1	-	-	-	-			
		Network Planning	Network Planning			1	1	2	6	1	1	-	1	
		Network Operations	Network Operations			-	-	1	2	5	5	1	-	1
		Transmission	NS&VAS - Landline			-	-	-	-	1	-	-	-	
	Regulation	Transmission	-	1	-	2	1	1	-	-	1			
	Consumer Mobility	Sales and Marketing	Regulation	-	-	1	2	-	-	-	-	-		
			Product & Marketing	-	-	-	1	2	-	-	-			
			Sales & Distribution	-	-	-	-	-	-	-	-			
		Customer Services	1	-	1	1	-	-	-					
		Network Planning	Network Planning	1	1	1	2	2	1	-	1			
		Network Operations	Network Operations	-	-	1	6	2	1	-	1			
	Infrastructure Sharing	NS*VAS - Wireless	-	1	-	1	1	-	-	-				
	Enterprise Business	Enterprise Business		-	-	-	-	-	-	-	-			
		SD/SA - Ent		-	-	-	-	-	-	-	-			
	HR/Admin	HR	HR	-	1	1	1	7	-	1	-	1		
		Admin	Admin	-	-	-	1	1	-	-	-	-		
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin		-	1	2	9	20	13	1	-	1		
	Business Planning/IT	IT	IT	-	-	-	-	2	2	-	-	-		
		Business Planning	Business Planning	-	-	1	-	1	-	-	-	-		
		MIS	MIS	-	-	-	1	1	-	-	-	-		
	Vigilance	Vigilance	Vigilance	-	-	1	1	3	2	-	-	-		
		Enquiry	Enquiry	-	-	-	-	1	-	-	-	-		
	Civil	Planning and QA	Planning and QA	-	-	-	1	4	1	1	-	1		
Projects		Projects	-	1	1	1	3	1	-	-	-			
Maintenance & RBT		Maintenance & RBT	-	-	1	1	4	2	-	-	-			
Electrical	Planning and QA	Planning and QA	-	-	-	1	2	1	-	-	1			
	Projects	Projects	-	1	1	-	1	1	-	-	-			
	Maintenance	Maintenance	-	-	-	1	2	1	-	-	-			
Architecture	Architecture	Architecture	-	-	-	1	1	5	-	-	-			

ANNEXURE 2: POSITIONAL NORMS FOR CIRCLE OFFICE (Small Circle)

			PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA		
Small Circle (Jharkhand, Uttaranchal, HP, Chhatisgarh, NE I, NE II)	Circle Head	Circle head	Circle Head & Office Staff	1	-	-	-	1	-	1	-	1	
	Consumer Fixed Access	Sales and Marketing	Product & Marketing	-	-	-	-	2	1	1	-	-	1
			Sales & Distribution	-	-	-	-	-	-	-	-	-	-
			Customer Services	-	-	1	1	-	-	-	-	-	-
			Customer Service Center	-	-	-	1	-	-	-	-	-	-
		Network Planning	Network Planning	-	-	-	1	5	1	-	-	-	-
		Network Operations	Network Operations	-	-	-	1	4	2	-	-	-	-
		Transmission	NS&VAS - Landline	-	-	1	-	-	1	-	-	-	-
	Regulation	Regulation	-	-	-	1	2	-	-	-	-	-	
	Consumer Mobility	Sales and Marketing	Product & Marketing	-	-	-	-	2	1	-	-	-	-
			Sales & Distribution	-	-	-	-	-	-	-	-	-	-
			Customer Services	-	-	1	1	-	-	-	-	-	-
		Network Planning	Network Operations	-	1	1	2	2	1	-	-	1	
		Infrastructure Sharing	NS&VAS - Wireless	-	-	-	1	-	-	-	-	-	-
	Enterprise Business	Enterprise Business		-	-	-	-	-	-	-	-	-	-
		SD/SA - Ent		-	-	-	-	-	-	-	-	-	-
	HR/Admin	HR	HR	-	1	-	1	3	-	1	-	1	
		Admin	Admin	-	-	-	1	1	-	-	-	-	
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin		-	1	2	7	16	9	1	-	1	
	Business Planning/IT	IT	IT	-	-	-	-	1	1	-	-	-	
		Business Planning	Business Planning	-	-	1	-	1	1	-	-	-	
		MIS	MIS	-	-	-	-	1	-	-	-	-	
	Vigilance	Vigilance	Vigilance	-	-	-	1	1	1	-	-	-	
Enquiry		Enquiry	-	-	-	-	1	-	-	-	-		
Civil	Planning and QA	Planning and QA	-	1	1	1	3	1	1	-	1		
	Projects	Projects	-	-	-	-	3	1	-	-	-		
	Maintenance & RBT	Maintenance & RBT	-	-	-	1	3	1	-	-	-		
Electrical	Planning and QA	Planning and QA	-	-	-	-	-	-	1	-	1		
	Projects	Projects	-	-	1	1	4	2	-	-	-		
	Maintenance	Maintenance	-	-	-	-	-	-	-	-	-		
Architecture	Architecture	Architecture	-	-	-	1	1	3	-	-	-		

Note: For A&N staffing norms for GM Headed SSA will be applicable.

ANNEXURE 2: WORKLOAD BASED NORMS FOR CMTS O&M (At circle Level)

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Annx : O & M of CMTS Equipment - Circle Level		Workload Norm	
1	BSS sub group	A) BSC/RNC operations and maintenance including battery and power plant	i) 1 SDE/JTO per BSC and RNC location , if not colocated with MSC
			ii) 1 STS per 300 BTS (Justification on circle level combined ; locations to be decided by CGMs)
			iii) 1 JAG BSS per 1000 BTS (Justification on circle level combined ; locations to be decided by CGMs)
			iv) 1 SAG BSS per 1500 BTS (Justification on circle level combined ; locations to be decided by CGMs) Note - Though the justification for BSS and NSS subgroups are different for SAG level, the officers will be posted on geographical division basis in circle where they will look after BSS and NSS sub groups combined within that region
		B) BTS O & M	i) 1 SDE/JTO per 60 BTS in urban location and one per 40 BTS in rural location subject to minimum of one per SSA (1 Rural BTS to be equated 1.5 urban BTSs for combining)
			ii) STS - coupled with 1 A ii) above (Justification on circle level combined ; locations to be decided by CGMs)
			iii) JAG - coupled with 1 A (iii) above (Justification on circle level combined ; locations to be decided by CGMs)
		C) Drive test and radio optimization	iv) SAG - coupled with 1 A (iv) above (Justification on circle level combined ; locations to be decided by CGMs)
			i) 1 SDE/JTO (DT & RO) per 125 BTS ; (Justification on circle level combined for DGM setups; locations to be decided by CGMs)
		ii) 1 STS (Drive Test & Radio Optimization) per 1000 BTS (Justification on circle level combined ; locations to be decided by CGMs)	
2	NSS sub group	A) O & M of MSC/ MSS / MGW / HLR / HSS and other NSS node elements	i) One SDE/JTO per NSS node element; maximum three per MSC
			ii) One STS per MSC
			iii) One JAG per five MSC if located in same SSA; subject to minimum one JAG if only one MSC is located in an SSA
			iv) One SAG per ten MSCs; below five none (Justification on circle level combined ; locations to be decided by CGMs) Note - Though the justification for BSS and NSS subgroups are different for SAG level, the officers will be posted on geographical division basis in circle where they will look after BSS and NSS sub groups combined within that region
		B) POI provisioning and roaming testing	i) One SDE/JTO per MSC
		C) CDR, IUC	i) One SDE/JTO per MSC
D) Customer complains related to NSS	i) One SDE / JTO per MSC		
3	IT & BCCS	A) O & M of CCN node	i) One SDE/JTO per 30 nodes (Justification on circle level combined ; locations to be decided by CGMs)
			ii) One DE per 250 nodes (Justification on circle level combined ; locations to be decided by CGMs)
		B) Bill generation and printing	i) one AO/JAO per 30000 post paid customers (Justification on circle level combined ; locations to be decided by CGMs)
			ii) One CAO per 150000 post paid cutomers (Justification on circle level combined ; locations to be decided by CGMs)

ANNEXURE 3: WORKLOAD BASED NORMS FOR CMTS O&M (At Zonal Centres)

Annx : Special norms for CMTS for Zonal centre circles			
4	Planning & Development subgroup at zonal centres	A) Planning	i) 1 DE up to 10 M capacity. Additional post for every expansion by 10 M capacity. ii) 4 SDE / JTO up to 10 M capacity. Additional post for every expansion by 5 M capacity. iii) 2 AO/ JAO (Works)
		B) Solutions	i) 1 DE solution for nodal centre upto 10M and additional by every 10M. ii) 4 SDE / JTO solution for nodal centre upto 10M and additional by every 10M.
		C) Implementation	i) 1 DE for expansion of nodal centre by every 5 M capacity. ii) 3 SDE / JTO up to 5M capacity expansion.
		D) Infrastructure	i) 1 DE in each building ii) 1 SDE/ JTO for maintenance of Bttry/PP/UPS/ building/ security in each building iii) 3 SDE/ JTO for maintenance of complete IP/ CCN/ MPBN networks of nodal centre upto 20M capacity.
		E) Overall P & D subgroup head	i) One DGM(P & D)
5	IT & BCCS subgroup in zonal circle	A) TR reports accounting & billing	i) 4 JAO/AO per billing system / DRS ii) 2 CAO per billing system iii) 1 DGM IT & Billing and 1 DGM (F&A) per billing system reporting to GM(IT & BCCS)
		B) BP (Operations)	i) 4 SDE/JTO per billing system upto 2 lakh and one each for additional 1 lakh postpaid account
		C) OM (Operations)	i) 4 SDE/JTO per Billing system up to 2 Lakh + 1 Post for each additional 1 lakh postpaid accounts
		D) CVU/Bulk Provisioning	i) 2 SDE/JTO per Billing system up to 5.0 M (Prepaid + Postpaid accounts) + 1 post for each additional 2.5M
		E) Interconnect	i) 2 SDE/JTO per Billing system upto 50 POIs + 1 post for each additional 25 POIs; 2 AO/JAO per billing system
		F) Security Data	i) 2 SDE/JTO per Billing system
		G) Mediation Device	i) 2 SDE/JTO per Billing system
		H) Collection of CDRs	i) 2 SDE/JTO per Billing system
		I) TAP	i) 2 SDE/JTO per Billing system
		J) Network Management	i) 2 SDE/JTO for International Roaming testing
		K) Backup & Recovery	i) 2 SDE/JTO per Billing system
		L) Oracle DBA	i) 2 SDE/JTO per Billing system
		M) BP/OM Analyst	i) 2 SDE/JTO per Billing system
		N) CSR Support	i) 1 SDE/JTO per Circle
		O) Reports/LBX	i) 2 SDE/JTO per Billing system; 3 AO/JAO
		P) DNP/RNP	i) 1 SDE/JTO per Billing system; 5 AO/JAO (3 for normal duty and 2 for shift duty)
		Q) Development & Handling of Errors	i) 5 SDE/JTO per Billing System;
		R) Threshold server	i) 1 Ao/JAO
		S) O&M of Disaster Recovery and Business continuity System	i) One DET Per DRS System ii) One DGM IT & Billing per DRS location.

ANNEXURE 3: WORKLOAD BASED NORMS FOR CMTS O&M (At Zonal Centres)

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6	VAS subgroup in nodal circles	A) Messaging Services i.e. UMS ,SMS ,MMS ,MMS Library	i) Minimum 3 SDE/JTO upto 1000K BHSM for each type of equipment and one additional for each additional 1000K BHSM ii) One DE for messaging service
		B) Location Based Services	i) 3 SDE/JTO per type of network element ii) One DE for location based service
		C) Streaming Services i.e. operation of Video gateway , streaming servers etc.	i) 3 SDE/JTO per type of network element ii) One DE for streaming service
		D) Data Services Viz GPRS network	i) 5 SDE/JTO upto 1000K PDP. One per additional 500K PDP Capacity ii) One DE for data service
		E) Revenue sharing Claim settlement of VAS providers	i) Two JAO/AO and two SDE/JTO per VAS nodal centre ii) One CAO (VAS) per VAS nodal centre
		F) Overall for VAS subgroup	i) one JAG (VAS)
7	IN subgroup in nodal circles	A) Prepaid Voucher reconciliation and revenue reports	i) Two JAO/AO per IN Technology of system ii) One CAO per IN system location iii) Two SDE/ JTO per IN technology for revenue assurance
		B) Intelligent Network System Operations	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.
		C) Intelligent Network System Maintenance	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.
		D) Voucher management System	i) 3 SDE/JTO per centre for each technology ii) One DET per centre
		E) CVOMS	i) 3 SDE/JTO per centre for each technology ii) One DET per centre
		F) E-Topup, ATM Topup, Third Party Recharge systems	i) 3 SDE/JTO per centre for each e topup system ii) 1 DE per centre for each system
		G) Central IN System	i) two AO/JAO per nodal VAS set-up ii) One CAO jointly for CVOMS and Central IN system iii) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. iv) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.
		H) DR site system maintenance	i) 6 SDE/JTO per centre for system up to 5M capacity of each technology. Additional 2 posts for every expansion by 5 M or part capacity. ii) One DET per centre for system up to 5M capacity of each technology. Additional post for every expansion by 10 M capacity.
		I) Overall for IN subgroup	i) one DGM (IN) and one GM (overall incharge) per zonal centre
8	International Roaming Centre (only applicable to nodal roaming circle i.e. West Bengal)	A) Testing coordination with other country operators, commercial launch , complaint handling etc.	i) Ten SDE/JTOs ii) two DE
		B) Revenue reconciliation with foreign operators and with other circles	i) 5 AO/JAO ii) one CAO
		C) Overall for intl roaming centre	i) One DGM (Technical)
Annx : Installation of CMTS/WLL Equipment - Circle			
9	CMTS / WLL equipment installation	A) BSS	i) 1 SDE/JTO per 30 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs) ii) 1 STS per 200 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs)
		B) NSS	i) 1 SDE/JTO per MSC ii) 1 DET per two MSCs

ANNEXURE 3: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE

CM Sales

Consumer Mobility											
Circle Type	Circle Name	Number of SSA's	GM	DGM	AGM	AO/SDE	JAO/JTO	PS/ES/CS	Asstt.	PA	Comments
Large Circle	Tamil Nadu	18	-	1	-	4	-	-	-	-	DGM is the rollout manager
	Maharashtra	30	-	1	-	6	-	-	-	-	
	Kerala	11	-	1	-	3	-	-	-	-	
	Andhra Pradesh	22	-	1	-	5	-	-	-	-	
	Karnataka	19	-	1	-	4	-	-	-	-	
	West Bengal	15	-	1	-	3	-	-	-	-	
	Uttar Pradesh (E)	33	-	1	-	7	-	-	-	-	
	Chennai	1	-	1	-	2	-	-	-	-	
	Kolkata	1	-	1	-	2	-	-	-	-	
	Gujarat	17	-	1	-	4	-	-	-	-	
	Rajasthan	24	-	1	-	5	-	-	-	-	
Medium Circle	Punjab	11	-	1	-	3	-	-	-	-	
	Madhya Pradesh	34	-	1	-	7	-	-	-	-	
	Uttar Pradesh (W)	16	-	1	-	4	-	-	-	-	
	Haryana	9	-	1	-	2	-	-	-	-	
	Orissa	12	-	1	-	3	-	-	-	-	
	Bihar	19	-	1	-	4	-	-	-	-	
	Jammu & Kashmir	5	-	1	-	1	-	-	-	-	
Small Circle	Assam	7	-	1	-	2	-	-	-	-	
	Jharkhand	6	-	1	-	2	-	-	-	-	
	Uttaranchal	6	-	1	-	2	-	-	-	-	
	Himachal Pradesh	6	-	1	-	2	-	-	-	-	
	Chattisgarh	6	-	1	-	2	-	-	-	-	
	North East-I	3	-	1	-	1	-	-	-	-	
	North East-II	3	-	1	-	1	-	-	-	-	
Total		335	-	26	-	81	-	-	-	-	

Note:

- 1: One Rollout Manager (DGM) per circle, reporting to Head Office
- 2: For each circle, one SDE per 5 SSA's (circle level nodal contacts)
- 3: Support staff allotted to match 1:1 ratio for GM's + DGM's to support staff
- 4: A&N has only one SSA, thus no SDEs allotted to them

ANNEXURE 3: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE

CFA Sales											
Consumer Fixed Access											
Circle Type	Circle Name	Number of SSA's	GM	DGM	AGM	AO/SDE	JAO/JTO	PS/ES/CS	Asstt.	PA	Comments
Large Circle	Tamil Nadu	18	-	1	-	4	-	-	-	-	DGM is the rollout manager
	Maharashtra	30	-	1	-	6	-	-	-	-	
	Kerala	11	-	1	-	3	-	-	-	-	
	Andhra Pradesh	22	-	1	-	5	-	-	-	-	
	Karnataka	19	-	1	-	4	-	-	-	-	
	Chennai	1	-	1	-	2	-	-	-	-	
	Kolkata	1	-	1	-	2	-	-	-	-	
	West Bengal	15	-	1	-	3	-	-	-	-	
	Uttar Pradesh (E)	33	-	1	-	7	-	-	-	-	
	Gujarat	17	-	1	-	4	-	-	-	-	
	Rajasthan	24	-	1	-	5	-	-	-	-	
Medium Circle	Punjab	11	-	1	-	3	-	-	-	-	
	Madhya Pradesh	34	-	1	-	7	-	-	-	-	
	Uttar Pradesh (W)	16	-	1	-	4	-	-	-	-	
	Haryana	9	-	1	-	2	-	-	-	-	
	Orissa	12	-	1	-	3	-	-	-	-	
	Bihar	19	-	1	-	4	-	-	-	-	
	Jammu & Kashmir	5	-	1	-	1	-	-	-	-	
Assam	7	-	1	-	2	-	-	-	-		
Small Circle	Jharkhand	6	-	1	-	2	-	-	-	-	
	Uttaranchal	6	-	1	-	2	-	-	-	-	
	Himachal Pradesh	6	-	1	-	2	-	-	-	-	
	Chattisgarh	6	-	1	-	2	-	-	-	-	
	North East-I	3	-	1	-	1	-	-	-	-	
	North East-II	3	-	1	-	1	-	-	-	-	
	Andaman & Nicobar	1	-	1	-	-	-	-	-	-	
		335	-	26	-	81	-	-	-	-	

1: One Rollout Manager (DGM) per circle, reporting to Head Office
 2: For each circle, one SDE per 5 SSA's (circle level nodal contacts)
 3: Support staff allotted to match 1:1 ratio for GM's + DGM's to support staff
 4: A&N - has only one SSA, no SDE/AO allotted

ANNEXURE 3: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE

Enterprise Sales (Gold +Silver)

Enterprise Sales (Gold + Silver)											
S. No.	Circle	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	Channel Mgr (SDE/JTO)	
1	A & N		1			1		0	0		1
2	Andhra Pradesh		1		1			0	0		4
3	Assam		1	1		1		0	0		1
4	Bihar		1	1		1	1	0	0		1
5	Chennai TD		1	1		1		0	0		5
6	Chhattisgarh		1	1		1	1	0	0		1
7	Gujarat		1	1		1	1	0	0		5
8	Haryana		1	1		1	1	0	0		2
9	Himachal Pradesh		1	1		1	1	0	0		1
10	Jammu & Kashmir			1			1	0	0		1
11	Jharkhand		1	1		1	1	0	0		1
12	Karnataka		1	1		1	1	0	0		3
13	Kerala		1	1		1	1	0	0		1
14	Kolkata TD		1	1				0	0		8
15	Madhya Pradesh		1	1		1	1	0	0		2
16	Maharashtra		1	1		1	1	0	0		15
17	North East I			1			1	0	0		1
18	North East II			1			1	0	0		1
19	Orissa		1	1		1	1	0	0		1
20	Punjab		1	1		1	1	0	0		2
21	Rajasthan		1	1		1	1	0	0		1
22	Tamil Nadu		1	1		1	1	0	0		2
23	UP (E)		1	1		1	1	0	0		2
24	UP (W)		1	1		1	1	0	0		2
25	Uttaranchal		1	1		1	1	0	0		1
26	NCR										5
27	West Bengal		1	1		1	1	0	0		1
Total											

ANNEXURE 3: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE

Enterprise CRM (Gold + Silver)

Enterprise CRM (Gold + Silver)

S. No.	Circle	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA
1	A & N			1		0		0	0
2	Andhra Pradesh			1		2		0	0
3	Assam			1		2		0	0
4	Bihar			1		2		0	0
5	Chennai TD			1		2		0	0
6	Chhattisgarh			1		0		0	0
7	Gujarat			1		2		0	0
8	Haryana			1		2		0	0
9	Himachal Pradesh			1		0		0	0
10	Jammu & Kashmir			1		0		0	0
11	Jharkhand			1		0		0	0
12	Karnataka			1		2		0	0
13	Kerala			1		2		0	0
14	Kolkata TD			1		2		0	0
15	Madhya Pradesh			1		2		0	0
16	Maharashtra			1		2		0	0
17	North East I			1		0		0	0
18	North East II			1		0		0	0
19	Orissa			1		0		0	0
20	Punjab			1		2		0	0
21	Rajasthan			1		2		0	0
22	Tamil Nadu			1		2		0	0
23	UP (E)			1		2		0	0
24	UP (W)			1		2		0	0
25	Uttaranchal			1		0		0	0
26	West Bengal			1		2		0	0
Total									

ANNEXURE 3: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES AND EB SALES & CRM AT CIRCLE OFFICE

Enterprise Sales & CRM (Platinum Offices)

Enterprise Sales (Platinum)

S.No	Circle	SSA	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	# of accounts
1	Andhra Pradesh	Hyderabad		1	1	3	2		0	0	55
2	Karnataka	Bangalore		1	1	3	2		0	0	55
3	Gujarat	Ahmedabad		1	0	2	2		0	0	34
4	Maharashtra	Mumbai		1	8	15	14		0	0	362
5	Maharashtra	Pune		1	0	2	2		0	0	39
6	NTR	NCR 1		1	3	6	6		0	0	126
7	NTR	NCR 2		1	3	6	6		0	0	149
8	Chennai	Chennai		1	3	6	6		0	0	145
9	Kolkata TD	Kolkata		1	1	4	3		0	0	70
Total Sales (Gold+Platinum)				31	36	20	104	103	0	0	0

Enterprise CRM (Platinum)

S.No	Circle	SSA	GM	DGM	AGM	SDE	JTO	PS/ES/CS	Asstt.	PA	# of accounts	
1	Andhra Pradesh	Hyderabad	Already covered in Platinum Sales		1	1	2	2		0	0	55
2	Karnataka	Bangalore			1	1	2	2		0	0	55
3	Gujarat	Ahmedabad			1	1	1	2		0	0	34
4	Maharashtra	Mumbai			1	8	14	14		0	0	362
5	Maharashtra	Pune			1	0	1	2		0	0	39
6	NTR	NCR 1			1	2	5	6		0	0	126
7	NTR	NCR 2			1	2	5	6		0	0	149
8	Chennai	Chennai			1	3	5	6		0	0	145
9	Kolkata TD	Kolkata			1	1	3	3		0	0	70
Total CRM (Gold + Platinum)					9	45	38	77	0	0	0	

NOTE : In every Platinum Office One SDE and AO are designated as Commercial Officer for doing Commercial work. In addition, in NCR 1 office, 1 AGM and 2 JTO earmarked for commercial for NCR
NOTE : One NAM for every 10 accounts for Sales for Platinum Accounts

NOTE : One CRM for every 20 accounts for SD/SA for Platinum. Assuming each account gives 20 links on an average and fault rate is 1% => CRM expected to handle 4 faults at any point in time

Enterprise Sales (Platinum) - Finance related to Sales

S.No	Circle	SSA	GM	DGM	AGM	AO	JAO
1	Andhra Pradesh	Hyderabad				1	2
2	Karnataka	Bangalore				1	2
3	Gujarat	Ahmedabad				1	2
4	Maharashtra	Mumbai				2	2
5	Maharashtra	Pune				1	2
6	NTR	NCR I				2	2
7	NTR	NCR II				2	2
8	Kolkata	Kolkata				1	3
9	Chennai	Chennai				1	3
Total			0	0	12	20	18

ANNEXURE 4: POSITIONAL NORMS FOR SSA OFFICE

		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	TTA	
Large SSA(PGM Headed)	SSA Head	SSA head	1	-	-	-	1		1	-	1	
	Consumer Fixed Access	Sales	-	1	-	-	-	-	-	-	-	1
		Marketing	-		-	-	-	2	-	-	-	-
		Network Planning & MM	-		1	2	4	3	-	-	-	-
		Network Operations	-		-	-	-	-	-	-	-	-
		Transmission	-		1	1	1	4	-	-	-	-
		VAS - Landline	-		-	-	-	1	-	-	-	-
		Telegraph	-		-	-	-	-	-	-	-	-
		Customer Service Center	-		-	1	1	1	-	-	-	-
	Consumer Mobility	Sales	-	1	-	-	-	3	-	-	-	1
		Marketing	-		-	-	-	1	1	-	-	-
		VAS - Wireless	-		-	-	1	1	-	-	-	-
		Network Planning and Operations	-		1	1	2	2	-	-	-	-
	Enterprise Business	Enterprise Business	-									
		SD/SA - Ent	-									
Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin	-	1	2	10	22	13	-	-	1		
HR&Admin	HR&Admin	-	-	1	2	5	-	-	-	1		
IT	IT/MIS	-	-	-	1	3	3	-	-	-		
Vigilance	Vigilance	-	-	-	1	1	-	-	-	-		
Civil	Projects and Maintenance	-	-	1	3	6	6	-	-	-		
Electrical	Planning and QA	-	-	-	1	5	5	-	-	-		

		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	TTA		
Large SSA (GM Headed) (≥ 1.5 Lakh DELs)	SSA Head	SSA head	-	1	-	-	1	-	1	-	1		
	Consumer Fixed Access	Sales	-	-	1	-	1	-	-	-	-	1	
		Marketing	-			-	1	1	-	-	-	-	
		Network Planning & MM	-			1	2	3	-	-	-	-	
		Network Operations	-			-	-	-	-	-	-	-	-
		Transmission	-			1	1	3	-	-	-	-	
		VAS - Landline	-			-	-	1	-	-	-	-	
		Telegraph	-			-	-	-	-	-	-	-	
		Customer Service Center	-			-	-	2	-	-	-	-	
	Consumer Mobility	Sales	-	-	1	-	-	-	-	-	-	1	
		Marketing	-			1	1	-	-	-	-		
		VAS - Wireless	-			-	1	1	-	-	-		
		Network Planning and Operations	-			-	2	2	-	-	-		
	Enterprise Business	Enterprise Business	-										
		SD/SA - Ent	-										
Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin	-	-	1	4	10	15	-	-	1			
HR&Admin	HR&Admin	-	-	-	1	5	-	-	-	1			
IT	IT/MIS	-	-	-	-	2	2	-	-	-			
Vigilance	Vigilance	-	-	-	-	1	-	-	-	-			
Civil	Projects and Maintenance	-	-	-	1	4	4	-	-	-			
Electrical	Planning and QA	-	-	-	1	2	3	-	-	-			

ANNEXURE 4: POSITIONAL NORMS FOR SSA OFFICE

		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	TTA	
Small SSA (GM Headed) (< 1.5 Lakh DELs)	SSA Head	SSA head	-	1	-	-	-	1	-	1		
	Consumer Fixed Access	Sales	-				-	-	-	-	-	
		Marketing	-				-	1	-	-	-	
		Network Planning & MM	-			1	1	2	-	-	-	
		Network Operations	-		1							
		Transmission	-					2	-	-		
		VAS - Landline	-									
		Telegraph	-									
		Customer Service Center	-				1	1	-	-	-	
	Consumer Mobility	Sales	-									
		Marketing	-				1	1	-	-	-	
		VAS - Wireless	-					1	-	-	-	
		Network Planning and Operations	-				1	1	-	-	-	
	Enterprise Business	Enterprise Business	-									
		SD/SA - Ent	-									
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin	-			2	3	9	-	-	-	
HR&Admin	HR&Admin	-			1	1	-	-	-	-		
IT	IT/MIS	-					1	-	-	-		
Vigilance	Vigilance	-				1	-	-	-	-		
Civil	Projects and Maintenance	-					2	2	-	-		
Electrical	Planning and QA	-					1	1	-	-		

		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	TTA	
Small SSA (TDM Headed)	SSA Head	SSA head	-		1	-	-	-	-	1		
	Consumer Fixed Access	Sales	-									
		Marketing	-				1	-	-	-	-	
		Network Planning & MM	-				1	1	-	-	-	
		Network Operations	-			1						
		Transmission	-					1	-	-	-	
		VAS - Landline	-									
		Telegraph	-									
		Customer Service Center	-				1	1	-	-	-	
	Consumer Mobility	Sales	-									
		Marketing	-				1	-	-	-	-	
		VAS - Wireless	-			1		1	-	-	-	
		Network Planning and Operations	-					1	-	-	-	
	Enterprise Business	Enterprise Business	-									
		SD/SA - Ent	-									
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin	-			1	2	4	-	-	-	
HR&Admin	HR&Admin	-				1	-	-	-	-		
IT	IT/MIS	-					1	-	-	-		
Vigilance	Vigilance	-				1	-	-	-	-		
Civil	Projects and Maintenance	-					1	-	-	-		
Electrical	Planning and QA	-					1	-	-	-		

ANNEXURE 4: POSITIONAL NORMS FOR SSA OFFICE

		PGM	GM	DGM	AGM	AO/SDE	JAO/JTO	PS	Asstt.	PA	TTA	
Small SSA (TDE Headed)	SSA Head	SSA head	-	-	-	1	-	-	-	-	-	
	Consumer Fixed Access	Sales	-	-	-	-	-	-	-	-	-	-
		Marketing	-	-	-	-	1	-	-	-	-	-
		Network Planning & MM	-	-	-	-	1	-	-	-	-	-
		Network Operations	-	-	-	-	-	-	-	-	-	-
		Transmission	-	-	-	-	-	1	-	-	-	-
		VAS - Landline	-	-	-	-	-	-	-	-	-	-
		Telegraph	-	-	-	-	-	-	-	-	-	-
		Customer Service Center	-	-	-	-	-	-	-	-	-	-
	Consumer Mobility	Sales	-	-	-	-	-	-	-	-	-	-
		Marketing	-	-	-	-	-	-	-	-	-	-
		VAS - Wireless	-	-	-	-	-	-	-	-	-	-
		Network Planning and Operations	-	-	-	-	-	1	-	-	-	-
	Enterprise Business	Enterprise Business	-	-	-	-	-	-	-	-	-	-
		SD/SA - Ent	-	-	-	-	-	-	-	-	-	-
	Finance	Corporate Accounts/Telecom Rev./Proj&Estt. Fin	-	-	-	-	1	-	-	-	-	-
	HR&Admin	HR&Admin	-	-	-	-	1	-	-	-	-	-
	IT	IT/MIS	-	-	-	-	-	1	-	-	-	-
Vigilance	Vigilance	-	-	-	-	1	-	-	-	-	-	
Civil	Projects and Maintenance	-	-	-	-	-	-	-	-	-	-	
Electrical	Planning and QA	-	-	-	-	-	-	-	-	-	-	

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

CM Sales

Consumer Mobility

	SSA's	Sales Head	FMs	RMCs	RMs
		DGM/AGM	SDE/JTO	SDE/JTO	Gp C&D
West Bengal	14	14	46	19	170
Bihar	19	19	56	25	218
Jharkhand	6	6	23	11	78
Orissa	12	12	25	14	105
Chattisgarh	6	6	18	9	60
Madhya Pradesh	34	34	44	34	188
Chennai	1	4	13	4	44
Himachal Pradesh	6	6	9	6	34
Gujarat	17	17	61	22	188
HAR	9	9	31	9	84
PB	11	11	36	11	112
UAL	6	6	16	6	49
UPW	16	16	35	18	113
UPE	33	33	95	31	275
RAJ	24	24	76	24	221
AP	22	22	78	23	220
MAH	30	30	88	31	259
KTK	19	19	62	20	174
TN	17	17	78	19	201
KRL	11	11	32	11	125
NE1	3	3	6	3	15
NE2	3	3	7	3	18
Assam	7	7	13	7	42
AN	1	1	3	2	11
Calcutta					
J&K					

Sales Staff Estimates	Number	#DGM as CM-Sales	#AGM as CM-Sales Head	DGM	AGM	SDE	JTO	C&D	
Top 8 SSA	8	1		8		656	657	3004	
PGM Headed SSA's (Top 8)	6	1		6					
GM Headed SSAs	240	0	1		240				
DGM headed SSA's	73	0	0		0				
Total					11	240	656	657	3004

Note:

- 1: Data received from Vijay specifies FM's, RMC's, RM's.
- 2: For top 14 SSAs with PGM as SSA Head, one DGM's will be sales head
- 4: For GM headed SSAs, one AGM will be the sales head
- 5: For TDM / TDE headed SSAs, no sales head allotted, AGM - CM head will also serve as the Sales head

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

CFA Sales

Consumer Fixed Access

	BB	LL	Total Working Connections	#SSA's	Sales Heads	Area Sales Manager	Sales Team Leader	Sales Associates
					DGM	AGM	SDE	Grp C&D
A & N	2966	19663	22629	1		1	1	4
A P.	370591	1970000	2340591	22		22	63	313
Assam	40625	310000	350625	7		7	10	47
Bihar	40678	963817	1004495	19		19	27	134
Chattisgarh	41892	232008	273900	6		6	8	37
Gujarat	281292	1790000	2071292	17		17	56	277
Haryana	115682	790000	905682	9		9	25	121
H.P	30846	360000	390846	6		6	11	53
J & K	28093	220000	248093	5		5	7	34
Jharkhand	41652	417556	459208	6		6	13	62
Karnataka	441336	1900000	2341336	19		19	63	313
Kerala	282472	3320000	3602472	11		13	97	481
M P	122985	1127632	1250617	34		34	34	167
Maharashtra	380574	2660000	3040574	30		30	82	406
N E I	12803	206933	219736	3		3	6	30
N E II	7684	125743	133427	3		3	4	18
Orissa	68575	600000	668575	12		12	18	90
Punjab	204505	1300000	1504505	11		11	41	201
Rajasthan	182530	1400000	1582530	24		24	43	212
Tamilnadu	279842	1830000	2109842	17		17	57	282
U P (East)	165380	1270000	1435380	33		33	39	192
U P (West)	97475	940047	1037522	16		16	28	139
Uttaranchal	39952	302344	342296	6		6	10	46
W. B.	54597	1047689	1102286	14		14	30	147
Chennai	311269	930000	1241269	1		3	17	83
Kolkatta	218333	1300000	1518333	1		3	21	102

	Number	# DGM as Sales Heads	AGM's as sales heads	DGM's	AGM's
Top 8 Cities (#DGM's)	8	2		16	0
PGM Headed SSAs (excl. Top 8)	6	1		6	0
GM Headed SSA's	240	0	1	0	240
DGM Headed SSAs	79	0	0	0	0
				DGM	AGM
Total				22	260
				SDE	Grp. C & D
				811	3991

Note:

1 Sales Associate per 7K working connections

1 Sales Team Leader per 5 Sales Associates

1 Area Sales Manager per 8 Sales Team Leaders, however min floor of #SSA's is put for each circ 1: For Top 8 SSA's, two DGM's have been allotted, for the other 6 PGM headed, one DGM as sales head

For Support staff, 1 support staff for each SSA has been kept.

2: For top 8 cities, two DGM's will be sales heads.

3: For all other PGM headed SSAs (other than top 8 cities), one DGM will be the sales head.

4: For GM headed SSAs, one AGM will be the sales head

Calculation Explanation

1: For Top 8 SSA's, two DGM's have been allotted, for the other 6 PGM headed, one DGM as sales head

2: For the 240 SSA's GM headed, one AGM as sales head will be allotted

3: For the 80 SSA's DGM / AGM headed, no AGM's will be allotted, the AGM(BU-head) will also be sales head

4: The total AGM's thus required will be overall calculated AGM's minus the number of DGM headed SSAs

Rationale: In the 79 SSA's, the AGM positional will be BU-head and the Sales head.

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

Enterprise Gold + Silver Sales

S. No.	Circle	City	Circle HQ?	No. of potential Gold accounts	GM	DGM	AGM	SDE/JTO
1	A & N	Port Blair	Yes	0 to 24		0	1	2
2	Andhra Pradesh	Hyderabad	Yes	25 to 74		1	1	4
3	Andhra Pradesh	Visakhapatnam	No	0 to 24		0	1	2
4	Andhra Pradesh	Vijayawada	No	0 to 24		0	1	2
5	Assam	Guwahati	Yes	0 to 24		1	1	2
6	Bihar	Patna	Yes	0 to 24		1	1	2
7	Chennai TD	Chennai	Yes	75 to 149		1	2	7
8	Chhattisgarh	Raipur	Yes	0 to 24		1	1	2
9	Gujarat	Vadodara	No	25 to 74		1	2	8
10	Gujarat	Ahmedabad	Yes	25 to 74		1	1	4
11	Gujarat	Surat	No	0 to 24		0	1	2
12	Gujarat	Rajkot	No	0 to 24		0	1	2
13	Haryana	Gurgaon	Yes	0 to 24		1	1	2
14	Haryana	Faridabad	No	0 to 24		0	1	2
15	Haryana	Ambala	Yes	0 to 24		0	1	2
16	Himachal Pradesh	Shimla	Yes	0 to 24		1	1	2
17	Jammu & Kashmir	Srinagar	Yes	0 to 24		0	1	2
18	Jharkhand	Jamshedpur	Yes	0 to 24		1	1	2
19	Jharkhand	Dhanbad	No	0 to 24		0	1	2
20	Karnataka	Bangalore	Yes	25 to 74		1	1	4
21	Karnataka	Mysore	No	0 to 24		0	1	2
22	Karnataka	Hubli-Dharwad	No	0 to 24		0	1	2
23	Kerala	Trivandrum	Yes	0 to 24		1	1	2
24	Kerala	Kochi	No	0 to 24		0	1	2
25	Kerala	Kozhikode	No	0 to 24		0	1	2
26	Kolkata TD	Kolkata	Yes	75 to 149		1	2	11
27	Madhya Pradesh	Bhopal	Yes	0 to 24		1	1	2
28	Madhya Pradesh	Indore	No	0 to 24		0	1	2
29	Madhya Pradesh	Jabalpur	No	0 to 24		0	1	2
30	Madhya Pradesh	Gwalior	No	0 to 24		0	1	2
31	Maharashtra	Mumbai	Yes	300 to 500+		1	3	21
32	Maharashtra	Pune	No	25 to 74		1	2	6
33	Maharashtra	Goa	No	0 to 24		0	1	3
34	Maharashtra	Nagpur	No	0 to 24		0	1	2
35	Maharashtra	Nashik	No	0 to 24		0	1	2
36	Maharashtra	Aurangabad	No	0 to 24		0	1	2
37	North East I	Shillong	Yes	0 to 24		1	1	2
38	North East II	Dimapur	Yes	0 to 24		0	1	2
39	NCR	New Delhi	Yes	75 to 149		1	2	8
40	Orissa	Bhubaneswar	Yes	0 to 24		1	1	2
41	Punjab	Chandigarh	Yes	0 to 24		1	1	2
42	Punjab	Ludhiana	No	0 to 24		0	1	2
43	Punjab	Amritsar	No	0 to 24		0	1	2
44	Punjab	Jalandhar	No	0 to 24		0	1	2
45	Rajasthan	Jaipur	Yes	0 to 24		1	1	2
46	Tamil Nadu	Chennai	Yes	75 to 149		1	1	2
47	Tamil Nadu	Coimbatore	No	0 to 24		0	1	2
48	Tamil Nadu	Madurai	No	0 to 24		0	1	2
49	Tamil Nadu	Salem	No	0 to 24		0	1	2

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

50	Tamil Nadu	Tiruchirappalli	No	0 to 24		0	1	2	
51	UP (E)	Lucknow	Yes	0 to 24		1	1	2	
52	UP (E)	Kanpur	No	0 to 24		0	1	2	
53	UP (E)	Varanasi	No	0 to 24		0	1	2	
54	UP (E)	Allahabad	No	0 to 24		0	1	2	
55	UP (W)	Meerut	Yes	0 to 24		1	1	2	
56	UP (W)	Agra	No	0 to 24		0	1	2	
57	UP (W)	Ghaziabad	No	0 to 24		0	1	2	
58	UP (W)	Noida	No	0 to 24		0	1	2	
59	Uttaranchal	Dehradun	Yes	0 to 24		1	1	2	
60	West Bengal	Kolkata	Yes	75 to 149		1	1	3	
61	West Bengal	Asansol	No	0 to 24		0	1	2	
62	West Bengal	Siliguri	No	0 to 24		0	1	2	
63	West Bengal	Gangtok	No	0 to 24		0	1	2	
64	West Bengal	Kharagpur	No	0 to 24		0	1	2	
						GM	DGM	AGM	SDE
Total						0	26	71	92

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

Enterprise Gold + Silver CRM

S. No.	Circle	City	Circle HQ?	No. of potential Gold accounts	GM	DGM	AGM	SDE/JTO
1	A & N	Port Blair	Yes	0 to 24			1	2
2	Andhra Pradesh	Hyderabad	Yes	25 to 74			1	6
3	Andhra Pradesh	Visakhapatnam	No	0 to 24			1	2
4	Andhra Pradesh	Vijayawada	No	0 to 24			1	2
5	Assam	Guwahati	Yes	0 to 24			1	2
6	Bihar	Patna	Yes	0 to 24			1	2
7	Chennai TD	Chennai	Yes	75 to 149			1	9
8	Chhattisgarh	Raipur	Yes	0 to 24			1	2
9	Gujarat	Vadodara	No	25 to 74			1	2
10	Gujarat	Ahmedabad	Yes	25 to 74			1	6
11	Gujarat	Surat	No	0 to 24			1	2
12	Gujarat	Rajkot	No	0 to 24			1	2
13	Haryana	Gurgaon (Not Circle)	Yes	0 to 24			1	2
14	Haryana	Faridabad	No	0 to 24			1	2
15	Haryana	Ambala	Yes	0 to 24			1	2
16	Himachal Pradesh	Shimla	Yes	0 to 24			1	2
17	Jammu & Kashmir	Srinagar	Yes	0 to 24			1	2
18	Jharkhand	Jamshedpur	Yes	0 to 24			1	2
19	Jharkhand	Dhanbad	No	0 to 24			1	2
20	Karnataka	Bangalore	Yes	25 to 74			1	6
21	Karnataka	Mysore	No	0 to 24			1	2
22	Karnataka	Hubli-Dharwad	No	0 to 24			1	2
23	Kerala	Trivandrum	Yes	0 to 24			1	2
24	Kerala	Kochi	No	0 to 24			1	2
25	Kerala	Kozhikode	No	0 to 24			1	2
26	Kolkata TD	Kolkata	Yes	75 to 149			1	9
27	Madhya Pradesh	Bhopal	Yes	0 to 24			1	2
28	Madhya Pradesh	Indore	No	0 to 24			1	2
29	Madhya Pradesh	Jabalpur	No	0 to 24			1	2
30	Madhya Pradesh	Gwalior	No	0 to 24			1	2
31	Maharashtra	Mumbai	Yes	300 to 500+			1	24
32	Maharashtra	Pune	No	25 to 74			1	6
33	Maharashtra	Goa	No	0 to 24			1	2
34	Maharashtra	Nagpur	No	0 to 24			1	2
35	Maharashtra	Nashik	No	0 to 24			1	2
36	Maharashtra	Aurangabad	No	0 to 24			1	2
37	North East I	Shillong	Yes	0 to 24			1	2
38	North East II	Dimapur	Yes	0 to 24			1	2
39	NCR	New Delhi	Yes	75 to 149			1	9
40	Orissa	Bhubaneswar	Yes	0 to 24			1	2
41	Punjab	Chandigarh	Yes	0 to 24			1	2
42	Punjab	Ludhiana	No	0 to 24			1	2
43	Punjab	Amritsar	No	0 to 24			1	2
44	Punjab	Jalandhar	No	0 to 24			1	2
45	Rajasthan	Jaipur	Yes	0 to 24			1	2
46	Tamil Nadu	Chennai	Yes	75 to 149			1	2
47	Tamil Nadu	Coimbatore	No	0 to 24			1	2
48	Tamil Nadu	Madurai	No	0 to 24			1	2
49	Tamil Nadu	Salem	No	0 to 24			1	2
50	Tamil Nadu	Tiruchirappalli	No	0 to 24			1	2
51	UP (E)	Lucknow	Yes	0 to 24			1	2

ANNEXURE 5: WORKLOAD BASED NORMS FOR CFA SALES, CM SALES & EB SALES & CRM AT SSA OFFICE

52	UP (E)	Kanpur	No	0 to 24			1	2
53	UP (E)	Varanasi	No	0 to 24			1	2
54	UP (E)	Allahabad	No	0 to 24			1	2
55	UP (W)	Meerut	Yes	0 to 24			1	2
56	UP (W)	Agra	No	0 to 24			1	2
57	UP (W)	Ghaziabad	No	0 to 24			1	2
58	UP (W)	Noida	No	0 to 24			1	2
59	Uttaranchal	Dehradun	Yes	0 to 24			1	2
60	West Bengal	Kolkata	Yes	75 to 149			1	3
61	West Bengal	Asansol	No	0 to 24			1	2
62	West Bengal	Siliguri	No	0 to 24			1	2
63	West Bengal	Gangtok	No	0 to 24			1	2
64	West Bengal	Kharagpur	No	0 to 24			1	2
					GM	DGM	AGM	SDE
Sub-Total					0	0	64	94

Additionally, 1 SDE in all other SSAs that are PGM or GM headed for SD/SA (typically person will report in to the TX team)

Additionally, 1 JTO in all other SSAs that are TDM or TDE headed for SD/SA (typically person will report in to the TX team)

Total DGM / AGM (headed) SSAs: 79
 Total GM (headed) SSAs: 240
 Total PGM (headed) SSAs: 14

> Additional SDE's required 190
 > Additional JTO's required 79

		GM	DGM	AGM	SDE
Total		0	1	64	284

ANNEXURE 6: WORKLOAD BASED NORMS FOR FIXED ACCESS & TX I,O&M

Note: A moderation factor of 0.9 has been uniformly applied across levels on these norms while computing the manpower estimates

Annx A: O & M of Switching Equipment			
Sr. No	Description	Activity	Norm
1	Overall Switching n/w O & M		i) 1 SAG for every 5 Lakh lines of switch capacity (each TAX circuit, excepting Level 1 TAX to be counted as one line); ii) 1 JAG for every 3 lakh lines of switch capacity (each TAX circuit, excepting Level 1 TAX to be counted as one line)
2	Local Exchange	A) Main exchange	i) 1 STS post for each technology main exchange ($\geq 50k$ to any capacity) Responsible for RLU/RSU, MDF/FRS, Battery plant also ii) 1 SDE + 1 JTO posts for Technical Maintenance of each main Exchange including battery and power plant for main exchanges of capacity $>20K$ iii) 1 SDE / 1 JTO posts for Technical Maintenance of each main Exchange including battery and power plant for main exchanges of capacity $> 5K \leq 20K$
		B) MDF/ FRS for each main local exchange	i) $>15k$ working lines upto 50 k working lines – 1 SDE dedicated for MDF and FRS ii) If number of working lines in the main local exchange exceeds 50 K then 2 SDE
		C) RLU /RSU (including battery, P/P, MDF, FRS)	i) If capacity of RLU/RSU/DLC is between 5k and 15k, 1 SDE/JTO post for every 3 RLU/RSU units ii) If capacity of RLU/RSU is $>15k$, one dedicated SDE/JTO iii) If capacity of RLU/RSU/DLC is $<5k$, 1 SDE/JTO post for 8 RLU/RSU units (5 DLCs to be equated to 1 RLU/RSU for any other combination) iv) If capacity of RLU/RSU/DLC is $<5k$, 1 DET post for 30 RLU/RSU units (5 DLCs to be equated to 1 RLU/RSU for any other combination)
		D) Subscriber management (Centralised for all exchanges)	i) 1 SDE for subscriber management of upto 50k lines ; $>50k$ lines – 1 additional post of SDE for subscriber management for every 50K lines
3	Level 1 TAX exchange		i) 1 DGM TAX in each Level 1 TAX city ii) 1 DE per Level 1 TAX for each uniquely located building housing level-1 switch and having capacity more than 20K iii) 1 SDE + 1 JTO for Level 1 TAX $< 20 K$ if located in building that has one main exchange iv) 1 SDE + 2JTO for Level 1 TAX $< 20 K$ if located in separate building i.e. one that does not have main exchange v) Additional: 1 SDE/JTO for every 20 K additional lines subject to maximum of 4 vi) One DE per Exchange building housing level-II & Local Exchange irrespective of capacity or > 1 Lac. level-II TAX capacity
Annx : O & M Outdoor Plant urban			
4	Outdoor Plant (Urban Area) includes developmental /rehabilitation work		i) 1 SAG for every 10 lakh wiredline+WLL customers;
			ii) 1 JAG for every 1.25 lakh wiredline+WLL customers
			iii) 1 STS post for every 40k wiredline+WLL customers
			iv) For every 10k (wiredline+WLL) customers 1 SDE/JTO
Annx : O & M Rural Areas (Indoor + Outdoor)			
5	Rural Areas (Indoor + Outdoor)		i) 1 STS post for every 20 k lines (wiredline + WLL) in rural areas
			ii) One SDE/JTO per 10 AN RAX or RSU $\leq 1 K$ working connections
			iii) If capacity of RLU/RSU/DLC/ANRAX is $> 1 K$ but $<5k$, 1 SDE/JTO post for 6 such RLU/RSU/DLC/AN RAX
			iv) If main exchange or RSUs of $\geq 5K$ capacity are located in rural areas then norms mentioned at 2(C) above will be applicable
			v) 1 SDE/JTO per 7000 WLL Rural customers

ANNEXURE 6: WORKLOAD BASED NORMS FOR FIXED ACCESS & TX I,O&M

Annx : O & M of broadband network			
6	O & M broadband n/w		i) One SAG for every 150000 BB customers in SSA i.e below 1.5 lakh nil ii) One JAG for above and every 75000 BB customers in SSA iii) One DE for above and every 25000 BB customers in SSA iv) One SDE/JTO for every 5000 BB customers in SSA; subject to minimum of one per SSA
Annx : O & M of Transmission Equipment - mix of circle and SSA			
7	Overall Tx network		i) One SAG for every 8000 route KMs (OFC + overlay + radio) in SSA ii) One JAG for every 2500 route KMs (OFC + overlay + radio) in SSA
8	Transmission Center		i) One STS for every three separate TX centres (One TX centre justified for 1000 2Mbps channels) ii) one SDE/JTO for every TX centre (One TX centre justified for 1000 2Mbps channels)
9	Route	OFC	i) 1 SDE/JTO post for every 600 km (OFC + overlay); Will also look after associated transmission centres of less than 1000 2 MBps channel terminations i.e. those not covered in 8 iii) above
		Radio M/W	ii) 1 SDE/JTO post for every 600 km
10	Leased circuits		i) 1 JTO post for upto 100 circuits ending; 1 SDE + 1 JTO if > 100 circuits ending ii) 1 STS for post for every 1000 circuits ending
Annx : O & M Trunk and special services			
11	A) Trunk services		i) 1 SDE/JTO in SSA having < 1.5 lakh lines; 2 posts in SSAs having > 1.5 lakh lines , applicable only for TDs having trunk exchange
	B) Directory service		ii) One SDE (Directory Services) in SSAs having > 1 lakh customers (landline + WLL)
	C) Telegraph services		i) 1 STS in metro Districts i.e Kolkata and Chennai; ii) 2 Grp B in metro districts i.e Kolkata & Chennai; 1 Grp B PGM and GM (Large) Setups.
Annx : O & M of WLL service			
12	BSC & MSC	A) Non switch based system (connected to local exchanges)	i) One SDE + one JTO per system at exchange end
		B) Switch based MSC	i) One DE per MSC of capacity ≥ 30 K lines ii) 1 SDE posts for Technical Maintenance of switch including battery and power plant irrespective of capacity
		C) BSC	iv) 1 SDE/JTO per BSC that is not co-located with MSC or a local main exchange ; else BSC to be maintained by local/MSc incharge
13	BTS maintenance	D)BTS O & M	i) 1 SDE/JTO per 60 BTS in urban location and one per 40 BTS in rural location subject to minimum of one per SSA (1 Rural BTS to be equated 1.5 urban BTSs for combining)
		E) Drive test and radio optimisation	i) Same as in CMTS O&M norms
Annx : Installation of CMTS/WLL Equipment - Circle			
24	CMTS / WLL equipment installation	A) BSS	i) 1 SDE/JTO per 45 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs) ii) 1 STS per 90 BTS sites (including associated BSCs , if any) (Justification on circle level combined ; locations to be decided by CGMs)
		B) NSS	i) 1 SDE/JTO per MSC ii) 1 DET per MSC
Annx : Installation of wireline Switching Equipment			
25	Switch / RSU installation		No major work presently undertaken hence no norms suggested; Current installation works to be monitored by existing maintenance staff.
Annx : Installation & Acceptance testing of Transmission Equipments (only at circle level)			
26	Installation & AT of Transmission Equipments (Justification combined at Circle Level. Staff to be posted as per requirement)		ii)1 SDE/JTO for every 40 Systems for Radio Systems/OFC System up to STM-4. iii)1 SDE/JTO for every 30 Systems for OFC Systems STM-16 and beyond. iv)1 SDE/JTO for every 20 Systems for systems in ring.
			1 SDE/JTO per 60 K Ports. (AT of DSLAM / OCLAN of capacity upto 240 ports only to be done by territorial circle)
			iv) One DE for every ten SDE/JTO
Annx : Support staff in executive cadre			
27	PS, Senior PS, PA etc.		i) One PS for every HAG ii) One PS/ PA for every SAG officer iii) One PA / steno for every JAG level officer

ANNEXURE 7: WORKLOAD BASED NORMS FOR CSCs

	SDE	JTO	TTA (Tech)	TTA(Fin)	Peon
Category 1	1		11	9	2
Category 2	1		5	5	1
Category 3		1/3	1	1	0

Type 1 CSC have 1500+ sq ft of area with 10+ counters
 Type 2 CSC have 400 - 1500 sq ft of area with 3-10 counters
 Type 3 CSC have 200 - 400 sq ft of area with 1-3 counters

Staff for Network Related Queries

CSC Type	Number of CSCs	PGM	GM	DGM	AGM	SDE	JTO	PS/CS/ES	Asstt	PA	TOA	Peon
Category 1	200					200					2200	400
Category 2	1000					1000					5000	1000
Category 3	3000					0	1000				3000	0
Sub Total						1200	1000	0	0	0	10200	1400

Staff for Billing Related Queries

CSC Type	Number	PGM	GM	DGM	AGM	SDE	JTO	PS/CS/ES	Asstt	PA	TOA
Category 1	200										1800
Category 2	1000										5000
Category 3	3000										3000
Sub Total											9800

	PGM	GM	DGM	AGM	SDE	JTO	PS/CS/ES	Asstt	PA	TOA	Peon
Total	0	0	0	0	1200	1000	0	0	0	20000	1400

ANNEXURE 8: POSITIONAL NORMS FOR NON EXECUTIVES IN CIRCLE OFFICE

Head		CGM				
		TTA	Steno	Sr. TOA	RM	Peon
Supporting Staff	Support staff to Circle head		1	2		2
	Support staff to SAG level officer other than Circle head		1	1		1
	Support staff to JAG level officer other than Circle head			1		1
	Support staff to STS level officer		1			1
	Support staff to SDE(Public dealing) officer					1
	Support staff to PIO/Applete authority for RTI cases			1		1
Operation	PG	4		1		2
	Parliamentary Question					
	Telephone Adalat					
	Telephone Advisory Committee/M.P. Committee			2		
	MIS					
	Network Monitoring					
Planning & IT	SW			2		2
	TX			2		
	Rural DEL			1		
	CMTS,WLL,Broadband and NT (1 Sr. TOA for every 1000 sanctioned estimates annually in each case)					
	Broadband A.T.					
	MM - Procurements (TEC items, telecom factory, BSNL HQ items)			3		
	MM - stores (2 Sr TOA and 2 RM for each warehouse and one additional SrTOA and RM for leave reserve and One TTA per store.) Same will be applicable for CMTS if separate warehouse/store.					
HR & Admin	Dak Receive and Dispatch (one SrTOA for upto 500 dak daily and additional one SrTOA for every 500 dak thereafter.			2	3	2
	RTI			2		
	Transfer Posting + staff grievances			4		
	Legal			1		
	SR/Personal Claims/Welfare (Minimum one Sr TOA upto staff strength of 500 and after every 500 staff, one additional SrTOA. Staff strength will be counted as 1Xstrength in circle office + 0.1Xstrength of staff other than circle office.					
	Performance & ACR			1		
	Promotions/DPC (Local Officiating, adhoc, time bound upgradation, nfgs)(1 for executive and 1 for non executive)			2		
	Recruitment					
	Training			1		
	Establishment (Store-1, union items, tenders, local purchase-1, maintenance of offices and vehicle-1, staff justification-3)			6		
Vigilance	Vigilance (Investigation, Disciplinary, Appeal)			3	3	
	Confidential DAK			1		
	Enquiry			1	1	
Finance	Cashier			1		1
	Corporate Accounts			2		
	Establishment (Pay fixation, service book, increment etc.)			1	1	
	Finance administration including dak dispatch			2		
	Remittance			1.5		
	Budget					
	Audit			1		
	Taxation					
	Bank Accounts and BRS			2		
	GPF cases			2		
	Pension Cases			1		
	DOT Claim/Miscellaneous Schedule			1		
	Fixed Asset and WIP			0.5		
	TR (Wired, Wireless and non conventional)			1		
TR computer work (no norm is defined as outsourcing will be economical)						
Distribution	Non executive required only for inventory management viz. SIM, Recharge Coupan etc. Apart from it only supporting staff is justified.			2	1	
Marketing	Non executive required only for inventory management viz. banner,poster,calender,diary etc. Apart from it only supporting staff is justified.			1	1	
Business Development	Business Development Estimate/Documentation/Record Keeping			2		1
	Procurement through empanelled system integrator/participation in tender/enterprise solution One TTA and one RM at H.Q. and one TTA and one RM for every 10 SSA.					
Civil	Chief Office (Dak Dispatch-1, Technical matters-1, establishment-1, HR&Admin-1			4	1	1
	SE Office (Dak Dispatch-1, Hr&Admin-1, technical matters-1)			3	1	
	E.E. Office (Division) (Cashier-1, Auditor-2, dak dispatch-1, HR&Admin-1)			5	2	
	Sub division office			1	1	
Electrical	Chief Office (Dak Dispatch-1, Technical matters-1, HR&Admin-1			3	1	1
	SE Office (Dak Dispatch-1, Hr&Admin-1, technical matters-1)			3	1	
	E.E. Office (Division) (Cashier-1, Auditor-2, dak dispatch-1, HR&Admin-1)			5	2	
	Sub division office			1	1	

ANNEXURE 9: POSITIONAL NORMS FOR NON EXECUTIVES IN SSA OFFICE

Head		PGM headed					GM headed (large)					GM headed (small)					TDM headed				
		TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon	TTA	Steno	Sr. TOA	RM	Peon
Supporting Staff	Support staff to SSA head		1	2		2	1	1	2		2	1	1	2		2	1	1	2		2
	Support staff to SAG level officer other than SSA head		1	1		1		1		1		1									
	Support staff to JAG level officer other than SSA head			1		1			1		1		1		1						
	Support staff to STS level officer		1			1			1		1		1		1			1	1		1
	Support staff to PIO/Applete authority for RTI cases				1				1				1						1		
	Support staff to SDE(Public dealing) officer					1				1					1						1
Operation	PG			1					1					1					1		
	Parliamentary Question																				
	Telephone Adalat					2				2					2						2
	Telephone Advisory Committee			2					1					1					1		
	MIS	1					1					1					1				
	Network Monitoring											1					1				
Planning & IT	SW & IT			1					1												
	TX			1					1												
	CMIS,WLL,Broadband and NT			1		2															
	MM - Procurements			1					1												
	MM - stores																				
HR & Admin	Dak Receive and Dispatch			2	2				2	2				1	2				1	2	
	Legal			1					1					1					1		
	SR/Personal Claims/Welfare																				
	Performance & ACR			2					2					1					1		
	Promotions					2				2											2
	Recruitment			1										1							
	Training								1						1				1		
Establishment																					
Distribution	Non executive required only for inventory management viz. SIM, Recharge Coupan etc. Apart from it only supporting staff is justified.			2	1				2	1				1	1				1	1	
	Vigilance			2		1			2		1			1		1			1		1
Finance	Cashier			1					1					1					1		
	Personal bills and loans			2					2					1					1		
	Budget																				
	Audit			1.5					1.5					1.25					1.25		
	Taxation																				
	Pension Cases			0.75					0.75					0.25					0.25		
	DOT Claim/Miscellaneous Schedule			0.25		5			0.25		5			0.25		4			0.25		4
	Fixed Asset and WIP			0.5					0.5					0.25					0.25		
	TR (Wired, Wireless and non conventional)			2					2					1					1		
	TR computer work (no norm is defined as outsourcing will be economical)																				
	Outstanding pursuit cell																				
EMC, Insurance an Refund																					
Business Development and Telegraph Traffic	Business Development			2					2					1					1		
	CTO/DTO (Considering WTMS to be launched shortly, no norms are prescribed, to be merged with CSC for which norms has already been defined. The DTO/TC which can not be merged, one SrTOA per such centre may be provided. For all merged and non merged CTO/DTO/TC one Telegraph Messenger for every 20 'C' message per day. Average number of C message should be calculated on basis of total message in a year and more than one message addressed to firm/individual and delivered at time should be counted as one message. The 'C' message delivered on phone/telex/window/other means should be excluded.																				

ANNEXURE 10: WORKLOAD BASED NORMS FOR TMs AT SSAs

External Plant* (For the purpose of DEL, 5 broadband in urban and 2 in rural to be counted as 1 DEL)

1 TM for every 750 DELs in > 2k exchange for external plant

1 TM for every 300 DELs in 0.5k to 2k exchange for external and internal maintenance.

1 TM for external and internal maintenance in less than 0.5k exchange.

* However outsourcing will be economical and better for external plant maintenance.

Internal Maintenance

1 TM for every 2500 DELs for maintenance of MDF/Test room for LL/Broadband in local exchange.

1 TM for every 10000 DSLAM capacity with min 1 TM per SSA in broadband switch.

Cable Maintenance*

Large Exchange (More than 2000 lines) One TM for every 4000 DELs

Small Exchange (upto 2000 lines) One TM for every 2000 DELs

* However outsourcing will be economical and better for cable maintenance.

Marketing

1 TM under each AGM(marketing or Sale)

PRI & LC

1 TM for 50 PRI & 1 TM for 100 LC

WLL & CMTS

Responsibilities

1. For installation and maintenance of FWTs

2. For installation and maintenance of Solar panel/Patch panel

It is experienced that these works should be carried out by outsourcing/contract as posting staff will increase expenditure without any real output.

However one T.M. for every 5000 WLL connection for programming/replacement of FWT is recommended with minimum 1 per SSA.

3 TM per MSC upto 30K. Above 30K, one additional TM for every 20K line.

1 TM per BSC if not colocated with MSC.

Store

1 TM for in each divisional store in SSA upto 1 Lakh DELs and 2 TM for SSAs more than 1 Lakhs DELs

Transmission Maintenance

OFC equipment For stations having termination upto 200 PCMs no TM, For 201-1024 PCMs one TM and for every 1024 PCM one TM.

OFC Route To define norm is not found expedient as outsourcing will be much cheaper and will avoid delay in interruption.

Radio System No norm as either scrapped or will be scrapped shortly. However minilinks etc being used for BTS etc being maintained by outsourcing, not require any norm.

Leased Circuit One TM upto 300 circuit and for every additional 500 working circuits or part thereof one additional TM. These norms are not applicable where leased lines are given by MLDN/MLLN.

ANNEXURE 11 (i): WORKLOAD BASED NORMS FOR TTAs AT SSAs

Broadband O&M	Broadband Switch	1 TTA upto 4000 DSLAM capacity in SSA and one additional TTA for every 5000 DSLAM capacity.
	Broadband Service	1 TTA for every 5000 broadband connections or part thereof for operation and maintenance of broadband service including service at subscriber premises subject to minimum of one TTA per SDCA.
Customer Care	Commercial	One TTA per 20,000 customers (mobile+wll+broadband+leased line) subject to minimum 2 and maximum of 10 in SSA for this work.
	Call Centre	One TTA per one lakh customers subject to minimum of 1 for call centre and PG activity
	Enterprise Segment	One TTA per 50 key accounts customers (individual/firm/Govt. bodies) giving annual revenue of Rs. 1 Lakhs and above but less than Rs. 5 Lakhs subject to minimum of one per SSA
Marketing		One TTA in each marketing team (one in each franchisee area)
Transmission	TX network	One TTA for every 580 PCM streams (The same will also look after microwave/radio till scrapping)
	Route	One TTA for every 200 km OFC route in district
	Leased Circuit	One TTA for every 200 leased circuit ending in SSA, below 200 minimum one if at least 100 circuits are ending
	CMTS maintenance	One TTA per BSC location subject minimum one TTA per SSA.
Battery & Power Plant		One TTA for each main exchange (and its RSU/RLUs)/MSC/TAX
Internal Maintenance		4 TTAs for internal maintenance of electronic exchange/MSC/TAX irrespective of capacity. (Below 5K, TTA for battery & power plant will look after.)
		For exchanges/MSC capacity more than 30K, one additional TTA for every additional 20K lines.
FRS		One TTA for every SSA for server maintenance (commercial and FRS)
Non Operative		One TTA per SSA for non operative function.
BTS (WLL/GSM)	BTS (O&M)	1 TTA for every 60 BTS in urban and for every 30 BTS in rural subject to minimum 1 per SSA.
	Drive test and radio optimisation.	1 TTA for every 120 BTS subject to minimum of 1 TTA in SSA.
BSC and MSC (WLL & GSM)	BSC&RNC	1 TTA per BSC & RNC location.
	MSC-HLR	4 TTA per location for round the clock operation
	MSC-Server	4 TTA per location for round the clock operation
	MSC-Lawful Interception Monitoring	1 TTA per location
	MSC- Media Gateway	4 TTA per location for round the clock operation
	MSC-MPBN	
	MSC- Signalling Gateway	
		In case of collocated cases 2 TTA instead of 4 per case where round the clock operation is required, may be assumed.
O&M of CCN Node		1 TTA per SSA including IT

ANNEXURE 11 (ii): NORMS FOR TTAs IN PROJECT WORK

Annexure: Norms for man days for project works involving installation/testing/verification/commissioning

Tower(Verification work)	22 man days TTA (15 days foundation and 7 days erection)
Battery/P.P.	7 man days TTA
Broadband equipment	1 man day TTA for every DSLAM/Router etc.
BTS Installation	7 man days TTA (Excluding work of antenna waveguide which will be through contract)
OFC laying	One RM for every 10 km per day
Splicing	One TTA for every 5 joints per day irrespective of number of fibres.
Microwave link/Terminal installation and commissioning	7 man days TTA per system (2 terminal)
Support in AT & testing of vendor installad equipment	1 man day TTA per DSLAM/Router etc./IT equipment
	7 man days TTA per BTS.
	20 man days TTA per BSC
	30 man days TTA per MSC/Switch
Transmission interlinking work for commissioning of BSC/MSC/Switch	7 man days TTA for BSC and 30 man days for MSC/Switch

ANNEXURE 12: WORKLOAD BASED NORMS FOR TOAs AT SSAs

HR package-Data feeding and updation of records	One Sr.ToA upto staff strength of 1000 and additional one for every 1000 or part thereof.
Temp. Advances, Imperest, ACE-2 bills, Preparation of JV, working exp. Budget.	One Sr.ToA upto staff strength of 1000 and additional one for every 1000 or part thereof.
Compilation of TBL data feeding & related works (basic & CMTS)	One Sr.ToA upto staff strength of 500 and additional one for every 500 or part thereof. But NIL for SSAs which have migrated to CDR.
BRS-Collection & operation of all bank accounts including CMTS liason with Bank. Settlement of ATD/ATC and their accounting	One Sr.ToA upto staff strength of 500 and additional one for every 500 or part thereof.
Preparation of remittance challan & remittance to bank related data feeding	One Sr.ToA upto 25000 lines and additional one for every 50000 or part thereof.
Printing of bill register, different types of report,bill dispatch, review and correspondance of unaddressed and CIC numbers, heavy callers and bill printing	Considering CDR based billing in near future, norms are not being defined. However untill then outsourcing as per requirement in addition to norms defined for CSC may be considered.
Commercial and CSC	one SrTOA per 10000 customers(WLL+mobile+LL+B.B.+Leased Line) subject to minimum 3 in SSA and maximum 10 in SSA
Record Keeping	One SrTOA per 10000 post paid and 100000 prepaid customers or part thereof
Marketing team	One Sr. TOA per marketing team belonging to atleast one in each franchisee area
Call Centre	One Sr. TOA per One Lakh customers subject to minium One in SSA
Outstanding pursuit cell	1 SrTOA for 20000 lines and one additional for every 40000 lines
EMC, Insurance and Refund	1 SrTOA for each 1250 cases per month and one additional SrTOA for 1250 cases per month or fraction thereof
MM-Store	2 Sr TOA for each warehouse and one additional SrTOA for leave reserve.

Battery/Power Plant/E.A./MDF/Switch room activity work

Stand alone BTS maintenance : It is learnt that presently standalone BTS in urban area is being manned by watch and ward scheme or any other contract. Therefore no norms are prescribed for such cases as posting staff will not be economical.

In case of rural standalone BTS also the same should be carried out, until then 1 R.M. with living arrangement may be posted for all activity.

Exchange (GSM/WLL BTS as 1K and DSLAM's actual capacity to be counted for this purpose)

Capacity	RM Norms
Less than 0.5K	NIL **
0.5K to < 2K	1 **
2K to 5K	3
>5K to 10K	4
>10K	5 plus One additional RM for every additional 10K

** Norms of TM for such cases are there for internal and external maintenance.

(Note : However outsourcing alongwith diesel refilling will be economical)

External Plant*

1 R.M. for every 2000 DELs for SSAs below 45K DELs

30 plus 1 additional R.M. for every additional 3000 DELs above 45000, for SSAs above 45K DELs

* However outsourcing will be economical and better for external plant maintenance.

Store Depots

2 R.M. for each divisional store/warehouse in a SSA having DELs upto 1 Lakh and 4 R.M. for SSAs having DELs more than 1 Lakhs.

1 R.M. for each SDCA headed by SDE for store, cable break down and other miscellaneous work.

Cable Maintenance*

1 R.M. for every 4000 DELs for more than 2K exchange (including RLU/RSU capacity) to assist TM in splicing work.

Digging of pits may be carried out by private operator/agency.

* However outsourcing will be economical and better for cable maintenance.

Mobile CCN

2 R.M. for record keeping of CAFs upto 1,00,000 CAFs and one additional R.M. for every additional 1,00,000 CAFs.

Transmission Project executed by SSA.

OF cable laying 1 R.M. for every 100 k.m. for 6 man months considering all the works are being done by agency including splicing work.

System Installation 2 R.M. for each installation team (one team per SSA upto 40000 DELs and additional team on every additional 1 lakh DELs. in addition to outsourcing as per requirement.

Transmission Maintenance

OFC equipment 1 R.M. at each transmission centre having more than 200 PCM excluding colocated with TAX. 2 R.M. at transmission centre colocated with TAX.

OFC Route To define norm is not found expedient as outsourcing will be much cheaper and will avoid delay in interruption.

Radio System No norm as either scrapped or will be scrapped shortly. However minilinks etc being used for BTS etc being maintained by outsourcing, not require any norm.

WLL & GSM MSC/BSC

3 RM per MSC, MPBN, Media Gateway, Signalling Gateway if not colocated with each other. In case of colocated, 2 per case.

1 RM per BSC if not colocated with MSC.

ANNEXURE 14 : Staffing Norms for Non-Executives for CFA & CM Sales

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I. Circle Offices

Large Circles = TN, Maharashtra, Kerala, AP, Karnataka, UP (E), Gujarat, Rajasthan

Metro Districts = Chennai, Kolkata

Medium Circles = WB, Punjab, MP, UP (W), Haryana, Orissa, Bihar, J&K, Assam

Small Circles = Jharkhand, Uttaranchal, HP, Chattisgarh, NE-I, NE-II, A&N

Positional Norms for Circle Offices

Positional Norms		Large Circles		Metro Districts & Medium Circles		Small Circles	
		Sr ToA	RM	Sr ToA	RM	Sr ToA	RM
Consumer Fixed Access	Sales-related inventory management (modems, calling cards, etc)	2	2	2	1	1	1
	Marketing-related inventory management (banners, posters, etc)	1	1	1	1	1	1
Consumer Mobility	Sales-related inventory management (SIM, RCV, etc)	2	2	2	1	1	1
	Marketing-related inventory management (banners, posters, etc)	1	1	1	1	1	1

II. SSAs

Large SSAs = PGM-headed

Medium SSAs = GM-headed

Small SSAs = TDM-headed

Positional Norms for SSAs

Positional Norms		Large SSAs		Medium SSAs		Small SSAs	
		Sr ToA	RM	Sr ToA	RM	Sr ToA	RM
Consumer Fixed Access	Sales-related inventory management (modems, calling cards, etc)	2	2	1	1	1	0
Consumer Mobility	Sales-related inventory management (SIM, RCV, etc)	2	2	1	1	1	1

No separate manpower required for Marketing

ANNEXURE 14 : Staffing Norms for Non-Executives for CFA & CM Sales

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Workload-based Norms for SSAs

(a) Consumer Fixed Access

(i) Sales Associates (any cadre in group C/ D – Sr ToA, TTA, TM, RM, etc)

- Condition 1 = 1 Sales Associate per 5000-8000 working LL connections
- Condition 2 = 1 Sales Associate per radius of 5km in inhabited areas
- Actual number required = Maximum (number as per Condition 1, number as per Condition 2)

(ii) Sales Team Leaders (any cadre in group B/ C/ D – SDE, JTO, Sr ToA, TTA, TM, RM, etc)

- 1 Sales Team Leader per 4-6 Sales Associates
- In case Sales Team Leader is from group B, the corresponding requirement from group C/ D will come down

No separate manpower required for Marketing

(b) Consumer Mobility

(i) Retailer Managers (any cadre in group C/ D – Sr ToA, TTA, TM, RM, etc)

- 1 Retailer Manager per 200-300 retailers (200 – rural areas, 300 – urban areas)
- Exact number of Retailer Managers required to be calculated after the retailer survey is carried out

No separate manpower required for Marketing